



WESTMINSTER

TO: The Mayor and Members of the City Council
DATE: April 25, 2016
SUBJECT: REVISED - Briefing and Post-City Council Briefing Agenda for April 25, 2016
PREPARED BY: Donald M. Tripp, City Manager

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

Looking ahead to Monday night's Briefing and Post-City Council meeting briefing, the following schedule has been prepared:

A light dinner will be served in the Council Family Room 5:45 P.M.

EXECUTIVE SESSION 6:00 P.M.

- 1. Provide instruction to the City's negotiators and receive legal advice from the city's attorneys regarding the Dadiotis litigation as authorized by WMC 1-11-3(C)(3), (7) and (8) and CRS 24-6-402(4)(b) and (e)(I). - Verbal

Council Briefing (The public is welcome to attend.) 6:30 P.M.

CITY MANAGER'S REPORT

POST BRIEFING (The public is welcome to attend.)

PRESENTATIONS

CITY COUNCIL REPORTS

None at this time.

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY

- 1. Annexation Boundary for the Area West of Standley Lake
2. Community Development: Development Review Audit Recommendations - Implementation Update Q1 2016
3. Strategic Plan Retreat - Delivery of Final Retreat Preparation Materials

Items may come up between now and Monday night. City Council will be apprised of any changes to the post-briefing 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 /TTY 711 or State Relay) or write to vmedina@cityofwestminster.us to make a reasonable accommodation request.



## Staff Report

Information Only Staff Report  
April 25, 2016



**SUBJECT:** Annexation Boundary for the Area West of Standley Lake

**PREPARED BY:** Michelle Stephens, AICP, Business Operations Coordinator  
Mike Happe, Utility Planning and Engineering Manager

### Summary Statement

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

- The City of Westminster has interest in the type of future development that may occur west of Standley Lake, as there could be resulting impacts on the water quality of Standley Lake, the main drinking water supply for the City.
- The City of Westminster desires to establish an annexation boundary with the City of Arvada to define potential areas of annexation by both cities in the area west of Standley Lake.
- Westminster staff has held informal discussions with Arvada staff regarding development of an annexation boundary for the area west of Standley Lake, and Arvada staff has been receptive to the idea.
- The Arvada City Council will review the proposed Intergovernmental Agreement concerning the annexation boundaries west of Standley Lake as a workshop item at its meeting on April 28, 2016.

### Background Information

Staff has had informal discussions with Arvada staff regarding development of an annexation boundary for the area west of Standley Lake beginning in early 2011. Arvada staff was receptive to the idea and an Intergovernmental Agreement (IGA) was nearly completed in late 2011; however, the two cities could not reach an agreement at that time and the IGA was not pursued. As the rate of development in both cities has increased substantially in the past couple of years and Arvada is experiencing elevated pressure to annex and serve this area, Staff believes that an agreed annexation boundary is now necessary in order to protect the City's drinking water supply from stormwater runoff from future development. The proposed boundary is north of 86th Avenue and east of Indiana along the Church Ditch, as shown in Exhibit A of the IGA (Attachment 1).

The purpose of identifying an annexation boundary through an IGA is to establish agreement between the two cities regarding future areas of annexation (i.e. which City will be allowed to annex and provide services to which properties). Agreeing on the annexation boundary will enhance the ability of both cities to achieve common goals and to protect respective interests, such as maintaining water quality and the preservation of the rural character of the area.

The proposed IGA would not change state annexation laws and it does not alter a properties owner's right to petition the City for annexation. It is similar in nature to the IGA between the City of Westminster and the City of Thornton that has defined I-25 as the annexation boundary between the

two communities for over 20 years. The proposed IGA defines which properties' annexation petition would likely be accepted or rejected by the City of Westminster and the City of Arvada. If there is no agreement on annexation boundaries, then the cities are free to respond to an annexation request in whatever manner they deem fit. Currently, except in the limited circumstances of an enclave, the City has complete discretion of when and where to annex, as long as the annexation meets the requirements of state statute. This proposed IGA provides a level of certainty that the City of Westminster will only annex in our sphere and the City of Arvada will only annex in their sphere.

Standley Lake is the main drinking water supply for the City and Staff take the protection of this precious resource seriously. The Comprehensive Plan identifies the area included within the proposed City boundaries as "Agricultural / Conservation Area." Attachment 2 illustrates the Comprehensive Plan land uses as they relate to the proposed boundary and Arvada's current city limits. The proposed IGA would establish the property lines of properties intersected by the Church Ditch as the future boundary between the two cities. Stormwater from development to the west of the canal in Arvada can be intercepted by the Church Ditch and routed to bypass Standley Lake. Stormwater from Church Ditch is conveyed to Big Dry Creek. This agreed boundary would allow Westminster the ability to determine the best way to minimize pollution from stormwater runoff in this area, which cannot be routed into the Church Ditch and onward into Big Dry Creek.

The proposed IGA supports the City's 2015 Strategic Plan Goals of *Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Beautiful, Desirable, Safe and Environmentally Responsible City; and Financially Sustainable Government Providing Excellence in City Services.*

Respectfully submitted,

Donald M. Tripp  
City Manager

Attachment 1: Proposed Intergovernmental Agreement and Exhibit A

Attachment 2: Comprehensive Plan with Proposed Boundary

INTERGOVERNMENTAL AGREEMENT BETWEEN  
THE CITY OF WESTMINSTER AND THE CITY OF ARVADA REGARDING AN  
ANNEXATION BOUNDARY FOR THE AREA WEST OF STANDLEY LAKE

THIS INTERGOVERNMENTAL AGREEMENT (the "Agreement") is made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2016, by and between the City of Westminster, Colorado, a Colorado home-rule municipality (hereinafter referred to as "Westminster"), and the City of Arvada, Colorado, a Colorado home-rule municipality (hereinafter referred to as "Arvada") (Westminster and Arvada also hereafter referred to collectively as the "Parties").

WHEREAS, the Parties City Councils have each made the following findings:

A. The people of the State of Colorado have authorized the Parties to exercise their powers and to cooperate and contract in the matters set out in this Agreement through the Colorado Constitution, Article XIV, Section 18 (2) (a), Article XX, Section 6, and Article XI, Section 7.

B. The General Assembly of the State of Colorado has authorized and encouraged cities to exercise their powers and to cooperate and contract in the matters set out in this Agreement through the enactment of State statutes including, but not limited to: C.R.S. Section 29-20-101, et seq; Section 29-1-201, et seq; Section 31-12-101, et seq; Parts 2 and 3 of Article 23 of Title 31; and particularly Section 29-20-105, authorizing local governments to enter into intergovernmental agreements concerning lands that may be annexed by each municipality.

C. Each city has a commitment to planned and orderly growth; to regulating the location of activities and development which may result in increased demands for its services; to providing for the orderly development and extension of city services, facilities, and regulations; to avoiding unnecessary duplication of governmental services; to simplifying governmental structure where possible; to accomplishing quality development; to reducing and avoiding, where possible, friction between the cities; to promoting the economic viability of their respective communities; and to raising revenue sufficient to meet the needs of their citizens.

D. West 96<sup>th</sup> Avenue, and the extension of the Church Ditch to the south, form a natural boundary between the two cities in the undeveloped area west of Standley Lake Reservoir (hereinafter referred to as the "Annexation Boundary"), which is an area of mutual interest, the boundaries of which are delineated on Exhibit A attached hereto and incorporated herein by this reference.

E. Growth and development pressure and its associated demands for municipal services presently exist and will continue to occur in this area both north and south of West 96<sup>th</sup> Avenue.

F. Increased coordination and cooperation between the cities, as represented in this Agreement, in planning for and regulating growth and the development of land within the current and future boundaries of the cities in this area and in the extension of the cities' municipal services, will enhance the ability of the cities to achieve their common goals and to protect their respective interests.

G. This Intergovernmental Agreement is entered into pursuant to the Colorado constitution and the Colorado Revised statutes, and the subject matter and agreements contained herein are logical and foreseeable results of the foregoing enactments.

NOW THEREFORE, in consideration of the above recitals and of the mutual promises, covenants and agreements contained herein, Westminster and Arvada agree as follows:

1. Annexation Boundary Areas.

The areas that are the subject matter of this agreement are shown in Exhibit A, attached hereto and incorporated herein by this reference. The Annexation Boundary is depicted in Exhibit A by a red demarcation line.

2. Annexation and Municipal Services Extensions.

2.1 Westminster agrees to exercise its annexation powers and provide its services only within that portion of the subject area lying to the north and east of the Annexation Boundary.

2.2 Arvada agrees to exercise its annexation powers and provide its services only within that portion of the subject area lying to the south and west of the Annexation Boundary.

2.3 The Parties agree to advise each other of any annexation petitions that they receive, which cover lands located within the annexation boundary areas of the other party, within thirty (30) days of the petition's filing.

3. Notices.

All notices or other communications required hereunder shall be delivered by first class mail, return receipt requested, addressed as follows:

City of Arvada  
Community Development Department  
Attention: Rita McConnell, Director  
8101 Ralston Road  
P.O. Box 8101  
Arvada, CO 80001-8101

City of Westminster  
Department of Community Development  
Attention: Mac Cummins, Planning Manager  
City of Westminster  
4800 West 92nd Avenue  
Westminster, CO 80031

5 Parties to Exercise Good Faith.

The Parties agree to devote their best efforts and to exercise good faith in implementing the provisions of this Agreement.

6. Intent of Agreement.

This Agreement is intended to describe rights and responsibilities only as between the named parties hereto. It is not intended to and shall not be deemed to confer rights to any persons or entities not named as parties hereto nor to require Westminster or Arvada to annex any property or to provide any services to any land. This Agreement is not intended to limit in any way the powers or responsibilities of Jefferson County or of any other political subdivision of the State of Colorado not a party hereto.

7. Remedies for Default.

Should any party fail to comply with the provisions of this Agreement, the other party, after providing written notification to the non-complying party and upon the failure of said party to achieve compliance within ninety (90) days after said notice, may at its option either terminate this Agreement or maintain an action in a court of competent jurisdiction for specific performance, injunctive, or other appropriate relief, excluding damages relief. In the event of such litigation, each party shall be responsible for its own costs, including attorney fees.

8. Effective Date.

This Agreement shall become effective on the date that it is officially approved by both Parties.

9. Termination.

This Agreement shall terminate on December 31, 2045, unless the Parties mutually agree in writing to terminate it sooner, or it is terminated pursuant to paragraph 7 or 10.4.

10. Miscellaneous Provisions.

10.1 No amendment or waiver of any covenant, condition or provision contained herein shall be valid unless in writing and duly executed by both parties.

10.2 This Agreement supersedes all prior written and oral agreements and understandings between the parties relating to the subject matter thereof.

10.3 This Agreement shall be binding upon the parties hereto, their respective successors or assigns.

10.4 If any portion of this agreement is held invalid or unenforceable by a court of competent jurisdiction, such invalidity or lack of enforceability shall cause the entire agreement to be terminated.

10.5 This Agreement does not and shall not be deemed to confer upon or grant to any third party any right enforceable at law or equity arising out of any term, covenant, or condition herein or the breach thereof.

10.6 This Agreement may be signed in counterparts, and each counterpart will be considered an original. This Agreement may be executed by facsimile signature.

IN WITNESS WHEREOF, the above Parties hereto have caused this Agreement to be executed.

City of Westminster, a Colorado municipal corporation

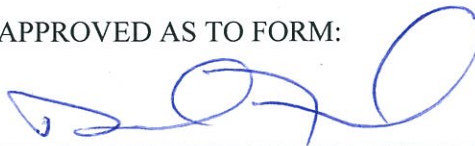
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By: Herb Atchison, Mayor  
4800 West 92<sup>nd</sup> Avenue  
Westminster, Colorado 80031

ATTEST:

\_\_\_\_\_  
City Clerk

APPROVED AS TO FORM:



\_\_\_\_\_  
City Attorney

City of Arvada, a Colorado municipal corporation

\_\_\_\_\_  
By: Bob Dyer, Mayor  
8101 Ralston Road  
P.O. Box 8101  
Arvada, Colorado 80001-8101

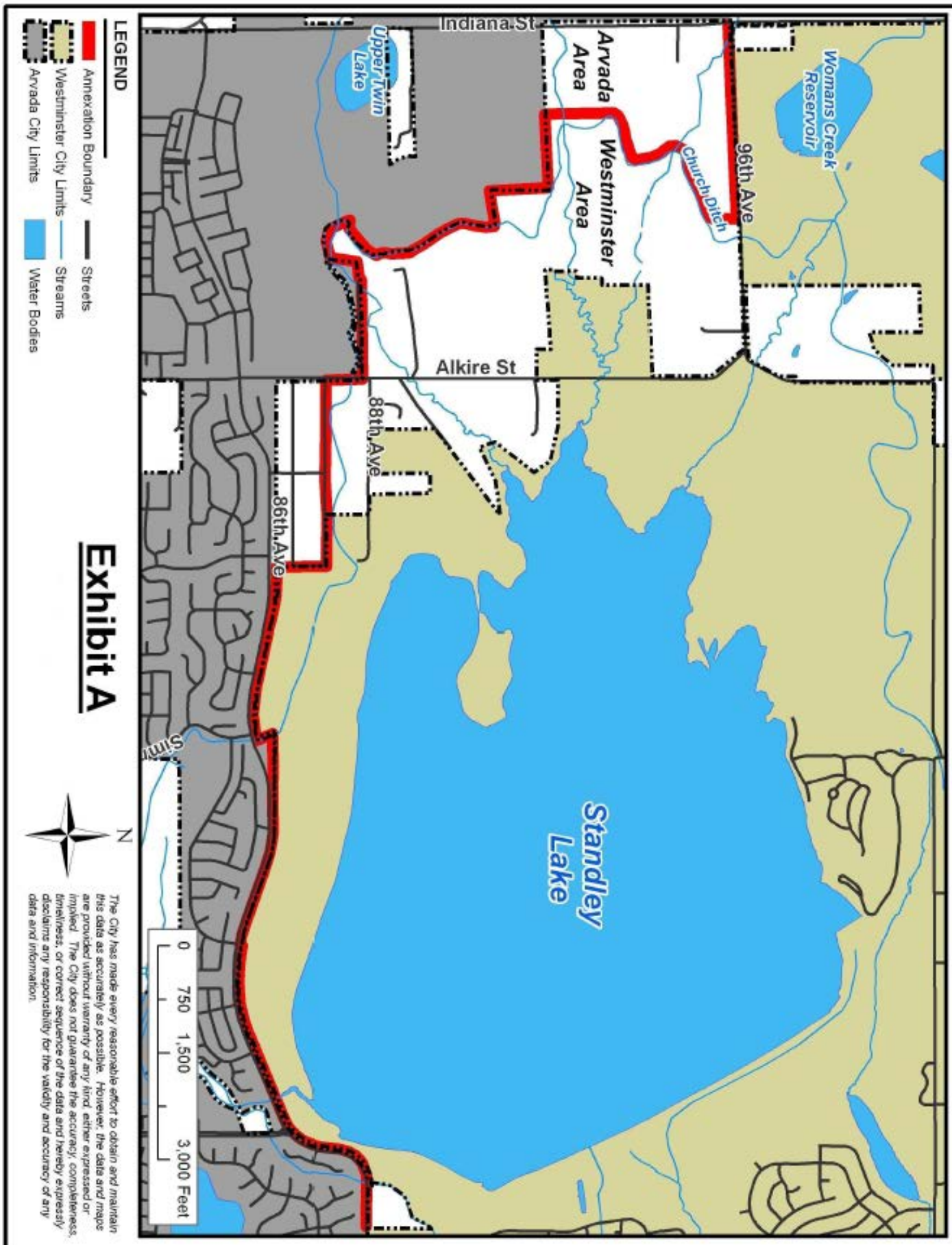
ATTEST:

\_\_\_\_\_  
City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney

EXHIBIT A





## EXHIBIT A

**Westminster Annexation Area Boundary Description**

The Westminster Annexation Area Boundary Description is the area generally north and east of the following line shown on Exhibit A:

Beginning on the west side of Indiana Street right of way (current Westminster city limits are on the east side)

Then south to the south side of West 96th Avenue right of way (existing Westminster city limits);

Then east along West 96th Avenue right of way (existing Westminster city limits) to parcel line west of Church Ditch;

Then south and west along various parcel lines west of Church Ditch to existing Arvada city limits;

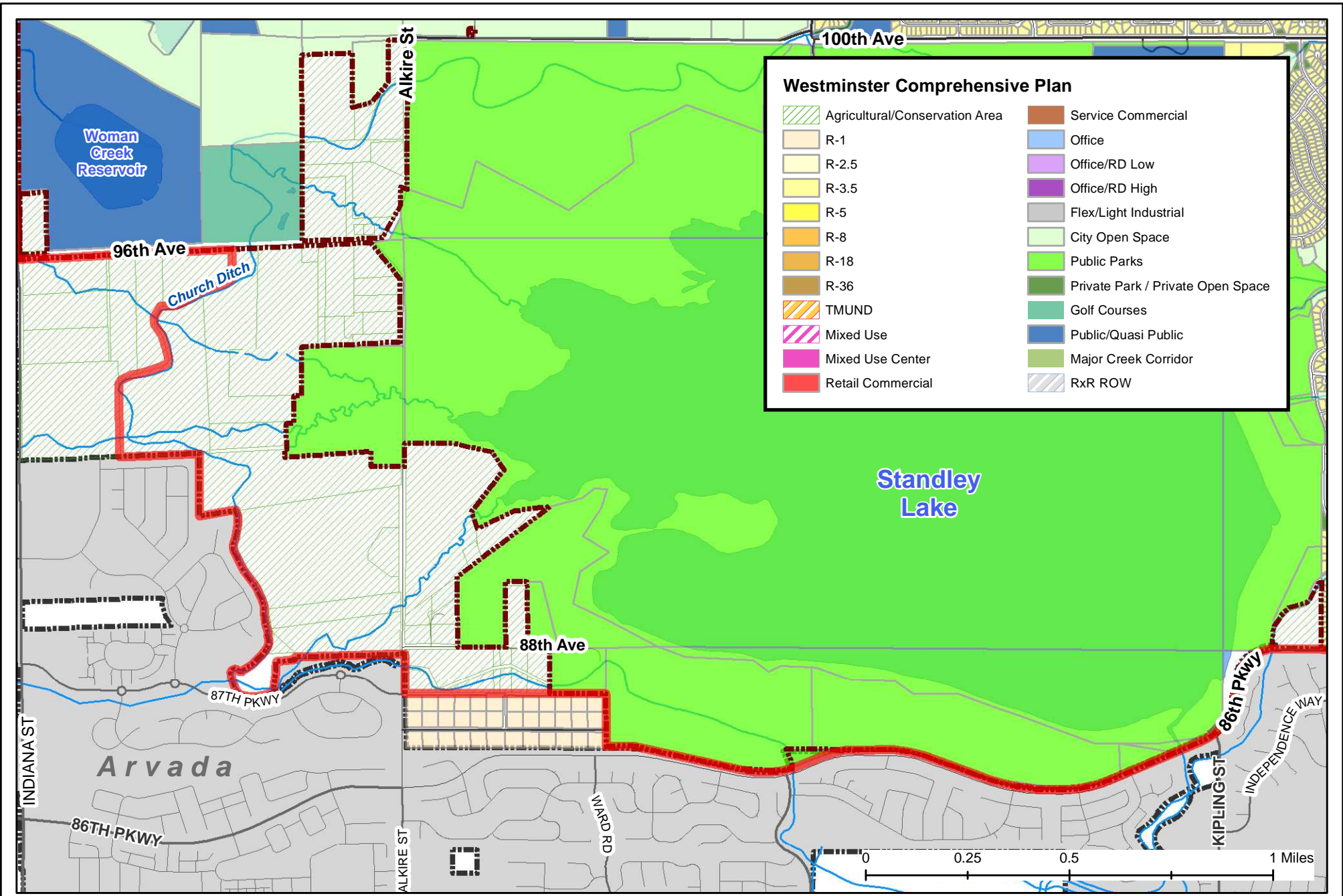
Then continuing along existing Arvada city limits and parcel lines adjacent to Church Ditch to Alkire Street;

Then south along the center line of Alkire Street (existing Arvada city limits) to a parcel line approximate to the north edge of West 87th Avenue right of way;

Then east along the north right of way line of West 87th Avenue to existing Westminster city limits;

Then continuing east and south along existing Westminster city limits to West 86th Avenue;

Then continuing east along West 86th Avenue right of way (existing Westminster city limits) to West 88th Avenue- including the small enclave east of Standley Lake and north of West 88th Ave.



### Westminster Comprehensive Plan

	Agricultural/Conservation Area		Service Commercial
	R-1		Office
	R-2.5		Office/RD Low
	R-3.5		Office/RD High
	R-5		Flex/Light Industrial
	R-8		City Open Space
	R-18		Public Parks
	R-36		Private Park / Private Open Space
	TMUND		Golf Courses
	Mixed Use		Public/Quasi Public
	Mixed Use Center		Major Creek Corridor
	Retail Commercial		RxR ROW

- Annexation Boundary
- Westminster City Limits
- Arvada City Limits

# Westminster Comprehensive Plan



The City of Westminster has made every reasonable effort to obtain and maintain this data as accurately as possible. However, the data and maps are provided without warranty of any kind, either expressed or implied. The City of Westminster does not guarantee the accuracy, completeness, timeliness, or correct sequence of the data and hereby expressly disclaims any responsibility for the validity and accuracy of any data and information.



## Staff Report

Information Only Staff Report  
April 25, 2016



SUBJECT: Community Development: Development Review Audit Recommendations – Implementation Update Q1 2016

PREPARED BY: Michelle Stephens, Business Operations Coordinator

### Summary Statement

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

In March 2014, the Community Development Department conducted a study session with City Council on the subject of how the City provides service relative to the processing and approval of new development in the City. At this study session, concerns were expressed that the City was not viewed favorably by the development community and that there was a desire to make changes to improve the development review process.

As follow-up to the concerns expressed, the City hired an independent consulting firm to do a review of the City's development review process and report back to Council with its findings and recommendations for improvement. Matrix Consulting was hired in summer, 2014, and its final report, also known as the "audit", regarding the development review process was published on January 29, 2015.

On April 13, 2015, Staff categorized Matrix Consulting's recommendations for improvement into topical areas and provided a recommendation to City Council regarding how all of this can be implemented. Due to staffing resources and implementation time, some of these recommendations were proposed to be instituted in 2016.

In order to keep City Council apprised with respect to audit recommendation implementation, Staff is providing quarterly reports outlining the progress of implementation.

### Background Information

Attached is a matrix summarizing the consultant's findings and Staff's recommendations from April 2015, the status of the recommendation, and the originally and currently planned implementation dates. Additionally, below are some of the implementation actions Staff has underway for Q2 2016:

- Hiring, onboarding, and training of new Community Development staff
- Development of Community Development intranet web page
- Continued coordination with Economic Development
- Development of a customer service post-service survey specific to the development review process
- Identification of minor plan amendments criteria, timeframes, and workflows

- Completion of a standards evaluation project led jointly by Community Development and Public Works and Utilities Departments.
- Completion of the Fee Comparison Study of development fees

The attached summary matrix identifies the projected delays to the implementation of many of the consultant's and staff's recommendations, including the implementation of an electronic permitting system and the publication of a development review guide. The delayed start of the electronic permitting project, which was delayed due to vendor resource limitations, had a waterfall effect on the implementation of other audit items, such as reduced review times. Although the implementation of these tools has been delayed, Staff continues to prioritize the core finding of the audit - *"the need for staff to improve applicant's understanding of the minimum requirements, and provide clear, concise and consistent feedback on the alternatives sought,"* (Pages 2-3, Final Report of the Development Process Evaluation Project, Matrix Consulting Group 1/29/2015). Staff have been and will continue concentrating on improving communication with applicants, property owners, and the public at all stages of the project approval in order to ensure clear and consistent feedback. Staff are also seeking out win-win design solutions in collaboration with the applicant/developer in order to achieve high quality project that meet both the City's and developer's vision.

The TraKit e-permitting project was delayed due to vendor resourcing issues, but officially kicked-off on March 1, 2016 with the approval of the project schedule. The implementation of the TraKit software is divided into 4 phases, as outlined below:

- Phase 1 – Data Hand Off: March 1 – May 12  
During this phase Staff is working closely with the consultant to map workflows and processes as well as identifying timelines and reporting methodology.
- Phase 2 – Configuration: May 13 – July 22  
During this phase, the consultant, TraKit/FIS/Sungard, will take the information provided in Phase 1 and develop the system.
- Phase 3 – Testing: July 25 – November 25  
The Testing Phase will begin July 25 when the consultant delivers the testing version of the e-permitting system and trains Staff in the testing methodology. During the testing phase Staff will work with both internal and external customers to ensure the system is providing the desired functionality.
- Phase 4 – Training and Go-Live: November 28 – December 15  
The final phase involves training all users of the system, shutting down the current Building Division system, and "going-live" with TraKit.

Staff believes this schedule allows adequate time for testing by both Staff and external customers. Additionally, a soft-launch in December allows the Community Development Department staff the opportunity to begin the New Year with a new system. Staff hopes this fresh start will be a milestone embraced by the development community as not only will the Community Development Department have a new system, it will also have many new processes, a user-friendly website that accepts online applications, and a commitment to transparency and reporting made possible by the system.

During the configuration stage of the electronic permitting system, Staff will begin creation of the Development Review Guide. A user-friendly and multi-lingual Development Review Guide is necessary to support both experienced developers and new-comers to navigate Westminster's unique development review process. As there will be changes to our process as a result of the implementation of the electronic permitting system, it was necessary to delay the publication of the Guide until the system "goes-live." In addition to the guide, training for the new system will be available in December 2016.

This report supports the City Council Strategic Plan goals of *Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Vibrant, Inclusive and Engaged Community;*

Staff Report - Development Review Audit Recommendations – Implementation Update Q1 2016  
April 25, 2016  
Page 3

*Dynamic, Diverse Economy; Beautiful, Desirable, Safe and Environmentally Responsible City; and Financially Sustainable Government Providing Excellence in City Services.*

Respectfully submitted,

Donald M. Tripp  
City Manager

Attachment:      Audit Summary Matrix Q1 2016

**Community Development Audit Implementation Status Update**

**Q4 2015**

April 11, 2016

<u>Consultant Report</u>	<u>Staff Recommendation</u>	<u>Planned Action</u>	<u>April '15 Planned Implementation Timeframe</u>	<u>Q1 2016 Status</u>	<u>March '16 Planned Implementation Timeframe</u>
<b>Pre-Application</b>					
The City should modify the pre-application process to provide greater clarity on the standards required for approval and the types of deviations from standards that have achieved approval in the past.	A pre-application meeting is currently an optional step in our planning entitlement process. Based on the audit recommendations a "pre-submittal" meeting will now be required. The pre-submittal meeting will focus on outlining the entitlement process, identification of potential issues that will need to be addressed, and where an applicant can find necessary resources (i.e. staff contacts, flood plain maps, etc.). Applicable hand-outs will be provided.	Integrate pre-submittal meeting into overall process update and roll-out, including updates to the website, applications, materials, and checklists to inform applicants of pre-submittal meeting requirements.			
Handouts and checklists should be provided to applicants at this [pre-application] phase of the process.	Pre-submittal meetings will be facilitated by the Principal Planner for consistency. Other staff may be invited to attend based on the location, project history, type of project, or applicant.	Integrate pre-submittal process into the multi-lingual development guide provided to prospective developers.	Beginning Q2 2016	A "soft launch" of the pre-application phase to allow for continued tweaks to the process is planned for Q2 2016 (est. June 1). Staff will continue to modify the pre-application process based on internal and external customer feedback.	Q2 2016
Create a robust pre-development process for Westminster. A development team involving all major decision-making agencies (typically at the planner/reviewer level) should have a standing meeting for pre-development review.	Planning staff will work with IT and the COD to establish a web interface to allow for online scheduling of pre-submittal meeting requests. An applicant will be required to provide a project location and brief description as well as contact information.	Create web-based scheduling and/or meeting request for pre-submittal meetings.			
The applicant should be invited to attend.					
The minimum submittal requirement for predevelopment should be limited to the minimal detail needed to provide preliminary feedback on the feasibility of the development.	A project location and brief description as well as the applicant's contact information will be required as part of the pre-submittal meeting.	Integrate pre-submittal meeting into the multi-lingual development guide.	Beginning Q2 2016	Preliminary feedback on development feasibility will be a part of the pre-submittal / pre-application phase.  Submittal requirements will be outlined in the Pre-Application Application and included in the future multi-lingual development guide.	Q2 2016

**Community Development Audit Implementation Status Update**

**Q4 2015**

April 11, 2016

<u>Consultant Report</u>	<u>Staff Recommendation</u>	<u>Planned Action</u>	<u>April '15 Planned Implementation Timeframe</u>	<u>Q1 2016 Status</u>	<u>March '16 Planned Implementation Timeframe</u>
<b>Development Guide(s) &amp; Public Outreach</b>					
A summary development guide outlining the City of Westminster's process, standards, and review timeframes should be developed and made widely available (in the office and online).	A comprehensive multi-lingual development guide (or guides) will be professionally developed to describe the planning entitlement process focusing on Comprehensive Plan Amendments, Annexation, and the Preliminary and Official Development Plan processes. The guide is recommended to be designed as a web-based document with cross-referenced links to specific materials (i.e. maps, codes, or applications).  The guide will include process overviews, detailed timeframes, references to locations of specific resources (i.e. staff contacts, flood plain maps, etc.), including application forms, and fee information.  Educational materials that explain the "why," not just the "how," will be interwoven through the multi-lingual development guide(s).	Create multi-lingual development guide language.  RFP and hire consultant(s) to ensure that the language and guide are appropriate for the audiences.  Update the website to include guide(s).	End Q4 2015  Roll-out Beginning Q2 2016	The creation of a development review guide that outlines our current process would not be beneficial as it will become out of date with the process improvements that are part of the e-permitting system and individual audit recommendations. Instead, staff will create a multi-lingual development review guide that coincides with the launch of the City's new electronic permitting development review process.	Q4 2016
The City should prominently outline in the development guide, in application materials, and on the website the types of administrative reviews and approvals that can be made at the staff Planner level to address the perception issue that exists regarding decision-making.					
As previously recommended, increased educational materials including a development manual should be developed and provided to applicants.					
Westminster should increase the public understanding of the process for minor amendments that require modification to the ODP process and implement a shorter time period for approval of these modifications.					
While no fee structure changes are recommended, the City should develop a handout summarizing the fee structure, the types of fees applicable to different application types to increase public awareness of the fees associated with development in the City of Westminster.					
All review timeframes should be included in development manuals, application materials, and prominently displayed on the website.					
A monthly report showing performance against the adopted timeframes should be distributed to communicate staff performance against the adopted review standards.	Report review time performance quarterly, and make review time performance available on website.	Provide quarterly report of performance, including posting on website.	Immediate	Complete. Quarterly report currently for Q4 2015 is posted. In Q4, the Planning Division processed 92% of the applications met timeliness expectations. The Q1 2016 report is delayed due to high staff turnover in Q1 2016 and the labor intensive nature of the current project tracking process. Real time project tracking will be available once the e-permitting software is live.	Ongoing
The City should develop a guide focused specifically on the needs of small businesses to ensure an understanding of the process (outlining process, approvals needed, timeframes, etc.). This guide, will similar to the prior recommendation, should focus specifically on the needs of small businesses who often have a greater need for assistance than larger developers. This guide should be a joint effort of the Department of Community Development and the Economic Development Office.	The multi-lingual development guide(s) recommended to be developed above will form the foundation for the creation of a joint Economic Development + Community development guide. This guide will contain much of the same information as the multi-lingual development guide(s), but will be directed towards the small-business owner.  This guide will be professionally developed and produced to assure that it is easily understandable and provides a professional high quality experience.	Integrate with multi-lingual development guide.	End Q1 2016  Roll-out Beginning Q2 2016	Staff is working closely with Economic Development staff to ensure a guide is created specific for Small Businesses as part of the creation of the multi-lingual development review guide.  Additionally, staff has conducted outreach and will continue to outreach to small business to answer questions and simplify the development review process.	Q4 2016  Ongoing
The City should highly publicize the availability of Friday building inspections to address the perception of this service being unavailable.	The Building Division has taken steps to better promote the availability of Friday building inspection services to the public. Notices have been sent to all licensed contractors, included in City email newsletters and City Edition, and included in other notifications to groups that may have an interest in construction activities.	Updated Division website and developed materials promoting and outlining Friday building inspection process.	Q1 2015	Complete. Staff continues to advertise the availability of Friday inspections. On average there are less than 10 inspections requested on every Friday for the past year, with one or two exceptions when there were still less than 15 Friday inspections requested.	Ongoing

**Community Development Audit Implementation Status Update****Q4 2015**

April 11, 2016

<u>Consultant Report</u>	<u>Staff Recommendation</u>	<u>Planned Action</u>	<u>April '15 Planned Implementation Timeframe</u>	<u>Q1 2016 Status</u>	<u>March '16 Planned Implementation Timeframe</u>
<b>Timeframe &amp; Metrics</b>					
The City should modify the review timeframes to provide shorter review timeframes for conceptual reviews and resubmittals.	Reduced timeframes and/or increased workload will be possible by the introduction of additional staff and by reducing administrative time from the planning process with the introduction of an e-permitting system.  Currently the review process is: 2 Concepts = 10 weeks + 2 Technical = 10 weeks. Total: 20 weeks.	Additional staff.  Implement e-permitting software with clear timeframes and review responsibility for project reviews.	Beginning Q2 2016	This item is delayed due to the resignation of the Principal Planner and an retirements of a Senior Planner. Additionally onboarding of new staff was impacted by these departures. Once the Planning Division is fully staffed and trained, projects will be reviewed utilizing the new timeframes (Pre-Application submittal and review = 3 weeks + 2-3 Technical reviews = 6 to 9 weeks. Total: 9-12 weeks) beginning Q3 2016. The integration of the pre-application phase into the development review process will be ongoing throughout 2016.	Q3 2016 / Ongoing
Establish a target of four weeks for staff review and one week for compilation and distribution of comments to the applicant.	As proposed the process will be: Pre-Submittal conference with the Principal Planner followed by a Pre-Application submittal and review = 3 weeks + 2-3 Technical reviews = 6 to 9 weeks. Total: 9-12 weeks.				
Progress towards these targets should be tracked carefully and reports on performance widely disseminated.	Quarterly reporting will begin (currently reporting every 6 months). The e-permitting system will also allow more effective project tracking and reporting.	Produce quarterly reports for Council and publish on the website.  Implement e-permitting system to allow applicants or other stakeholders the ability to monitor a projects progress in real time.	Beginning Q2 2016	An e-permitting system that can efficiently and effectively track performance is necessary to fulfill this recommendation. The identification of an e-permitting software that excels in project tracking was a key metric in the identification of TraKit, the chosen vendor. Creation of dashboards that are available to the public, Council, applicants, and others is a key milestone with the implementation of TraKit. TraKit is scheduled to go-live on December 14, 2016.	Q4 2016
The City should reduce the review timeframe for minor changes to ODPs.					
Westminster should examine its administrative amendment and minor administrative amendment categories and processes with the goals of: expanding criteria for projects that would meet these standards and ensuring the administrative process is as streamlined as possible.	New thresholds for minor ODP amendments will be established to allow review times of 1 week or less for minor changes.	Implement e-permitting software with clear timeframes and review responsibility for project reviews.	Beginning Q2 2016	Although the e-permitting system will not be live by Q2 2016, staff is working to identify key criteria for minor ODP amendments with minimized review timeframes and workflows.	Q2 2016
Westminster should implement a shorter review timeframe for select types of approvals (smaller amendments and minor ODP modifications). The approval timeframe should be established at no more than two weeks.					
Economic Development staff should work with Community Development staff to develop an "expedited review" process for projects that meet pre-defined criteria for investment, job creation, etc. Clear timeframes for review should be included within this policy.	Community Development and Economic Development staff will work closely to identify criteria and timeframes for expedited reviews.		Beginning Q2 2016	Ongoing coordination with Economic Development staff. Coordination with minor ODP amendment criteria and e-permitting workflows is required.	Q2 / Q3 2016
The City should increase the hours for submittal of applications. This can be accomplished either through an expansion of the hours to more than four per week, or assignment of a "Planner of the Day" who is responsible for all completeness reviews and intake of plans on the assigned day.	Currently project submittals are accepted on Tuesday and Wednesdays from 3-5 PM to ensure staff are available to provide a completeness check. The project review clock begins Immediate once the completeness check is finished.  All project submittals will now be accepted any day of the week with a weekly deadline of Thursday at noon. The project review clock will begin on the following Monday.  This allows for efficient use of staff resources and creates clear expectations for the development community. Completeness checks will occur within the first day of the project review (Monday).	Update current website, application, checklists, and materials with expanded project submittal timeframe.	Immediate	Complete. All project submittals are now accepted any day of the week with a weekly deadline of Thursday at noon. Applications, checklists, and materials have been updated to reflect the expanded project submittal timeframe. The website is up to date and continues to be updated with new materials.	Ongoing



**Community Development Audit Implementation Status Update****Q4 2015**

April 11, 2016

<u>Consultant Report</u>	<u>Staff Recommendation</u>	<u>Planned Action</u>	<u>April '15 Planned Implementation Timeframe</u>	<u>Q1 2016 Status</u>	<u>March '16 Planned Implementation Timeframe</u>
<b>Customer Service &amp; Training</b>					
Continued efforts should be undertaken to ensure that staff involved in development review and staff conducting economic development are in alignment with the process and timeframes adopted by the City. It is critical that the City be seen as consistent across departments.	Continue efforts to improve coordination and communication between Economic Development and Community Development, including the establishment of regular meetings to review pending projects.	Continue attendance at Tech Review Meeting. Establish regular coordination meeting.	Immediate	Community Development and Economic Development staff meet almost daily at all levels to discuss specific projects as well as overall policy issues to minimize any perceived or real disconnects between the two departments. This will continue through 2016.	Ongoing
Consideration should be given for each development review staff member to have dedicated hours allocated for customer access – either via phone or in-person meetings to discuss applications. While this would not limit public access during other hours, it would provide a set schedule where staff do not schedule meetings and are available to meet with applicants without a scheduled meeting.	Currently all development review case planners are available for customer access during business hours via phone and email. In-person meetings can be scheduled as needed.  Additionally, a minimum of 4 hours per week will be built into the staffing model for customer service interactions. These interactions will focus on building relationships with the development community, project applicants, and internal customers. Interactions may include touching base with an applicant who has not re-submitted an expected project or be as simple as touching base with an applicant to let them know the current status as well as next steps in the process.	Advertise availability of staff and willingness to schedule meetings (on the web, in the multi-lingual development guide, at pre-submittal conference, etc.)  Communicate with staff the importance of customer interactions and the changes proposed in the staffing model to allow for increased outreach.	Q2 2016 (with E-permitting system)	Although the e-permitting system will not be live by Q2 2016, the availability of staff and changes to the staffing model are being implemented to allow staff to develop higher quality relationships with the development community and to allow for improved customer service. Management and staff will continue to focus on improving customer service.	Ongoing
A customer service commitment and philosophy should be implemented for all development review staff that places a high priority on clear, timely, and constructive interactions with applicants.	Additionally, a comment review meeting will be scheduled at each step in the review process to minimize mis-communication and ensure applicants understand the review comments.				
Training should be provided to all staff involved in the development review process to ensure consistency across all departments.	Training courses will be developed as part of creation of multi-lingual development guide(s) and onboarding of new staff.	Develop training + education as part of creation of multi-lingual development review guide.	Beginning Q2 2016	To be developed as part of creation of e-permitting system and development review guide. The guide will be published in coordination with the launch of e-permitting.	Q4 2016
A standard should be established for timely responses to all voicemails and emails to increase service provided to applicants.	Continue to meet the 1-business day policy target to return phone calls and emails.	Management to outline the standard for staff and include as part of training.	Q1 2015	Complete. Management continue to reinforce the importance of customer service targets to all staff.	Ongoing
All plan review comments issued by staff should reference the code, city requirement, or policy that it relates to in order to provide further direction and guidance to applicants on the basis of the comment.	Coordinated within e-permitting system as part of comment letter automation.  All comments will be rooted in code or policy. Not all planning is science and Westminster's unique PUD development review process requires flexibility to achieve the great design.	Integrate with e-permitting system.	Q2 2015	All staff are required to include references to the City Code, Policy, or guideline as part of the development review process. Additionally, CD, Fire, and PWU staff are collaborating in a standards evaluation project to identify inconsistencies between codes, standards, and guidelines. The findings of this project are expected in early Q3 2016.	Ongoing / Q3 2016
<b>Permitting System</b>					
Longer-term, the City should implement a single development review software that encompasses the entire development review process and not only the building permitting function. This software will address many concerns identified and provide much greater functionality to both staff and applicants including: electronic plan submittal by applicants, electronic plan review by staff, simpler and more timely compilation of development review comments by all reviews, ability for applicants to review status of applications and review specific staff comments online.	The implementation of an e-Permitting system will accomplish many of the concerns identified in the audit, such as increasing transparency, reducing review times, and tracking/publishing review timeframes. An e-permitting system will also reduce the amount of administration tasks required by the case planner and allow more time for project review, applicant communication, and outreach.	RFP e-permitting system and receive bids  Implement e-permitting system	Beginning Q2 2016	The TraKit e-permitting project officially kicked-off on March 1, 2016, with the project schedule approval. The kick-off was delayed due to vendor resourcing issues. Staff are diligently working with the vendor to provide the system workflows and data. The test system will be delivered on July 25th, 2016. Staff and external stakeholders will test the system for 4 months. Staff will be trained in early December and the system will go-live on December 14th, 2016.	Q4 2016
While Westminster's process of using Excel and paper plans, manually distributed and marked up, is not greatly out of step with other jurisdictions, an upgrade to a true permit tracking system would help improve accountability, transparency, and customer service.					

**Community Development Audit Implementation Status Update**

**Q4 2015**

April 11, 2016

<u>Consultant Report</u>	<u>Staff Recommendation</u>	<u>Planned Action</u>	<u>April '15 Planned Implementation Timeframe</u>	<u>Q1 2016 Status</u>	<u>March '16 Planned Implementation Timeframe</u>
<b>Other Recommendations</b>					
<p>A position of Development Review Coordinator should be considered to provide an individual focused on serving as the ombudsperson for applicants when issues arise regarding responsiveness of review staff, conflicting review comments issued by staff, or other issues related to an application. Applicants should be directed to this individual when questions arise. This position should also serve as a coordinating point for all development review applications to ensure staff are meeting review timeframes and to adjust work assignments as needed.</p>	<p>The Development Review Coordinator role already exists in Westminster as the Principal Planner position. The Principal Planner position's role is to ensure the responsiveness of review staff, mediate review conflicts, ensure consistency across project reviews and provide support to applicants as needed. The Principal Planner is empowered to adjust work assignments as needed.</p> <p>The role of the Principal Planner will be widely publicized and will be included in the multi-lingual development guide(s).</p>	<p>Widely publicize the role of the Principal Planner.</p>	<p>Immediate</p>	<p>The Principal Planner performs the role of development coordinator and serves as a ombudsperson for applicant concerns. All applicant concerns are funneled to the Principal Planner to address with the appropriate staff. Staff is continuing to inform the development community and stakeholders of the Principal Planner's role. The Principal Planner position is currently vacant; however, the position should be filled in Q2 2016.</p>	<p>Ongoing</p>
<p>The City should undertake an internal review of the sign [code] to determine if modifications are warranted.</p>	<p>Regular updates to the sign code are a good idea and are prioritized with other long-range planning items. The recommendation to update the sign code is unrelated to the development review process. No changes to the sign code are proposed at this time.</p>			<p>The City Attorney's Office has started scoping the rewrite of the City's Sign Code (WMC 11-11) in order to bring the code into conformance with the Reed vs. Town of Gilbert Supreme Court Ruling. A schedule for the rewrite has not been determined.</p>	<p>TBD</p>



## Staff Report

Information Only Staff Report  
April 25, 2016



**SUBJECT:** Strategic Plan Retreat – Delivery of Final Retreat Preparation Materials

**PREPARED BY:** Barbara Opie, Deputy City Manager

### Summary Statement

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

The Strategic Plan Retreat is scheduled for this Saturday, April 30, at the Westminster Marriott. As part of the final preparation for the retreat, Staff is submitting for City Council review and consideration the following documents:

- Retreat Preparation and Agenda Memorandum from Julia Novak (Attachment A)
- Division Manager Retreat – Strategic Planning Summary (Attachment B)
- Adopted 2015 Strategic Plan – Spring 2016 Status Report (Attachment C)

### Background Information

During the first half of 2015, City Council completed a comprehensive community and organization engagement in the development of the 2015 Strategic Plan. Their efforts culminated with the adoption of the 2015 Strategic Plan at the July 27 City Council meeting.

The Strategic Plan includes the updated Vision statement created and agreed upon at the April 2015 retreat; the vision reflects the City Council's picture of the desired future, i.e., what we want to become. The adopted Vision follows: ***Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.***

The Strategic Plan also includes the goals, objectives and actions identified at the retreat that comprise the Strategic Plan. The goals reflect the broadly defined key statements of what we hope to achieve; they describe the desired ends. The objectives reflect the means of achieving or moving toward the goals; they focus City efforts. The actions flow from each objective; they guide daily, weekly and monthly actions and are specific projects, programs or priorities to be achieved, ultimately helping achieve the vision.

Based on internal Staff reviews and discussions with City Council, the action items were refined and plans were identified for implementation through December 2016. The 2015 Strategic Plan was officially adopted at the July 27 City Council meeting. While the strategic plan is projected for an 18-month period, ending December 2016, that does not mean these projects simply terminate after December 2016 but rather that significant progress is made during this 18-month period towards these high priority actions identified by City Council.

Retreat Preparation and Agenda Memorandum: This document (Attachment A) was prepared by Julia Novak to provide an overview of the proposed agenda for Saturday’s retreat. It includes the current adopted Strategic Plan, including goals, objectives and actions.

Division Manager Retreat – Strategic Planning Summary: The Division Managers held a half-day retreat on April 14 that included work to prepare feedback for City Council for the upcoming Strategic Plan Retreat. As part of this retreat, Staff utilized similar questions presented by Julia Novak at the Community Summit. Five topic areas were presented, which tie directly into the City’s strategic planning priorities. Division Managers were invited to answer questions related to each topic area in small group format, rotating through three topics and reporting out to the larger group. A summary of their discussions follows. The attached report is a summary of their discussion (Attachment B).

Adopted 2015 Strategic Plan – Spring 2016 Status Report: The attached report (Attachment C) provides City Council a status update on the adopted 2015 Strategic Plan since the last report delivered in February 2016. This is the third report on specific efforts about the Strategic Plan goals, objectives and actions through March 31, 2016. This report is intended to provide City Council an update prior to the Strategic Plan retreat scheduled for April 30. The attached report reflects the Strategic Plan goals, objectives and actions. The “Action Plan” column reflects those anticipated efforts to move the associated Council identified action forward through December 2016. These action plans were identified by Staff and reviewed with City Council to ensure proper alignment with City Council’s desired efforts on these items. The “Status Update” column reflects what progress has been made through March 31, 2016. The last column reflects the department and staff lead for each item. While one department and/or staff person may be identified, this does not mean that other staff and/or departments are not involved in moving these objectives and actions forward. These actions are truly cross departmental/citywide efforts.

If City Council has questions about any of these documents and/or the proposed Strategic Plan Retreat agenda, please contact Barbara Opie at [bopie@cityofwestminster.us](mailto:bopie@cityofwestminster.us).

These materials supports all of the City’s 2015 Strategic Plan Goals: Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Vibrant, Inclusive and Engaged Community; Dynamic, Diverse Economy; Beautiful, Desirable, Safe and Environmentally Responsible City; Financially Sustainable Government Providing Excellence in City Services; and Ease of Mobility.

Respectfully submitted,

Donald M. Tripp  
City Manager

Attachments:

- Retreat Preparation and Agenda Memorandum from Julia Novak (Attachment A)
- Division Manager Retreat – Strategic Planning Summary (Attachment B)
- Adopted 2015 Strategic Plan – Spring 2016 Status Report (Attachment C)



## Memorandum

Date: April 25, 2016

To: Honorable Mayor and Members of the City Council  
Don Tripp, City Manager

From: The Novak Consulting Group

Re: Retreat Preparation and Agenda

I look forward to facilitating your strategic planning retreat on April 30, 2016 at the Westminster Marriott. The retreat will begin at 8:30 AM – breakfast will be available at 8:00 – and we will conclude by 4:30 PM.

The purpose of the retreat is to:

- Check-in on Strategic Planning Framework and ensure its continued relevance for the City of Westminster
- Develop a shared understanding of the status of progress made on the existing goals; and
- Identify the need for new objectives or actions, if any, critical to the success of the Strategic Plan.

The purpose of this memo is to share the agenda and provide some guidance on how to prepare for the retreat to ensure a positive and constructive retreat.

### Preparation

You have been (or will be) provided with several source documents that you should familiarize yourself with in preparation for the retreat:

1. Community Summit Report – included in the April 11 packet
2. Citizen Survey Report – presented at the April 18 study session
3. Adopted 2015 Strategic Plan – Spring 2016 Status Report – to be delivered April 25
4. Input from the City's Division Managers – to be delivered April 25

# City of Westminster Strategic Planning Framework

## Vision

**Westminster is the next Urban Center of the Colorado Front Range.** It is a vibrant inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.

## Mission

Our job is to deliver exceptional value and quality of life through S-P-I-R-I-T.

## Core Values

- Service
- Pride
- Integrity
- Responsibility
- Innovation
- Teamwork

## Goals and Objectives

### **GOAL: Visionary Leadership, Effective Governance and Proactive Regional Collaboration**

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

- I. **OBJECTIVE:** Develop communication, management and planning tools that move the City toward its vision while providing excellent government.
  - 1) **ACTION:** Improve the strategic plan and budget process to fully engage City Council, City staff and the community in matching the strategic plan to the appropriation of budget resources.
  - 2) **ACTION:** Develop a more robust community multimedia communications program and Council outreach program.
  - 3) **ACTION:** Provide more online transactions.
  - 4) **ACTION:** Build brand identity for Westminster (social media, multi lingual, promote Westminster).
  - 5) **ACTION:** Complete another biennial survey of citizens in 2016.
  - 6) **ACTION:** Study current community emergency preparedness capacity.
  - 7) **ACTION:** Empower staff where creativity, innovation and ingenuity are used with cross-discipline and cross-functional team approaches to solve problems, improve service delivery/project management, and to help inform and implement City Council goals.

- II. **OBJECTIVE:** Collaborate with state agencies, counties, school districts, neighboring cities and other governmental and non-governmental entities.
  - 8) **ACTION:** Schedule one planning session with Adams 50, Adams 12 and Jefferson County school districts and Front Range Community College to explore areas of collaborative opportunities.
  - 9) **ACTION:** Schedule semi-annual joint planning sessions with elected officials of Adams County and Jefferson County.
  - 10) **ACTION:** At the staff level, look for opportunities to collaborate and assist our neighboring jurisdictions.

**GOAL: Vibrant, Inclusive and Engaged Community**

Westminster provides options for an inclusive, demographically diverse citizenry in unique settings with community identity, ownership and sense of place, with easy access to amenities, shopping, employment and diverse integrated housing options. Members of the community are empowered to address community needs and important community issues through active involvement with City cultural, business and nonprofit groups.

- III. **OBJECTIVE:** Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.
  - 11) **ACTION:** Pursue workforce housing.
  - 12) **ACTION:** Pursue housing construction defects ordinance.
- IV. **OBJECTIVE:** Develop programs and strategies that build a unique sense of community in Westminster.
  - 13) **ACTION:** Increase multi-lingual communication mediums.
  - 14) **ACTION:** Ensure social equity in the amenities we provide.
  - 15) **ACTION:** Consider the recommendations of the Inclusivity Task Force regarding the creation and structure of an Inclusivity Board or Commission.
- V. **OBJECTIVE:** Lead the development of cultural opportunities in Westminster.
  - 16) **ACTION:** Develop strategic partnerships to advance cultural program and event opportunities throughout Westminster; focus on 4-5 high-impact events.
- VI. **OBJECTIVE:** Identify the distinct neighborhoods of Westminster and help them begin to work together, as neighbors, to grow the sense of place and community in their neighborhoods.
  - 17) **ACTION:** Complete St. Anthony North Hospital (84th Avenue) EMS impact analysis and ongoing EMS service delivery impacts.
  - 18) **ACTION:** Decide public policy on chicken and bees in Westminster.

**GOAL: Beautiful, Desirable, Safe and 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 safe and healthy communities.

- VII. **OBJECTIVE:** Make a Citywide commitment to sustainability.
  - 19) **ACTION:** Complete and promote the City Hall geothermal and landscape project.

- 20) **ACTION:** Use energy efficiently, conserve resources and educate citizens as to ways they can also support sustainable natural resources behaviors.
- VIII. **OBJECTIVE:** Promote ongoing excellent management and maintenance of the City’s parks and open space system.
- 21) **ACTION:** Complete Phase One of the Little Dry Creek Park Master Plan and start to create a vibrant park identity through beautification of the new TOD and surrounding neighborhood.
- 22) **ACTION:** Develop and implement Open Space Stewardship Plan, continuing shift in focus to maintenance.
- IX. **OBJECTIVE:** Provide opportunities for residents, visitors and employees to improve their personal wellness – physically, emotionally and intellectually.
- 23) **ACTION:** Establish specific recreation center, park, open space, golf and library usage growth strategies.

**GOAL: 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.

- X. **OBJECTIVE:** Develop an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents and other partners of Westminster.
- 24) **ACTION:** Complete a Framework Plan for South Westminster to compliment efforts for the Specific Plans for Westminster Station area transit-oriented development (TOD) and Harris Park to maximize TOD and encourage innovative uses by the end of 2017.
- 25) **ACTION:** Support economic resilience through a business attraction and retention strategy focusing on primary jobs and supporting innovative initiatives and social entrepreneurs; conduct an audit on small businesses and grow small businesses through incubation.
- 26) **ACTION:** Implement Community Development service enhancement (audit) recommendations and best practices in the Building Division.
- 27) **ACTION:** Recruit and open unique, local restaurants, starting with at least three in the next 18 months; target at least one in South Westminster in the 73<sup>rd</sup> Avenue/Arts District area.
- 28) **ACTION:** Relentlessly pursue the development of Downtown Westminster, consistent with the vision of the project.
- 29) **ACTION:** Construct Westminster Station and recruit developers to develop the TOD area and recruit developers.

**GOAL: Financially Sustainable Government Providing Excellence in City Services**

Westminster leads the region in a culture of innovation that exceeds expectations in providing value in all city services – the city shall be known for “the Westy Way.”

- XI. **OBJECTIVE:** Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.
- 30) **ACTION:** Assess the following major infrastructure categories and develop funding/ implementation strategies to protect and maintain the City’s investments: municipal court (including options for a new courthouse and potential location), municipal



- government buildings, utilities, recreation, golf, streets, parks, open space, police, fire and technology.
- XII. **OBJECTIVE:** Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.
- 31) **ACTION:** Address recent public safety concerns of Colorado Firefighter Safety Act and impacts of national events on the Westminster Police Department, through ongoing, open communication.
- 32) **ACTION:** Enhance programs to support all employees.
- 33) **ACTION:** Continue to develop employees' understanding of the SPIRIT values through training programs and leadership at all levels.
- XIII. **OBJECTIVE:** City Manager will develop an annual program of specific department business process improvement reviews.
- 34) **ACTION:** City staff will develop a long-term financial sustainability plan.
- 35) **ACTION:** Analyze Fire/EMS alternative service delivery.
- 36) **ACTION:** Recruit volunteers to adopt trail/park areas.

### **GOAL: 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.

- XIV. **OBJECTIVE:** Improve the walkability and bikeability of Westminster.
- 37) **ACTION:** Review existing bicycle master plan, report on opportunities for short- and mid-term bicycle lane and route improvements, and pursue accelerated implementation of the master plan; promote bicycle lane and route improvements.
- 38) **ACTION:** Complete the planned study on mobility, including enhanced trail connectivity.
- XV. **OBJECTIVE:** Improve mass-transit options throughout Westminster.
- 39) **ACTION:** Promote connectivity of regional transportation and the "last mile" to connect commuters with places of employment and residences.
- 40) **ACTION:** Bring commuter rail to Westminster and promote commuter rail extension beyond Westminster Station along U.S. 36.

## Agenda

### Introductions

- Welcome and Introductions
- Agenda Review
- Norms and Expectations for the retreat

Agenda Item Outcome: Create a safe environment for honest exchange of ideas.

### Strategic Plan Status Report

- Department Heads will review the organizations progress on each of the six Council Goals identified in the Strategic Plan
  - Visionary Leadership, Effective Governance and Proactive Regional Collaboration
  - Vibrant, Inclusive and Engaged Community
  - Beautiful, Desirable, Safe, and Environmentally Responsible City
  - Dynamic, Diverse Economy
  - Financially Sustainable Government Providing Excellence in City Services
  - Ease of Mobility

Agenda Item Outcome: Demonstrated accountability on the part of the organization and a shared understanding of the progress made in the past year.

### Unpacking the Input

- The Community Summit and the organization's Division Manager Retreat provided the governing body with content to consider as it prepares for this year's strategic planning retreat. City Council also received the Citizen Survey results in preparation for the strategic plan retreat. Finally, we will watch a video project that City employees participated in before reflecting on what was heard and learned during this phase of the process.

Agenda Item Outcome: Shared understanding and insights into the input received to date.

### Guiding Principles

- Aligning organizational resources to make progress towards the Vision Council articulated in 2015 has required commitment and focus. The Department Heads have worked to identify Guiding Principles that help them maintain this focus for the organization. They will discuss these Guiding Principles with the Council to ensure a shared understanding of what it takes and what's at stake when implementing a strategic plan.

Agenda Item Outcome: Shared commitment and focus on implementation.

### Reviewing and Refining Objectives

- Council will have an opportunity to consider the possibility of adding or deleting Objectives to the strategic plan.

Agenda Item Outcome: Identify and prioritize Objectives within the context of the Six Goals of the Strategic Plan.

### Next Steps

- Identify what support the City Council needs from staff to maintain focus on their priority issues.
- Identify input on specific actions related to goals and objectives.

Agenda Item Outcome: Clarity regarding the path forward. Staff will take input and develop action plan items as needed and return to the City Council for consideration, resourcing and approval.

### Parting Thoughts/Adjourn

- As the retreat comes to a close, each participant will be asked to share a parting thought on how they feel about the work done during the retreat.

Agenda Item Outcome: Closure for our time together.

The City of Westminster Division Managers held a half-day retreat on Thursday, April 14. As part of this retreat, Staff utilized similar questions presented by Julia Novak at the Community Summit to provide feedback for City Council in preparation for the upcoming Strategic Plan retreat. Five topic areas were presented to participants, which tie directly into the City’s strategic planning priorities. The Engagement topic was modified from the Community Summit questions to be more specific to the City of Westminster organization rather than civic life in the community. Division Managers were invited to answer questions related to each topic area in small group format, rotating through three topics and reporting out to the larger group. A summary of their discussions follows.

*Note: \*asterisks were places on the items that represented the common themes from those topic’s discussions.*

## 1) Community Identity

*What is special to you about working and/or living in Westminster?  
Why did you choose to work and/or live in Westminster?  
What keeps you here? What will keep you here ten years from now?*

### Summary Provided Out to Full DM Group As Common Themes From Notes:

- Co-workers
- Supportive leadership
- Financial stability
- Commitment to quality
- Balance of open space and development
- Multimodal access
- SPIRIT/Culture
- Opportunities for advancement within the COW

### Notes – Specific Items Written Down in Each Roundtable:

*What is special to you about working and/or living in Westminster? Why did you choose to work and/or live in Westminster?*

- \*Commitment to quality
- \*Balance of open space and development
- Location: Front Range, Denver, Boulder
- Close to family
- Variety of retail
- Beautiful
- Jobs
- Quality of service provided by COW
- \*Access to trails
- Parks and Recreation
- \*Multimodal
- Political stability
- Housing/neighborhood mix
- Financial stability
- \*Mobility/traffic flow
- Stability
- Collaborative environment (multi-department)

- \*Co-workers
- Vision
- Talent, passion and enthusiasm of the staff
- Dynamic projects—interesting and challenging
- Nice, well-manicured community
- Easy commute to Westminster
- Amenities nearby
- Scope of services
- Relatively affordable
- Big enough to have full services & nimble enough to reach out
- \*SPIRIT values
- Strong leadership
- New vision
- \*Organizational culture
- Service-orientated industry. Service to the community
- Get to see the results work
- Promote new growth yet progressive history of Westy

#### **What keeps you here?**

- Innovation
- Resources to accomplish expectations
- Affordability
- \*Co-workers
- \*Culture is great!
- Ease of mobility
- Amount of support from the community to COW
- \*Financial stability
- Recreation opportunities
- \*Supportive leadership
- Ability to do good work
- Access to trails and abundant open space
- Team atmosphere
- \*Commitment to connections with co-workers
- Feeling a part of the community
- Become more urban
- Dynamic projects that we work on
- Work/life balance
- Diverse and unique restaurants
- Address stress around retirement (defined benefit)
- Diversity of...work, activity, personnel
- Shopping...strategic, location varieties

#### **What will keep you here 10 years from now?**

- Quality of education (K-12)
- \*Opportunities for advancement within the COW
- Still a progressive community
- \*Commitment to culture
- Achieve vision and set a new vision

- Free pop (soda) and popcorn machines
- Add zipline from belltower to the TOD to downtown

## 2) Engagement

*How do you participate in the Westminster organization?*

*How do you stay informed about City events, initiatives and issues?*

*What gets in the way of you engaging with our organization?*

### **Summary Provided Out to Full DM Group As Common Themes From Notes:**

Participation...

- Committees
- COWnet
- Email

What gets in the way...

- Work life balance, overload, after hours events
- Council engagement with employees: still questions about trust between City Council and Staff and ability to question Council's decisions

### **Notes – Specific Items Written Down in Each Roundtable:**

How do you participate in the Westminster organization?

- As a citizen going to parks and engaging in recreation programs
- We do our "stuff" here vs. where we live in Arvada
- \*PR&L is having to adjust to all the added-on activities; adjusting schedule; feeling of being forced to participate.
- \*People are becoming reluctant to sign-up for committees because it is like signing up for life!
- Being involved – Pension Board, Bowling activity
- Working with other departments

How do you stay informed about City events, initiatives and issues?

- DRC meetings – more inconsistent
- City website, COWnet, emails, Don's blog, and informal gatherings
- Water cooler buzz

What gets in the way of you engaging with our organization?

- Council trust with staff: continues to improve
- \*Division managers want to be engaged more on topics, such as moving Council meetings later
- Leadership needs to be clear with what their expectations are with attendance at additional events
- \*Expectation of participation in after-hours events: work/life balance issue again; all about adding stuff and not stopping stuff – Strategic Plan
- Individual citizen issues—at council and at the library
- Council having more conversations with line employees than senior staff – e.g., firefighter/union
- If you show interest in other departments or activities it comes back that "oh, you have more time to do work."
- \*Workload overload: 10 hours is a long day; over-committing
- Adversarial relationships with certain businesses and citizens
- Job conflicts – for example, creating concerns with personal safety

- Legal action from businesses
- Bad press from the media – PD – Government in general
- Recognizing the employees are people

### 3) Vision

*What excites you about this Vision? What do you believe the City needs to do in order to make this vision a reality?*

#### **Summary Provided Out to Full DM Group As Common Themes From Notes:**

What excites us:

- New, different, excitement, unique, evolving
- Diversity (of experience, culture)
- Sense of fun
- Making downtown a destination
- Sense of place

Challenges:

- Committed to staffing and resources
- Diversity of revenue
- Sustainability
- Connectivity/mobility

#### **Notes – Specific Items Written Down in Each Roundtable:**

What excites you about this Vision?

- \*New, different
- \*Diversity
- \*Sustainable
  - Development standards
- Transformational (not suburban)
- \*Destination
- Consistent with past plans
- Significant community support
- \*Destination—retail, entertainment
- \*Excitement about uniqueness/vision
- Of this era, contemporary
- Commitment to vision
- \*Strive to be special/exceptional
- Taking control of future
- \*Fun, cultural, shopping, entertainment
- Happening now (real)
- Keep outdoor emphasis
- \*Connectivity
- Urban
- \*Diversity—activities, businesses; cultural, ethnic
- \*Dynamic, evolving, energizing
- Clarity!

What do you believe the City needs to do in order to make this vision a reality?

- Water needs?
- Special equipment needs in urban environment
- Key is to get downtown out of the ground
- Emphasize culture/entertainment
- Marketing needs
- \*Connectivity, mobility (especially train)
- High-tech opportunity in downtown (10T)
- Enhance visitor experience to downtown
- Fresh/Reinvent/Active
- Redefine roles/responsibilities
- \*Sustainability—plan with community
- \*Commitment to staff it, resources, build tax base
- Don't forget core services
- Stay unified on Council
- New Courthouse
- Engage business community – partnerships
- Legislation, political will to deal with negatives
- Keep open space
- Affordability
- Need policies and regulations to achieve urban not suburban
- Focus on key aspects
- Ongoing reinforcement/commitment to vision
- Learn from other places
- \*Diversity of revenue
- \*Sustainable not stagnant
- Community not commodity
- 18-hour city – Transition

#### 4) City Services

*As a provider and/or customer of City Services, what do you believe the City does extremely well? What do you believe the City could do better or differently?*

#### **Summary Provided Out to Full DM Group As Common Themes From Notes:**

What we do well...

- Open space, parks
- Water
- Core services
- Options for citizens to pay for services
- Respond to inquiries
- Strategic approach
- SPIRIT

Do better...

- Address workload
- Communication
- Council relations



## Notes – Specific Items Written Down in Each Roundtable:

As a provider and/or customer of City Services, what do you believe the City does extremely well?

- Despite citizen survey, snow removal is fantastic
- Water system
- Parks, open space and trails
- Offers a number of platforms to pay for services
- Solicits input
- Thinks of new ways to provide services
- Responsive to inquiries
- Strategic approach
- Transparent
- Culture of quality services
- SPIRIT is foundation for services
- Best open space ever!
- Water/wastewater
- Core services
- Council listens to community

What do you believe the City could do better or differently?

- Compete better with private companies to provide better workplace environment
- \*Council trust regarding employee recommendations
- Website—simplify
- Transparency
- Internal communication—workload related
- Internal staff relationships are suffering
- Trash system for citizens is inadequate
- Bike lanes
- Performance Management strategy
- \*Council — How do we measure success of goals?
- Response time
- Response time goals not communicated
- Bilingual communication—Hmong
- “One-stop shopping”—expand platform of services
- Spend too much time addressing squeaky wheels
- Explain/educate what policy is; get word out better
- Communication regarding what taxes pay for
- More reactive not proactive
  - Limited resources available
  - More OT
  - Use 3<sup>rd</sup> party?
- \*Council reacts to community: reacting to community is both positive and negative

## 5) Community Quality of Life

*What does “quality of life” mean to you?*

*What does Westminster need in order to create a better quality of life today?*

*What does Westminster need in order to ensure a high quality of life twenty plus years from now?*

## Summary Provided Out to Full DM Group As Common Themes From Notes:

### Education

- Roads, safety, food, housing nature/connecting to nature
- Cultural literacy
- Language
- Sense of purpose in the city
- Maintaining infrastructure
- Forward thinking
- Focus
- Economic stability

### Notes – Specific Items Written Down in Each Roundtable:

What does “quality of life” mean to you?

- Reliable and safe utilities
- \*meeting basic needs (education, roads, safety)
- Economic diversity
- \*open space, connect with nature
- \*Richness—cultural, literacy, language
- Appearance is nice, beautiful
- Aesthetics (street signage, trash, grass)
- Recreational opportunities
- Sense of identity, who are we? A city?
- All ages have opportunities
- Something for everyone (diversity)
- Clean streets
- Green space
- Recreation centers, robust programs
- Feeling safe
- Entertainment options
- Financial, career stability
- Positive work/community relationships
- Safety, cleanliness, great recreational programs
- Easy transportation
- Ease of access with financial stability but not to the point of hindrance or punitive (ie cumbersome parking meters)
- Employment opportunities, diversity in economic opportunities
- Good schools, education
- Citizen engagement
- Community that cares
- Rest and relaxation, low stress
- Wants and needs fulfilled
- \*sense of purpose, what you’re doing is valuable
- Care facilities
- All COW services deliver quality of life
- Exceptional services
- Diverse community (restaurants, bars, art, culture, entertainment)
- Dedicated venue

What does Westminster need in order to create a better quality of life today?

- Resources, investment
- Reconsidering older policies/ordinances
- Considering new policies/ordinances

What does Westminster need in order to ensure a high quality of life twenty plus years from now?

- Mobility
- Intelligent boundaries and strategic patience
- Trail connections, gathering places (ie patios, restaurants)
- Continued solid economic base (live where you work)
- \*forward focus for future – who do we want to be?
- Dynamic; upkeep of infrastructure; rooftop gardens; green emissions (environmental responsibility)
- Not be a dying suburb, continued innovation
- Evolution of our community with economic stability
- Learn from more mature counties, cities
- Vision that quality of life is a priority
- Facility/infrastructure upgrades
- Maintain culture/values
- Focus on sustainability
- Adapt to current circumstances
- Broad-based revenue sources
- Resources, funding
- Services aligned with populace (bilingual)
- More citizen input, engagement to prioritize
- Keep focused on larger community priorities
- Cultural events – diversity of offerings (all things from restaurants to rec activities)
- Quality and commitment and culture maintained/continued via city staff
- Long term commitment to a clear vision and stability
- Understanding of quality of life in addition to quality of place
- Continuous investment of our assets
- Public and private investments
- Better streets (Skyland Village): No chip seal overlays
- Water resources with funding to support growth and environmental sensitivity
- CMO and Council with policies and funding that fosters growth
- Sustainability and plan for gap; less nanny government
- Adequate staffing levels
- Busking/permits for performance/street art
- Homeless initiatives
- Westminster represent St. Andrews golf course as standing the test of time

# Adopted 2015 Strategic Plan - Spring 2016 Status Update

# ATTACHMENT C

Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
<b>GOAL: Visionary Leadership, Effective Governance and Proactive Regional Collaboration</b>			
<b>OBJECTIVE: Develop communication, management and planning tools that move the City toward its vision while providing excellent government.</b>			
1)	Improve the strategic plan and budget process to fully engage City Council, City staff and the community in matching the strategic plan to the appropriation of budget resources.		CMO/Barbara Opie
	ACTION PLAN: City Council and Staff worked to better institute the Strategic Plan through an initial feasibility assessment, which allowed for improved definitions of desired actions and prioritization of resources. City Council incorporated many modifications specifically linked to the adopted 2015 Strategic Plan in the mid-year 2016 Budget amendment, allowing Staff to move these efforts forward.	STATUS: City Council officially adopted the 2015 Strategic Plan on July 27. Staff integrated significant funding (approximately \$7M) and City Council authorized these funds in the mid-year 2016 Budget Amendment to support the Strategic Plan. Staff working diligently to implement the Strategic Plan, especially with the additional funding support incorporated in 2016.  A Community Summit was held on March 2 with approximately 85 participants; the summary report was provided to City Council with the April 11 Staff Report. Included within that April 11 Staff Report was an overview of the Strategic Plan process and the Strategic Plan guides the development of the proposed 2017/2018 Budget. The biennial Citizen Survey was moved forward by two months to allow for the information to be shared with City Council prior to their Strategic Plan Retreat. The Division Manager's held a retreat April 14 and utilized the format of the Community Summit to gather and provide information to City Council related to the Strategic Plan; their report will be shared with City Council shortly. Employees will have an opportunity to provide feedback to City Council at the Employee Appreciation Breakfast on April 27 through video that will be shared at the Strategic Plan retreat. The Department Heads are preparing a report back to City Council for the Strategic Plan retreat on April 30.	
2)	Develop a more robust community multimedia communications program and Council outreach program.		CMO/Joe Reid
	ACTION PLAN: COD to meet with City Council to outline strategic communication plan and how it meshes with overarching Strategic Plan goals for the City. This plan will contain specific objectives to help the City develop a more robust multimedia communication program and Council outreach program. The strategic communication plan will continued to be updated as needed to ensure strong alignment with the citywide strategic plan objectives and will be aligned in response to the branding initiative.	STATUS: COD Staff met with Council in August 2015 to outline strategic communication plan that included specific objectives to help the City develop a more robust multimedia communication program and Council outreach program. Key additions implemented in 2015 include development and implementation of a strategic Council outreach plan, enhanced social media presence for events, increased emphasis on video and revamp of WestyCOnnect online engagement platform. Coming in 2016 will be a redesign of the City website to better integrate branding strategies, strategic communication goals and enhanced functionality for social media and mobile.  As part of the current communication plan, a telephone town hall and South Westy Town Hall were both conducted in early January. City Council conducted their first AMA ("Ask Me Anything") event April 13 utilizing WestyCOnnect on-line. Communication and Outreach staff recently shared with City Council a proposed schedule of outreach through year-end that they will be facilitating.	
3)	Provide more online transactions.		IT/Art Rea
	ACTION PLAN: Staff interprets online transactions as being those where users can submit online payments or forms through the City's website. Additional payment applications are in development and will be implemented, including sales tax credit processing and municipal court fines, fees and tickets. There are currently 23 forms that may be submitted electronically, and 8 other opportunities identified, with two currently under development including probation forms and Court customer service surveys. A full list of current and planned forms is available if requested. Additional online solutions are being evaluated. Staff will align staff priorities so that the City can move ahead with additional online transactions that are cost-justified based on usage.	STATUS: Through a combination of requests, IT is working to address this action item through the implementation of items noted (sales tax credit processing, municipal court fines, fees and tickets). Staff also has added a Reclaimed water quiz, Probation Forms, and a Judicial Performance Evaluation. In 2016, IT will work on the following major projects: implementation of CD's new e-permitting system, installation of the Police/Fire CAD/RMS software upgrade, implementation of GS's computerized maintenance management software, and Finance's update to the sales tax fast filing software.  GS, working with IT, acquired DocuSign software that allows for digital signatures on miscellaneous e-applications. With the purchase DocuSign software, Staff is incorporating the electronic signature functionality initially into two online forms, Westminster Med Membership Application and City Boards and Commissions Application; these will be completed 1st quarter of 2016. In addition, GS staff has set up Online Payments of Fines, Fees, and Tickets for the Court. Internally, DocuSign has been incorporated into an internal approval form, streamlining the review, approval and filing process, integrating DocuSign with Laserfish functionality.  PW&U and PRL collaborated to provide the return of the Large Item Pickup program with the opportunity to register online for the first time ever. This streamlined the registration process both for the residents and staff utilized the RecTrac system, which is capable of taking registration and payment information. This also is an excellent example of a cross-discipline team working together to creatively improve this service delivery.  In addition to providing the opportunity to submit and receive development review comments electronically, the implementation of e-permitting for Community Development will also allow for online contractor registration, permit and plan review status checks (i.e. dashboard), and acceptance of online payments. Priority for the first quarter of 2016 was an upgrade to the Web server and content management software to provide enhanced stability and updated technology. The e-permitting project will go-live in mid-December 2016.	
4)	Build brand identity for Westminster (social media, multi lingual, promote Westminster).		CMO/Joe Reid
	ACTION PLAN: An agency will be hired to guide the City through the branding process, with an eye toward aligning our current brand with the new vision of Westminster as the next urban center on the Front Range. This work will coordinate closely with marketing the new downtown site and with overall economic development efforts for the City. Deliverables will include a branding product, a brand management playbook, messaging, design guidance, etc. This effort will also include a sustainable marketing plan to ensure the branding message connects with essential audiences.	STATUS: AOR Inc. was selected as the agency for the branding/marketing project in early February. Since then, AOR has been collecting information on current city brand activities as well as polling employees and others to determine the best approach for a brand refresh/alignment around the new City vision. Focus groups with key City stakeholders, including Parks, Recreation and Libraries and Economic Development, are set for April. Once the data has been analyzed and key message points extracted, AOR will work with the city team to create an alignment strategy and messaging platform document that will be the basis for brand realignment.	
5)	Complete another biennial survey of citizens in 2016.		CMO/Ben Goldstein
	ACTION PLAN: CMO Staff will work with all departments on the development of the 2016 Citizen Survey. The plan is to conduct the survey in early 2016 so that the information gained can be used as part of the strategic planning process and 2017-2018 budget development.	STATUS: The 2016 Citizen Survey was distributed to the community in early 2016. Staff incorporated questions from City Council and Staff in the 2016 Citizen Survey. The Survey is complete two months earlier this year, as it is traditionally completed in June. Staff worked to ensure delivery of the report earlier in 2016 to allow for better integration with City Council's strategic planning process and the City budget development process. The report is scheduled for presentation to City Council on April 18.	
6)	Study current community emergency preparedness capacity.		FD/Greg Moser
	ACTION PLAN: The Fire Department will develop and implement a plan to improve citizen awareness of emergency notification procedures. The plan will also seek to improve awareness of how to shelter in place, proper evacuation procedures, and disaster recovery resources. A separate plan will also be identified to evaluate and improve the status of local businesses having a "continuity of operations" plan.	STATUS: The Emergency Management Coordinator (EMC), in collaboration with City staff, is assessing current status of City's emergency management capabilities. The EMC has presented a short concept of operations briefing to all City Departments and the Council. A blizzard exercise was conducted with a number of City Departments and outside agencies to assess the readiness of the City's blizzard response system. Concerns regarding our mass sheltering capabilities and emergency generator capacity were identified for follow-up efforts. More exercises are planned in the coming year. The EMC has also given introductory presentations to the Westminster Chamber of Commerce, Covenant Village, and Westminster Cares. Staff plans to continue efforts to involve business, faith-based and civic stakeholder in community-wide planning and preparedness activities. Emergency preparedness presentations are also being incorporated into the training provided to all City employees. Beginning in February 2016, the use of social media (Facebook) was implemented. In two months, almost 25,000 "hits" were realized on about 28 new articles concerning various aspects of emergency preparedness.	

Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
7)	Empower staff where creativity, innovation and ingenuity are used with cross-discipline and cross-functional team approaches to solve problems, improve service delivery/project management, and to help inform and implement City Council goals.		CMO/Steve Smithers/ All Depts.
	<p><b>ACTION PLAN:</b> Staff has identified numerous examples of actions where this strategic plan action is being fulfilled, including accelerating the Bike Master Plan, Street Lighting/Xcel Energy Engagement, the Enhanced Mobility and Connectivity Study, and agenda management software procurement. All of these projects are commencing in 2015/2016. The 2015 Leadership Development Class is also conducting an evaluation of cross functional teams efforts and will be recommending to City leadership possible improvements to the use of cross-functional teams to service delivery/project management as their class project in December.</p>	<p><b>STATUS:</b> As noted, there are several examples of this action item moving forward within the organization. As it relates to the Enhanced Mobility and Connectivity Study, the project manager is collaborating with other City Staff in various departments to gather feedback and develop next steps.</p> <ul style="list-style-type: none"> <li>- PR&amp;L - Staff worked with PW&amp;U on more efficient ways to register for the Large Item Clean-Up program (LICP) utilizing the existing Rec Trac program for registration and fees. The process for LICP registration through Rec Trac was completed and is functioning very well. Registration closed April 1 with 498 participants registered.</li> <li>- GS - The HR Workforce Division in General Services continues to use cross functional teams at all levels of the organization within our recruitment and selection processes. Cross functional leadership teams are used as oral board panels as well as tour and candidate host groups. This approach encourages a broad approach within our selection to ensure organization-wide values and the culture are maintained within our new employee selections as well as promotional processes.</li> <li>- GS/HR Benefits - A Healthcare Task Force comprised of the Employee Advisory Committee members and a cross section of employees from all departments began in January. The first three months have been focused on educational efforts. Participants are being asked to provide insight and suggestions on our health insurance benefits for all employees.</li> <li>- GS/HR Benefits - The Wellness Program continues to work with PRL staff to incorporate programs offered through the recreation centers and that also support wellness efforts. This includes free locker use, free fitness and aquatics classes, reduced fees at Heritage and Legacy Golf Course, and reimbursement for City-sponsored race events.</li> <li>- GS/HR Benefits - A Wellness Champions group comprised of employees who expressed interest in learning and sharing the strategic goals of the wellness program and the onsite clinic continues to promote wellness. This groups meets one time per month and helps in the development of programs, benefits, and gives feedback from various work groups across the City.</li> <li>- GS/CCO - The City Clerk's Office has begun the trial phase of Novus AGENDA software. Currently, the first phase of training of key City Staff has taken place, and a parallel test of the software in conjunction with the agenda packet process commenced with the April 11 and April 25 City Council Meetings. Once successful testing has occurred, the program will be rolled out to City Council and the public. Upon successful implementation of the software with the City Council Meetings, the transition to include Study Sessions and Boards and Commissions Agendas will follow, possibly in May 2016 and early summer.</li> <li>- GS/CCO - The City Clerk's Office has executed a contract with Municode for codification of legislation, and three pieces of legislation have been submitted to-date. The first re-publication of the Westminster Municipal Code is in progress, and updates will be published as needed. Collaboration between the City Clerk's office, the Communication &amp; Outreach Division, and Municode to update the City website with the new, searchable version of the WMC will begin in late April.</li> </ul>	
<b>OBJECTIVE:</b> Collaborate with state agencies, counties, school districts, neighboring cities and other governmental and non-governmental entities.			
8)			CMO/Don Tripp
	<p><b>ACTION PLAN:</b> The City will host these community educational partners in efforts to explore areas for increased collaboration and other opportunities.</p>	<p><b>STATUS:</b> A joint dinner with Adams 12, Adams 50 and Jefferson R1 School Boards is scheduled for April 19, 2016. City Council hosted Front Range Community College (FRCC) at the June 1 Study Session in 2015; Staff is working on a joint event with FRCC for the spring 2016.</p> <p>The City Manager has had one-on-one meetings with two of the three school superintendents and will be meeting with the third. Ideas discussed at these meetings also being vetted with staff.</p> <p>PRL has been working with Adams 50 to develop strong partnerships to support afterschool programming, 3rd grade swim lessons, school time physical activity opportunities, and Summer Lunch Programs. The City Manager is meeting monthly with a group of city managers from each county and has conducted one-on-one meetings so far with the city managers of Arvada, Boulder, Commerce City and Lakewood.</p> <p>The Citizen Survey included questions about school services; this will open dialogue with school districts about collaborative opportunities to work together supporting quality education.</p>	
9)	Schedule semi-annual joint planning sessions with elected officials of Adams County and Jefferson County.		CMO/Don Tripp
	<p><b>ACTION PLAN:</b> The City will host these local government partners in efforts to explore areas for increased collaboration. Staff will work with City Council to develop an agenda and approach for these meetings and engage each County to ensure their topics of interest are placed on the agenda as well.</p>	<p><b>STATUS:</b> Joint dinner with Adams and Jefferson County Commissioners and City Council held in February 2015. A joint dinner with both County Commissioners is scheduled for May11, 2016.</p>	

Action Plan - anticipated actions through December 2016	Status Update as of 3/31/2016	Department/ Staff Lead
10) At the staff level, look for opportunities to collaborate and assist our neighboring jurisdictions.		CMO/Steve Smithers/ All Depts.
<p><b>ACTION PLAN:</b> The City has numerous examples of regional collaboration over many years, but for the purposes of this action item, new collaboration efforts planned in the near future are highlighted. Staff will participate in the Colorado Municipal League's (CML) Standardized Sales Tax Definitions Steering Committee and propose modifications to the Westminster Municipal Code to better streamline tax remittance for businesses. Fleet Maintenance, Purchasing and Fire Staff are working with other fire agencies to develop a common specification for a fire pumper truck; the goal is to find enough commonality between agencies that allows one specification to be presented to fire apparatus manufacturers to reduce the purchase cost to all participating agencies. Staff proposes to explore the pursuit of an IGA or MOU with Adams District 50 for supplying de-icer material. Staff will also reach out to Jefferson District R1, Adams District 50 and Adams District 12 about participation in the City's bidding processes for concrete and asphalt projects. Staff also has a number of IGAs in place with neighbors (e.g., Arvada, Broomfield, Thornton) for street and bridge maintenance and road repair. Not all activities are governed by an IGA, and Staff recommends that some time be spent examining where IGAs need to be updated and/or created. Staff would review existing IGAs and MOUs, and then propose updating and/or creating IGAs where necessary by end of 2016. As one final example, Staff is considering participation in the newly formed Adams County Regional Sustainability Network.</p>	<p><b>STATUS:</b> Many departments are collaborating with neighboring cities, counties and districts. Below are some highlights from the various departments:</p> <ul style="list-style-type: none"> <li>- FIRE: Apparatus common specifications - The group putting this common specification together sent out an RFP in December 2015. Three bids were received in January 2016. Those bids were reviewed and evaluated in February 2016. While Pierce Manufacturing appeared to be the preferred bidder, the decision was made to "non-award" the bid due to a division amongst the committee and the fact several Departments pulled out of the process at the last minute sighting time constraints. A revised specification was developed that at least three fire departments are pursuing (including Westminster) where group pricing discounts can still be realized.</li> <li>- PW&amp;U: Staff has finalized an MOU with Westminster School District (formerly known as the Adams County School District 50) for providing deicing salt to for use on school parking lots. The MOU guides district procedures for pickup of the material at a City facility and the agreed upon reimbursement rates. PWU completed the following: an IGA with CDOT regarding the reimbursement for the City's snow removal operations on Sheridan Blvd. between W. 84th Ave. and W. 88th Place. In addition, Staff is working with the Westminster School District on the Sunset Ridge Tank, which is the smaller of two elevated storage tanks in the City's system. This tank is currently in the construction phase for demolition and will ultimately be replaced with a new elevated tank as part of the Pressure Zone 3 Expansion Project. The tank is located in a space tight for construction. Staff partnered with the school to use their property for temporary construction easements saving the City money and time during construction. In exchange, the City will relocate their antenna from the existing tank to a new one. Moving forward, the school district will lease the space for a nominal monthly fee sufficient for the City to cover ongoing maintenance costs. Separately, PW&amp;U is working on an IGA with Adams County for resurfacing of Pecos Street from 144th Avenue to 148th Avenue and Huron Frontage Road from 148th Avenue to 150th Avenue; and the renewal of a street maintenance agreement with Adams County Road and Bridge. Street Division Staff worked collaboratively with ADCO Road and Bridge to provide for a citizen requested ADA access from a bus stop located in the 8300 block of Zuni Street to the intersection crosswalk at W. 84th Avenue and Zuni Street; Staff reached out to the 3 school districts in Westminster and invited them to participate in the City's concrete and asphalt bids in 2016. Only the Adams 12 Five Star Schools was interested and provided information to be included in the bids.</li> <li>- FINANCE: Sales Tax Staff continues to participate on the CML standard definition steering committee. Westminster staff was selected to represent the full committee at a meeting industry representatives in November. CML will be coordinating educational outreach with member cities' legal and management representatives in early 2016 as the project moves forward.</li> <li>- PR&amp;L: Park Ops completed the renovation of Skyline Vista Park in collaboration with Adams 12 school district. PRL leadership met with key leaders at each of the three school districts to begin the process of identifying connections and common opportunities for investment. The Recreation Service Manager was appointed to serve on the Early Childhood Partnership of Adams County Board of Directors and is engaged with the newly established Jefferson County Food Policy Council to identify nutrition and wellness improvements with in Jefferson County. Park Ops staff worked with a variety of neighborhoods (Village at Harmony Park, Home Farm HOA,) the developer, City of Broomfield, and the PRLS Board to design the new proposed Longs View Trail connections; letters of support were received from all the noted for an Adams County Grant proposal. Staff is currently partnering with the cities of Arvada and Broomfield along with the Federal Highway Administration on the construction of the Greenway Trail to connect the Rocky Mountain Arsenal Wildlife Refuge to the Rocky Flats Wildlife Refuge utilizing existing metro area trails, then follow along the east side of Standley Lake from Arvada through the Westminster Hills Open Space.</li> <li>- CD: Staff is coordinating on an IGA with Arvada regarding annexation boundaries west of Standley Lake, which will be heard by the Arvada City Council in late April. As part of implementing e-permitting, Staff met with Arvada to learn more about their review process. As part of implementing a pre-application process, Staff has met with several neighboring jurisdictions to better understand their process and what lessons can be learned. City of Westminster is working with Broomfield on joint projects to improve Lowell Boulevard between 120th Avenue and 124th Avenue, as well as construct Phase II of the City Park Channel south of 120th Avenue, east of Lowell Boulevard. The City is also working with Federal Heights on the design of the 92nd Avenue/Federal Boulevard intersection improvement project with construction to commence in 2016. City of Westminster Staff working with Adams County on the ULI Federal Boulevard Healthy Corridors Study. The City has provided financial assistance for the Jefferson County and Adams County Housing Authority projects. For Westminster Station, we have entered into IGAs with Urban Drainage, CDOT, Adams County and RTD.</li> <li>- GS: HR - Workforce is considering ways of partnering with at-risk students in Westminster Public Schools to fill seasonal jobs.</li> <li>- IT: In March, IT staff participated in a regional roundtable with North Metro cities and counties to assess opportunities for sharing of conduit and fiber to enhance network capability and capacity for participating jurisdictions. As follow up to that meeting, IT Staff is meeting with Adams County representatives in April to discuss a possible IGA to allow for sharing of excess network capacity to benefit both Westminster and Adams County.</li> <li>- POLICE: As previously reported, the Police Department (PD) collaborates with numerous neighboring jurisdictions and associations. The PD is actively involved in the Adams County Housing Authority (ACHA) Task Force, which is a partnership between the Westminster Police Department, the Adams County Housing Authority (ACHA) housing facilities and BLDG Property Management (Hidden Lake Apartments). The goal of the ACHA Task Force is to reduce calls for service and reduce crime as well as helping the residents to take a personal investment in the social order of their community by feeling safe and comfortable to call the PD and/or management and to notify them of any criminal activity or quality of life nuisances such as noise disturbances, parking issues, general neighbor complaints and etc. Since the inception of the partnership, the PD has established open communication among residents and management as well as created a network between the PD and management personnel. The key is that management will be responsive in the grievances of the reporting party and act, within reason, to find an amicable solution for all persons involved. The property managers have been successful in this approach, and have taken on a personal investment in their apartment communities. The PD's responsibility has been to provide guidance and support for criminal activity occurring in the area, which has included extra patrols, extra traffic enforcement for speeding/unsafe driving in the community, collecting and forwarding criminal intelligence (often narcotics related), enforcing trespassing issues, and so on. Essentially, the PD takes responsibility for the criminal aspects and the managers take responsibility for the civil aspects within the community. Changing the culture in these complexes has not been easy. However, management, dispatchers and officers have all commented that crime seems to be down and the communities seem safer. Although this is speculation, management seems to have a pretty good idea of what is happening in their complexes because residents are more willing to report problems knowing that management will act and hold the violator accountable. It is the PD's intent to continue our partnership to work toward increased communication between residents, managers and the Police Department. All involved believe our current tactics are effective so we do not anticipate any drastic changes to our current strategy at this juncture. We anticipate other property management companies and the Jefferson County Housing Authority to also be involved.</li> </ul>	



Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
<b>GOAL: Vibrant, Inclusive and Engaged Community</b>			
<b>OBJECTIVE:</b> Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.			
11)	Pursue workforce housing.		CMO/John Hall
	<p>ACTION PLAN: Staff will complete a baseline assessment of current affordable/workforce housing options in Westminster, followed by a Study Session with City Council to review current policies and affordable housing successes in Westminster and surrounding cities, define exactly what workforce housing means and review options for moving forward.</p>	<p>STATUS: Staff conducted and completed interviews with City Council members to better understand areas of concern. A summary of the interviews and areas of concern was presented to Council at a Study Session. Staff engaged BBC Consulting to develop and prepare an affordable housing policy and strategy for the City. BBC has completed the first phase of work that provides baseline data for policy/strategy development and is currently engaged in the public outreach component of the work scope to include surveys and focus groups with affordable housing advocates, developers, city employees and citizens. Staff will continue to present interim findings to Council as major milestones are reached during the research and findings process. Completion of the consulting assignment is anticipated during Q3 2016.</p> <p>In addition to the development of an affordable housing policy and strategy, staff has been working with affordable housing partners and developers to deliver affordable housing projects and units throughout the City. Over the past year the following projects have been approved or proposed:</p> <ul style="list-style-type: none"> <li>• Alto/ACHA – 3033 W. 71st Avenue, 70 affordable units, 18,000 square feet of ground floor office space. (Plans approved, scheduled for 2017 completion).</li> <li>• Hidden Lakes Homes – 5222 West 72nd Avenue, 72 senior affordable units. (Plans approved, scheduled for 2017 completion).</li> <li>• Eaton Street Housing – 89th Avenue and Eaton Street, 118 affordable units, 18,000 square feet of ground floor commercial space. (Pending allocation of affordable housing tax credits).</li> <li>• Downtown Westminster, Sherman blocks B1/C1 – 10% of total units proposed as affordable units (approximately 27 affordable housing units).</li> </ul>	
12)	Pursue housing construction defects ordinance.		CAO/David Frankel
	<p>ACTION PLAN: Staff will review approaches taken by other local jurisdictions, along with legal risks and other considerations. Staff will return to City Council to review this information and seek direction.</p>	<p>STATUS: CAO has prepared and delivered two confidential memos to Council, which included a legal opinion and a list of options for what an ordinance could include. A study session was held December 7 to discuss the broad policy questions and to determine next steps. Staff prepared a draft ordinance for City Council consideration and at City Council's direction initiated public outreach with stakeholders. Staff is working on outreach and will return to City Council after this process is complete.</p>	
<b>OBJECTIVE:</b> Develop programs and strategies that build a unique sense of community in Westminster.			
13)	Increase multi-lingual communication mediums.		CMO/Joe Reid
	<p>ACTION PLAN: Staff will create a Citywide task force to examine ways to move ahead with providing greater multi-lingual access to City programs, services and information. This process will involve engaging City employees and specific audiences from our community. The first step is an assessment of existing efforts, both for written and spoken communication, followed by an effort to identify the most pressing needs and ways to address those. Based on this information, Staff will develop recommendations for a sustainable path forward to address long term community needs. Resource needs TBD; adding a multi-lingual component to City communications could require additional staffing (full-time translator) and/or using a translator service such as TransLingua, which offers translation services for a flat fee; whatever solution is identified will likely have ongoing operating costs associated with it.</p>	<p>STATUS:</p> <p>- CMO/Communication &amp; Outreach Division (COD) - Staff is conducting an assessment of the current state of multi-lingual communication efforts throughout the City. Because there is a lot of work being done in this area already, the first step is to assess the existing efforts, both for written and spoken communication, along with an effort to identify the most pressing needs and ways to address those. Staff has met with a community partner, Community Enterprise, to receive input into the questions asked in the assessment. Following the assessment, we will look at creating a citywide task force to examine ways to move ahead with providing greater multi-lingual access to City programs, services and information. This process would involve engaging city employees and specific audiences from our community to create a sustainable path forward to address long-term community needs. Staff is currently meeting individually with the Staff who serve as interpreters in the bi-lingual merit program. COD Staff is also reaching out to Department Heads, asking for their help in identifying key staff, who are not in the bi-lingual merit program, to participate in the assessment. Staff has spent the last two months meeting with nearly 70 City Staff in primarily one-on-one interviews of approximately one-hour in length. During these interviews, COD Staff is asking a series of set questions that address broader issues of what immigrants in our community face and the impact of immigration on Westminster as well as more procedural questions about how residents with language needs are served. In addition, Staff is asked to provide input on what the City could do next to improve language access for our residents and business owners. These interviews have yielded a wealth of information and expertise that will be invaluable as we move forward with this strategic plan goal. Staff is now moving from internal interviews to writing the report that will reflect the results of this assessment. The report will provide an overview of this project, methodology, major findings and recommendations. This report is anticipated to be finalized by the end of April.</p> <p>- CMO/COD - City Council Outreach - The City Council Outreach Plan calls for, at Council's request, increased inclusive practices at Council community meetings, "The city will provide child care and language interpretation and translation of the meetings and communications about them." To meet this goal, we have begun expanding the multi-lingual communications we do with the City Council's outreach program. In January, City Council hosted the South Westminster City Council Community Meeting at the MAC where outreach information was translated in Spanish prior to the event, and Spanish interpretation was provided at the event. There, City Council welcomed approximately 100 residents and business owners from our south Westminster area to discuss issues relevant to them, their businesses and their families. The city provided refreshments along with child care and Spanish language interpretation at no cost. The interpretation was utilized by one resident, and the child care was provided to six children. Automated robo calls, bi-lingual postcards, bi-lingual website announcements and social media outreach helped to spread the word about the event to residents and business owners in the area. This increased outreach, bi-lingual outreach materials and expanded inclusive services to residents who attended contributed to the success of this event. City Council outreach continues to account for language needs, where possible. In February, the outreach event was a partnership with the Irving St. Library's Family Art Sundays. Because this art-focused event did not necessitate participants to understand written or spoken English, we reached-out to Spanish media to communicate about this event and to get the word out. The event had a great turn-out, with the room full of families. We will continue to explore opportunities to better meet our resident's language needs at City Council outreach events.</p>	

Action Plan - anticipated actions through December 2016	Status Update as of 3/31/2016	Department/ Staff Lead
	<p>- CMO/COD - Inclusivity Board - The City Council approved the creation of the Westminster Inclusivity Board in November 2015. The application and recruitment process began at the first of December, which allowed Staff time to revisit an informal request of the Inclusivity Task Force to provide access to the new Board for Westminster mono-lingual Spanish speaking residents. The focus on Spanish speaking residents rather than other languages was due to the data provided in the 2008-2012 American Community Survey, stating that 64% on the mono-lingual population in Westminster speaks Spanish. To expand access to the new Inclusivity Board, Staff decided to explore this option in more detail with the support of the City Clerk and General Services Director. If the application was translated to Spanish and a person who spoke only Spanish applied, the City would then need to be prepared to provide translation of all written Board materials (agendas, etc.) as well as interpretation of all spoken communication at each Board meeting, which was priced out through two separate translation/interpretation services and found to be in the range of \$5-6,000 for 2016. Staff then moved forward with both translation of the Inclusivity Board application and the webpage and have spent substantial time and follow-up connecting with community partners to help spread the word. Although the Inclusivity Board application process was made accessible to mono-lingual Spanish speaking applicants, the City did not receive any applications from mono-lingual Spanish speakers. This may be, in part, due to this being the first and only Board to offer interpretation and translation. The application and interview process, coordinated by the City Clerk's office, has now concluded and will move onto the official appointment of members; the first meeting is anticipated to be in May. The board is meeting on the second Wednesdays from 6:30-8 p.m. Another milestone with the newly forming Inclusivity Board is the selection of an inclusivity consultant to facilitate team building and strategic planning. At the first of March, the City released a Request for Qualifications (RFQ) for Inclusivity Board facilitation. The RFQ remained open through March 24, and the City received a total of nine submissions. A selection committee was formed, which includes City Staff Alexa Priddy (COD staff liaison), Lu Wright (PR&amp;L) and Marina Miller (GS). All selection committee members also served on the Inclusivity Task Force and will bring that experience to this role. The selection committee interviewed applicants on April 6 and 7 and will make their final decision by April 14. It is anticipated that the Inclusivity Board consultant will be present at the first board meeting in May.</p> <p>- CMO/COD - Community Partnerships - Community partnerships have been an essential part of the work Staff has done to begin to increase multi-lingual communication from the City. FRESC was a partner early on who helped to identify translation and interpretation services when other services the City had used were not available. Growing Home was instrumental in spreading the word about the City Council community meeting and helping us to engage mono-lingual Spanish speaking residents in a way the City had not yet done before with the City Council outreach program. Community Enterprise was yet another resource that provided expertise in crafting the multi-lingual communication assessment questions. It is evident that the expertise of our community partners will play a role in our success in increasing multi-lingual communications.</p> <p>- CD/Planning - A bilingual development guide will be completed in winter 2016 as part of launching the new e-permitting system.</p> <p>- PRL - The Libraries offer several popular programs that are advertised in both English and Spanish. These include Citizenship, Speak English, Job Hunt Help, Immigration Current Events Programs and Computer &amp; Tech Help as well as occasional one-time programs such as Know Your Rights. Often these programs have instructors or volunteers that are bilingual. Some programs are advertised on Telemundo and Univision. These programs had over 2,300 participants in 2015.</p> <p>- PRL also advertises select events (e.g., Irving Street Block Party, Movies in the Park, Latin Festival) in both English and Spanish as well as certain programs (e.g., Spanish swim lessons) and documents (e.g., freedom of speech/expression cards, scholarship information). Westminster will debut a Latin Festival in the summer of 2016, which will feature a variety of vendors, food, music and dance from Latin countries. This event will be heavily advertised in several Spanish and bilingual publications.</p>	
14) Ensure social equity in the amenities we provide.		PRL/Jason Genck
<p>ACTION PLAN: Staff is utilizing many resources to meet this action, including the National Recreation and Park Association's work with social equity and the "Library Bill of Rights." Staff is examining how to better align front line resources to serve diverse and expanding populations of all ethnicities. Staff will return to City Council with specific proposed actions in future strategic plan status updates. One current action is to offer Sunday hours at Irving Street Library.</p>	<p>STATUS: Irving Street Library expanded hours to include Sundays in September 2015. The Recreation Division launched Spanish Swim Lessons beginning January 2016. This program has been very successful with full registration and interest throughout our region. The Recreation Division will be expanding our summer lunch program to three sites for the Summer of 2016 to include the Swim &amp; Fitness Center, City Park Recreation Center, and Countryside Pool. PRL streamlined the youth scholarship program and added a multi-language form. PRL continues to offer more free opportunities for people to participate in programs and services.</p> <p>Staff and City Council is working with the Colorado Statewide Parent Coalition supporting programs that addresses achievement gap of latino students.</p>	
15) Consider the recommendations of the Inclusivity Task Force regarding the creation and structure of an	Inclusivity Board or Commission.	CMO/Joe Reid
<p>ACTION PLAN: The Inclusivity Task Force (ITF) will make recommendations to City Council in fall 2015. The new Communications &amp; Outreach Coordinator will serve as Staff liaison for the task force and whatever board or commission results from the task force recommendations.</p>	<p>STATUS: Inclusivity Task Force recommendation was submitted to Council in October 2015. In response, Council created a new Inclusivity Board in November. Interviews for board members have been completed. The new Board should be operational by May 2016.</p>	
<b>OBJECTIVE:</b> Lead the development of cultural opportunities in Westminster.		
16) Develop strategic partnerships to advance cultural program and event opportunities throughout Westminster; focus on 4-5 high-impact events.		PRL/Ryan Hegreness
<p>ACTION PLAN: Staff will develop a robust special events program for 2016, including a review of whether to focus on multiple high impact events or to focus on a lesser number with more resources. More events will require a greater spread of limited resources. In a saturated special event market in the metropolitan region, more events can also diffuse overall effectiveness from a competitive standpoint. Partnerships are key to the success for these events.</p>	<p>STATUS: City Council approved an additional 0.4 FTE to be added to a vacant 0.6 FTE position to create a full-time Recreation Specialist to focus on Special Events in 2016. Council also approved \$100,000 to support the growth of special events and to deliver two new "high-impact" events within the year. The full-time position has been filled and PRL is in the planning phases for several new events that will be piloted in 2016 and 2017. A major campaign will be kicking off on National Trails day (June 4) to attract visitors to Standlee Lake throughout the year. New themed events such as a Zombie Golf Tournament and Adult Easter Egg Hunt are being developed to reach a new audience and differentiate our events from others in the area. The marketing team will be working with the recreation division on promoting several new events and programs at the new downtown site starting in 2016. A grand opening event is being planned a Westminster Station and a Latin Festival is also in the works in South Westminster. The team is in talks with a group looking to relocate a major sustainability event to Westminster in 2017. The department will be expanding the summer movie in the park series and concert series in 2016 and will continue to improve upon existing major city events such as July 4 and Westy Fest. Brew Fest is one event that Staff expect to evolve into a much larger event over the next few years, ultimately taking place in Downtown Westminster. The City will increase support to events such as the Orchard Festival, Jazz Festival, Gorilla Run and Hard as Nails in an effort to help these grow into higher-impact events with a greater draw. The PRL Department continues to evaluate new event ideas and expects to add additional major events in the coming years.</p> <p>Community Development is working with SWAG in terms of providing a no cost lease on the Rodeo Market, Theatre and now the studio spaces on Bradburn as well as financial support to pay utilities on these buildings; this lease was presented at the April 11, 2016, City Council meeting. The City also recently worked with the Historic Westminster Art District group to install the colorful arts district signage.</p>	



Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
<b>OBJECTIVE:</b> Identify the distinct neighborhoods of Westminster and help them begin to work together, as neighbors, to grow the sense of place and community in their neighborhoods.			
17)	Complete St. Anthony North Hospital (84th Avenue) EMS impact analysis and ongoing EMS service delivery impacts.		FD/Erik Birk
	ACTION PLAN: Fire Department Staff is analyzing the impact to emergency medical (EMS) operations. In the southern part of the City, Staff is experiencing longer response times to hospitals, longer turn around times for getting ambulances back in service, and longer staffing shortages on engines when firefighters have to ride in on ambulances. Staff is making adjustment accordingly.	STATUS: Fire Department Staff continue to work with St. Anthony's and other area hospitals to identify ways to better serve residents and keep medical units in service as much as possible. On March 3, 2015, the Level III Trauma services provided at 2551 W. 84th Avenue, formerly known as St. Anthony North Hospital, were relocated to the St. Anthony North Health Campus at 14300 Orchard Parkway. In that relocation, the emergency room at 2551 84th Avenue, now known as the 84th Avenue Neighborhood Health Center, was downgraded to a Level IV Trauma center. Due to the aforementioned changes, fewer patients have been transported to the 84th Avenue facility, and patients requiring Level III services or higher are required to be transported further distances. A Level IV Trauma Center has demonstrated an ability to provide advanced trauma life support (ATLS) prior to transfer of patients to a higher level trauma center; it provides evaluation, stabilization, and diagnostic capabilities for injured patients. The St. Anthony North Health Campus at 14300 Orchard Parkway is the only Level III Trauma facility in the City of Westminster. This facility is in the most northern part of the City of Westminster and is a considerable distance from the Fire Department's busiest districts. A Level III Trauma Center has demonstrated an ability to provide prompt assessment, resuscitation, surgery, intensive care and stabilization of injured patients and emergency operations. The addition of multiple free-standing emergency departments (FSED) in the City of Westminster has not offset the negative impact created by St. Anthony's relocation of trauma services. The Denver Metropolitan Prehospital Protocols designates the 84th Avenue Neighborhood Health Center as a FSED. The Church Ranch Neighborhood Health Center and the 84th Avenue Neighborhood Health Center are the only FSEDs in the City of Westminster that are Level IV Trauma facilities. The remaining FSEDs in the City of Westminster do not have any trauma designation. A patient requiring Level III services or higher cannot be transported to the 84th Avenue facility or any other FSED. In 2015, the Fire Department transported 29% (1,595) of their patients to free-standing emergency departments. Staff continues to monitor the impact of St. Anthony's relocation of services (i.e., impact on transport destinations, durations and times), and is continually evaluating alternatives to ensure high quality care for patients.	
18)	Decide public policy on chicken and bees in Westminster.		CD/Mac Cummins and PD/Kim Barron
	ACTION PLAN: Proposed regulations were reviewed and approved by City Council on July 27 and August 10. Implementation of permitting planned for 90 days after ordinance adoption.	STATUS: Proposed ordinance changes regarding chicken and bee husbandry was approved on second reading on August 10, 2015. The new ordinance became effective November 8, 2015. Currently, there are 38 Permits issued (34 – Chickens Permits and 4 Bees Permits) and no current documented violations. It takes an average of 25 minutes for the Animal Management Supervisor to process a permit. Staff will continue to monitor the impact on Animal Management's workload now that the changes are in effect and report back to Council as appropriate.	
<b>GOAL: Beautiful, Desirable, Safe and Environmentally Responsible City</b>			
<b>OBJECTIVE:</b> Make a Citywide commitment to sustainability.			
19)	Complete and promote the City Hall geothermal and landscape project.		GS/Tom Ochtera geothermal and PRL/Jerry Magnetti landscape
	ACTION PLAN: The geothermal project is on track and will commence in June 2015. Completion date is anticipated for December 2015. Contracts are approved and a communication strategy is in place. Direction on the landscaping/courtyard project scope was needed from City Council.	STATUS: The geothermal project is complete. Staff provided a presentation to the Environmental Advisory Board in June 2015. Based on City Council direction at the July 20 Study Session, the north lawn area will be returned to the existing grass lawn upon completion of the geothermal project. Parks staff will be prepping north lawn of City Hall for new sod as weather permits, hopefully within the next 2 weeks (March 30-April 14). Once prep work is completed, sod will be installed by contractor as weather permits. The goal is to have sod project done by May 1, 2016. The project is solely weather dependent and will be completed as soon as possible. The courtyard project will proceed with the refined scope to provide improved accessibility, parking and key geothermal heated paths/sidewalks.	
20)	Use energy efficiently, conserve resources and educate citizens as to ways they can also support sustainable natural resources behaviors.		GS/Tom Ochtera energy/resource conservation and GS/Nick Butel & EAB citizen education
	ACTION PLAN: There are numerous examples of the City working to fulfill this action. The Environmental Advisory Board (EAB) and Staff continue efforts to educate the public on recycling, composting, what to do with hard-to-recycle items and other environmentally sustainable behaviors through educational booths with free giveaways at public events like the Community Pride Day BBQ, Westy Fest and Earth Day/Arbor Day events. With Zonar GPS technology, Staff is reducing idling of City vehicles, which can unnecessarily consume fuel. More data will be shared with City Council through future strategic plan status updates. The City recently placed into service its first electric vehicle and charging station. In addition, the City added its 25th Prius hybrid to the fleet in 2015. The City continues to implement energy conservation measures identified in the Ameresco preliminary Technical Energy Audit. Staff is retrofitting lighting at recreation centers and fire stations with efficient LED technology. Staff continues educating and utilizing Life Cycle Cost Analysis on all relevant capital projects to inform decision-making and to ensure resource considerations. At the RTD Parking garage in South Westminster, the City will install infrastructure for future Solar PV and electric car recharging stations. The City also continues to offer numerous water conservation programs to residents and businesses.	STATUS: This is an ongoing effort. Items below are the latest updates provided, as this is a citywide effort: - GS/HR - Risk: The EAB will have a booth at Westminster's Earth Day celebration on April 23 with a focus on back yard composting, pollinators, and reusable bags. The EAB and the Green Team plan on booths at Westy Fest. These booths are to educate the public about: curbside recycling, composting, PaintCare.org (retailer paint take back program), household hazardous waste, energy savings, waste reduction, storm water quality, and City operations that are conserving natural resources. Staff continues to work with the EAB on ways to improve outreach and education in the community. - GS/HR-Risk, BO&M and CMO Staff - Staff presented five models of community recycling programs to City Council on February 22 with input from the EAB. As directed by City Council, Staff has been discussing ways to further pursue community recycling. - PR&L: In January, the Westminster Legacy Foundation identified as their signature project an education campaign to inform citizens on ways to support sustainable natural resources behaviors. This will be the foundation's key area of focus for the foreseeable future. Specific project updates will be provided to Council. In addition, PR&L is currently researching expansion of the xeriscape display garden program to provide new opportunities to educate citizens on water conservation and gardening. Several city departments will be collaborating to provide a robust Earth Day Celebration, with several education programs kicking off on April 22. - CD: The Multiple Family, Single Family Attached, Single Family Detached, and Senior Housing design guidelines include sustainability guidelines. Development review staff also works with applicants to improve project sustainability and energy efficiency. Staff are also forecasting a reduction in paper and vehicle miles traveled with the introduction of the E-Permitting software in mid-December 2016.	
<b>OBJECTIVE:</b> Promote ongoing excellent management and maintenance of the City's parks and open space system.			
21)	Complete Phase One of the Little Dry Creek Park Master Plan and start to create a vibrant park identity through beautification of the new TOD and surrounding neighborhood.		PRL/Nicole Ankeney
	ACTION PLAN: City Council approved funding (\$1,258,000) for Phase One of the Little Dry Creek Master Plan as part of the mid-year 2016 Budget amendment. A consultant will be hired to provide schematic design, construction cost estimates, a phasing plan and construction documents. Construction of Phase One is anticipated for 2016/2017.	STATUS: Staff going to City Council in May with a proposal for Matrix Design to provide schematic design, construction cost estimates, a phasing plan and construction documents. The park project at the TOD is complex due to the unique challenges at the site and features numerous partners. Part of the Matrix team is Bienenstock Natural Playgrounds, an international leader in nature play spaces. PRL staff is coordinating with CD on the Creekside Drive project, Little Dry Creek drainage project, site grading and Westminster Station in preparation for the station opening in the summer of 2016.	

Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
22)	Develop and implement Open Space Stewardship Plan.		PRL/Rod Larsen
	<p><b>ACTION PLAN:</b> The Open Space Stewardship Plan has been developed and is now being implemented. City Council authorized additional funding through the mid-year 2016 Budget amendment to implement the Open Space Stewardship Plan priorities for the next 18-months, which are as follows:</p> <ol style="list-style-type: none"> <li>1. Creating the foundation for a long-term successful open space division;</li> <li>2. Enhanced trail connectivity with improved wayfinding;</li> <li>3. Activation of trails;</li> <li>4. Development of more nature-based programming;</li> <li>5. Continued implementation of trail improvements;</li> <li>6. Stronger connection to city-wide stewardship community efforts through marketing and outreach;</li> <li>7. Enhanced open space and natural area weed management and beautification;</li> <li>8. Increased tree management and increased tree plantings in ROW, parks, etc. (citywide tree beautification);</li> <li>9. Finalize and develop phasing strategy for the Standley Lake Master Plan;</li> <li>10. Grow volunteer program and opportunities;</li> <li>11. Facilitate Community Gardens;</li> <li>12. Increased management of existing natural resources (protect from encroachment, etc.); and</li> <li>13. Stabilize the Metzger Building</li> </ol>	<p><b>STATUS:</b> The newly created Open Space Division is still being formed. To date, the Nature Programs Supervisor position has been filled by Patti Wright and the Open Space Horticultural Specialist has been filled by Brendan Close. It is anticipated that within the next month, the Open Space Trails Specialist, the Open Space Volunteer Coordinator, and two Open Space Parkworker positions will be filled. Open Space staff has taken the lead in organizing the COW's Earth Day event, scheduled for April 23rd with focus on sustainability, energy conservation, trail awareness, and natural resource conservation issues. The Wayfinding project is underway and an internal wayfinding team plans on entering into a contract with a consultant to lead this project within the next month. Staff is currently in the planning phase for two new community gardens for 2016 construction - one in south Westminster adjacent to the Swim and Fitness Center and the other is a collaborative project with St. Anthony's North Hospital at their new campus at 144th and Huron Street. The Standley Lake Master Plan is close to being finalized and will provide a blueprint for the future of Standley Lake which will include a loop trail around the lake. Open Space staff has applied for Adams County Open Space grants for both the Metzger Building Stabilization and the Big Dry Creek Trail enhancement projects and should find out this month if we were successful. Forestry staff implemented a new resident tree planting program in 2016 called Re-leaf Westminster, a program that allows residents to purchase trees at cost, and trees were sold out within the first few weeks. The heavy wet snow during the weekend storm in April has necessitated the opening of an emergency limb drop off for citizens who have been extremely appreciative. Open Space volunteer programs are still very popular and this program continues to grow with both attendance numbers and age groups. Open Space staff will focus on both trail improvements and noxious weed control in 2016. Additional staff will allow for a more comprehensive maintenance approach for our trails and underpasses. An integrated weed management plan will be followed that will include biological, mechanical, cultural, educational, and chemical components. It is anticipated that goats will be used for weed control again this year but at Standley Lake rather than Westminster Hills Open Space. Once a full staff is in place, many additional action plans will be put in place which are currently on hold.</p>	
<b>OBJECTIVE:</b> Provide opportunities for residents, visitors and employees to improve their personal wellness – physically, emotionally and intellectually.			
23)	Establish specific recreation center, park, open space, golf and library usage growth strategies.		PRL/Ryan Hegreess
	<p><b>ACTION PLAN:</b> Several key master planning efforts are underway through 2016 (primarily Standley Lake and Libraries). The Open Space Stewardship Plan was recently completed and is being implemented. These plans will provide strategies for these specific project sites.</p>	<p><b>STATUS:</b> The Standley Lake and Libraries Master Plans are almost complete. Master Plans for the Downtown Westminster area parks are being finalized and are scheduled for review with City Council in May. The City Park Master Plan is currently on hold to allow the City to focus its resources on other master planning and capital efforts. Growth strategies continue to be developed and pursued as it relates to recreation centers, parks, open space, golf and library usage.</p> <p>Overall growth is strong and trending in a positive direction. 2015 was a record year for overall program participation and facility visitation. For the first time in Westminster history, our recreation facility visitation eclipsed one million visitors in a year. We are off to a great start in 2016 with overall participation up 14% for the first couple months of the year. The golf courses have also been trending upward, with 74,569 rounds played in 2015 (nearly 2,500 more rounds than 2014). Standley Lake has also seen significant growth in pass visits, daily use, program registration and water craft rentals. Overall participation at Standley lake is up 26% over the previous year for these areas. Library use declined in 2015 and program participation in 2015 was significantly lower than 2014. Staff anticipates the Library Master Plan to provide insights moving forward to help catch up with library best practices that will in turn, help improve upon these numbers.</p>	
<b>GOAL: Dynamic, Diverse Economy</b>			
<b>OBJECTIVE:</b> Develop an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents and other partners of Westminster.			
24)	Complete a Framework Plan for South Westminster to compliment efforts for the Specific Plans for Westminster Station area transit-oriented development (TOD) and Harris Park to maximize TOD and encourage innovative uses by the end of 2017.		CD/Sean McCartney
	<p><b>ACTION PLAN:</b> A Specific Plan for the Westminster Station area is underway that will include community outreach and engagement efforts. A framework plan for South Westminster and Specific Plan of Harris Park will follow with significant community outreach, which is anticipated to include multiple rounds of outreach and a variety of methods. As part of this effort, Staff will encourage protection of existing businesses and provide input on the attraction of new business to the area. Staff is also analyzing potential financing structures and approaches.</p>	<p><b>STATUS:</b> Work and outreach for the TOD Specific Plan continues with completion anticipated in August 2016. Work on the framework plan for South Westminster will begin mid-2016 with estimated completion in mid-2017. Work for the Harris Park Specific Plan will beginning of 2017, with a completion in late 2017.</p>	
25)	Support economic resilience through a business attraction and retention strategy focusing on primary jobs; and supporting innovative initiatives and social entrepreneurs; conduct an audit on small businesses and grow small businesses through incubation.		CMO/Christopher Gray/ John Hall
	<p><b>ACTION PLAN:</b> Staff continues efforts to attract business accelerators and collaborative work spaces. Staff will network with commercial real estate brokers and developers to promote key industries and the need for additional commercial space. Staff will provide training and networking for existing businesses to encourage growth while continuing business retention efforts to encourage existing businesses to stay and grow.</p> <p>Concerning the Small Business Audit: Staff will schedule this item for an upcoming Study Session. In concert with this discussion, Staff proposes to continue TechConnects to nurture and grow technology companies in the City. Staff will also plan to work to facilitate co-ops, co-working spaces and shared office space. Staff will continue to enhance the City's existing business service program and serve as internal advocate for existing businesses. Staff could conduct an audit for small businesses.</p>	<p><b>STATUS:</b> Economic resilience primary involves the development of a diverse and sustainable local economy. Diversity in not only the types of industries and businesses in the City, but their size, age and function. In addition, by developing local industry clusters, the City has the opportunity to develop a self-reinforcing economic system that is sustainable over time. Economic Development Staff worked with primary employers in the last year that accounted for approximately 1,000 primary jobs. New companies include: Zimmer Biomet (205 jobs), Alliance Data (600 jobs), Coalfire Systems (130 jobs) and SkywriterMD (100 jobs).</p> <p>Key elements related to this goal include:</p> <ul style="list-style-type: none"> <li>- The Economic Development Division is working closely with COD to align economic development marketing efforts with city-wide efforts by participating in marketing/branding efforts. Economic Development anticipates working as part of a cross-functional team to continue to address this objective. A recently hired Economic Development Marketing Specialist is leading this effort on behalf of the Division.</li> <li>- The development and implementation of a robust, pro-active, business-to-business marketing strategy currently being addressed as a part of divisional efforts in conjunction with COD, through the recent hiring of a new marketing position within the division, and will include contract consulting services.</li> <li>- Work on an audit of small business issues and identification of potential City responses will commence during Q2 of 2016.</li> <li>- Foster new business growth, innovation and development is being addressed through both the recruitment of new business co-working, collaborative, and innovation space; and through direct interaction with existing Westminster businesses engaged in innovation and growth. In February, the City authorized a purchase and sale agreement with Hancoop @ Westminster LLC that will house Solera Salon, Inc. and Grid Collaborative Workspace, Inc. comprising approximately 80,000 to 120,000 square feet of combined retail and collaborative and traditional office space as a part of Downtown Westminster. Staff has also been in discussions with two existing major technology employers and an innovation entrepreneur about the possibility of additional innovation facilities in the City.</li> <li>- Developer recruitment for the Westminster Station/TOD area (please see action item #29).</li> </ul>	

Action Plan - anticipated actions through December 2016	Status Update as of 3/31/2016	Department/ Staff Lead
26) Implement Community Development service enhancement (audit) recommendations and best practices in the Building Division.		CD/Michelle Stephens
ACTION PLAN: Pre-Application Process Modification - Integrate pre-submittal meeting into overall process update and roll-out, including updates to the website, applications, materials, and checklists to inform applicants of pre-submittal meeting requirements. Integrate pre-submittal process into the multi-lingual development guide provided to prospective developers. Create web-based scheduling and/or meeting request for pre-submittal meetings. Integrate pre-submittal meeting into the multi-lingual development guide.	STATUS: Coordination among all development review stakeholders has begun in order to identify changes required to implement pre-application step in development review process. Changes will be integrated with electronic permitting system and rolled out as part of total make-over of development review process in 2016. The new pre-application process will begin in Q2 2016. (see separate Staff Report in the City Council packet dated 4/25/2016)	
ACTION PLAN: Development Guides - Create multi-lingual development guide language. RFP and hire consultant(s) to ensure that the language and guide are appropriate for the audiences. Update the website to include guide(s). The multi-lingual development guide(s) recommended to be developed above will form the foundation for the creation of a joint Economic Development and Community Development guide. This guide will contain much of the same information as the multi-lingual development guide(s), but will be directed towards the small-business owner.	STATUS: This item will be implemented as part of the broader improvements called for by the audit. The guide will be published as part of comprehensive changes to development review process in winter 2016. Funds were allocated with the mid-year 2016 Budget amendment to create the multi-lingual development guide, which will be developed once process changes are finalized and implemented.	
ACTION PLAN: Reporting - Provide quarterly report of performance, including posting on website.	STATUS: Quarterly online reporting has been implemented. More detailed and frequent reporting will be available as part of the implementation of the electronic permitting system in 2016.	
ACTION PLAN: Reduced Timeframes - Staff is working on significant modifications to the review process to reduce it from a total of 20 weeks (2 Concepts = 10 weeks + 2 Technical = 10 weeks) to 9-12 weeks (Pre-Submittal conference with the Principal Planner followed by a Pre-Application submittal and review = 3 weeks + 2-3 Technical reviews = 6 to 9 weeks).	STATUS: New planning (development review) staff authorized by City Council mid-year 2015 started in the 4th quarter of 2015. CD has had additional staff change over and training is required for new staff. Reduced time frames are dependent upon implementation of the e-permitting system.	
ACTION PLAN: Minor ODP Process - New thresholds for minor ODP amendments will be established to allow review times of 1 week or less for minor changes.	STATUS: This item will be implemented as part of the audit recommendation in 2016. Staff is currently focusing on workflow improvements, which include identification of reviews that can be accomplished in less than 1 week.	
ACTION PLAN: E-Permitting - The implementation of an e-Permitting system will accomplish many of the concerns identified in the audit, such as increasing transparency, reducing review times, and tracking/publishing review timeframes. An e-permitting system will also reduce the amount of administration tasks required by the case planner and allow more time for project review, applicant communication and outreach.	STATUS: City Council approved the contract with TRACKIT by SunGuard in December 2015. Staff anticipates implementation of the new Department-wide software/e-permitting in Q3/Q4 2016; ongoing maintenance/license costs anticipated for 2017 (approximately \$75,000/year estimated). Testing will begin on the e-permitting software July 26, 2016. The e-permitting system will go-live on December 14th.	
ACTION PLAN: Building Division Best Practices - In addition to the things specifically mentioned in the audit of the development review process, items to be implemented as Best Practices for the Building Division include: <ul style="list-style-type: none"> <li>• Expanding the use of the WEB and online capabilities to include plan submittals, online permit issuance and electronic plan review (included within scope of electronic permitting system implementation)</li> <li>• Continued and ongoing staff training</li> <li>• Adequate staffing with the flexibility to address upward and downward swings in development activity levels</li> </ul> Procedural items that can be implemented or continued as Best Practices for the Building Division include: <ul style="list-style-type: none"> <li>• Establishing and publishing fees and timelines</li> <li>• Continuous process analysis</li> </ul>	STATUS: Implementation of a department-wide electronic permitting system (identified as separate action item above) will support the achievement of best practices, including online permitting and transparent fees and timelines. The new staff positions authorized by City Council mid-year 2015 have been filled, helping to provide enhanced customer service to our customers. As part of the mid-year 2016 Budget amendment, City Council approved funding for additional contract plan review services to help provide enhanced service with existing plan review staff. CD Staff have started the Fee Comparison project and plan to have the results by June 2016. The information will be used as a basis to evaluate current fees.	
27) Recruit and open unique, local restaurants, starting with at least three in the next 18 months; target at least one in South Westminster in the 73rd Avenue/Arts District area.		CMO/John Hall
ACTION PLAN: Staff will work to attract unique, local restaurant by identifying available vacant restaurants, consolidate demographic real estate and other focused marketing materials for restaurant recruitment, develop a focused strategy for the 73rd Avenue area and work with a retail/restaurant consultant to market properties.	STATUS: Recruitment of new local, unique restaurants involves a number of activities: <ul style="list-style-type: none"> <li>• An inventory of existing locally owned-restaurants was completed April 2015 and included in the April/May City Edition.</li> <li>• Staff has contacted and toured brokers, developers and restaurateurs to present Westminster opportunities and better understand issues associated with attracting local, unique restaurants.</li> <li>• Staff has met with citizens to better understand community preferences.</li> <li>• Evaluation of potential buildings and locations.</li> <li>• Identify potential a restaurant broker/consultant to assist staff in identifying specific opportunities.</li> <li>• Identification of potential actions the City could take to attract, and facilitate the opening of, these restaurants over the next 18 months, including potential new incentives and regulations.</li> <li>• Unique, local restaurants and retailers integrated into Downtown Westminster retail strategy.</li> </ul> In addition to strategy and action plan, economic development staff has been working with potential restaurateurs to consider Westminster locations. <ul style="list-style-type: none"> <li>• Torchy's Tacos of Austin, Texas, is a unique restaurant opening five locations in the Denver metro region in 2016. Plans were recently approved for a Westminster location on 88th Avenue.</li> <li>• Negotiations are currently in progress for a major, local restaurant to anchor the Central Plaza area of the Downtown.</li> <li>• Local restaurants are a key element of the retail strategy for Downtown. While developers are responsible for leasing of their tenant spaces, the City has established a retail mix plan for each block of the site that emphasizes provision of local and unique regional restaurant uses. This retail mix plan is incorporated into purchase and sale agreements and development agreements with each developer. It is anticipated that as part of the first phase of development in Downtown, at least half of the incoming restaurants will be local or unique to Denver.</li> </ul>	



Action Plan - anticipated actions through December 2016	Status Update as of 3/31/2016	Department/ Staff Lead
<p>28) Relentlessly pursue the development of Downtown Westminster, consistent with the vision of the project.</p> <p>ACTION PLAN: Staff is in the process of developing and implementing a strategy for block-by-block development approach. Staff is also analyzing financial feasibility and financing structures. Staff will coordinate infrastructure activities with a particular focus on water and wastewater needs.</p>	<p>STATUS: City affirmed vision for Downtown Westminster. The City issued certificates of participation and approved construction with Hammerlund Construction for \$13 million for phase one infrastructure; construction is underway. City is pursuing a financial plan with block-by-block development approach. City Council authorized additional staffing specific to the Downtown Westminster project with the mid-year 2016 Budget amendment; this staff is anticipated to staff in early January 2016. As part of the parking structure to commence construction in June, a sixth story of parking is being pursued to ensure sufficient parking is available to support the long term vision for this area.</p> <p>PRL is currently finalizing the master plans for three major parks in the downtown as well as the streetscape. The three parks will be presented in May to City Council for review.</p> <p>Several development deals have been solidified since the beginning of the year that will result in approximately 630 residential units, almost 200,000 square feet of retail space, and 80,000 to 100,000 square feet of office space being constructed in the Downtown in the next 3 years. All new construction will be LEED Silver environmental rating or higher, and over 25% of the residential units will be affordable and workforce housing for people earning 30% to 80% of the Average Median Income (AMI) for the area. The first Purchase and Sale Agreement was signed in January 2016 with Eaton Street Affordable Housing, LLC for 118 affordable housing units (ranging from 30 to 60% AMI) on the C-2 block. In March, the first of two Development Agreements with Sherman Associates was signed in March for the B1/C1 block, to result in approximately 270 residential units and 25,000 square feet of retail space. The second Development Agreement is currently being negotiated for the B3 block, expected to be signed in summer 2016. This project will bring an additional 240 residential units and over 30,000 square feet of retail to the center of the site. Of the total 510 units to be developed by Sherman Associates, 10% will serve workforce housing at 80% of the AMI. Also in March, a Purchase and Sale Agreement was signed with Solera/Grid to construct a six-story office building on the western end of block C-3. The project includes 15,000 sqft of retail, 20,000 sqft of salon, and almost 80,000 sqft of collaborative and traditional office space. Finally, an amendment to the JC Penney Lease Agreement has been finalized and is planned to be executed by May 2016. The new lease agreement will see JC Penney being an integral part of the new Downtown for up to the next 30 years. Significant progress has been made on the Downtown's infrastructure and the City's first public parking structure on the site. Roadways and associated utility work to serve the first phase of development is anticipated to be complete by August of 2016. The public parking garage on the C-2 block, which will provide almost 900 parking spaces, will begin construction in June 2016. The garage will be built to Green Garage Silver environmental standards and includes a sky bridge connection to the second level of the JCPenney building and charging stations for electric vehicles. Multimodal and transit access studies will also begin soon for the Downtown site. WEDA is participating in a Transportation Demand Management plan funded primarily by US 36 Commuting Solutions for the Downtown site, which will increase use of alternative modes of transit to, within and from the site. A Multimodal Traffic Analysis will also be conducted for the area surrounding the Downtown site, addressing community and neighboring jurisdiction's concerns about increased traffic and pedestrian and bicycle safety to and from the Downtown. This analysis will include evaluation of 88th and 92nd avenues to improve pedestrian and bicycle connectivity to and from adjacent neighborhoods and the future rail station. Finally, a civic and cultural feasibility and fiscal impact analysis will be conducted to evaluate opportunities to provide a civic and cultural presence in Downtown. This will include evaluation of bringing City services and functions on-site as well as identifying key opportunities for partnerships with cultural institutions in the Denver region and nationally.</p>	<p>CMO/Jody Andrews</p>
<p>29) Construct Westminster Station and develop TOD area and recruit developers.</p>		<p>CD/Dave Downing construct station and CMO/John Hall recruit developers</p>
<p>ACTION PLAN: Westminster Station infrastructure projects are all on a critical path deadline toward completion prior to the RTD Revenue Date (anticipated mid-2016). These projects include the Little Dry Creek grading project, the parking structure, bus transfer facility, Westminster Station Drive, Hooker Street, Grove Street, Creekside Drive, CDOT's Federal Boulevard bridge replacement, Denver Transit Partners construction of the Station Platform, RTD's installation of security cameras, hiring a parking operations and management company to manage the parking structure and various demolitions including the western building acquired from Nolan's RV and the four single family residential homes on Lowell Boulevard for the construction of Creekside Drive. Related to the recruitment of developers, Economic Development is engaged in promoting this area.</p>	<p>STATUS: Ground breaking for parking structure was held in August 2015, celebrating not only that major milestone but all of the construction activities in the area making commuter rail a reality in 2016. Westminster Station Drive, North Plaza Infrastructure project, Grove Street, Parking Structure, Little Dry Creek drainage, 165-foot pedestrian bridge and Creekside Drive are all scheduled for completion by the end of July 2016. CDOT's Federal Boulevard bridge replacement project, however, is behind schedule and will likely not be completed until February 2017; Staff continues to keep RTD apprised of this challenge. Drainage way maintenance will commence 2016; funds to cover costs (irrigation, maintenance) for part of the year was appropriated in the mid-year 2016 Budget amendment in PRL's operating budget.</p> <p>Economic Development Staff has and is:</p> <ul style="list-style-type: none"> <li>- Developing a list of potential developers</li> <li>- Developed a short and long-term marketing plan and short-term marketing materials</li> <li>- Co-sponsoring the NAIOP Rocky Mountain Real Estate Challenge for a site in the South Westminster TOD area</li> <li>- Engaged in property owner outreach</li> </ul> <p>PRL is moving forward to complete the park master plan for the TOD site as well as completing initial phases of park development in 2016.</p> <p>The Westminster Station infrastructure strategy has been recognized by DRCOG for the project's implementation of Metro Vision. The City and its partners will receive the award at the DRCOG Metro Vision Awards Reception April 27, 2016.</p>	

Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
<b>GOAL: Financially Sustainable Government Providing Excellence in City Services</b>			
<b>OBJECTIVE: Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.</b>			
30)	Assess the following major infrastructure categories and develop funding / implementation strategies: municipal court, municipal government buildings, utilities, recreation, golf, streets, parks, open space, police, fire and technology.		CMO/Jody Andrews/ Steve Smithers
	<p><b>ACTION PLAN:</b> Staff is working to identify and prioritize long term capital needs and develop financing options. Parallel to these efforts, Building Operations and Maintenance Staff will continue ongoing efforts to assess and document existing conditions and future needs of City facilities, including the utilization of a new computerized maintenance management system being implemented. Street Operations Staff, through its pavement management program, has identified a performance target of providing a maintenance treatment to 10% of the City's roadways annually (to maintain an average pavement condition rating at a "good" level for at least 65% of all roadways in the City). Due to escalating road material costs, Staff will perform additional analysis. The Facilities CIP and Operations Manager (Building Operations &amp; Maintenance) will be involved in this citywide facilities assessment and planning effort. Separately, a consulting contract will be required to complete space requirements document for Courthouse and other city space needs, including City Hall, the Public Safety Center and the Municipal Service Center for a more comprehensive approach to space needs in the larger administrative facilities.</p>	<p><b>STATUS:</b> Background work to prepare a strategy for municipal infrastructure master plan and financial strategy are underway.</p> <p>BO&amp;M is working with Anderson Hallas to complete a facility needs assessment for the Municipal Court, Public Safety Center, Municipal Service Center and City Hall. A new court facility cost estimate (excluding land costs) and space use assessment was presented to City Council on April 4. The Council Chamber renovation project was reviewed with City Council in December 2015 on design direction; construction drawings were reviewed on April 4 where City Council provided direction to proceed with the Chambers renovation project and relocation of the City Council Board Room as part of this renovation. Anderson Hallas is the consultant on both the facility needs assessment and the Council Chamber renovation project; they took the additional information gained through the space study as well as the City Hall security assessment into consideration as they finalized construction drawings for the Chambers. A separate contractor was selected to evaluate City Hall security and is wrapping up as well.</p> <p>City Council appropriated additional funds in the mid-year 2016 Budget amendment for the maintenance of streets added in 2015 (and those anticipated to be completed in 2016), and to address anticipated material cost increases. Analysis of the street rehabilitation revenue requirements and existing funding sources will be completed by Staff in advance of the 2017/2018 budget process. In addition, City Council allocated \$500,000 in carryover funds from 2014 into 2016 Arterial Roadway CIP to address residential roadways.</p> <p>Deputy City Manager Steve Smithers is working on a financial sustainability report to assess sources and need for the City over the next 15 years and alternative ways to balance the related budgets.</p>	
<b>OBJECTIVE: Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.</b>			
31)	Address recent public safety concerns of Colorado Firefighter Safety Act and impacts of national events on the Westminster Police Department, through ongoing, open communication.		FD/Doug Hall and PD/Lee Birk
	<p><b>ACTION PLAN:</b> In regards to the recent public safety concerns of the Colorado Firefighter safety Act, increased communication underway. The City Manager and the Fire Chief have meetings with all of the fire station crews across all three shifts, as well as with Union leadership, to hear the concerns. Fire Department leadership is working on additional communication strategies designed to further identify these issues and to identify feasible solutions.</p>	<p><b>STATUS:</b> In the short term, command staff is working closely with firefighters to address safety concerns. Additional communication strategies have been implemented that include distributing meeting minutes from Staff Meetings, Supervisory Team Meetings and Fire Department Retreats. As an example, City Council appropriated funding (\$112,000) to implement a two year program to purchase a second set of bunker gear beginning in 2016 through the mid-year 2016 Budget amendment. Purchase of this first half of bunker gear is expected by the end of the second quarter; the balance of funding needed will be included in the requested 2017 Budget. Additional overtime funds were also appropriated (\$60,000) to the 2016 FD Operating budget to help assure staffing of the 5th Medic Unit that promotes both firefighter safety and enhanced EMS delivery for the community.</p>	
	<p><b>ACTION PLAN:</b> In regards to recent public safety concerns and impacts of national events on the Westminster Police Department, Staff is committed to ongoing, open communication and active engagement with employees, community and elected officials. Staff is seeking and cultivating opportunities for community interaction, involvement and support through special events, programs, and community outreach (i.e. Citizen's Police Academy, Citizen's Academy Alumni Association, Santa COPs, National Night Out, Senior Crime Safety Classes, Community Initiated Recognitions, etc.).</p>	<p><b>STATUS:</b> The Police Department (PD) continues to address public safety concerns and is committed to open communication, transparency and active engagement with employees, community and elected officials. Below are some recent highlights:</p> <ul style="list-style-type: none"> <li>- On January 27, a new Citizen Academy commenced with a total of 21 citizens enrolled. The academy will run through April 27, 2016.</li> <li>- On March 9, the PD joined the Senior Hub in the March for Meals. This is an annual campaign sponsored by Meals on Wheels Association of America to bring "public awareness of the Meals on Wheels Program, recruit new volunteers, expand community resources and increase financial support."</li> <li>- On March 2, the PD participated in the annual Read Across America Day at Semper Elementary. Police Officers read to students in a classroom setting. It was a great opportunity for the students to meet Law Enforcement.</li> <li>- On March 15, the Westminster Elks Lodge awarded Officer S. Saunders the Officer of the Year award for his superior performance of his daily assigned duties. Officer Steve Sander's professionalism, initiative, and devotion to duty, reflects great credit upon himself and in keeping with the highest traditions of the Westminster Police Department.</li> </ul>	
32)	Enhance programs to support all employees.		CMO/Steve Smithers/All Depts. and GS/Debbie Mitchell
	<p><b>ACTION PLAN:</b> Develop a staff report that details current efforts Citywide and on a department basis and deliver to City Council. Staff will seek City Council input for future efforts. In the interim, Staff is working on programs related to safety, skill development, cross-training, succession management and total compensation. (anticipate utilizing existing resources)</p>	<p><b>STATUS:</b></p> <ul style="list-style-type: none"> <li>- GS/HR - Workforce - As the City embarks on creating the proposed 2017/2018 Budget and Pay Plans, Staff continues to work towards ensuring a quality workforce by offering a balanced employment package with recommendations for market-based pay, well-rounded quality benefits and a superior work environment. Staff will be analyzing salary and benefit survey data in the preparation of the recommended pay plans and benefit choices; this information will be reviewed with City Council during the budget development process.</li> <li>- GS/HR-Benefits - Training and Development expanded on-line learning opportunities to include Lynda.com, Grovo and in house designed eLearnings. This provides employees (particularly those working shifts) the option for continuous growth, as it is often difficult for them to participate in traditional classroom programs. The eLearnings serve as a way to communicate the City's benefits, reach out to all employees, and enhance the program. A new certification, Sustainability Advocate, was added in order to support the City's new vision statement. This certificate includes ten new classes intended to build interest and cross departmental knowledge and leadership for sustainability efforts. Additionally, a new tool called Flipping Book was purchased to assist Training and Development communication efforts with employees.</li> <li>- The City won the Healthiest Employer Award for 2015 and 2016, as presented by the Denver Business Journal. This is a reflection on a very robust program to support employee wellness.</li> </ul>	

Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
33)	Continue to develop employees' understanding of the SPIRIT values through training programs and leadership at all levels.		GS/Lisa Chrisman
	ACTION PLAN: The SPIRIT values are central to all of the City's training classes and programs. The Citywide recognition program is built around SPIRIT, as are coaching and facilitation efforts. The City's hiring, onboarding and appraisal processes have SPIRIT values formalized into them.	STATUS: Staff continues to support this strategic plan item through onboarding efforts and an extensive training program, with internal and external offerings. - GS/HR Benefits - The City's employee recognition program enhances employees' understanding of SPIRIT values by appreciating employees for their contributions to the organization. The Teams in Action award, City Manager's Choice Award, SPIRIT Award, and Customer Service Champion Award all specifically recognize employees for demonstrating one or more of the City's SPIRIT values. Employee recognition events have high participation and reach all levels in the organization. The SPIRIT values are central to all Employee Development and Training efforts. SPIRIT values are integrated into all course materials and instructors are "on-boarded" prior to teaching any class in the organization, so that they are fully aware of our culture and expectations. The SPIRIT values are also central to all coaching and facilitation efforts, with most sessions focusing on teambuilding, service delivery and personal responsibility. - GS/HR Workforce - HR Staff continues to work with individual Departments, leadership, supervisors and employees on employee relations issues to ensure organization-wide consistent and fair practices. - GS/HR Benefits - Training and Development offered 30 trainings to date in the first quarter, focused on our SPIRIT values. Several new classes were added that support the SPIRIT values of communications, service and responsibility. Staff is also researching programs that will assist the organization in building a coaching culture, and continues to add classes taught by internal subject matter experts, building the organizational team and highlighting the values of responsibility, pride and innovation.	
<b>OBJECTIVE:</b> City Manager will develop an annual program of specific department business process improvement reviews.			
34)	City staff will develop a long-term financial sustainability plan.		CMO/Steve Smithers/Jody Andrews/Barbara Opie and Finance/Tammy Hitchens
	ACTION PLAN: Taking into consideration data that is generated in the infrastructure assessment (#30), develop a model emphasizing ongoing operations, capital replacement, reserves and debt management. The infrastructure assessment will need to be completed in order for this item to proceed.	STATUS: Funds approved in the mid-year 2016 Budget amendment will assist Staff in better analyzing the status of current facilities (\$100,000 CIP funding in action item #30 above for BO&M Facilities Assessment) to allow for more aligned budgeting for future facility requirements and avoid emergency repairs that could limit or prevent use of any facility. As the information is gathered through BO&M's efforts, Staff is working on overall strategy and identification of issues related to long term financial sustainability. In addition, Staff is utilizing the extensive knowledge of the retiring Deputy City Manager to help facilitate this project through year-end 2016.	
35)	Analyze Fire/EMS alternative service delivery.		FD/Doug Hall
	ACTION PLAN: Staff continues to proactively analyze various Fire/EMS service delivery options. Examples include "tiered response," which will better utilize the appropriate personnel and vehicle response for the particular situations, providing for a more efficient use of resources, as well as reduce risk by sending less apparatus to specific calls. Automatic vehicle locating (AVL) technology is about to be activated so that the closest appropriate fire unit will be sent to emergencies. Additional service delivery approaches that can be examined in the future include "community paramedicine" programs, "quick" cars, community risk reduction efforts, addressing people who frequently abuse the 9-1-1 system, and managing calls at assisted living and nursing home facilities.	STATUS: Automatic and Mutual Aid - The Westminster Fire Department (WFD) is actively pursuing automatic and mutual aid agreements that better serve our community. We have developed agreements with our neighboring departments through the north area consortium. The WFD and Thornton FD (TFD) have entered an agreement for broad spectrum EMS and Fire response; WFD, TFD, North Metro Fire Rescue (NMFR), and Adams County Fire (ACF) are developing agreements for operations on I-25 and US-36; WFD is working with Arvada Fire to define boundaries for automatic response regarding structure fires; WFD is working with NMFR, TFD, ACF, and Brighton FD (BFD) to investigate the use and deployment of special teams and share resources; and the WFD, NMFR, ACF, TFD, and BFD are exploring the possibility of "patching" our dispatch centers for effective automatic aid. The UASI Committee, in early April 2016, offered a \$100,000 grant to conduct a feasibility study for the region concerning this "patching" or CAD to CAD interface project.	
36)	Recruit volunteers to adopt trail/park areas.		PRL/Rod Larsen
	ACTION PLAN: The City has an established program in place for trail/park adoption and will continue to promote these volunteer opportunities through the City's communication channels.	STATUS: Staff has continued existing efforts to encourage the use of volunteers to assist with trail and park areas throughout the City Westminster. Currently, the City has 39 different groups adopting parks, open space and trails and contributed over 1,100 hours of beautification (trash cleanup, weed removal, etc.) in 2015. The program is marketed through the activity guide, application process, Westy Fest, and other communication channels and is often a good choice for volunteers because of the flexibility of the program. The annual Community Pride Day event is scheduled for May 14, bringing over a thousand volunteers together to help commence the spring clean up of parks, trails and streetscapes throughout the City.	



Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
<b>GOAL: Ease of Mobility</b>			
<b>OBJECTIVE:</b> Improve the walkability and bikeability of Westminster.			
37)	Review existing bicycle master plan, report on opportunities for short- and mid-term bicycle lane and route improvements, and pursue accelerated implementation of the master plan; promote bicycle lane and route improvements.		CD/Dave Downing and PWU/Dave Cantu
	<p><b>ACTION PLAN:</b> Staff will continue implementing a number of bicycle master plan projects in 2015, including bike lanes on parts of Lowell Boulevard, 72nd Avenue, Pierce Street and Countryside Drive. These will be implemented in conjunction with the 2015 street resurfacing program. In addition to these projects, Staff intends to accomplish the following actions within the next 18 months: identify simple and straightforward options that do not require paving that can be implemented in 2015 with existing budgets (e.g., signage on recently paved streets-summer/fall 2015); create a prioritized list and recommended projects/estimated costs that could also be implemented in 2015 if additional funding became available (e.g., proposal to continue the regional bike lanes on 72nd Avenue from Sheridan Blvd. to Pierce St. with carryover funds-summer/fall 2015); meet with City Council at an upcoming Study Session to review and/or revise the key assumptions used in the Bicycle Master Plan to determine how to move forward with mid- and long-term projects. The master plan was created in 2011 and may require some updating to reflect current City Council priorities. Staff intends to combine this Council conversation with one regarding the Enhanced Mobility &amp; Connectivity Master Plan to holistically address the City's multi-modal methods of transportation; with Council direction, create an updated list of projects to implement in 2016 and out-years in conjunction with the Street Division's 2016 work plan (late 2015/early 2016); complete a number of these projects (2016); continue conversation with Council regarding key philosophies and approaches of bicycle master plan, including pilot projects and education in specific neighborhoods and/or throughout City (2016). (anticipate utilizing existing resources; capital funds are currently appropriated in 2015 and 2016 but additional capital funding will be considered with the mid-year 2016 budget.)</p>	<p><b>STATUS:</b></p> <ul style="list-style-type: none"> <li>- CD - On March 14, City Council authorized the addition of a new Senior Transportation and Mobility Planner position for the Engineering Division of the Community Development Department. The recruitment for this position will close in mid-April. The Senior Transportation and Mobility Planner will oversee opportunities to improve multi-modal transportation as one of their key roles and provide support to City Council in regional transportation efforts.</li> <li>- PWU and CD Staff plan to install bike lanes at the following locations in 2016: 112th Avenue from Huron Street to Federal Blvd, Independence Drive from 96th Drive to Wadsworth Parkway, and Wolff Street from 112th Avenue to 115th Avenue. Staff also plans to provide signage and pavement markings designating "shared use" on several street segments as funds allow.</li> </ul>	
38)	Complete the planned study on mobility, including enhanced trail connectivity.		CMO/Jody Andrews and PWU/Christine Gray
	<p><b>ACTION PLAN:</b> Staff has hired a consulting firm to conduct a multimodal transportation needs assessment to identify where mobility and connectivity improvements can be made to enhance resident, visitor and business access to the City's amenities, using multiple modes of transportation (walking, bicycling, transit). <u>This needs assessment is different than a master plan</u>, as it will help the City establish a baseline of transportation needs from which to identify next steps. Staff and the consulting firm will work with City Staff, local/regional stakeholders and the public to gather input about current challenges and then to identify and rank proposed solutions as well as next steps. The assessment is scheduled for completion in 3Q 2016. Depending on the outcome of the study and City Council's direction, Staff may request additional capital funding through the 2017/2018 budget process to accomplish some of the recommended projects.</p>	<p><b>STATUS:</b> PWU Staff kicked off the Multimodal Needs Assessment project in mid-February 2016 after Council approval on 2/8/16. Public engagement efforts will take place in the spring and summer to receive input and feedback about existing challenge areas.</p>	
<b>OBJECTIVE:</b> Improve mass-transit options throughout Westminster.			
39)	Promote connectivity of regional transportation and the "last mile" to connect commuters with places of employment and residences.		CMO/Barbara Opie and CD/Dave Downing
	<p><b>ACTION PLAN:</b> Following up on the U.S. 36 First and Final Mile Study and the DRCOG Sustainable Communities Initiative process, Staff has identified potential projects for pursuit. These include a bicycle/pedestrian connection between the Westmoor Office Park/Green Knolls Subdivision and the U.S. 36 Bikeway (Church Ranch BRT Station), bike lanes/shared markings from U.S. 36 to 68th Avenue (Westminster Station) and bicycle lanes on 88th Avenue between Wagner and the Park n Ride (Sheridan Station). Staff is also participating with Broomfield and 36 Commuting Solutions to secure grant funding to install a "Bus then Bike" shelter at Sheridan Station. Staff is also working with Smart Commute Metro North, Adams County and RTD on a grant opportunity to provide some bus/shuttle service north of 120th Avenue (St. Anthony's, Orchard, etc.). (The grant opportunity is for two years, so the City, private partners and regional partners would need to figure out an out on ongoing approach. Estimated costs: \$174,000 - Church Ranch; \$27,000 - Westminster Station; \$59,000 Sheridan Station; \$20,000 Bike Shelter Match and \$3,000 per year O&amp;M; CDOT would cover local match for North I-25 bus extension / shuttle service.)</p>	<p><b>STATUS:</b> Staff and 36 Commuting Solutions were successful in securing a grant from DRCOG in October 2015 for the installation of a "Bus then Bike" shelter at the US 36/Sheridan (formerly known as the Westminster Center) Bus Rapid Transit Station. The grant money will become available during 2016-2017. PRL Staff is working with 36 Commuting Solutions on the implementation of this grant.</p> <p>In January, RTD commenced bus service to The Orchard/St. Anthony's Hospital from the Wagon Road Park-n-Ride via existing Route 8, which is the first route north of 120th Avenue in Westminster and extends service to this northern part of the City, improving transportation options in the area.</p> <p>In March, City Council authorized the addition of a new Senior Transportation and Mobility Planner position. The position is currently being recruited. The Senior Transportation and Mobility Planner will promote connectivity and regional transportation as one of their key roles.</p>	

Action Plan - anticipated actions through December 2016	Status Update as of 3/31/2016	Department/ Staff Lead
40) Bring commuter rail to Westminster and promote commuter rail extension beyond Westminster Station along U.S. 36.		CD/Dave Downing and CMO/Barbara Opie on rail extension and CD/John Burke on commuter rail to Westminster
<p>ACTION PLAN: This work commenced with the Northwest Area Mobility Study (NAMS) and a very high level concept was developed to extend commuter rail to 88th Avenue. Considering costs, Burlington Northern Santa Fe's (BNSF) freight realities and other issues, extending single-tracked EMU commuter rail service to 88th Avenue is the most realistic approach that could be achieved in the next ten years. The City secured an unfunded option to extend Northwest Commuter Rail to 88th Avenue in the winning North Metro Rail proposal (GBBH), but it is unlikely funds will be there to pursue by 2018.</p>	<p>STATUS: Commuter rail to Westminster - Staff is working with RTD, DTP, Adams County, UDFCD and other partners to ensure construction stays on schedule for commencement of commuter rail service mid-2016. Staff is anticipating a formal announcement from RTD and DTP on the official commencement of service date for the Westminster Station to be sometime in late July/early August. An amendment to the Westminster Station Intergovernmental Agreement (IGA) with RTD was approved in March, updating the original IGA with key components, including important deadlines, clarifying maintenance responsibilities and finalizing the platform betterment maintenance costs.</p> <p>Rail extension - Funds appropriated with 2014 carryover in 2015 to commence study on feasibility of extending the rail. Staff is working with a consultant on the first phase of this review. Depending on the results of this first review, Staff will return to City Council for potential additional consulting work to move this initiative forward.</p> <p>As noted previously, the new Senior Transportation and Mobility Planner position is being recruited and will be instrumental to these efforts, lobbying for the extension of commuter rail as one of their key roles.</p>	





## Staff Report

Information Only Staff Report  
April 25, 2016



**SUBJECT:** Strategic Plan Retreat – Delivery of Final Retreat Preparation Materials

**PREPARED BY:** Barbara Opie, Deputy City Manager

### Summary Statement

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

The Strategic Plan Retreat is scheduled for this Saturday, April 30, at the Westminster Marriott. As part of the final preparation for the retreat, Staff is submitting for City Council review and consideration the following documents:

- Retreat Preparation and Agenda Memorandum from Julia Novak (Attachment A)
- Division Manager Retreat – Strategic Planning Summary (Attachment B)
- Adopted 2015 Strategic Plan – Spring 2016 Status Report (Attachment C)

### Background Information

During the first half of 2015, City Council completed a comprehensive community and organization engagement in the development of the 2015 Strategic Plan. Their efforts culminated with the adoption of the 2015 Strategic Plan at the July 27 City Council meeting.

The Strategic Plan includes the updated Vision statement created and agreed upon at the April 2015 retreat; the vision reflects the City Council's picture of the desired future, i.e., what we want to become. The adopted Vision follows: ***Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.***

The Strategic Plan also includes the goals, objectives and actions identified at the retreat that comprise the Strategic Plan. The goals reflect the broadly defined key statements of what we hope to achieve; they describe the desired ends. The objectives reflect the means of achieving or moving toward the goals; they focus City efforts. The actions flow from each objective; they guide daily, weekly and monthly actions and are specific projects, programs or priorities to be achieved, ultimately helping achieve the vision.

Based on internal Staff reviews and discussions with City Council, the action items were refined and plans were identified for implementation through December 2016. The 2015 Strategic Plan was officially adopted at the July 27 City Council meeting. While the strategic plan is projected for an 18-month period, ending December 2016, that does not mean these projects simply terminate after December 2016 but rather that significant progress is made during this 18-month period towards these high priority actions identified by City Council.

Retreat Preparation and Agenda Memorandum: This document (Attachment A) was prepared by Julia Novak to provide an overview of the proposed agenda for Saturday’s retreat. It includes the current adopted Strategic Plan, including goals, objectives and actions.

Division Manager Retreat – Strategic Planning Summary: The Division Managers held a half-day retreat on April 14 that included work to prepare feedback for City Council for the upcoming Strategic Plan Retreat. As part of this retreat, Staff utilized similar questions presented by Julia Novak at the Community Summit. Five topic areas were presented, which tie directly into the City’s strategic planning priorities. Division Managers were invited to answer questions related to each topic area in small group format, rotating through three topics and reporting out to the larger group. A summary of their discussions follows. The attached report is a summary of their discussion (Attachment B).

Adopted 2015 Strategic Plan – Spring 2016 Status Report: The attached report (Attachment C) provides City Council a status update on the adopted 2015 Strategic Plan since the last report delivered in February 2016. This is the third report on specific efforts about the Strategic Plan goals, objectives and actions through March 31, 2016. This report is intended to provide City Council an update prior to the Strategic Plan retreat scheduled for April 30. The attached report reflects the Strategic Plan goals, objectives and actions. The “Action Plan” column reflects those anticipated efforts to move the associated Council identified action forward through December 2016. These action plans were identified by Staff and reviewed with City Council to ensure proper alignment with City Council’s desired efforts on these items. The “Status Update” column reflects what progress has been made through March 31, 2016. The last column reflects the department and staff lead for each item. While one department and/or staff person may be identified, this does not mean that other staff and/or departments are not involved in moving these objectives and actions forward. These actions are truly cross departmental/citywide efforts.

If City Council has questions about any of these documents and/or the proposed Strategic Plan Retreat agenda, please contact Barbara Opie at [bopie@cityofwestminster.us](mailto:bopie@cityofwestminster.us).

These materials supports all of the City’s 2015 Strategic Plan Goals: Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Vibrant, Inclusive and Engaged Community; Dynamic, Diverse Economy; Beautiful, Desirable, Safe and Environmentally Responsible City; Financially Sustainable Government Providing Excellence in City Services; and Ease of Mobility.

Respectfully submitted,

Donald M. Tripp  
City Manager

Attachments:

- Retreat Preparation and Agenda Memorandum from Julia Novak (Attachment A)
- Division Manager Retreat – Strategic Planning Summary (Attachment B)
- Adopted 2015 Strategic Plan – Spring 2016 Status Report (Attachment C)



## Memorandum

Date: April 25, 2016

To: Honorable Mayor and Members of the City Council  
Don Tripp, City Manager

From: The Novak Consulting Group

Re: Retreat Preparation and Agenda

I look forward to facilitating your strategic planning retreat on April 30, 2016 at the Westminster Marriott. The retreat will begin at 8:30 AM – breakfast will be available at 8:00 – and we will conclude by 4:30 PM.

The purpose of the retreat is to:

- Check-in on Strategic Planning Framework and ensure its continued relevance for the City of Westminster
- Develop a shared understanding of the status of progress made on the existing goals; and
- Identify the need for new objectives or actions, if any, critical to the success of the Strategic Plan.

The purpose of this memo is to share the agenda and provide some guidance on how to prepare for the retreat to ensure a positive and constructive retreat.

### Preparation

You have been (or will be) provided with several source documents that you should familiarize yourself with in preparation for the retreat:

1. Community Summit Report – included in the April 11 packet
2. Citizen Survey Report – presented at the April 18 study session
3. Adopted 2015 Strategic Plan – Spring 2016 Status Report – to be delivered April 25
4. Input from the City's Division Managers – to be delivered April 25

# City of Westminster Strategic Planning Framework

## Vision

**Westminster is the next Urban Center of the Colorado Front Range.** It is a vibrant inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.

## Mission

Our job is to deliver exceptional value and quality of life through S-P-I-R-I-T.

## Core Values

- Service
- Pride
- Integrity
- Responsibility
- Innovation
- Teamwork

## Goals and Objectives

### **GOAL: Visionary Leadership, Effective Governance and Proactive Regional Collaboration**

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

- I. **OBJECTIVE:** Develop communication, management and planning tools that move the City toward its vision while providing excellent government.
  - 1) **ACTION:** Improve the strategic plan and budget process to fully engage City Council, City staff and the community in matching the strategic plan to the appropriation of budget resources.
  - 2) **ACTION:** Develop a more robust community multimedia communications program and Council outreach program.
  - 3) **ACTION:** Provide more online transactions.
  - 4) **ACTION:** Build brand identity for Westminster (social media, multi lingual, promote Westminster).
  - 5) **ACTION:** Complete another biennial survey of citizens in 2016.
  - 6) **ACTION:** Study current community emergency preparedness capacity.
  - 7) **ACTION:** Empower staff where creativity, innovation and ingenuity are used with cross-discipline and cross-functional team approaches to solve problems, improve service delivery/project management, and to help inform and implement City Council goals.

- II. **OBJECTIVE:** Collaborate with state agencies, counties, school districts, neighboring cities and other governmental and non-governmental entities.
  - 8) **ACTION:** Schedule one planning session with Adams 50, Adams 12 and Jefferson County school districts and Front Range Community College to explore areas of collaborative opportunities.
  - 9) **ACTION:** Schedule semi-annual joint planning sessions with elected officials of Adams County and Jefferson County.
  - 10) **ACTION:** At the staff level, look for opportunities to collaborate and assist our neighboring jurisdictions.

**GOAL: Vibrant, Inclusive and Engaged Community**

Westminster provides options for an inclusive, demographically diverse citizenry in unique settings with community identity, ownership and sense of place, with easy access to amenities, shopping, employment and diverse integrated housing options. Members of the community are empowered to address community needs and important community issues through active involvement with City cultural, business and nonprofit groups.

- III. **OBJECTIVE:** Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.
  - 11) **ACTION:** Pursue workforce housing.
  - 12) **ACTION:** Pursue housing construction defects ordinance.
- IV. **OBJECTIVE:** Develop programs and strategies that build a unique sense of community in Westminster.
  - 13) **ACTION:** Increase multi-lingual communication mediums.
  - 14) **ACTION:** Ensure social equity in the amenities we provide.
  - 15) **ACTION:** Consider the recommendations of the Inclusivity Task Force regarding the creation and structure of an Inclusivity Board or Commission.
- V. **OBJECTIVE:** Lead the development of cultural opportunities in Westminster.
  - 16) **ACTION:** Develop strategic partnerships to advance cultural program and event opportunities throughout Westminster; focus on 4-5 high-impact events.
- VI. **OBJECTIVE:** Identify the distinct neighborhoods of Westminster and help them begin to work together, as neighbors, to grow the sense of place and community in their neighborhoods.
  - 17) **ACTION:** Complete St. Anthony North Hospital (84th Avenue) EMS impact analysis and ongoing EMS service delivery impacts.
  - 18) **ACTION:** Decide public policy on chicken and bees in Westminster.

**GOAL: Beautiful, Desirable, Safe and 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 safe and healthy communities.

- VII. **OBJECTIVE:** Make a Citywide commitment to sustainability.
  - 19) **ACTION:** Complete and promote the City Hall geothermal and landscape project.

- 20) **ACTION:** Use energy efficiently, conserve resources and educate citizens as to ways they can also support sustainable natural resources behaviors.
- VIII. **OBJECTIVE:** Promote ongoing excellent management and maintenance of the City’s parks and open space system.
- 21) **ACTION:** Complete Phase One of the Little Dry Creek Park Master Plan and start to create a vibrant park identity through beautification of the new TOD and surrounding neighborhood.
- 22) **ACTION:** Develop and implement Open Space Stewardship Plan, continuing shift in focus to maintenance.
- IX. **OBJECTIVE:** Provide opportunities for residents, visitors and employees to improve their personal wellness – physically, emotionally and intellectually.
- 23) **ACTION:** Establish specific recreation center, park, open space, golf and library usage growth strategies.

**GOAL: 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.

- X. **OBJECTIVE:** Develop an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents and other partners of Westminster.
- 24) **ACTION:** Complete a Framework Plan for South Westminster to compliment efforts for the Specific Plans for Westminster Station area transit-oriented development (TOD) and Harris Park to maximize TOD and encourage innovative uses by the end of 2017.
- 25) **ACTION:** Support economic resilience through a business attraction and retention strategy focusing on primary jobs and supporting innovative initiatives and social entrepreneurs; conduct an audit on small businesses and grow small businesses through incubation.
- 26) **ACTION:** Implement Community Development service enhancement (audit) recommendations and best practices in the Building Division.
- 27) **ACTION:** Recruit and open unique, local restaurants, starting with at least three in the next 18 months; target at least one in South Westminster in the 73<sup>rd</sup> Avenue/Arts District area.
- 28) **ACTION:** Relentlessly pursue the development of Downtown Westminster, consistent with the vision of the project.
- 29) **ACTION:** Construct Westminster Station and recruit developers to develop the TOD area and recruit developers.

**GOAL: Financially Sustainable Government Providing Excellence in City Services**

Westminster leads the region in a culture of innovation that exceeds expectations in providing value in all city services – the city shall be known for “the Westy Way.”

- XI. **OBJECTIVE:** Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.
- 30) **ACTION:** Assess the following major infrastructure categories and develop funding/ implementation strategies to protect and maintain the City’s investments: municipal court (including options for a new courthouse and potential location), municipal

- government buildings, utilities, recreation, golf, streets, parks, open space, police, fire and technology.
- XII. **OBJECTIVE:** Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.
- 31) **ACTION:** Address recent public safety concerns of Colorado Firefighter Safety Act and impacts of national events on the Westminster Police Department, through ongoing, open communication.
- 32) **ACTION:** Enhance programs to support all employees.
- 33) **ACTION:** Continue to develop employees' understanding of the SPIRIT values through training programs and leadership at all levels.
- XIII. **OBJECTIVE:** City Manager will develop an annual program of specific department business process improvement reviews.
- 34) **ACTION:** City staff will develop a long-term financial sustainability plan.
- 35) **ACTION:** Analyze Fire/EMS alternative service delivery.
- 36) **ACTION:** Recruit volunteers to adopt trail/park areas.

### **GOAL: 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.

- XIV. **OBJECTIVE:** Improve the walkability and bikeability of Westminster.
- 37) **ACTION:** Review existing bicycle master plan, report on opportunities for short- and mid-term bicycle lane and route improvements, and pursue accelerated implementation of the master plan; promote bicycle lane and route improvements.
- 38) **ACTION:** Complete the planned study on mobility, including enhanced trail connectivity.
- XV. **OBJECTIVE:** Improve mass-transit options throughout Westminster.
- 39) **ACTION:** Promote connectivity of regional transportation and the "last mile" to connect commuters with places of employment and residences.
- 40) **ACTION:** Bring commuter rail to Westminster and promote commuter rail extension beyond Westminster Station along U.S. 36.



## Agenda

### Introductions

- Welcome and Introductions
- Agenda Review
- Norms and Expectations for the retreat

Agenda Item Outcome: Create a safe environment for honest exchange of ideas.

### Strategic Plan Status Report

- Department Heads will review the organizations progress on each of the six Council Goals identified in the Strategic Plan
  - Visionary Leadership, Effective Governance and Proactive Regional Collaboration
  - Vibrant, Inclusive and Engaged Community
  - Beautiful, Desirable, Safe, and Environmentally Responsible City
  - Dynamic, Diverse Economy
  - Financially Sustainable Government Providing Excellence in City Services
  - Ease of Mobility

Agenda Item Outcome: Demonstrated accountability on the part of the organization and a shared understanding of the progress made in the past year.

### Unpacking the Input

- The Community Summit and the organization's Division Manager Retreat provided the governing body with content to consider as it prepares for this year's strategic planning retreat. City Council also received the Citizen Survey results in preparation for the strategic plan retreat. Finally, we will watch a video project that City employees participated in before reflecting on what was heard and learned during this phase of the process.

Agenda Item Outcome: Shared understanding and insights into the input received to date.

### Guiding Principles

- Aligning organizational resources to make progress towards the Vision Council articulated in 2015 has required commitment and focus. The Department Heads have worked to identify Guiding Principles that help them maintain this focus for the organization. They will discuss these Guiding Principles with the Council to ensure a shared understanding of what it takes and what's at stake when implementing a strategic plan.

Agenda Item Outcome: Shared commitment and focus on implementation.



### Reviewing and Refining Objectives

- Council will have an opportunity to consider the possibility of adding or deleting Objectives to the strategic plan.

Agenda Item Outcome: Identify and prioritize Objectives within the context of the Six Goals of the Strategic Plan.

### Next Steps

- Identify what support the City Council needs from staff to maintain focus on their priority issues.
- Identify input on specific actions related to goals and objectives.

Agenda Item Outcome: Clarity regarding the path forward. Staff will take input and develop action plan items as needed and return to the City Council for consideration, resourcing and approval.

### Parting Thoughts/Adjourn

- As the retreat comes to a close, each participant will be asked to share a parting thought on how they feel about the work done during the retreat.

Agenda Item Outcome: Closure for our time together.

The City of Westminster Division Managers held a half-day retreat on Thursday, April 14. As part of this retreat, Staff utilized similar questions presented by Julia Novak at the Community Summit to provide feedback for City Council in preparation for the upcoming Strategic Plan retreat. Five topic areas were presented to participants, which tie directly into the City's strategic planning priorities. The Engagement topic was modified from the Community Summit questions to be more specific to the City of Westminster organization rather than civic life in the community. Division Managers were invited to answer questions related to each topic area in small group format, rotating through three topics and reporting out to the larger group. A summary of their discussions follows.

*Note: \*asterisks were places on the items that represented the common themes from those topic's discussions.*

## 1) Community Identity

*What is special to you about working and/or living in Westminster?*

*Why did you choose to work and/or live in Westminster?*

*What keeps you here? What will keep you here ten years from now?*

### Summary Provided Out to Full DM Group As Common Themes From Notes:

- Co-workers
- Supportive leadership
- Financial stability
- Commitment to quality
- Balance of open space and development
- Multimodal access
- SPIRIT/Culture
- Opportunities for advancement within the COW

### Notes – Specific Items Written Down in Each Roundtable:

What is special to you about working and/or living in Westminster? Why did you choose to work and/or live in Westminster?

- \*Commitment to quality
- \*Balance of open space and development
- Location: Front Range, Denver, Boulder
- Close to family
- Variety of retail
- Beautiful
- Jobs
- Quality of service provided by COW
- \*Access to trails
- Parks and Recreation
- \*Multimodal
- Political stability
- Housing/neighborhood mix
- Financial stability
- \*Mobility/traffic flow
- Stability
- Collaborative environment (multi-department)

- \*Co-workers
- Vision
- Talent, passion and enthusiasm of the staff
- Dynamic projects—interesting and challenging
- Nice, well-manicured community
- Easy commute to Westminster
- Amenities nearby
- Scope of services
- Relatively affordable
- Big enough to have full services & nimble enough to reach out
- \*SPIRIT values
- Strong leadership
- New vision
- \*Organizational culture
- Service-orientated industry. Service to the community
- Get to see the results work
- Promote new growth yet progressive history of Westy

#### **What keeps you here?**

- Innovation
- Resources to accomplish expectations
- Affordability
- \*Co-workers
- \*Culture is great!
- Ease of mobility
- Amount of support from the community to COW
- \*Financial stability
- Recreation opportunities
- \*Supportive leadership
- Ability to do good work
- Access to trails and abundant open space
- Team atmosphere
- \*Commitment to connections with co-workers
- Feeling a part of the community
- Become more urban
- Dynamic projects that we work on
- Work/life balance
- Diverse and unique restaurants
- Address stress around retirement (defined benefit)
- Diversity of...work, activity, personnel
- Shopping...strategic, location varieties

#### **What will keep you here 10 years from now?**

- Quality of education (K-12)
- \*Opportunities for advancement within the COW
- Still a progressive community
- \*Commitment to culture
- Achieve vision and set a new vision

- Free pop (soda) and popcorn machines
- Add zipline from belltower to the TOD to downtown

## 2) Engagement

*How do you participate in the Westminster organization?*

*How do you stay informed about City events, initiatives and issues?*

*What gets in the way of you engaging with our organization?*

### **Summary Provided Out to Full DM Group As Common Themes From Notes:**

Participation...

- Committees
- COWnet
- Email

What gets in the way...

- Work life balance, overload, after hours events
- Council engagement with employees: still questions about trust between City Council and Staff and ability to question Council's decisions

### **Notes – Specific Items Written Down in Each Roundtable:**

How do you participate in the Westminster organization?

- As a citizen going to parks and engaging in recreation programs
- We do our "stuff" here vs. where we live in Arvada
- \*PR&L is having to adjust to all the added-on activities; adjusting schedule; feeling of being forced to participate.
- \*People are becoming reluctant to sign-up for committees because it is like signing up for life!
- Being involved – Pension Board, Bowling activity
- Working with other departments

How do you stay informed about City events, initiatives and issues?

- DRC meetings – more inconsistent
- City website, COWnet, emails, Don's blog, and informal gatherings
- Water cooler buzz

What gets in the way of you engaging with our organization?

- Council trust with staff: continues to improve
- \*Division managers want to be engaged more on topics, such as moving Council meetings later
- Leadership needs to be clear with what their expectations are with attendance at additional events
- \*Expectation of participation in after-hours events: work/life balance issue again; all about adding stuff and not stopping stuff – Strategic Plan
- Individual citizen issues—at council and at the library
- Council having more conversations with line employees than senior staff – e.g., firefighter/union
- If you show interest in other departments or activities it comes back that "oh, you have more time to do work."
- \*Workload overload: 10 hours is a long day; over-committing
- Adversarial relationships with certain businesses and citizens
- Job conflicts – for example, creating concerns with personal safety

- Legal action from businesses
- Bad press from the media – PD – Government in general
- Recognizing the employees are people

### 3) Vision

*What excites you about this Vision? What do you believe the City needs to do in order to make this vision a reality?*

#### **Summary Provided Out to Full DM Group As Common Themes From Notes:**

What excites us:

- New, different, excitement, unique, evolving
- Diversity (of experience, culture)
- Sense of fun
- Making downtown a destination
- Sense of place

Challenges:

- Committed to staffing and resources
- Diversity of revenue
- Sustainability
- Connectivity/mobility

#### **Notes – Specific Items Written Down in Each Roundtable:**

What excites you about this Vision?

- \*New, different
- \*Diversity
- \*Sustainable
  - Development standards
- Transformational (not suburban)
- \*Destination
- Consistent with past plans
- Significant community support
- \*Destination—retail, entertainment
- \*Excitement about uniqueness/vision
- Of this era, contemporary
- Commitment to vision
- \*Strive to be special/exceptional
- Taking control of future
- \*Fun, cultural, shopping, entertainment
- Happening now (real)
- Keep outdoor emphasis
- \*Connectivity
- Urban
- \*Diversity—activities, businesses; cultural, ethnic
- \*Dynamic, evolving, energizing
- Clarity!

What do you believe the City needs to do in order to make this vision a reality?

- Water needs?
- Special equipment needs in urban environment
- Key is to get downtown out of the ground
- Emphasize culture/entertainment
- Marketing needs
- \*Connectivity, mobility (especially train)
- High-tech opportunity in downtown (10T)
- Enhance visitor experience to downtown
- Fresh/Reinvent/Active
- Redefine roles/responsibilities
- \*Sustainability—plan with community
- \*Commitment to staff it, resources, build tax base
- Don't forget core services
- Stay unified on Council
- New Courthouse
- Engage business community – partnerships
- Legislation, political will to deal with negatives
- Keep open space
- Affordability
- Need policies and regulations to achieve urban not suburban
- Focus on key aspects
- Ongoing reinforcement/commitment to vision
- Learn from other places
- \*Diversity of revenue
- \*Sustainable not stagnant
- Community not commodity
- 18-hour city – Transition

#### 4) City Services

*As a provider and/or customer of City Services, what do you believe the City does extremely well? What do you believe the City could do better or differently?*

#### Summary Provided Out to Full DM Group As Common Themes From Notes:

What we do well...

- Open space, parks
- Water
- Core services
- Options for citizens to pay for services
- Respond to inquiries
- Strategic approach
- SPIRIT

Do better...

- Address workload
- Communication
- Council relations

## Notes – Specific Items Written Down in Each Roundtable:

As a provider and/or customer of City Services, what do you believe the City does extremely well?

- Despite citizen survey, snow removal is fantastic
- Water system
- Parks, open space and trails
- Offers a number of platforms to pay for services
- Solicits input
- Thinks of new ways to provide services
- Responsive to inquiries
- Strategic approach
- Transparent
- Culture of quality services
- SPIRIT is foundation for services
- Best open space ever!
- Water/wastewater
- Core services
- Council listens to community

What do you believe the City could do better or differently?

- Compete better with private companies to provide better workplace environment
- \*Council trust regarding employee recommendations
- Website—simplify
- Transparency
- Internal communication—workload related
- Internal staff relationships are suffering
- Trash system for citizens is inadequate
- Bike lanes
- Performance Management strategy
- \*Council — How do we measure success of goals?
- Response time
- Response time goals not communicated
- Bilingual communication—Hmong
- “One-stop shopping”—expand platform of services
- Spend too much time addressing squeaky wheels
- Explain/educate what policy is; get word out better
- Communication regarding what taxes pay for
- More reactive not proactive
  - Limited resources available
  - More OT
  - Use 3<sup>rd</sup> party?
- \*Council reacts to community: reacting to community is both positive and negative

## 5) Community Quality of Life

*What does “quality of life” mean to you?*

*What does Westminster need in order to create a better quality of life today?*

*What does Westminster need in order to ensure a high quality of life twenty plus years from now?*

## Summary Provided Out to Full DM Group As Common Themes From Notes:

### Education

- Roads, safety, food, housing nature/connecting to nature
- Cultural literacy
- Language
- Sense of purpose in the city
- Maintaining infrastructure
- Forward thinking
- Focus
- Economic stability

### Notes – Specific Items Written Down in Each Roundtable:

What does “quality of life” mean to you?

- Reliable and safe utilities
- \*meeting basic needs (education, roads, safety)
- Economic diversity
- \*open space, connect with nature
- \*Richness—cultural, literacy, language
- Appearance is nice, beautiful
- Aesthetics (street signage, trash, grass)
- Recreational opportunities
- Sense of identity, who are we? A city?
- All ages have opportunities
- Something for everyone (diversity)
- Clean streets
- Green space
- Recreation centers, robust programs
- Feeling safe
- Entertainment options
- Financial, career stability
- Positive work/community relationships
- Safety, cleanliness, great recreational programs
- Easy transportation
- Ease of access with financial stability but not to the point of hindrance or punitive (ie cumbersome parking meters)
- Employment opportunities, diversity in economic opportunities
- Good schools, education
- Citizen engagement
- Community that cares
- Rest and relaxation, low stress
- Wants and needs fulfilled
- \*sense of purpose, what you’re doing is valuable
- Care facilities
- All COW services deliver quality of life
- Exceptional services
- Diverse community (restaurants, bars, art, culture, entertainment)
- Dedicated venue



What does Westminster need in order to create a better quality of life today?

- Resources, investment
- Reconsidering older policies/ordinances
- Considering new policies/ordinances

What does Westminster need in order to ensure a high quality of life twenty plus years from now?

- Mobility
- Intelligent boundaries and strategic patience
- Trail connections, gathering places (ie patios, restaurants)
- Continued solid economic base (live where you work)
- \*forward focus for future – who do we want to be?
- Dynamic; upkeep of infrastructure; rooftop gardens; green emissions (environmental responsibility)
- Not be a dying suburb, continued innovation
- Evolution of our community with economic stability
- Learn from more mature counties, cities
- Vision that quality of life is a priority
- Facility/infrastructure upgrades
- Maintain culture/values
- Focus on sustainability
- Adapt to current circumstances
- Broad-based revenue sources
- Resources, funding
- Services aligned with populace (bilingual)
- More citizen input, engagement to prioritize
- Keep focused on larger community priorities
- Cultural events – diversity of offerings (all things from restaurants to rec activities)
- Quality and commitment and culture maintained/continued via city staff
- Long term commitment to a clear vision and stability
- Understanding of quality of life in addition to quality of place
- Continuous investment of our assets
- Public and private investments
- Better streets (Skyland Village): No chip seal overlays
- Water resources with funding to support growth and environmental sensitivity
- CMO and Council with policies and funding that fosters growth
- Sustainability and plan for gap; less nanny government
- Adequate staffing levels
- Busking/permits for performance/street art
- Homeless initiatives
- Westminster represent St. Andrews golf course as standing the test of time

# Adopted 2015 Strategic Plan - Spring 2016 Status Update

# ATTACHMENT C

Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
<b>GOAL: Visionary Leadership, Effective Governance and Proactive Regional Collaboration</b>			
<b>OBJECTIVE: Develop communication, management and planning tools that move the City toward its vision while providing excellent government.</b>			
1)	Improve the strategic plan and budget process to fully engage City Council, City staff and the community in matching the strategic plan to the appropriation of budget resources.		CMO/Barbara Opie
	ACTION PLAN: City Council and Staff worked to better institute the Strategic Plan through an initial feasibility assessment, which allowed for improved definitions of desired actions and prioritization of resources. City Council incorporated many modifications specifically linked to the adopted 2015 Strategic Plan in the mid-year 2016 Budget amendment, allowing Staff to move these efforts forward.	STATUS: City Council officially adopted the 2015 Strategic Plan on July 27. Staff integrated significant funding (approximately \$7M) and City Council authorized these funds in the mid-year 2016 Budget Amendment to support the Strategic Plan. Staff working diligently to implement the Strategic Plan, especially with the additional funding support incorporated in 2016.  A Community Summit was held on March 2 with approximately 85 participants; the summary report was provided to City Council with the April 11 Staff Report. Included within that April 11 Staff Report was an overview of the Strategic Plan process and the Strategic Plan guides the development of the proposed 2017/2018 Budget. The biennial Citizen Survey was moved forward by two months to allow for the information to be shared with City Council prior to their Strategic Plan Retreat. The Division Manager's held a retreat April 14 and utilized the format of the Community Summit to gather and provide information to City Council related to the Strategic Plan; their report will be shared with City Council shortly. Employees will have an opportunity to provide feedback to City Council at the Employee Appreciation Breakfast on April 27 through video that will be shared at the Strategic Plan retreat. The Department Heads are preparing a report back to City Council for the Strategic Plan retreat on April 30.	
2)	Develop a more robust community multimedia communications program and Council outreach program.		CMO/Joe Reid
	ACTION PLAN: COD to meet with City Council to outline strategic communication plan and how it meshes with overarching Strategic Plan goals for the City. This plan will contain specific objectives to help the City develop a more robust multimedia communication program and Council outreach program. The strategic communication plan will continued to be updated as needed to ensure strong alignment with the citywide strategic plan objectives and will be aligned in response to the branding initiative.	STATUS: COD Staff met with Council in August 2015 to outline strategic communication plan that included specific objectives to help the City develop a more robust multimedia communication program and Council outreach program. Key additions implemented in 2015 include development and implementation of a strategic Council outreach plan, enhanced social media presence for events, increased emphasis on video and revamp of WestyCOnnect online engagement platform. Coming in 2016 will be a redesign of the City website to better integrate branding strategies, strategic communication goals and enhanced functionality for social media and mobile.  As part of the current communication plan, a telephone town hall and South Westy Town Hall were both conducted in early January. City Council conducted their first AMA ("Ask Me Anything") event April 13 utilizing WestyCOnnect on-line. Communication and Outreach staff recently shared with City Council a proposed schedule of outreach through year-end that they will be facilitating.	
3)	Provide more online transactions.		IT/Art Rea
	ACTION PLAN: Staff interprets online transactions as being those where users can submit online payments or forms through the City's website. Additional payment applications are in development and will be implemented, including sales tax credit processing and municipal court fines, fees and tickets. There are currently 23 forms that may be submitted electronically, and 8 other opportunities identified, with two currently under development including probation forms and Court customer service surveys. A full list of current and planned forms is available if requested. Additional online solutions are being evaluated. Staff will align staff priorities so that the City can move ahead with additional online transactions that are cost-justified based on usage.	STATUS: Through a combination of requests, IT is working to address this action item through the implementation of items noted (sales tax credit processing, municipal court fines, fees and tickets). Staff also has added a Reclaimed water quiz, Probation Forms, and a Judicial Performance Evaluation. In 2016, IT will work on the following major projects: implementation of CD's new e-permitting system, installation of the Police/Fire CAD/RMS software upgrade, implementation of GS's computerized maintenance management software, and Finance's update to the sales tax fast filing software.  GS, working with IT, acquired DocuSign software that allows for digital signatures on miscellaneous e-applications. With the purchase DocuSign software, Staff is incorporating the electronic signature functionality initially into two online forms, Westminster Med Membership Application and City Boards and Commissions Application; these will be completed 1st quarter of 2016. In addition, GS staff has set up Online Payments of Fines, Fees, and Tickets for the Court. Internally, DocuSign has been incorporated into an internal approval form, streamlining the review, approval and filing process, integrating DocuSign with Laserfish functionality.  PW&U and PRL collaborated to provide the return of the Large Item Pickup program with the opportunity to register online for the first time ever. This streamlined the registration process both for the residents and staff utilized the RecTrac system, which is capable of taking registration and payment information. This also is an excellent example of a cross-discipline team working together to creatively improve this service delivery.  In addition to providing the opportunity to submit and receive development review comments electronically, the implementation of e-permitting for Community Development will also allow for online contractor registration, permit and plan review status checks (i.e. dashboard), and acceptance of online payments. Priority for the first quarter of 2016 was an upgrade to the Web server and content management software to provide enhanced stability and updated technology. The e-permitting project will go-live in mid-December 2016.	
4)	Build brand identity for Westminster (social media, multi lingual, promote Westminster).		CMO/Joe Reid
	ACTION PLAN: An agency will be hired to guide the City through the branding process, with an eye toward aligning our current brand with the new vision of Westminster as the next urban center on the Front Range. This work will coordinate closely with marketing the new downtown site and with overall economic development efforts for the City. Deliverables will include a branding product, a brand management playbook, messaging, design guidance, etc. This effort will also include a sustainable marketing plan to ensure the branding message connects with essential audiences.	STATUS: AOR Inc. was selected as the agency for the branding/marketing project in early February. Since then, AOR has been collecting information on current city brand activities as well as polling employees and others to determine the best approach for a brand refresh/alignment around the new City vision. Focus groups with key City stakeholders, including Parks, Recreation and Libraries and Economic Development, are set for April. Once the data has been analyzed and key message points extracted, AOR will work with the city team to create an alignment strategy and messaging platform document that will be the basis for brand realignment.	
5)	Complete another biennial survey of citizens in 2016.		CMO/Ben Goldstein
	ACTION PLAN: CMO Staff will work with all departments on the development of the 2016 Citizen Survey. The plan is to conduct the survey in early 2016 so that the information gained can be used as part of the strategic planning process and 2017-2018 budget development.	STATUS: The 2016 Citizen Survey was distributed to the community in early 2016. Staff incorporated questions from City Council and Staff in the 2016 Citizen Survey. The Survey is complete two months earlier this year, as it is traditionally completed in June. Staff worked to ensure delivery of the report earlier in 2016 to allow for better integration with City Council's strategic planning process and the City budget development process. The report is scheduled for presentation to City Council on April 18.	
6)	Study current community emergency preparedness capacity.		FD/Greg Moser
	ACTION PLAN: The Fire Department will develop and implement a plan to improve citizen awareness of emergency notification procedures. The plan will also seek to improve awareness of how to shelter in place, proper evacuation procedures, and disaster recovery resources. A separate plan will also be identified to evaluate and improve the status of local businesses having a "continuity of operations" plan.	STATUS: The Emergency Management Coordinator (EMC), in collaboration with City staff, is assessing current status of City's emergency management capabilities. The EMC has presented a short concept of operations briefing to all City Departments and the Council. A blizzard exercise was conducted with a number of City Departments and outside agencies to assess the readiness of the City's blizzard response system. Concerns regarding our mass sheltering capabilities and emergency generator capacity were identified for follow-up efforts. More exercises are planned in the coming year. The EMC has also given introductory presentations to the Westminster Chamber of Commerce, Covenant Village, and Westminster Cares. Staff plans to continue efforts to involve business, faith-based and civic stakeholder in community-wide planning and preparedness activities. Emergency preparedness presentations are also being incorporated into the training provided to all City employees. Beginning in February 2016, the use of social media (Facebook) was implemented. In two months, almost 25,000 "hits" were realized on about 28 new articles concerning various aspects of emergency preparedness.	

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7)	Empower staff where creativity, innovation and ingenuity are used with cross-discipline and cross-functional team approaches to solve problems, improve service delivery/project management, and to help inform and implement City Council goals.		CMO/Steve Smithers/ All Depts.
	<p><b>ACTION PLAN:</b> Staff has identified numerous examples of actions where this strategic plan action is being fulfilled, including accelerating the Bike Master Plan, Street Lighting/Xcel Energy Engagement, the Enhanced Mobility and Connectivity Study, and agenda management software procurement. All of these projects are commencing in 2015/2016. The 2015 Leadership Development Class is also conducting an evaluation of cross functional teams efforts and will be recommending to City leadership possible improvements to the use of cross-functional teams to service delivery/project management as their class project in December.</p>	<p><b>STATUS:</b> As noted, there are several examples of this action item moving forward within the organization. As it relates to the Enhanced Mobility and Connectivity Study, the project manager is collaborating with other City Staff in various departments to gather feedback and develop next steps.</p> <ul style="list-style-type: none"> <li>- PR&amp;L - Staff worked with PW&amp;U on more efficient ways to register for the Large Item Clean-Up program (LICP) utilizing the existing Rec Trac program for registration and fees. The process for LICP registration through Rec Trac was completed and is functioning very well. Registration closed April 1 with 498 participants registered.</li> <li>- GS - The HR Workforce Division in General Services continues to use cross functional teams at all levels of the organization within our recruitment and selection processes. Cross functional leadership teams are used as oral board panels as well as tour and candidate host groups. This approach encourages a broad approach within our selection to ensure organization-wide values and the culture are maintained within our new employee selections as well as promotional processes.</li> <li>- GS/HR Benefits - A Healthcare Task Force comprised of the Employee Advisory Committee members and a cross section of employees from all departments began in January. The first three months have been focused on educational efforts. Participants are being asked to provide insight and suggestions on our health insurance benefits for all employees.</li> <li>- GS/HR Benefits - The Wellness Program continues to work with PRL staff to incorporate programs offered through the recreation centers and that also support wellness efforts. This includes free locker use, free fitness and aquatics classes, reduced fees at Heritage and Legacy Golf Course, and reimbursement for City-sponsored race events.</li> <li>- GS/HR Benefits - A Wellness Champions group comprised of employees who expressed interest in learning and sharing the strategic goals of the wellness program and the onsite clinic continues to promote wellness. This groups meets one time per month and helps in the development of programs, benefits, and gives feedback from various work groups across the City.</li> <li>- GS/CCO - The City Clerk's Office has begun the trial phase of Novus AGENDA software. Currently, the first phase of training of key City Staff has taken place, and a parallel test of the software in conjunction with the agenda packet process commenced with the April 11 and April 25 City Council Meetings. Once successful testing has occurred, the program will be rolled out to City Council and the public. Upon successful implementation of the software with the City Council Meetings, the transition to include Study Sessions and Boards and Commissions Agendas will follow, possibly in May 2016 and early summer.</li> <li>- GS/CCO - The City Clerk's Office has executed a contract with Municode for codification of legislation, and three pieces of legislation have been submitted to-date. The first re-publication of the Westminster Municipal Code is in progress, and updates will be published as needed. Collaboration between the City Clerk's office, the Communication &amp; Outreach Division, and Municode to update the City website with the new, searchable version of the WMC will begin in late April.</li> </ul>	
<b>OBJECTIVE:</b> Collaborate with state agencies, counties, school districts, neighboring cities and other governmental and non-governmental entities.			
8)			CMO/Don Tripp
	<p><b>ACTION PLAN:</b> The City will host these community educational partners in efforts to explore areas for increased collaboration and other opportunities.</p>	<p><b>STATUS:</b> A joint dinner with Adams 12, Adams 50 and Jefferson R1 School Boards is scheduled for April 19, 2016. City Council hosted Front Range Community College (FRCC) at the June 1 Study Session in 2015; Staff is working on a joint event with FRCC for the spring 2016.</p> <p>The City Manager has had one-on-one meetings with two of the three school superintendents and will be meeting with the third. Ideas discussed at these meetings also being vetted with staff.</p> <p>PRL has been working with Adams 50 to develop strong partnerships to support afterschool programming, 3rd grade swim lessons, school time physical activity opportunities, and Summer Lunch Programs. The City Manager is meeting monthly with a group of city managers from each county and has conducted one-on-one meetings so far with the city managers of Arvada, Boulder, Commerce City and Lakewood.</p> <p>The Citizen Survey included questions about school services; this will open dialogue with school districts about collaborative opportunities to work together supporting quality education.</p>	
9)	Schedule semi-annual joint planning sessions with elected officials of Adams County and Jefferson County.		CMO/Don Tripp
	<p><b>ACTION PLAN:</b> The City will host these local government partners in efforts to explore areas for increased collaboration. Staff will work with City Council to develop an agenda and approach for these meetings and engage each County to ensure their topics of interest are placed on the agenda as well.</p>	<p><b>STATUS:</b> Joint dinner with Adams and Jefferson County Commissioners and City Council held in February 2015. A joint dinner with both County Commissioners is scheduled for May11, 2016.</p>	

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10) At the staff level, look for opportunities to collaborate and assist our neighboring jurisdictions.		CMO/Steve Smithers/ All Depts.
<p><b>ACTION PLAN:</b> The City has numerous examples of regional collaboration over many years, but for the purposes of this action item, new collaboration efforts planned in the near future are highlighted. Staff will participate in the Colorado Municipal League's (CML) Standardized Sales Tax Definitions Steering Committee and propose modifications to the Westminster Municipal Code to better streamline tax remittance for businesses. Fleet Maintenance, Purchasing and Fire Staff are working with other fire agencies to develop a common specification for a fire pumper truck; the goal is to find enough commonality between agencies that allows one specification to be presented to fire apparatus manufacturers to reduce the purchase cost to all participating agencies. Staff proposes to explore the pursuit of an IGA or MOU with Adams District 50 for supplying de-icer material. Staff will also reach out to Jefferson District R1, Adams District 50 and Adams District 12 about participation in the City's bidding processes for concrete and asphalt projects. Staff also has a number of IGAs in place with neighbors (e.g., Arvada, Broomfield, Thornton) for street and bridge maintenance and road repair. Not all activities are governed by an IGA, and Staff recommends that some time be spent examining where IGAs need to be updated and/or created. Staff would review existing IGAs and MOUs, and then propose updating and/or creating IGAs where necessary by end of 2016. As one final example, Staff is considering participation in the newly formed Adams County Regional Sustainability Network.</p>	<p><b>STATUS:</b> Many departments are collaborating with neighboring cities, counties and districts. Below are some highlights from the various departments:</p> <ul style="list-style-type: none"> <li>- FIRE: Apparatus common specifications - The group putting this common specification together sent out an RFP in December 2015. Three bids were received in January 2016. Those bids were reviewed and evaluated in February 2016. While Pierce Manufacturing appeared to be the preferred bidder, the decision was made to "non-award" the bid due to a division amongst the committee and the fact several Departments pulled out of the process at the last minute sighting time constraints. A revised specification was developed that at least three fire departments are pursuing (including Westminster) where group pricing discounts can still be realized.</li> <li>- PW&amp;U: Staff has finalized an MOU with Westminster School District (formerly known as the Adams County School District 50) for providing deicing salt to for use on school parking lots. The MOU guides district procedures for pickup of the material at a City facility and the agreed upon reimbursement rates. PWU completed the following: an IGA with CDOT regarding the reimbursement for the City's snow removal operations on Sheridan Blvd. between W. 84th Ave. and W. 88th Place. In addition, Staff is working with the Westminster School District on the Sunset Ridge Tank, which is the smaller of two elevated storage tanks in the City's system. This tank is currently in the construction phase for demolition and will ultimately be replaced with a new elevated tank as part of the Pressure Zone 3 Expansion Project. The tank is located in a space tight for construction. Staff partnered with the school to use their property for temporary construction easements saving the City money and time during construction. In exchange, the City will relocate their antenna from the existing tank to a new one. Moving forward, the school district will lease the space for a nominal monthly fee sufficient for the City to cover ongoing maintenance costs. Separately, PW&amp;U is working on an IGA with Adams County for resurfacing of Pecos Street from 144th Avenue to 148th Avenue and Huron Frontage Road from 148th Avenue to 150th Avenue; and the renewal of a street maintenance agreement with Adams County Road and Bridge. Street Division Staff worked collaboratively with ADCO Road and Bridge to provide for a citizen requested ADA access from a bus stop located in the 8300 block of Zuni Street to the intersection crosswalk at W. 84th Avenue and Zuni Street; Staff reached out to the 3 school districts in Westminster and invited them to participate in the City's concrete and asphalt bids in 2016. Only the Adams 12 Five Star Schools was interested and provided information to be included in the bids.</li> <li>- FINANCE: Sales Tax Staff continues to participate on the CML standard definition steering committee. Westminster staff was selected to represent the full committee at a meeting industry representatives in November. CML will be coordinating educational outreach with member cities' legal and management representatives in early 2016 as the project moves forward.</li> <li>- PR&amp;L: Park Ops completed the renovation of Skyline Vista Park in collaboration with Adams 12 school district. PRL leadership met with key leaders at each of the three school districts to begin the process of identifying connections and common opportunities for investment. The Recreation Service Manager was appointed to serve on the Early Childhood Partnership of Adams County Board of Directors and is engaged with the newly established Jefferson County Food Policy Council to identify nutrition and wellness improvements with in Jefferson County. Park Ops staff worked with a variety of neighborhoods (Village at Harmony Park, Home Farm HOA,) the developer, City of Broomfield, and the PRLS Board to design the new proposed Longs View Trail connections; letters of support were received from all the noted for an Adams County Grant proposal. Staff is currently partnering with the cities of Arvada and Broomfield along with the Federal Highway Administration on the construction of the Greenway Trail to connect the Rocky Mountain Arsenal Wildlife Refuge to the Rocky Flats Wildlife Refuge utilizing existing metro area trails, then follow along the east side of Standley Lake from Arvada through the Westminster Hills Open Space.</li> <li>- CD: Staff is coordinating on an IGA with Arvada regarding annexation boundaries west of Standley Lake, which will be heard by the Arvada City Council in late April. As part of implementing e-permitting, Staff met with Arvada to learn more about their review process. As part of implementing a pre-application process, Staff has met with several neighboring jurisdictions to better understand their process and what lessons can be learned. City of Westminster is working with Broomfield on joint projects to improve Lowell Boulevard between 120th Avenue and 124th Avenue, as well as construct Phase II of the City Park Channel south of 120th Avenue, east of Lowell Boulevard. The City is also working with Federal Heights on the design of the 92nd Avenue/Federal Boulevard intersection improvement project with construction to commence in 2016. City of Westminster Staff working with Adams County on the ULI Federal Boulevard Healthy Corridors Study. The City has provided financial assistance for the Jefferson County and Adams County Housing Authority projects. For Westminster Station, we have entered into IGAs with Urban Drainage, CDOT, Adams County and RTD.</li> <li>- GS: HR - Workforce is considering ways of partnering with at-risk students in Westminster Public Schools to fill seasonal jobs.</li> <li>- IT: In March, IT staff participated in a regional roundtable with North Metro cities and counties to assess opportunities for sharing of conduit and fiber to enhance network capability and capacity for participating jurisdictions. As follow up to that meeting, IT Staff is meeting with Adams County representatives in April to discuss a possible IGA to allow for sharing of excess network capacity to benefit both Westminster and Adams County.</li> <li>- POLICE: As previously reported, the Police Department (PD) collaborates with numerous neighboring jurisdictions and associations. The PD is actively involved in the Adams County Housing Authority (ACHA) Task Force, which is a partnership between the Westminster Police Department, the Adams County Housing Authority (ACHA) housing facilities and BLDG Property Management (Hidden Lake Apartments). The goal of the ACHA Task Force is to reduce calls for service and reduce crime as well as helping the residents to take a personal investment in the social order of their community by feeling safe and comfortable to call the PD and/or management and to notify them of any criminal activity or quality of life nuisances such as noise disturbances, parking issues, general neighbor complaints and etc. Since the inception of the partnership, the PD has established open communication among residents and management as well as created a network between the PD and management personnel. The key is that management will be responsive in the grievances of the reporting party and act, within reason, to find an amicable solution for all persons involved. The property managers have been successful in this approach, and have taken on a personal investment in their apartment communities. The PD's responsibility has been to provide guidance and support for criminal activity occurring in the area, which has included extra patrols, extra traffic enforcement for speeding/unsafe driving in the community, collecting and forwarding criminal intelligence (often narcotics related), enforcing trespassing issues, and so on. Essentially, the PD takes responsibility for the criminal aspects and the managers take responsibility for the civil aspects within the community. Changing the culture in these complexes has not been easy. However, management, dispatchers and officers have all commented that crime seems to be down and the communities seem safer. Although this is speculation, management seems to have a pretty good idea of what is happening in their complexes because residents are more willing to report problems knowing that management will act and hold the violator accountable. It is the PD's intent to continue our partnership to work toward increased communication between residents, managers and the Police Department. All involved believe our current tactics are effective so we do not anticipate any drastic changes to our current strategy at this juncture. We anticipate other property management companies and the Jefferson County Housing Authority to also be involved.</li> </ul>	

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<b>GOAL: Vibrant, Inclusive and Engaged Community</b>			
<b>OBJECTIVE:</b> Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.			
11)	Pursue workforce housing.		CMO/John Hall
	ACTION PLAN: Staff will complete a baseline assessment of current affordable/workforce housing options in Westminster, followed by a Study Session with City Council to review current policies and affordable housing successes in Westminster and surrounding cities, define exactly what workforce housing means and review options for moving forward.	<p>STATUS: Staff conducted and completed interviews with City Council members to better understand areas of concern. A summary of the interviews and areas of concern was presented to Council at a Study Session. Staff engaged BBC Consulting to develop and prepare an affordable housing policy and strategy for the City. BBC has completed the first phase of work that provides baseline data for policy/strategy development and is currently engaged in the public outreach component of the work scope to include surveys and focus groups with affordable housing advocates, developers, city employees and citizens. Staff will continue to present interim findings to Council as major milestones are reached during the research and findings process. Completion of the consulting assignment is anticipated during Q3 2016.</p> <p>In addition to the development of an affordable housing policy and strategy, staff has been working with affordable housing partners and developers to deliver affordable housing projects and units throughout the City. Over the past year the following projects have been approved or proposed:</p> <ul style="list-style-type: none"> <li>• Alto/ACHA – 3033 W. 71st Avenue, 70 affordable units, 18,000 square feet of ground floor office space. (Plans approved, scheduled for 2017 completion).</li> <li>• Hidden Lakes Homes – 5222 West 72nd Avenue, 72 senior affordable units. (Plans approved, scheduled for 2017 completion).</li> <li>• Eaton Street Housing – 89th Avenue and Eaton Street, 118 affordable units, 18,000 square feet of ground floor commercial space. (Pending allocation of affordable housing tax credits).</li> <li>• Downtown Westminster, Sherman blocks B1/C1 – 10% of total units proposed as affordable units (approximately 27 affordable housing units).</li> </ul>	
12)	Pursue housing construction defects ordinance.		CAO/David Frankel
	ACTION PLAN: Staff will review approaches taken by other local jurisdictions, along with legal risks and other considerations. Staff will return to City Council to review this information and seek direction.	STATUS: CAO has prepared and delivered two confidential memos to Council, which included a legal opinion and a list of options for what an ordinance could include. A study session was held December 7 to discuss the broad policy questions and to determine next steps. Staff prepared a draft ordinance for City Council consideration and at City Council's direction initiated public outreach with stakeholders. Staff is working on outreach and will return to City Council after this process is complete.	
<b>OBJECTIVE:</b> Develop programs and strategies that build a unique sense of community in Westminster.			
13)	Increase multi-lingual communication mediums.		CMO/Joe Reid
	ACTION PLAN: Staff will create a Citywide task force to examine ways to move ahead with providing greater multi-lingual access to City programs, services and information. This process will involve engaging City employees and specific audiences from our community. The first step is an assessment of existing efforts, both for written and spoken communication, followed by an effort to identify the most pressing needs and ways to address those. Based on this information, Staff will develop recommendations for a sustainable path forward to address long term community needs. Resource needs TBD; adding a multi-lingual component to City communications could require additional staffing (full-time translator) and/or using a translator service such as TransLingua, which offers translation services for a flat fee; whatever solution is identified will likely have ongoing operating costs associated with it.	<p>STATUS:</p> <p>- CMO/Communication &amp; Outreach Division (COD) - Staff is conducting an assessment of the current state of multi-lingual communication efforts throughout the City. Because there is a lot of work being done in this area already, the first step is to assess the existing efforts, both for written and spoken communication, along with an effort to identify the most pressing needs and ways to address those. Staff has met with a community partner, Community Enterprise, to receive input into the questions asked in the assessment. Following the assessment, we will look at creating a citywide task force to examine ways to move ahead with providing greater multi-lingual access to City programs, services and information. This process would involve engaging city employees and specific audiences from our community to create a sustainable path forward to address long-term community needs. Staff is currently meeting individually with the Staff who serve as interpreters in the bi-lingual merit program. COD Staff is also reaching out to Department Heads, asking for their help in identifying key staff, who are not in the bi-lingual merit program, to participate in the assessment. Staff has spent the last two months meeting with nearly 70 City Staff in primarily one-on-one interviews of approximately one-hour in length. During these interviews, COD Staff is asking a series of set questions that address broader issues of what immigrants in our community face and the impact of immigration on Westminster as well as more procedural questions about how residents with language needs are served. In addition, Staff is asked to provide input on what the City could do next to improve language access for our residents and business owners. These interviews have yielded a wealth of information and expertise that will be invaluable as we move forward with this strategic plan goal. Staff is now moving from internal interviews to writing the report that will reflect the results of this assessment. The report will provide an overview of this project, methodology, major findings and recommendations. This report is anticipated to be finalized by the end of April.</p> <p>- CMO/COD - City Council Outreach - The City Council Outreach Plan calls for, at Council's request, increased inclusive practices at Council community meetings, "The city will provide child care and language interpretation and translation of the meetings and communications about them." To meet this goal, we have begun expanding the multi-lingual communications we do with the City Council's outreach program. In January, City Council hosted the South Westminster City Council Community Meeting at the MAC where outreach information was translated in Spanish prior to the event, and Spanish interpretation was provided at the event. There, City Council welcomed approximately 100 residents and business owners from our south Westminster area to discuss issues relevant to them, their businesses and their families. The city provided refreshments along with child care and Spanish language interpretation at no cost. The interpretation was utilized by one resident, and the child care was provided to six children. Automated robo calls, bi-lingual postcards, bi-lingual website announcements and social media outreach helped to spread the word about the event to residents and business owners in the area. This increased outreach, bi-lingual outreach materials and expanded inclusive services to residents who attended contributed to the success of this event. City Council outreach continues to account for language needs, where possible. In February, the outreach event was a partnership with the Irving St. Library's Family Art Sundays. Because this art-focused event did not necessitate participants to understand written or spoken English, we reached-out to Spanish media to communicate about this event and to get the word out. The event had a great turn-out, with the room full of families. We will continue to explore opportunities to better meet our resident's language needs at City Council outreach events.</p>	



Action Plan - anticipated actions through December 2016	Status Update as of 3/31/2016	Department/ Staff Lead
	<p>- CMO/COD - Inclusivity Board - The City Council approved the creation of the Westminster Inclusivity Board in November 2015. The application and recruitment process began at the first of December, which allowed Staff time to revisit an informal request of the Inclusivity Task Force to provide access to the new Board for Westminster mono-lingual Spanish speaking residents. The focus on Spanish speaking residents rather than other languages was due to the data provided in the 2008-2012 American Community Survey, stating that 64% on the mono-lingual population in Westminster speaks Spanish. To expand access to the new Inclusivity Board, Staff decided to explore this option in more detail with the support of the City Clerk and General Services Director. If the application was translated to Spanish and a person who spoke only Spanish applied, the City would then need to be prepared to provide translation of all written Board materials (agendas, etc.) as well as interpretation of all spoken communication at each Board meeting, which was priced out through two separate translation/interpretation services and found to be in the range of \$5-6,000 for 2016. Staff then moved forward with both translation of the Inclusivity Board application and the webpage and have spent substantial time and follow-up connecting with community partners to help spread the word. Although the Inclusivity Board application process was made accessible to mono-lingual Spanish speaking applicants, the City did not receive any applications from mono-lingual Spanish speakers. This may be, in part, due to this being the first and only Board to offer interpretation and translation. The application and interview process, coordinated by the City Clerk's office, has now concluded and will move onto the official appointment of members; the first meeting is anticipated to be in May. The board is meeting on the second Wednesdays from 6:30-8 p.m. Another milestone with the newly forming Inclusivity Board is the selection of an inclusivity consultant to facilitate team building and strategic planning. At the first of March, the City released a Request for Qualifications (RFQ) for Inclusivity Board facilitation. The RFQ remained open through March 24, and the City received a total of nine submissions. A selection committee was formed, which includes City Staff Alexa Priddy (COD staff liaison), Lu Wright (PR&amp;L) and Marina Miller (GS). All selection committee members also served on the Inclusivity Task Force and will bring that experience to this role. The selection committee interviewed applicants on April 6 and 7 and will make their final decision by April 14. It is anticipated that the Inclusivity Board consultant will be present at the first board meeting in May.</p> <p>- CMO/COD - Community Partnerships - Community partnerships have been an essential part of the work Staff has done to begin to increase multi-lingual communication from the City. FRESC was a partner early on who helped to identify translation and interpretation services when other services the City had used were not available. Growing Home was instrumental in spreading the word about the City Council community meeting and helping us to engage mono-lingual Spanish speaking residents in a way the City had not yet done before with the City Council outreach program. Community Enterprise was yet another resource that provided expertise in crafting the multi-lingual communication assessment questions. It is evident that the expertise of our community partners will play a role in our success in increasing multi-lingual communications.</p> <p>- CD/Planning - A bilingual development guide will be completed in winter 2016 as part of launching the new e-permitting system.</p> <p>- PRL - The Libraries offer several popular programs that are advertised in both English and Spanish. These include Citizenship, Speak English, Job Hunt Help, Immigration Current Events Programs and Computer &amp; Tech Help as well as occasional one-time programs such as Know Your Rights. Often these programs have instructors or volunteers that are bilingual. Some programs are advertised on Telemundo and Univision. These programs had over 2,300 participants in 2015.</p> <p>- PRL also advertises select events (e.g., Irving Street Block Party, Movies in the Park, Latin Festival) in both English and Spanish as well as certain programs (e.g., Spanish swim lessons) and documents (e.g., freedom of speech/expression cards, scholarship information). Westminster will debut a Latin Festival in the summer of 2016, which will feature a variety of vendors, food, music and dance from Latin countries. This event will be heavily advertised in several Spanish and bilingual publications.</p>	
14) Ensure social equity in the amenities we provide.		PRL/Jason Genck
<p>ACTION PLAN: Staff is utilizing many resources to meet this action, including the National Recreation and Park Association's work with social equity and the "Library Bill of Rights." Staff is examining how to better align front line resources to serve diverse and expanding populations of all ethnicities. Staff will return to City Council with specific proposed actions in future strategic plan status updates. One current action is to offer Sunday hours at Irving Street Library.</p>	<p>STATUS: Irving Street Library expanded hours to include Sundays in September 2015. The Recreation Division launched Spanish Swim Lessons beginning January 2016. This program has been very successful with full registration and interest throughout our region. The Recreation Division will be expanding our summer lunch program to three sites for the Summer of 2016 to include the Swim &amp; Fitness Center, City Park Recreation Center, and Countryside Pool. PRL streamlined the youth scholarship program and added a multi-language form. PRL continues to offer more free opportunities for people to participate in programs and services.</p> <p>Staff and City Council is working with the Colorado Statewide Parent Coalition supporting programs that addresses achievement gap of latino students.</p>	
15) Consider the recommendations of the Inclusivity Task Force regarding the creation and structure of an	Inclusivity Board or Commission.	CMO/Joe Reid
<p>ACTION PLAN: The Inclusivity Task Force (ITF) will make recommendations to City Council in fall 2015. The new Communications &amp; Outreach Coordinator will serve as Staff liaison for the task force and whatever board or commission results from the task force recommendations.</p>	<p>STATUS: Inclusivity Task Force recommendation was submitted to Council in October 2015. In response, Council created a new Inclusivity Board in November. Interviews for board members have been completed. The new Board should be operational by May 2016.</p>	
<b>OBJECTIVE:</b> Lead the development of cultural opportunities in Westminster.		
16) Develop strategic partnerships to advance cultural program and event opportunities throughout Westminster; focus on 4-5 high-impact events.		PRL/Ryan Hegreness
<p>ACTION PLAN: Staff will develop a robust special events program for 2016, including a review of whether to focus on multiple high impact events or to focus on a lesser number with more resources. More events will require a greater spread of limited resources. In a saturated special event market in the metropolitan region, more events can also diffuse overall effectiveness from a competitive standpoint. Partnerships are key to the success for these events.</p>	<p>STATUS: City Council approved an additional 0.4 FTE to be added to a vacant 0.6 FTE position to create a full-time Recreation Specialist to focus on Special Events in 2016. Council also approved \$100,000 to support the growth of special events and to deliver two new "high-impact" events within the year. The full-time position has been filled and PRL is in the planning phases for several new events that will be piloted in 2016 and 2017. A major campaign will be kicking off on National Trails day (June 4) to attract visitors to Standlee Lake throughout the year. New themed events such as a Zombie Golf Tournament and Adult Easter Egg Hunt are being developed to reach a new audience and differentiate our events from others in the area. The marketing team will be working with the recreation division on promoting several new events and programs at the new downtown site starting in 2016. A grand opening event is being planned a Westminster Station and a Latin Festival is also in the works in South Westminster. The team is in talks with a group looking to relocate a major sustainability event to Westminster in 2017. The department will be expanding the summer movie in the park series and concert series in 2016 and will continue to improve upon existing major city events such as July 4 and Westy Fest. Brew Fest is one event that Staff expect to evolve into a much larger event over the next few years, ultimately taking place in Downtown Westminster. The City will increase support to events such as the Orchard Festival, Jazz Festival, Gorilla Run and Hard as Nails in an effort to help these grow into higher-impact events with a greater draw. The PRL Department continues to evaluate new event ideas and expects to add additional major events in the coming years.</p> <p>Community Development is working with SWAG in terms of providing a no cost lease on the Rodeo Market, Theatre and now the studio spaces on Bradburn as well as financial support to pay utilities on these buildings; this lease was presented at the April 11, 2016, City Council meeting. The City also recently worked with the Historic Westminster Art District group to install the colorful arts district signage.</p>	

Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
<b>OBJECTIVE:</b> Identify the distinct neighborhoods of Westminster and help them begin to work together, as neighbors, to grow the sense of place and community in their neighborhoods.			
17)	Complete St. Anthony North Hospital (84th Avenue) EMS impact analysis and ongoing EMS service delivery impacts.		FD/Erik Birk
	ACTION PLAN: Fire Department Staff is analyzing the impact to emergency medical (EMS) operations. In the southern part of the City, Staff is experiencing longer response times to hospitals, longer turn around times for getting ambulances back in service, and longer staffing shortages on engines when firefighters have to ride in on ambulances. Staff is making adjustment accordingly.	STATUS: Fire Department Staff continue to work with St. Anthony's and other area hospitals to identify ways to better serve residents and keep medical units in service as much as possible. On March 3, 2015, the Level III Trauma services provided at 2551 W. 84th Avenue, formerly known as St. Anthony North Hospital, were relocated to the St. Anthony North Health Campus at 14300 Orchard Parkway. In that relocation, the emergency room at 2551 84th Avenue, now known as the 84th Avenue Neighborhood Health Center, was downgraded to a Level IV Trauma center. Due to the aforementioned changes, fewer patients have been transported to the 84th Avenue facility, and patients requiring Level III services or higher are required to be transported further distances. A Level IV Trauma Center has demonstrated an ability to provide advanced trauma life support (ATLS) prior to transfer of patients to a higher level trauma center; it provides evaluation, stabilization, and diagnostic capabilities for injured patients. The St. Anthony North Health Campus at 14300 Orchard Parkway is the only Level III Trauma facility in the City of Westminster. This facility is in the most northern part of the City of Westminster and is a considerable distance from the Fire Department's busiest districts. A Level III Trauma Center has demonstrated an ability to provide prompt assessment, resuscitation, surgery, intensive care and stabilization of injured patients and emergency operations. The addition of multiple free-standing emergency departments (FSED) in the City of Westminster has not offset the negative impact created by St. Anthony's relocation of trauma services. The Denver Metropolitan Prehospital Protocols designates the 84th Avenue Neighborhood Health Center as a FSED. The Church Ranch Neighborhood Health Center and the 84th Avenue Neighborhood Health Center are the only FSEDs in the City of Westminster that are Level IV Trauma facilities. The remaining FSEDs in the City of Westminster do not have any trauma designation. A patient requiring Level III services or higher cannot be transported to the 84th Avenue facility or any other FSED. In 2015, the Fire Department transported 29% (1,595) of their patients to free-standing emergency departments. Staff continues to monitor the impact of St. Anthony's relocation of services (i.e., impact on transport destinations, durations and times), and is continually evaluating alternatives to ensure high quality care for patients.	
18)	Decide public policy on chicken and bees in Westminster.		CD/Mac Cummins and PD/Kim Barron
	ACTION PLAN: Proposed regulations were reviewed and approved by City Council on July 27 and August 10. Implementation of permitting planned for 90 days after ordinance adoption.	STATUS: Proposed ordinance changes regarding chicken and bee husbandry was approved on second reading on August 10, 2015. The new ordinance became effective November 8, 2015. Currently, there are 38 Permits issued (34 – Chickens Permits and 4 Bees Permits) and no current documented violations. It takes an average of 25 minutes for the Animal Management Supervisor to process a permit. Staff will continue to monitor the impact on Animal Management's workload now that the changes are in effect and report back to Council as appropriate.	
<b>GOAL: Beautiful, Desirable, Safe and Environmentally Responsible City</b>			
<b>OBJECTIVE:</b> Make a Citywide commitment to sustainability.			
19)	Complete and promote the City Hall geothermal and landscape project.		GS/Tom Ochtera geothermal and PRL/Jerry Magnetti landscape
	ACTION PLAN: The geothermal project is on track and will commence in June 2015. Completion date is anticipated for December 2015. Contracts are approved and a communication strategy is in place. Direction on the landscaping/courtyard project scope was needed from City Council.	STATUS: The geothermal project is complete. Staff provided a presentation to the Environmental Advisory Board in June 2015. Based on City Council direction at the July 20 Study Session, the north lawn area will be returned to the existing grass lawn upon completion of the geothermal project. Parks staff will be prepping north lawn of City Hall for new sod as weather permits, hopefully within the next 2 weeks (March 30-April 14). Once prep work is completed, sod will be installed by contractor as weather permits. The goal is to have sod project done by May 1, 2016. The project is solely weather dependent and will be completed as soon as possible. The courtyard project will proceed with the refined scope to provide improved accessibility, parking and key geothermal heated paths/sidewalks.	
20)	Use energy efficiently, conserve resources and educate citizens as to ways they can also support sustainable natural resources behaviors.		GS/Tom Ochtera energy/resource conservation and GS/Nick Butel & EAB citizen education
	ACTION PLAN: There are numerous examples of the City working to fulfill this action. The Environmental Advisory Board (EAB) and Staff continue efforts to educate the public on recycling, composting, what to do with hard-to-recycle items and other environmentally sustainable behaviors through educational booths with free giveaways at public events like the Community Pride Day BBQ, Westy Fest and Earth Day/Arbor Day events. With Zonar GPS technology, Staff is reducing idling of City vehicles, which can unnecessarily consume fuel. More data will be shared with City Council through future strategic plan status updates. The City recently placed into service its first electric vehicle and charging station. In addition, the City added its 25th Prius hybrid to the fleet in 2015. The City continues to implement energy conservation measures identified in the Ameresco preliminary Technical Energy Audit. Staff is retrofitting lighting at recreation centers and fire stations with efficient LED technology. Staff continues educating and utilizing Life Cycle Cost Analysis on all relevant capital projects to inform decision-making and to ensure resource considerations. At the RTD Parking garage in South Westminster, the City will install infrastructure for future Solar PV and electric car recharging stations. The City also continues to offer numerous water conservation programs to residents and businesses.	STATUS: This is an ongoing effort. Items below are the latest updates provided, as this is a citywide effort: - GS/HR - Risk: The EAB will have a booth at Westminster's Earth Day celebration on April 23 with a focus on back yard composting, pollinators, and reusable bags. The EAB and the Green Team plan on booths at Westy Fest. These booths are to educate the public about: curbside recycling, composting, PaintCare.org (retailer paint take back program), household hazardous waste, energy savings, waste reduction, storm water quality, and City operations that are conserving natural resources. Staff continues to work with the EAB on ways to improve outreach and education in the community. - GS/HR-Risk, BO&M and CMO Staff - Staff presented five models of community recycling programs to City Council on February 22 with input from the EAB. As directed by City Council, Staff has been discussing ways to further pursue community recycling. - PR&L: In January, the Westminster Legacy Foundation identified as their signature project an education campaign to inform citizens on ways to support sustainable natural resources behaviors. This will be the foundation's key area of focus for the foreseeable future. Specific project updates will be provided to Council. In addition, PR&L is currently researching expansion of the xeriscape display garden program to provide new opportunities to educate citizens on water conservation and gardening. Several city departments will be collaborating to provide a robust Earth Day Celebration, with several education programs kicking off on April 22. - CD: The Multiple Family, Single Family Attached, Single Family Detached, and Senior Housing design guidelines include sustainability guidelines. Development review staff also works with applicants to improve project sustainability and energy efficiency. Staff are also forecasting a reduction in paper and vehicle miles traveled with the introduction of the E-Permitting software in mid-December 2016.	
<b>OBJECTIVE:</b> Promote ongoing excellent management and maintenance of the City's parks and open space system.			
21)	Complete Phase One of the Little Dry Creek Park Master Plan and start to create a vibrant park identity through beautification of the new TOD and surrounding neighborhood.		PRL/Nicole Ankeney
	ACTION PLAN: City Council approved funding (\$1,258,000) for Phase One of the Little Dry Creek Master Plan as part of the mid-year 2016 Budget amendment. A consultant will be hired to provide schematic design, construction cost estimates, a phasing plan and construction documents. Construction of Phase One is anticipated for 2016/2017.	STATUS: Staff going to City Council in May with a proposal for Matrix Design to provide schematic design, construction cost estimates, a phasing plan and construction documents. The park project at the TOD is complex due to the unique challenges at the site and features numerous partners. Part of the Matrix team is Bienenstock Natural Playgrounds, an international leader in nature play spaces. PRL staff is coordinating with CD on the Creekside Drive project, Little Dry Creek drainage project, site grading and Westminster Station in preparation for the station opening in the summer of 2016.	

Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
22)	Develop and implement Open Space Stewardship Plan.		PRL/Rod Larsen
	<p><b>ACTION PLAN:</b> The Open Space Stewardship Plan has been developed and is now being implemented. City Council authorized additional funding through the mid-year 2016 Budget amendment to implement the Open Space Stewardship Plan priorities for the next 18-months, which are as follows:</p> <ol style="list-style-type: none"> <li>1. Creating the foundation for a long-term successful open space division;</li> <li>2. Enhanced trail connectivity with improved wayfinding;</li> <li>3. Activation of trails;</li> <li>4. Development of more nature-based programming;</li> <li>5. Continued implementation of trail improvements;</li> <li>6. Stronger connection to city-wide stewardship community efforts through marketing and outreach;</li> <li>7. Enhanced open space and natural area weed management and beautification;</li> <li>8. Increased tree management and increased tree plantings in ROW, parks, etc. (citywide tree beautification);</li> <li>9. Finalize and develop phasing strategy for the Standley Lake Master Plan;</li> <li>10. Grow volunteer program and opportunities;</li> <li>11. Facilitate Community Gardens;</li> <li>12. Increased management of existing natural resources (protect from encroachment, etc.); and</li> <li>13. Stabilize the Metzger Building</li> </ol>	<p><b>STATUS:</b> The newly created Open Space Division is still being formed. To date, the Nature Programs Supervisor position has been filled by Patti Wright and the Open Space Horticultural Specialist has been filled by Brendan Close. It is anticipated that within the next month, the Open Space Trails Specialist, the Open Space Volunteer Coordinator, and two Open Space Parkworker positions will be filled. Open Space staff has taken the lead in organizing the COW's Earth Day event, scheduled for April 23rd with focus on sustainability, energy conservation, trail awareness, and natural resource conservation issues. The Wayfinding project is underway and an internal wayfinding team plans on entering into a contract with a consultant to lead this project within the next month. Staff is currently in the planning phase for two new community gardens for 2016 construction - one in south Westminster adjacent to the Swim and Fitness Center and the other is a collaborative project with St. Anthony's North Hospital at their new campus at 144th and Huron Street. The Standley Lake Master Plan is close to being finalized and will provide a blueprint for the future of Standley Lake which will include a loop trail around the lake. Open Space staff has applied for Adams County Open Space grants for both the Metzger Building Stabilization and the Big Dry Creek Trail enhancement projects and should find out this month if we were successful. Forestry staff implemented a new resident tree planting program in 2016 called Re-leaf Westminster, a program that allows residents to purchase trees at cost, and trees were sold out within the first few weeks. The heavy wet snow during the weekend storm in April has necessitated the opening of an emergency limb drop off for citizens who have been extremely appreciative. Open Space volunteer programs are still very popular and this program continues to grow with both attendance numbers and age groups. Open Space staff will focus on both trail improvements and noxious weed control in 2016. Additional staff will allow for a more comprehensive maintenance approach for our trails and underpasses. An integrated weed management plan will be followed that will include biological, mechanical, cultural, educational, and chemical components. It is anticipated that goats will be used for weed control again this year but at Standley Lake rather than Westminster Hills Open Space. Once a full staff is in place, many additional action plans will be put in place which are currently on hold.</p>	
<b>OBJECTIVE:</b> Provide opportunities for residents, visitors and employees to improve their personal wellness – physically, emotionally and intellectually.			
23)	Establish specific recreation center, park, open space, golf and library usage growth strategies.		PRL/Ryan Hegreess
	<p><b>ACTION PLAN:</b> Several key master planning efforts are underway through 2016 (primarily Standley Lake and Libraries). The Open Space Stewardship Plan was recently completed and is being implemented. These plans will provide strategies for these specific project sites.</p>	<p><b>STATUS:</b> The Standley Lake and Libraries Master Plans are almost complete. Master Plans for the Downtown Westminster area parks are being finalized and are scheduled for review with City Council in May. The City Park Master Plan is currently on hold to allow the City to focus its resources on other master planning and capital efforts. Growth strategies continue to be developed and pursued as it relates to recreation centers, parks, open space, golf and library usage.</p> <p>Overall growth is strong and trending in a positive direction. 2015 was a record year for overall program participation and facility visitation. For the first time in Westminster history, our recreation facility visitation eclipsed one million visitors in a year. We are off to a great start in 2016 with overall participation up 14% for the first couple months of the year. The golf courses have also been trending upward, with 74,569 rounds played in 2015 (nearly 2,500 more rounds than 2014). Standley Lake has also seen significant growth in pass visits, daily use, program registration and water craft rentals. Overall participation at Standley lake is up 26% over the previous year for these areas. Library use declined in 2015 and program participation in 2015 was significantly lower than 2014. Staff anticipates the Library Master Plan to provide insights moving forward to help catch up with library best practices that will in turn, help improve upon these numbers.</p>	
<b>GOAL: Dynamic, Diverse Economy</b>			
<b>OBJECTIVE:</b> Develop an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents and other partners of Westminster.			
24)	Complete a Framework Plan for South Westminster to compliment efforts for the Specific Plans for Westminster Station area transit-oriented development (TOD) and Harris Park to maximize TOD and encourage innovative uses by the end of 2017.		CD/Sean McCartney
	<p><b>ACTION PLAN:</b> A Specific Plan for the Westminster Station area is underway that will include community outreach and engagement efforts. A framework plan for South Westminster and Specific Plan of Harris Park will follow with significant community outreach, which is anticipated to include multiple rounds of outreach and a variety of methods. As part of this effort, Staff will encourage protection of existing businesses and provide input on the attraction of new business to the area. Staff is also analyzing potential financing structures and approaches.</p>	<p><b>STATUS:</b> Work and outreach for the TOD Specific Plan continues with completion anticipated in August 2016. Work on the framework plan for South Westminster will begin mid-2016 with estimated completion in mid-2017. Work for the Harris Park Specific Plan will beginning of 2017, with a completion in late 2017.</p>	
25)	Support economic resilience through a business attraction and retention strategy focusing on primary jobs; and supporting innovative initiatives and social entrepreneurs; conduct an audit on small businesses and grow small businesses through incubation.		CMO/Christopher Gray/ John Hall
	<p><b>ACTION PLAN:</b> Staff continues efforts to attract business accelerators and collaborative work spaces. Staff will network with commercial real estate brokers and developers to promote key industries and the need for additional commercial space. Staff will provide training and networking for existing businesses to encourage growth while continuing business retention efforts to encourage existing businesses to stay and grow.</p> <p>Concerning the Small Business Audit: Staff will schedule this item for an upcoming Study Session. In concert with this discussion, Staff proposes to continue TechConnects to nurture and grow technology companies in the City. Staff will also plan to work to facilitate co-ops, co-working spaces and shared office space. Staff will continue to enhance the City's existing business service program and serve as internal advocate for existing businesses. Staff could conduct an audit for small businesses.</p>	<p><b>STATUS:</b> Economic resilience primary involves the development of a diverse and sustainable local economy. Diversity in not only the types of industries and businesses in the City, but their size, age and function. In addition, by developing local industry clusters, the City has the opportunity to develop a self-reinforcing economic system that is sustainable over time. Economic Development Staff worked with primary employers in the last year that accounted for approximately 1,000 primary jobs. New companies include: Zimmer Biomet (205 jobs), Alliance Data (600 jobs), Coalfire Systems (130 jobs) and SkywriterMD (100 jobs).</p> <p>Key elements related to this goal include:</p> <ul style="list-style-type: none"> <li>- The Economic Development Division is working closely with COD to align economic development marketing efforts with city-wide efforts by participating in marketing/branding efforts. Economic Development anticipates working as part of a cross-functional team to continue to address this objective. A recently hired Economic Development Marketing Specialist is leading this effort on behalf of the Division.</li> <li>- The development and implementation of a robust, pro-active, business-to-business marketing strategy currently being addressed as a part of divisional efforts in conjunction with COD, through the recent hiring of a new marketing position within the division, and will include contract consulting services.</li> <li>- Work on an audit of small business issues and identification of potential City responses will commence during Q2 of 2016.</li> <li>- Foster new business growth, innovation and development is being addressed through both the recruitment of new business co-working, collaborative, and innovation space; and through direct interaction with existing Westminster businesses engaged in innovation and growth. In February, the City authorized a purchase and sale agreement with Hancoop @ Westminster LLC that will house Solera Salon, Inc. and Grid Collaborative Workspace, Inc. comprising approximately 80,000 to 120,000 square feet of combined retail and collaborative and traditional office space as a part of Downtown Westminster. Staff has also been in discussions with two existing major technology employers and an innovation entrepreneur about the possibility of additional innovation facilities in the City.</li> <li>- Developer recruitment for the Westminster Station/TOD area (please see action item #29).</li> </ul>	



Action Plan - anticipated actions through December 2016	Status Update as of 3/31/2016	Department/ Staff Lead
26) Implement Community Development service enhancement (audit) recommendations and best practices in the Building Division.		CD/Michelle Stephens
ACTION PLAN: Pre-Application Process Modification - Integrate pre-submittal meeting into overall process update and roll-out, including updates to the website, applications, materials, and checklists to inform applicants of pre-submittal meeting requirements. Integrate pre-submittal process into the multi-lingual development guide provided to prospective developers. Create web-based scheduling and/or meeting request for pre-submittal meetings. Integrate pre-submittal meeting into the multi-lingual development guide.	STATUS: Coordination among all development review stakeholders has begun in order to identify changes required to implement pre-application step in development review process. Changes will be integrated with electronic permitting system and rolled out as part of total make-over of development review process in 2016. The new pre-application process will begin in Q2 2016. (see separate Staff Report in the City Council packet dated 4/25/2016)	
ACTION PLAN: Development Guides - Create multi-lingual development guide language. RFP and hire consultant(s) to ensure that the language and guide are appropriate for the audiences. Update the website to include guide(s). The multi-lingual development guide(s) recommended to be developed above will form the foundation for the creation of a joint Economic Development and Community Development guide. This guide will contain much of the same information as the multi-lingual development guide(s), but will be directed towards the small-business owner.	STATUS: This item will be implemented as part of the broader improvements called for by the audit. The guide will be published as part of comprehensive changes to development review process in winter 2016. Funds were allocated with the mid-year 2016 Budget amendment to create the multi-lingual development guide, which will be developed once process changes are finalized and implemented.	
ACTION PLAN: Reporting - Provide quarterly report of performance, including posting on website.	STATUS: Quarterly online reporting has been implemented. More detailed and frequent reporting will be available as part of the implementation of the electronic permitting system in 2016.	
ACTION PLAN: Reduced Timeframes - Staff is working on significant modifications to the review process to reduce it from a total of 20 weeks (2 Concepts = 10 weeks + 2 Technical = 10 weeks) to 9-12 weeks (Pre-Submittal conference with the Principal Planner followed by a Pre-Application submittal and review = 3 weeks + 2-3 Technical reviews = 6 to 9 weeks).	STATUS: New planning (development review) staff authorized by City Council mid-year 2015 started in the 4th quarter of 2015. CD has had additional staff change over and training is required for new staff. Reduced time frames are dependent upon implementation of the e-permitting system.	
ACTION PLAN: Minor ODP Process - New thresholds for minor ODP amendments will be established to allow review times of 1 week or less for minor changes.	STATUS: This item will be implemented as part of the audit recommendation in 2016. Staff is currently focusing on workflow improvements, which include identification of reviews that can be accomplished in less than 1 week.	
ACTION PLAN: E-Permitting - The implementation of an e-Permitting system will accomplish many of the concerns identified in the audit, such as increasing transparency, reducing review times, and tracking/publishing review timeframes. An e-permitting system will also reduce the amount of administration tasks required by the case planner and allow more time for project review, applicant communication and outreach.	STATUS: City Council approved the contract with TRACKIT by SunGuard in December 2015. Staff anticipates implementation of the new Department-wide software/e-permitting in Q3/Q4 2016; ongoing maintenance/license costs anticipated for 2017 (approximately \$75,000/year estimated). Testing will begin on the e-permitting software July 26, 2016. The e-permitting system will go-live on December 14th.	
ACTION PLAN: Building Division Best Practices - In addition to the things specifically mentioned in the audit of the development review process, items to be implemented as Best Practices for the Building Division include: <ul style="list-style-type: none"> <li>• Expanding the use of the WEB and online capabilities to include plan submittals, online permit issuance and electronic plan review (included within scope of electronic permitting system implementation)</li> <li>• Continued and ongoing staff training</li> <li>• Adequate staffing with the flexibility to address upward and downward swings in development activity levels</li> </ul> Procedural items that can be implemented or continued as Best Practices for the Building Division include: <ul style="list-style-type: none"> <li>• Establishing and publishing fees and timelines</li> <li>• Continuous process analysis</li> </ul>	STATUS: Implementation of a department-wide electronic permitting system (identified as separate action item above) will support the achievement of best practices, including online permitting and transparent fees and timelines. The new staff positions authorized by City Council mid-year 2015 have been filled, helping to provide enhanced customer service to our customers. As part of the mid-year 2016 Budget amendment, City Council approved funding for additional contract plan review services to help provide enhanced service with existing plan review staff. CD Staff have started the Fee Comparison project and plan to have the results by June 2016. The information will be used as a basis to evaluate current fees.	
27) Recruit and open unique, local restaurants, starting with at least three in the next 18 months; target at least one in South Westminster in the 73rd Avenue/Arts District area.		CMO/John Hall
ACTION PLAN: Staff will work to attract unique, local restaurant by identifying available vacant restaurants, consolidate demographic real estate and other focused marketing materials for restaurant recruitment, develop a focused strategy for the 73rd Avenue area and work with a retail/restaurant consultant to market properties.	STATUS: Recruitment of new local, unique restaurants involves a number of activities: <ul style="list-style-type: none"> <li>• An inventory of existing locally owned-restaurants was completed April 2015 and included in the April/May City Edition.</li> <li>• Staff has contacted and toured brokers, developers and restaurateurs to present Westminster opportunities and better understand issues associated with attracting local, unique restaurants.</li> <li>• Staff has met with citizens to better understand community preferences.</li> <li>• Evaluation of potential buildings and locations.</li> <li>• Identify potential a restaurant broker/consultant to assist staff in identifying specific opportunities.</li> <li>• Identification of potential actions the City could take to attract, and facilitate the opening of, these restaurants over the next 18 months, including potential new incentives and regulations.</li> <li>• Unique, local restaurants and retailers integrated into Downtown Westminster retail strategy.</li> </ul> In addition to strategy and action plan, economic development staff has been working with potential restaurateurs to consider Westminster locations. <ul style="list-style-type: none"> <li>• Torchy's Tacos of Austin, Texas, is a unique restaurant opening five locations in the Denver metro region in 2016. Plans were recently approved for a Westminster location on 88th Avenue.</li> <li>• Negotiations are currently in progress for a major, local restaurant to anchor the Central Plaza area of the Downtown.</li> <li>• Local restaurants are a key element of the retail strategy for Downtown. While developers are responsible for leasing of their tenant spaces, the City has established a retail mix plan for each block of the site that emphasizes provision of local and unique regional restaurant uses. This retail mix plan is incorporated into purchase and sale agreements and development agreements with each developer. It is anticipated that as part of the first phase of development in Downtown, at least half of the incoming restaurants will be local or unique to Denver.</li> </ul>	

Action Plan - anticipated actions through December 2016	Status Update as of 3/31/2016	Department/ Staff Lead
<p>28) Relentlessly pursue the development of Downtown Westminster, consistent with the vision of the project.</p> <p>ACTION PLAN: Staff is in the process of developing and implementing a strategy for block-by-block development approach. Staff is also analyzing financial feasibility and financing structures. Staff will coordinate infrastructure activities with a particular focus on water and wastewater needs.</p>	<p>STATUS: City affirmed vision for Downtown Westminster. The City issued certificates of participation and approved construction with Hammerlund Construction for \$13 million for phase one infrastructure; construction is underway. City is pursuing a financial plan with block-by-block development approach. City Council authorized additional staffing specific to the Downtown Westminster project with the mid-year 2016 Budget amendment; this staff is anticipated to staff in early January 2016. As part of the parking structure to commence construction in June, a sixth story of parking is being pursued to ensure sufficient parking is available to support the long term vision for this area.</p> <p>PRL is currently finalizing the master plans for three major parks in the downtown as well as the streetscape. The three parks will be presented in May to City Council for review.</p> <p>Several development deals have been solidified since the beginning of the year that will result in approximately 630 residential units, almost 200,000 square feet of retail space, and 80,000 to 100,000 square feet of office space being constructed in the Downtown in the next 3 years. All new construction will be LEED Silver environmental rating or higher, and over 25% of the residential units will be affordable and workforce housing for people earning 30% to 80% of the Average Median Income (AMI) for the area. The first Purchase and Sale Agreement was signed in January 2016 with Eaton Street Affordable Housing, LLC for 118 affordable housing units (ranging from 30 to 60% AMI) on the C-2 block. In March, the first of two Development Agreements with Sherman Associates was signed in March for the B1/C1 block, to result in approximately 270 residential units and 25,000 square feet of retail space. The second Development Agreement is currently being negotiated for the B3 block, expected to be signed in summer 2016. This project will bring an additional 240 residential units and over 30,000 square feet of retail to the center of the site. Of the total 510 units to be developed by Sherman Associates, 10% will serve workforce housing at 80% of the AMI. Also in March, a Purchase and Sale Agreement was signed with Solera/Grid to construct a six-story office building on the western end of block C-3. The project includes 15,000 sqft of retail, 20,000 sqft of salon, and almost 80,000 sqft of collaborative and traditional office space. Finally, an amendment to the JC Penney Lease Agreement has been finalized and is planned to be executed by May 2016. The new lease agreement will see JC Penney being an integral part of the new Downtown for up to the next 30 years. Significant progress has been made on the Downtown's infrastructure and the City's first public parking structure on the site. Roadways and associated utility work to serve the first phase of development is anticipated to be complete by August of 2016. The public parking garage on the C-2 block, which will provide almost 900 parking spaces, will begin construction in June 2016. The garage will be built to Green Garage Silver environmental standards and includes a sky bridge connection to the second level of the JCPenney building and charging stations for electric vehicles. Multimodal and transit access studies will also begin soon for the Downtown site. WEDA is participating in a Transportation Demand Management plan funded primarily by US 36 Commuting Solutions for the Downtown site, which will increase use of alternative modes of transit to, within and from the site. A Multimodal Traffic Analysis will also be conducted for the area surrounding the Downtown site, addressing community and neighboring jurisdiction's concerns about increased traffic and pedestrian and bicycle safety to and from the Downtown. This analysis will include evaluation of 88th and 92nd avenues to improve pedestrian and bicycle connectivity to and from adjacent neighborhoods and the future rail station. Finally, a civic and cultural feasibility and fiscal impact analysis will be conducted to evaluate opportunities to provide a civic and cultural presence in Downtown. This will include evaluation of bringing City services and functions on-site as well as identifying key opportunities for partnerships with cultural institutions in the Denver region and nationally.</p>	<p>CMO/Jody Andrews</p>
<p>29) Construct Westminster Station and develop TOD area and recruit developers.</p>		<p>CD/Dave Downing construct station and CMO/John Hall recruit developers</p>
<p>ACTION PLAN: Westminster Station infrastructure projects are all on a critical path deadline toward completion prior to the RTD Revenue Date (anticipated mid-2016). These projects include the Little Dry Creek grading project, the parking structure, bus transfer facility, Westminster Station Drive, Hooker Street, Grove Street, Creekside Drive, CDOT's Federal Boulevard bridge replacement, Denver Transit Partners construction of the Station Platform, RTD's installation of security cameras, hiring a parking operations and management company to manage the parking structure and various demolitions including the western building acquired from Nolan's RV and the four single family residential homes on Lowell Boulevard for the construction of Creekside Drive. Related to the recruitment of developers, Economic Development is engaged in promoting this area.</p>	<p>STATUS: Ground breaking for parking structure was held in August 2015, celebrating not only that major milestone but all of the construction activities in the area making commuter rail a reality in 2016. Westminster Station Drive, North Plaza Infrastructure project, Grove Street, Parking Structure, Little Dry Creek drainage, 165-foot pedestrian bridge and Creekside Drive are all scheduled for completion by the end of July 2016. CDOT's Federal Boulevard bridge replacement project, however, is behind schedule and will likely not be completed until February 2017; Staff continues to keep RTD apprised of this challenge. Drainage way maintenance will commence 2016; funds to cover costs (irrigation, maintenance) for part of the year was appropriated in the mid-year 2016 Budget amendment in PRL's operating budget.</p> <p>Economic Development Staff has and is:</p> <ul style="list-style-type: none"> <li>- Developing a list of potential developers</li> <li>- Developed a short and long-term marketing plan and short-term marketing materials</li> <li>- Co-sponsoring the NAIOP Rocky Mountain Real Estate Challenge for a site in the South Westminster TOD area</li> <li>- Engaged in property owner outreach</li> </ul> <p>PRL is moving forward to complete the park master plan for the TOD site as well as completing initial phases of park development in 2016.</p> <p>The Westminster Station infrastructure strategy has been recognized by DRCOG for the project's implementation of Metro Vision. The City and its partners will receive the award at the DRCOG Metro Vision Awards Reception April 27, 2016.</p>	

Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
<b>GOAL: Financially Sustainable Government Providing Excellence in City Services</b>			
<b>OBJECTIVE: Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.</b>			
30)	Assess the following major infrastructure categories and develop funding / implementation strategies: municipal court, municipal government buildings, utilities, recreation, golf, streets, parks, open space, police, fire and technology.		CMO/Jody Andrews/ Steve Smithers
	<p><b>ACTION PLAN:</b> Staff is working to identify and prioritize long term capital needs and develop financing options. Parallel to these efforts, Building Operations and Maintenance Staff will continue ongoing efforts to assess and document existing conditions and future needs of City facilities, including the utilization of a new computerized maintenance management system being implemented. Street Operations Staff, through its pavement management program, has identified a performance target of providing a maintenance treatment to 10% of the City's roadways annually (to maintain an average pavement condition rating at a "good" level for at least 65% of all roadways in the City). Due to escalating road material costs, Staff will perform additional analysis. The Facilities CIP and Operations Manager (Building Operations &amp; Maintenance) will be involved in this citywide facilities assessment and planning effort. Separately, a consulting contract will be required to complete space requirements document for Courthouse and other city space needs, including City Hall, the Public Safety Center and the Municipal Service Center for a more comprehensive approach to space needs in the larger administrative facilities.</p>	<p><b>STATUS:</b> Background work to prepare a strategy for municipal infrastructure master plan and financial strategy are underway.</p> <p>BO&amp;M is working with Anderson Hallas to complete a facility needs assessment for the Municipal Court, Public Safety Center, Municipal Service Center and City Hall. A new court facility cost estimate (excluding land costs) and space use assessment was presented to City Council on April 4. The Council Chamber renovation project was reviewed with City Council in December 2015 on design direction; construction drawings were reviewed on April 4 where City Council provided direction to proceed with the Chambers renovation project and relocation of the City Council Board Room as part of this renovation. Anderson Hallas is the consultant on both the facility needs assessment and the Council Chamber renovation project; they took the additional information gained through the space study as well as the City Hall security assessment into consideration as they finalized construction drawings for the Chambers. A separate contractor was selected to evaluate City Hall security and is wrapping up as well.</p> <p>City Council appropriated additional funds in the mid-year 2016 Budget amendment for the maintenance of streets added in 2015 (and those anticipated to be completed in 2016), and to address anticipated material cost increases. Analysis of the street rehabilitation revenue requirements and existing funding sources will be completed by Staff in advance of the 2017/2018 budget process. In addition, City Council allocated \$500,000 in carryover funds from 2014 into 2016 Arterial Roadway CIP to address residential roadways.</p> <p>Deputy City Manager Steve Smithers is working on a financial sustainability report to assess sources and need for the City over the next 15 years and alternative ways to balance the related budgets.</p>	
<b>OBJECTIVE: Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.</b>			
31)	Address recent public safety concerns of Colorado Firefighter Safety Act and impacts of national events on the Westminster Police Department, through ongoing, open communication.		FD/Doug Hall and PD/Lee Birk
	<p><b>ACTION PLAN:</b> In regards to the recent public safety concerns of the Colorado Firefighter safety Act, increased communication underway. The City Manager and the Fire Chief have meetings with all of the fire station crews across all three shifts, as well as with Union leadership, to hear the concerns. Fire Department leadership is working on additional communication strategies designed to further identify these issues and to identify feasible solutions.</p>	<p><b>STATUS:</b> In the short term, command staff is working closely with firefighters to address safety concerns. Additional communication strategies have been implemented that include distributing meeting minutes from Staff Meetings, Supervisory Team Meetings and Fire Department Retreats. As an example, City Council appropriated funding (\$112,000) to implement a two year program to purchase a second set of bunker gear beginning in 2016 through the mid-year 2016 Budget amendment. Purchase of this first half of bunker gear is expected by the end of the second quarter; the balance of funding needed will be included in the requested 2017 Budget. Additional overtime funds were also appropriated (\$60,000) to the 2016 FD Operating budget to help assure staffing of the 5th Medic Unit that promotes both firefighter safety and enhanced EMS delivery for the community.</p>	
	<p><b>ACTION PLAN:</b> In regards to recent public safety concerns and impacts of national events on the Westminster Police Department, Staff is committed to ongoing, open communication and active engagement with employees, community and elected officials. Staff is seeking and cultivating opportunities for community interaction, involvement and support through special events, programs, and community outreach (i.e. Citizen's Police Academy, Citizen's Academy Alumni Association, Santa COPs, National Night Out, Senior Crime Safety Classes, Community Initiated Recognitions, etc.).</p>	<p><b>STATUS:</b> The Police Department (PD) continues to address public safety concerns and is committed to open communication, transparency and active engagement with employees, community and elected officials. Below are some recent highlights:</p> <ul style="list-style-type: none"> <li>- On January 27, a new Citizen Academy commenced with a total of 21 citizens enrolled. The academy will run through April 27, 2016.</li> <li>- On March 9, the PD joined the Senior Hub in the March for Meals. This is an annual campaign sponsored by Meals on Wheels Association of America to bring "public awareness of the Meals on Wheels Program, recruit new volunteers, expand community resources and increase financial support."</li> <li>- On March 2, the PD participated in the annual Read Across America Day at Semper Elementary. Police Officers read to students in a classroom setting. It was a great opportunity for the students to meet Law Enforcement.</li> <li>- On March 15, the Westminster Elks Lodge awarded Officer S. Saunders the Officer of the Year award for his superior performance of his daily assigned duties. Officer Steve Sander's professionalism, initiative, and devotion to duty, reflects great credit upon himself and in keeping with the highest traditions of the Westminster Police Department.</li> </ul>	
32)	Enhance programs to support all employees.		CMO/Steve Smithers/All Depts. and GS/Debbie Mitchell
	<p><b>ACTION PLAN:</b> Develop a staff report that details current efforts Citywide and on a department basis and deliver to City Council. Staff will seek City Council input for future efforts. In the interim, Staff is working on programs related to safety, skill development, cross-training, succession management and total compensation. (anticipate utilizing existing resources)</p>	<p><b>STATUS:</b></p> <ul style="list-style-type: none"> <li>- GS/HR - Workforce - As the City embarks on creating the proposed 2017/2018 Budget and Pay Plans, Staff continues to work towards ensuring a quality workforce by offering a balanced employment package with recommendations for market-based pay, well-rounded quality benefits and a superior work environment. Staff will be analyzing salary and benefit survey data in the preparation of the recommended pay plans and benefit choices; this information will be reviewed with City Council during the budget development process.</li> <li>- GS/HR-Benefits - Training and Development expanded on-line learning opportunities to include Lynda.com, Grovo and in house designed eLearnings. This provides employees (particularly those working shifts) the option for continuous growth, as it is often difficult for them to participate in traditional classroom programs. The eLearnings serve as a way to communicate the City's benefits, reach out to all employees, and enhance the program. A new certification, Sustainability Advocate, was added in order to support the City's new vision statement. This certificate includes ten new classes intended to build interest and cross departmental knowledge and leadership for sustainability efforts. Additionally, a new tool called Flipping Book was purchased to assist Training and Development communication efforts with employees.</li> <li>- The City won the Healthiest Employer Award for 2015 and 2016, as presented by the Denver Business Journal. This is a reflection on a very robust program to support employee wellness.</li> </ul>	



Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
33)	Continue to develop employees' understanding of the SPIRIT values through training programs and leadership at all levels.		GS/Lisa Chrisman
	ACTION PLAN: The SPIRIT values are central to all of the City's training classes and programs. The Citywide recognition program is built around SPIRIT, as are coaching and facilitation efforts. The City's hiring, onboarding and appraisal processes have SPIRIT values formalized into them.	STATUS: Staff continues to support this strategic plan item through onboarding efforts and an extensive training program, with internal and external offerings. - GS/HR Benefits - The City's employee recognition program enhances employees' understanding of SPIRIT values by appreciating employees for their contributions to the organization. The Teams in Action award, City Manager's Choice Award, SPIRIT Award, and Customer Service Champion Award all specifically recognize employees for demonstrating one or more of the City's SPIRIT values. Employee recognition events have high participation and reach all levels in the organization. The SPIRIT values are central to all Employee Development and Training efforts. SPIRIT values are integrated into all course materials and instructors are "on-boarded" prior to teaching any class in the organization, so that they are fully aware of our culture and expectations. The SPIRIT values are also central to all coaching and facilitation efforts, with most sessions focusing on teambuilding, service delivery and personal responsibility. - GS/HR Workforce - HR Staff continues to work with individual Departments, leadership, supervisors and employees on employee relations issues to ensure organization-wide consistent and fair practices. - GS/HR Benefits - Training and Development offered 30 trainings to date in the first quarter, focused on our SPIRIT values. Several new classes were added that support the SPIRIT values of communications, service and responsibility. Staff is also researching programs that will assist the organization in building a coaching culture, and continues to add classes taught by internal subject matter experts, building the organizational team and highlighting the values of responsibility, pride and innovation.	
<b>OBJECTIVE:</b> City Manager will develop an annual program of specific department business process improvement reviews.			
34)	City staff will develop a long-term financial sustainability plan.		CMO/Steve Smithers/Jody Andrews/Barbara Opie and Finance/Tammy Hitchens
	ACTION PLAN: Taking into consideration data that is generated in the infrastructure assessment (#30), develop a model emphasizing ongoing operations, capital replacement, reserves and debt management. The infrastructure assessment will need to be completed in order for this item to proceed.	STATUS: Funds approved in the mid-year 2016 Budget amendment will assist Staff in better analyzing the status of current facilities (\$100,000 CIP funding in action item #30 above for BO&M Facilities Assessment) to allow for more aligned budgeting for future facility requirements and avoid emergency repairs that could limit or prevent use of any facility. As the information is gathered through BO&M's efforts, Staff is working on overall strategy and identification of issues related to long term financial sustainability. In addition, Staff is utilizing the extensive knowledge of the retiring Deputy City Manager to help facilitate this project through year-end 2016.	
35)	Analyze Fire/EMS alternative service delivery.		FD/Doug Hall
	ACTION PLAN: Staff continues to proactively analyze various Fire/EMS service delivery options. Examples include "tiered response," which will better utilize the appropriate personnel and vehicle response for the particular situations, providing for a more efficient use of resources, as well as reduce risk by sending less apparatus to specific calls. Automatic vehicle locating (AVL) technology is about to be activated so that the closest appropriate fire unit will be sent to emergencies. Additional service delivery approaches that can be examined in the future include "community paramedicine" programs, "quick" cars, community risk reduction efforts, addressing people who frequently abuse the 9-1-1 system, and managing calls at assisted living and nursing home facilities.	STATUS: Automatic and Mutual Aid - The Westminster Fire Department (WFD) is actively pursuing automatic and mutual aid agreements that better serve our community. We have developed agreements with our neighboring departments through the north area consortium. The WFD and Thornton FD (TFD) have entered an agreement for broad spectrum EMS and Fire response; WFD, TFD, North Metro Fire Rescue (NMFR), and Adams County Fire (ACF) are developing agreements for operations on I-25 and US-36; WFD is working with Arvada Fire to define boundaries for automatic response regarding structure fires; WFD is working with NMFR, TFD, ACF, and Brighton FD (BFD) to investigate the use and deployment of special teams and share resources; and the WFD, NMFR, ACF, TFD, and BFD are exploring the possibility of "patching" our dispatch centers for effective automatic aid. The UASI Committee, in early April 2016, offered a \$100,000 grant to conduct a feasibility study for the region concerning this "patching" or CAD to CAD interface project.	
36)	Recruit volunteers to adopt trail/park areas.		PRL/Rod Larsen
	ACTION PLAN: The City has an established program in place for trail/park adoption and will continue to promote these volunteer opportunities through the City's communication channels.	STATUS: Staff has continued existing efforts to encourage the use of volunteers to assist with trail and park areas throughout the City Westminster. Currently, the City has 39 different groups adopting parks, open space and trails and contributed over 1,100 hours of beautification (trash cleanup, weed removal, etc.) in 2015. The program is marketed through the activity guide, application process, Westy Fest, and other communication channels and is often a good choice for volunteers because of the flexibility of the program. The annual Community Pride Day event is scheduled for May 14, bringing over a thousand volunteers together to help commence the spring clean up of parks, trails and streetscapes throughout the City.	

Action Plan - anticipated actions through December 2016		Status Update as of 3/31/2016	Department/ Staff Lead
<b>GOAL: Ease of Mobility</b>			
<b>OBJECTIVE: Improve the walkability and bikeability of Westminster.</b>			
37)	Review existing bicycle master plan, report on opportunities for short- and mid-term bicycle lane and route improvements, and pursue accelerated implementation of the master plan; promote bicycle lane and route improvements.		CD/Dave Downing and PWU/Dave Cantu
	<p><b>ACTION PLAN:</b> Staff will continue implementing a number of bicycle master plan projects in 2015, including bike lanes on parts of Lowell Boulevard, 72nd Avenue, Pierce Street and Countryside Drive. These will be implemented in conjunction with the 2015 street resurfacing program. In addition to these projects, Staff intends to accomplish the following actions within the next 18 months: identify simple and straightforward options that do not require paving that can be implemented in 2015 with existing budgets (e.g., signage on recently paved streets-summer/fall 2015); create a prioritized list and recommended projects/estimated costs that could also be implemented in 2015 if additional funding became available (e.g., proposal to continue the regional bike lanes on 72nd Avenue from Sheridan Blvd. to Pierce St. with carryover funds-summer/fall 2015); meet with City Council at an upcoming Study Session to review and/or revise the key assumptions used in the Bicycle Master Plan to determine how to move forward with mid- and long-term projects. The master plan was created in 2011 and may require some updating to reflect current City Council priorities. Staff intends to combine this Council conversation with one regarding the Enhanced Mobility &amp; Connectivity Master Plan to holistically address the City's multi-modal methods of transportation; with Council direction, create an updated list of projects to implement in 2016 and out-years in conjunction with the Street Division's 2016 work plan (late 2015/early 2016); complete a number of these projects (2016); continue conversation with Council regarding key philosophies and approaches of bicycle master plan, including pilot projects and education in specific neighborhoods and/or throughout City (2016). (anticipate utilizing existing resources; capital funds are currently appropriated in 2015 and 2016 but additional capital funding will be considered with the mid-year 2016 budget.)</p>	<p><b>STATUS:</b></p> <ul style="list-style-type: none"> <li>- CD - On March 14, City Council authorized the addition of a new Senior Transportation and Mobility Planner position for the Engineering Division of the Community Development Department. The recruitment for this position will close in mid-April. The Senior Transportation and Mobility Planner will oversee opportunities to improve multi-modal transportation as one of their key roles and provide support to City Council in regional transportation efforts.</li> <li>- PWU and CD Staff plan to install bike lanes at the following locations in 2016: 112th Avenue from Huron Street to Federal Blvd, Independence Drive from 96th Drive to Wadsworth Parkway, and Wolff Street from 112th Avenue to 115th Avenue. Staff also plans to provide signage and pavement markings designating "shared use" on several street segments as funds allow.</li> </ul>	
38)	Complete the planned study on mobility, including enhanced trail connectivity.		CMO/Jody Andrews and PWU/Christine Gray
	<p><b>ACTION PLAN:</b> Staff has hired a consulting firm to conduct a multimodal transportation needs assessment to identify where mobility and connectivity improvements can be made to enhance resident, visitor and business access to the City's amenities, using multiple modes of transportation (walking, bicycling, transit). <u>This needs assessment is different than a master plan</u>, as it will help the City establish a baseline of transportation needs from which to identify next steps. Staff and the consulting firm will work with City Staff, local/regional stakeholders and the public to gather input about current challenges and then to identify and rank proposed solutions as well as next steps. The assessment is scheduled for completion in 3Q 2016. Depending on the outcome of the study and City Council's direction, Staff may request additional capital funding through the 2017/2018 budget process to accomplish some of the recommended projects.</p>	<p><b>STATUS:</b> PWU Staff kicked off the Multimodal Needs Assessment project in mid-February 2016 after Council approval on 2/8/16. Public engagement efforts will take place in the spring and summer to receive input and feedback about existing challenge areas.</p>	
<b>OBJECTIVE: Improve mass-transit options throughout Westminster.</b>			
39)	Promote connectivity of regional transportation and the "last mile" to connect commuters with places of employment and residences.		CMO/Barbara Opie and CD/Dave Downing
	<p><b>ACTION PLAN:</b> Following up on the U.S. 36 First and Final Mile Study and the DRCOG Sustainable Communities Initiative process, Staff has identified potential projects for pursuit. These include a bicycle/pedestrian connection between the Westmoor Office Park/Green Knolls Subdivision and the U.S. 36 Bikeway (Church Ranch BRT Station), bike lanes/shared markings from U.S. 36 to 68th Avenue (Westminster Station) and bicycle lanes on 88th Avenue between Wagner and the Park n Ride (Sheridan Station). Staff is also participating with Broomfield and 36 Commuting Solutions to secure grant funding to install a "Bus then Bike" shelter at Sheridan Station. Staff is also working with Smart Commute Metro North, Adams County and RTD on a grant opportunity to provide some bus/shuttle service north of 120th Avenue (St. Anthony's, Orchard, etc.). (The grant opportunity is for two years, so the City, private partners and regional partners would need to figure out an out on ongoing approach. Estimated costs: \$174,000 - Church Ranch; \$27,000 - Westminster Station; \$59,000 Sheridan Station; \$20,000 Bike Shelter Match and \$3,000 per year O&amp;M; CDOT would cover local match for North I-25 bus extension / shuttle service.)</p>	<p><b>STATUS:</b> Staff and 36 Commuting Solutions were successful in securing a grant from DRCOG in October 2015 for the installation of a "Bus then Bike" shelter at the US 36/Sheridan (formerly known as the Westminster Center) Bus Rapid Transit Station. The grant money will become available during 2016-2017. PRL Staff is working with 36 Commuting Solutions on the implementation of this grant.</p> <p>In January, RTD commenced bus service to The Orchard/St. Anthony's Hospital from the Wagon Road Park-n-Ride via existing Route 8, which is the first route north of 120th Avenue in Westminster and extends service to this northern part of the City, improving transportation options in the area.</p> <p>In March, City Council authorized the addition of a new Senior Transportation and Mobility Planner position. The position is currently being recruited. The Senior Transportation and Mobility Planner will promote connectivity and regional transportation as one of their key roles.</p>	

Action Plan - anticipated actions through December 2016	Status Update as of 3/31/2016	Department/ Staff Lead
40) Bring commuter rail to Westminster and promote commuter rail extension beyond Westminster Station along U.S. 36.		CD/Dave Downing and CMO/Barbara Opie on rail extension and CD/John Burke on commuter rail to Westminster
<p>ACTION PLAN: This work commenced with the Northwest Area Mobility Study (NAMS) and a very high level concept was developed to extend commuter rail to 88th Avenue. Considering costs, Burlington Northern Santa Fe's (BNSF) freight realities and other issues, extending single-tracked EMU commuter rail service to 88th Avenue is the most realistic approach that could be achieved in the next ten years. The City secured an unfunded option to extend Northwest Commuter Rail to 88th Avenue in the winning North Metro Rail proposal (GBBH), but it is unlikely funds will be there to pursue by 2018.</p>	<p>STATUS: Commuter rail to Westminster - Staff is working with RTD, DTP, Adams County, UDFCD and other partners to ensure construction stays on schedule for commencement of commuter rail service mid-2016. Staff is anticipating a formal announcement from RTD and DTP on the official commencement of service date for the Westminster Station to be sometime in late July/early August. An amendment to the Westminster Station Intergovernmental Agreement (IGA) with RTD was approved in March, updating the original IGA with key components, including important deadlines, clarifying maintenance responsibilities and finalizing the platform betterment maintenance costs.</p> <p>Rail extension - Funds appropriated with 2014 carryover in 2015 to commence study on feasibility of extending the rail. Staff is working with a consultant on the first phase of this review. Depending on the results of this first review, Staff will return to City Council for potential additional consulting work to move this initiative forward.</p> <p>As noted previously, the new Senior Transportation and Mobility Planner position is being recruited and will be instrumental to these efforts, lobbying for the extension of commuter rail as one of their key roles.</p>	