



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: December 10, 2008

SUBJECT: Study Session Agenda for December 15, 2008

PREPARED BY: J. Brent McFall, City Manager

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

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

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

CITY COUNCIL REPORTS

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

PRESENTATIONS

1. Conversion of Existing Police Pension Plan to State Fire and Police Pension Plan
2. Information Technology Department Overview and Update

6:30 P.M.

EXECUTIVE SESSION

None at this time

INFORMATION ONLY ITEMS – Does not require action by City Council

1. 2008 Citywide Goals and Objectives – Second Period Update (Attachment)
2. Reclaimed Water System Update (Attachment)
3. Monthly Residential Development Report (Attachment)

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

Respectfully submitted,

J. Brent McFall
City Manager

Attachment – Minutes for the December 1, 2008 Study Session



Staff Report

City Council Study Session Meeting
December 15, 2008



SUBJECT: Conversion of Existing Police Pension Plan to State FPPA Plan

Prepared By: Lee Birk, Police Chief
Tammy Hitchens, Finance Director
Dee Martin, Acting Human Resources Manager
Kim McDaniel, Retirement Administrator

Recommended City Council Action:

Concur with Staff recommendation to not proceed with further steps to affiliate with the State Fire and Police Pension Association (FPPA).

Summary Statement:

The State Fire & Police Pension Association (FPPA) offers and administers several retirement and benefit plans for Colorado public safety personnel. In 2004, the City of Westminster sworn Fire personnel affiliated with FPPA. Three alternative plans are available upon affiliation for current employees: 1) FPPA defined benefit plan; 2) FPPA hybrid plan consisting of both a defined benefit and defined contribution component; and 3) FPPA money purchase defined contribution plan.

In order to affiliate with FPPA, the following steps must be completed:

- Submittal of a non-binding resolution approved by City Council as pension plan provider requesting coverage under FPPA. This step actually begins the conversion planning process. The resolution is non-binding for the employees but binding for the City. Once the application for coverage under the FPPA system is submitted and 65% of the employee group approves to affiliate, the City must follow through with the necessary steps to affiliate with FPPA.
- Completion of a Westminster/FPPA disclosure statement.
- Completion of individual pension comparisons by FPPA for each employee.
- 65% employee group approval to affiliate in an election required by State Statute, CRS §31-31-1101(3).
- Final approval by City Council to affiliate.

In order to determine the interest of moving forward, an informal poll was taken. 28% of the sworn Police Department employees have expressed an interest in moving to the State FPPA plan. The primary motives to move to FPPA are: 1) a concern by employees regarding their ability to properly

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December 15, 2008

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invest their existing pension dollars to guarantee a pension in the future; 2) a belief the FPPA plan better represents the interest of public safety employees over the City's Pension Plan, and 3) FPPA meets their individual needs better.

Based on the results of the informal poll and the factors included in the pros and cons analysis, Staff is recommending against proceeding further with the FPPA affiliation for sworn Police Department employees.

Expenditure Required: \$0

Source of Funds: NA

Policy Issue(s)

- Should the City offer a different pension alternative to Police public safety employees from that offered to the General employee group?
- Should the City allow sworn police officers to participate in the State FPPA plan thus relinquishing policy control for plan benefits and costs?

Alternative(s)

- Council could decide to either proceed or not proceed with the FPPA affiliation resolution and employee affiliation vote. The pros and cons of this decision are set forth in the background section of this report.

Background Information

In the mid 1970's, the City took advantage of an opportunity provided by the Federal Government to opt out of the Social Security Retirement System. In place of Social Security, the City implemented a money purchase or defined contribution retirement plan, similar to a 401K plan in the private sector. Employees and, starting with the 23rd month of employment, the City, contribute monies into accounts in each employee's name. Employees are fully vested in the plan from the beginning of their employment and they individually choose investment options offered within the pension plan fund option line-up. Currently, the City contribution is 10.25% and the mandatory employee contribution is 10% of base salary.

In 2004, sworn Fire personnel completed an informal poll where 99% of Westminster Firefighters expressed an interest in moving to the state FPPA plan. On March 15, 2004, City Council authorized Staff to begin the initial stages of converting the Fire Pension Plan to the state FPPA plan. After the completion of individual sessions with FPPA and a formal vote where at least 65% of the employee group approved to affiliate with FPPA, the Fire Pension Plan was transferred to FPPA on September 1, 2004. During this period, the sworn police officers had a wait and see attitude on possibly affiliating with FPPA.

Beginning this summer interest in the perceived security offered by defined benefit plans increased amongst some sworn police officers. FPPA provided several informational meetings and literature to interested employees. In response to some interest in moving to the next phase, a Committee was formed to review the FPPA plan and costs associated with converting to FPPA.

Cost Neutrality:

The first step for determining whether a move to FPPA was feasible was determining whether the change would be cost neutral for the City. The Committee conducted an analysis that projected the City's contributions for various groups of Police employees in the FPPA Plan vs. the City's current defined contribution plan, to determine the breakeven point where the cumulative City contributions are approximately equal. As was the case four years ago, when the firefighters considered going to FPPA, the projections show a trend of 7-9 years in which the City reaches a breakeven point. If the Police Officers move to FPPA, based on the proposed 2009 salary projections and current staff, employer contributions will increase approximately \$64,000 for 2009. This difference is based on the start date and rate of the employer contribution. The City of Westminster provides employer contributions to individual employee accounts beginning after 22 months of continuous service at a rate of 10.25%. The FPPA plan requires an 8% contribution rate by the employer from the date of

hire for each employee. Existing employees who affiliate with FPPA incur a 10% contribution rate by the employee and employer, for a total contribution of 20%. Employees hired after affiliation with FPPA require an 8% contribution rate by the employee and employer, for a total of 16%.

When the fire fighters affiliated with FPPA in 2004, all current employees had the option of selecting from the three plans offered under FPPA. In 2006, legislation changed the FPPA alternatives allowing the employer to elect partial affiliation where individual current employees could elect to remain in the employer's retirement plan while others might elect the FPPA plan. All future hires would not have a choice but would be required to join the FPPA plan if affiliated. However, Staff recommends against partial affiliation. Allowing only some employees to affiliate impacts cost neutrality and also places a long term administrative burden on the City for a pension plan that will eventually fade away. Once a retirement plan affiliates with FPPA the decision is irrevocable.

Impact on the General Employee Pension Plan:

If the Police Plan moves to FPPA, the administrative fees for the General Employee Pension Plan will be impacted. Currently, the Police Pension Plan comprises 27% of the combined total assets. This increase can be attributed to a reduction in the overall revenue sharing for the plan and a reduction in the number of participants to which to allocate the administrative costs of the plan. There are currently 1,151 participants in the City plan, resulting in a projected cost increase of approximately \$31.00 per participant.

Analysis and Education:

The Committee hired independent consultant, Rick Rodgers, Certified Retirement Counselor, a Principal with Insight Employee Benefit Communications to prepare a Comparative Analysis Report providing an in-depth review of the benefits and components of the FPPA plan and the current City of Westminster Police Pension Plan. This Comparative Analysis Report was distributed to all sworn police department employees. In addition, the consultant provided six informational sessions to interested personnel. During these sessions, the consultant presented an overview of the Comparative Analysis Report and provided a forum for questions. A total of 126 police officers attended these sessions.

An informal straw poll was taken to determine the interest of sworn police officers affiliating with FPPA. The poll was sent to 169 sworn officers; 107 officers voted. 59 were not in favor of affiliating with FPPA; 48 were in favor of affiliating with FPPA.

The primary differences in the two plans are as follows:

Westminster Police Pension Plan

- Westminster provides an excellent defined contribution (money purchase) plan at a minimal administrative cost. Employees are able to self-direct their personal retirement accounts.
- The Plan offers a wide array of investment options including 17 individual mutual funds, 3 risk-based portfolios, and ten target date portfolios for a series of different target retirement years.
- The City plan requires a minimum employee contribution of 10% from the first day of employment. The employer contribution of 10.25% begins after an employee completes 22 months of continuous service.
- Participants are 100% vested from the first day employment.
- Total payout of the participant retirement account is provided either to the retiree or to the spouse or beneficiaries upon death.

- The City offers a retirement health plan that allows employees to designate up to 25% of their mandatory and employer contributions tax-free to a 401(h) plan. After retirement an employee can be reimbursed on a tax-free basis for allowable medical expenses including health insurance.

FPPA

- Offers existing employees a choice of three plans including: the defined benefit plan, a hybrid defined benefit/defined contribution plan, or a money purchase plan. Participants make an irrevocable one-time selection of these plan alternatives.
- Employees hired after affiliation with FPPA do not have a choice of the 3 FPPA plans but rather must participate in the one plan selected for new hires. This plan would likely be the FPPA Defined Benefit plan.
- Requires a total 16% contribution from the first day of employment for new employees hired after affiliation. This is made up of an 8% minimum employer contribution and an 8% employee contribution.
- Requires a total 20% contribution for existing employees. This is made up of 10% employee contribution and 10% employer contribution.
- Vesting in either defined benefit plan is after five years of service. Vesting in employer contributions under the money purchase plan is 20% per year with 100% vesting at five years.
- Participants can purchase past service credits based on service (with the Westminster Police Department) towards one of the defined benefit alternatives. The actuarial cost is used for this purchase and is based on the age of the participant at the time of purchase and the defined benefit alternative.
- Participants can also purchase up to five years of service credit for past employment, including military time, not covered by a retirement plan.
- FPPA may fund a Stabilization Reserve Account (SRA). When the amount of contributions exceed the Defined Benefit Plan's funding requirements a separate account is established for each participant. These accounts accrue earnings and employees are eligible to receive additional benefits from this account. If FPPA becomes under-funded, the FPPA Board may utilize amounts held in SRA accounts to increase the funded status of the plan.
- FPPA offers a DROP plan. This is a Deferred Retirement Option Plan that allows an individual to retire, defer payment of pension payments to a separate account, and continue to work for the City for a period of up to five years. The employer determines on a person-by-person basis to enter into a DROP contract. The City would have to take a policy position with respect to this plan provision.
- Spousal benefit payout options are available at retirement, which effectively reduces the monthly retirement amount of the retiring employee.

Advantages of Conversion to FPPA

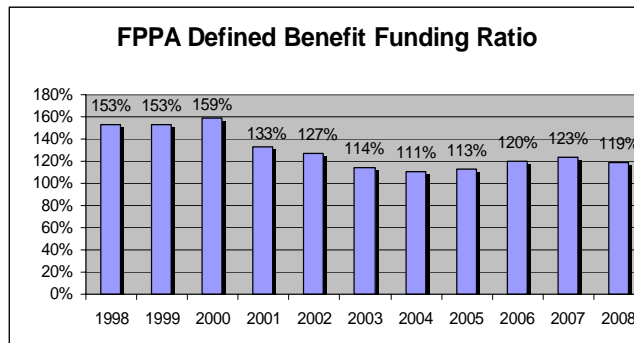
- Existing employees can choose from one of three plans: the FPPA defined benefit plan, a hybrid plan made up of elements of both a defined benefit and defined contribution plan, or a defined contribution or money purchase plan.
- Both of the FPPA defined benefit plans may offer up to a 3% yearly COLA.
- FPPA provides a DROP program, which could be beneficial to some employees.
- Employees who do not want the responsibility of managing their own retirement accounts have an opportunity to participate in a defined benefit pension plan.

Disadvantages of Conversion to FPPA

- If the City does decide to convert to the FPPA plan, this choice is irrevocable unless an “opt-out” provision is legislated at the state level in the future.
- The City’s contribution rate is from the first day of employment rather than a 22-month delay.
- Investment earnings to the FPPA defined benefit plans go to the plan and not individual participants or the employer.
- The FPPA definition of base salary includes FLSA overtime, which increases the potential cost to the City.
- The City will lose policy control for employer contributions to the State Legislature.
- Pension plan decisions will no longer be made by a City pension board , but rather will be made by the FPPA pension board that represents a wide diversity of interests.
- New employees after conversion will only have one plan choice, which will be decided by the City.
- The FPPA plan allows employees to buy prior years of service credit toward retirement. This service credit is based on the employee’s age at the time of purchase. While this cost is actuarially sound, many employees are concerned that they will not be able to afford purchase of their full service credit.

FPPA Funding:

As of January 1, 2008, FPPA’s actuarial report indicates a funding ratio of 119%. The investment allocation of FPPA’s defined benefit plan is approximately 75% stocks and 25% bonds. Recent market losses will affect nearly all defined benefit plans and based on references of FPPA’s stock portfolio it is possible that FPPA’s funding ratio may be as low as 101.5%. FPPA does have several “safety nets” established if the plan becomes underfunded. FPPA may 1) utilize Stabilization Reserve Account (SRA) (separate fund established for participants when contributions exceed funding requirements); 2) reduce or eliminate Cost of Living Adjustments (COLA); 3) increase the normal retirement age from 55 up to 60; 4) increase the vested retirement age from 55 up to 65; and 5) increase employer and employee contributions.



Source: InSight Employee Benefit Communications Comparative Analysis Report

Respectfully submitted,

J.Brent McFall
City Manager



WESTMINSTER

Staff Report

Staff Report
December 15, 2008



SUBJECT: Information Technology Department Overview and Update

PREPARED BY: David Puntteney, Information Technology Director

Summary Statement:

Staff will be in attendance at the December 15th City Council Study Session to provide City Council members with an overview and update about the Information Technology Department, and to provide City Council members with the opportunity to ask questions about where the City is moving in terms of future technology.

Background Information:

The Information Technology Department continues to monitor trends in technology, and has been strategic in the evaluation and selection of new technology and systems for the City. City Council members occasionally have questions regarding specific technology used by the City or future technologies. This session will provide City Council members an opportunity to learn current details about the department and to have questions addressed.

Respectfully submitted,

J. Brent McFall
City Manager



W E S T M I N S T E R

Staff Report

Information Only Staff Report

December 15, 2008



SUBJECT: 2008 Citywide Goals and Objectives - Second Period Update

PREPARED BY: Phil Jones, Management Analyst

Summary Statement

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

Attached is the second period status report on major projects/initiatives/programs undertaken to achieve City Council goals for 2008 (see attached document "2008 Citywide Goals & Objectives"). The items included in the attached document focus on those items that specifically tie to Council's stated goals for 2008.

Background Information

The attached document reflects the actions Staff is pursuing to achieve City Council's 2008 Citywide goals and objectives. This report focuses on those items that specifically tie to Council's stated goals and objectives for 2008 per the Strategic Planning Retreat in April 2008. Should Council desire additional information on a particular item included within this document, Staff will prepare appropriate supplemental information on the specific item requested.

The City Council goals for 2008 are as follows:

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

The Goals & Objectives document includes the following information:

Goal – These are the priorities originally set by City Council at their 2002 Goal Setting Retreat. The goals were re-affirmed and refined for 2008 at City Council's April 2008 Strategic Plan Review.

Objective – Within each goal, Council has identified several objectives to help achieve that goal. Several "actions" will be undertaken within each objective to help achieve that goal. The objectives were re-affirmed and refined for 2008 at City Council's April 2008 Strategic Plan Review.

Initiated – This column identifies the year in which the action initiates. Many actions were initiated prior to 2008; this reflects the long-term nature of projects/initiatives within the City.

Actions – This column reflects those specific projects, initiatives, and/or programs that Staff is working on to help achieve City Council's goals. New or revised actions will be reflected in the next Citywide goals and objectives report to reflect Council's updates to the 2008 Citywide goals and objectives.

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

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

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

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

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

In some cases, Council will note that the originating year may be prior to the year 2008; several of the projects Staff is working on were initiated prior to 2008 and require multiple years to complete. These multi-year projects are carried forward to show continuing projects in addition to new ones.

The status of the activities reflects second period activity through August 31, 2008. This report does not highlight the full workload that Staff is pursuing. There are many assignments and departmentally oriented items that are tracked separately by the departments.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment

2008 Citywide Goals & Objectives

Second Period Update



GOAL 1: SAFE AND SECURE COMMUNITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Citizens are safe anywhere in the city</i>						
2007	Address gang activity in Westminster, investigate responses to gang activity used by other cities, and develop a community awareness program related to gang activity	Dean Villano (Police)	--	Completed	Completed	Percentage Complete and Target Completion date changed from "ongoing" to "completed." Though this objective will be removed, SET personnel will still be in existence and will continue to attend local County Gang Meetings (Adams & Jefferson), provide Gang Presentation/Awareness, Roll-Call Training and remain active in the Graffiti Action Plan.
<i>Objective 2: Public Safety Departments: well equipped and fully staffed with quality personnel</i>						
2008	Meet and exceed the Citywide Dog Licensing Program Goals	M. Cressman	--	5%	1Q 2010	Dog licensing in the city became law in July 2007. All residents of Westminster, both in Adams and Jefferson counties, are required by law to license their dogs. In 2008, it is our goal to have 10% of the dog owners within the city to have their dogs licensed. Thus far, we have exceeded our goal by approximately 5%. In 2009, it is our goal to have 20% of all dog owners to have their dogs licensed. Information about the Dog Licensing Program can be found on the City Website.
2008	Recruiting and retaining quality public safety employees	T. Reeves	--	5%	1Q 2010	Preparing for aging public safety workforce and succession planning. This would include Police Recruitment, Selection and Retention of Dispatch Operators.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2008	Code Enforcement Field Automation	K. Kopp	\$59K	5%	3Q 2009	Begin process of Code Enforcement Field Automation. Currently there is a working task force to implement automation of Code Enforcement operations and install Mobile Data Terminals (MDT's) in vehicle. The task force includes staffing from police and IT department.
2006	Develop a policing strategy for the new Northeast Westminster Retail areas to ensure adequate police resources are available	Tim Carlson (Police)	--	100% - Complete	2Q 2008	Percentage Complete changed from 95% to 100% complete. Goal and objective completed. The storefront is completely functional. Though this objective will be removed, the police department will still provide coverage for the Northeast area of the city, to include The Orchard and other retail areas. Current policies and procedures will be evaluated to determine if adjustments need to be made.
2008	Develop specification and purchase replacement Fire Apparatus	Bill Work (Fire), Tim Burandt(Fire), Mike Lynch (Fire), Jesse Molinar (Fire)	\$550,000	60%	2Q 2009	This is a new item for 2008. This item is for the scheduled and budgeted replacement of a fire engine (unit #5192). Council approval obtained May 19; Contract and downpayment processed in June; Preconstruction meeting accomplished. 2008 Pierce Velocity Pumper Under Cab (PUC) is schedule for completion and acceptance by December 31, 2008.
2008	Develop specification and purchase replacement ambulance	Randy Peterson (Fire), Bill Work (Fire), Rick Spahn (Fire)	\$123,500	10%	4Q 2008	This is a new item for 2008 for the scheduled and budgeted replacement of a 2004 Road Rescue Ultramedic ambulance (unit #5211). City Council approved the purchase of a 2008 MEDTEC Ford E450 Type III ambulance in March; with contract approval in April. Unit has been built to specs and City staff will be performing final inspection in August. Upon passing inspection, receipt of unit will take place the first week of September.
2008	Complete a hiring process and a firefighter training academy to address recent attrition	Dennis Bishop (Fire), Doug Hall (Fire)	--	5%	4Q 2008	This is a new item for 2008. 188 DRCOG applications were processed and screened, hiring process complete, eligibility list has been established. Recruit Training Academy will run August 11 through November 7 for five firefighters replacing personnel due to attrition or promotions.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2006	Develop and conduct a Fire Officer Development Class	Jim Moreland (Fire), Chief Officers (Fire)	--	75%	2Q 2008	First Officer Development Academy (FODA) successfully completed in May, with 15 graduates. Schedule and 12 attendees established for next FODA which will start on November 5 and run through May 7, 2009.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 3: Timely response to emergency calls</i>						
2003	Pursue and complete EMS field reporting application as it relates to CAD/RMS	Rich Welz (Fire), Doug Hall (Fire), Randy Peterson (Fire)	\$50,000	25%	4Q 2009	Target completion date changed from 1Q 2008 to 4Q 2009. The original vendor for this product was bought out and the new vendor is not supporting the product. The Fire Department is evaluating options and will be issuing an RFP in the near future. This project will have to be reconsidered in the City's proposed 2009/2010 Budget.
2008	Place a fifth ambulance in service on a regular basis to improve response times City-wide	Bill Work (Fire), Battalion Chiefs (Fire)	--	25%	4Q 2008	This is a new item for 2008. During the first reporting period, the Fire Department was able to keep this reserve unit in service approximately 23% of the time. Since the last reporting period the fifth ambulance has been kept in-service over 80% of the time. This has helped to improve response times, especially in northeast portions of the City. Performance measures regarding response time will be used to gauge the impact of this ambulance being in service.
2007	Developing Monthly Reporting System for Police Department in order to evaluate response times and compare with other agencies by 2008	Russ Bowers (Police)	--	60%	4Q 2008	Percentage Completed changed from 30% to 60%. Priority 1 Call data is still being collected, reviewed and compared monthly. A Priority 1 Response Time Committee was formed to evaluate the type of calls that should be excluded or included as a Priority 1 Call. This is to ensure a more accurate response time.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 4: Citizens taking responsibility for their own and community safety and well-being</i>						
2007	Citizens On Patrol and Citizen Radar Program	Norm Haubert - Citizen On Patrol (Police), Laura Carroll - Citizen On Patrol Radar Program (Police)	--	Completed	Completed	Percentage Complete and Target Completion Date changed from "ongoing" to "completed." Though this objective will be removed, the department will continue the program. Volunteers with the Citizen On Patrol Program will continue to be assigned at the Promenade, The Orchard and other locations as needed involving discrete surveillance and dissemination of information to uniformed officers. The volunteers also assisted with the Armed Forces Tribute Garden May 17, 2008. The Drive Wise volunteers will continue to work various areas throughout the city following up on speeding complaints.
2007	Intercultural Awareness Strategy and Action	Lee Birk, Mike Cressman and Tim Carlson (Police)	--	Completed	Completed	Percentage Complete and Target Completion Date changed from "ongoing" to "completed." Chief Birk attended the National Lao-Hmong Recognition Day July 22, 2008 and Deputy Chief Carlson attended the 5th Annual Summer Festival for the Hmong Community. Though we are removing this objective, the department will continue to provide Spanish training to enhance the bi-lingual communication between citizens, offenders, reporting parties, victims and Police Department staff as well as continue open communications with intercultural communities such as the Hmong and Hispanic communities.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 5: Manage disaster mitigation, preparedness, response and recovery						
2006	Work with North Metro and Arvada Fire Protection Districts to define the expectations, policies, procedures, and potential capital expenses associated with a true automatic aid system	Mike Reddy (Fire), FD Battalion Chiefs (Fire), Jim Cloud (Fire)	--	40%	4Q 2008	Put on hold by North Metro (retiring Chief) & Arvada (new radio system). Currently working with South Adams County Fire Protection District to define model program in the southeast part of the City. The project is moving forward carefully and slowly and is hoped to actually start mutual/automatic aid in the fourth quarter of 2008 pending success with some emergency communication issues.
2007	Coordinate appropriate emergency preparedness and disaster mitigation training for police personnel related to objective	Dan Spinder (Police)	--	Ongoing	Ongoing	This is an ongoing objective. Police personnel are required to meet minimum standards of National Incident Management System (NIMS) training. Staff has attended numerous training classes that was beneficial during the Democratic National Convention; in which the police department participated. By September 30, 2008, the department is striving to be compliant with NIMS.

Capital Improvement Projects Relating to Strategic Plan Goal 1: SAFE AND SECURE COMMUNITY
New Traffic Signals, 800 MHz Radio System Upgrade, Fire Station Major Maintenance/Remodel, Firefighting Simulator/Burn Building, Court Complex Security Enhancements, TeleStaff Software Implementation

2008 Citywide Goals & Objectives

Second Period Update



GOAL 2: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Revenues to support defined city services and service levels as a mature city</i>						
2007	Lobby Federal delegation on City's rights to collect and return internet sales tax	Barb Dolan (Fin), Matt Lutkus (GS), Phil Jones (CMO)	--	Ongoing	Ongoing	City Council visited with the City's Federal legislative delegation in March in Washington D.C. and discussed this issue. City Staff has also met with staff members in our Federal legislators local offices to discuss the importance of this issue.
2007	Develop public awareness program to provide information about importance of sales tax to the City and the impact of growth of the Internet on City finances	Barb Dolan (Fin), PIO	--	0%	2Q 2008	Staff plans to write an article on sales tax revenue and the impact of internet sales tax revenue for an upcoming issue of City Edition.
2008	Research and maintain grant funding	J.J. Elliott	--	5%	1Q 2010	Police department preparing financially for economic challenges via researching, applying and maintaining appropriate grant funding. These type of grant programs may consist of Click-It-Or Ticket, High Intensity Drug Traffic Areas (HIDTA), Denver Metro Auto Theft Team (DMATT), DUI Check Points, Democratic National Convention Participation, International Crimes Against Children (ICAC), Federal, and Local Government Programs. These various types of grant funding can provide for overtime costs, working reimbursement, equipment and other miscellaneous expenses.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 2: Well-maintained City infrastructure and facilities</i>						
2008	Proactive maintenance to City facilities	Jerry Cinkosky	\$238,000	45%	1Q 2009	Staff proactively purchased two air exchanger units for the top of the Swim & Fit center. These units exchange the air inside of the facility and allow the facility to remain open with healthy air conditions inside the building. If these two exchangers were to fail before replacement, the facility would be closed for at least 4 months due to the time it takes to order, build, and install these custom units.
<i>Objective 3: Effective cost containment/control measures for living within revenues and budget</i>						
2002	Continue strong emphasis on loss prevention (i.e., workers comp and property liability and loss) using the City's Safety Committee	Martee Erichson (GS), Safety Committee	--	Ongoing	Ongoing	
2007	Health Insurance Cost Containment Strategy	Matt Lutkus (GS), Debbie Mitchell (GS)	--	Ongoing	Ongoing	The City's Benefits Team met with Gallagher to review 2007 claims experience with the self-funded insurance program. The City experienced 3% higher claims in 2007 than originally projected. Gallagher is projecting an increase in the City's premiums for health care in 2009 based on industry trends and the City's experiential trends. The City's Health Care Task Force met with Gallagher to discuss funding alternatives and trends. HR is conducting a thorough benefits survey as part of the 2009/2010 Budget process. Renewals were reviewed with the team in August, 2008 and a proposed budget with design changes were reviewed with Council during the 2009-10 budget process.
2007	Test and deploy VMWARE to virtualize the City's computer servers with the goal of reducing the number of physical servers from 82 to less than 25 by December 2009	Scott Rope (IT), Ed West (IT)	\$109,808	50%	4Q 2009	Upgrade is on schedule. A total of 40 servers and 5 PCs have been virtualized.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2007	Create Citywide standards for use of City vehicles and equipment to reduce costs and maintain a clean environment	Judy Workman (GS)	--	Ongoing	Ongoing	This document is currently going through DH review and will then be ready to finalize.
2006	Refinance debt issues as market conditions permit to reduce the City's expenses for debt service	Tammy Hitchens (FIN), Bob Smith (FIN) and Bob Byerhof (FIN)	--	Ongoing	Ongoing	In September 2007, refunded the remaining STX 1997A Bonds to save the City an additional \$588,150. In March 2007, refunded part of STX 1997A Bonds, S&U Tax (POST) 1997B Bonds, and COP Series 1998 and 1999 to save the City approximately \$2.5 million in future debt service expenses.
2008	Undertake a study of the City's current Property and Liability program and conduct market analysis to determine available alternatives to CIRSA and the feasibility of each; evaluate on-going safety efforts of the City to prevent both liability, property and workers' compensation claims	Martee Erichson (GS)	\$15,000	75%	4Q 2008	This is a new item for 2008. The City has hired a Consultant/Broker to do a study and market analysis.
2008	Deploy additional strategically located WiFi hot spots within the City of Westminster.	Scott Magerfleisch (IT)	\$25,000	40%	4Q 2009	During 2008 and 2009, deploy additional strategically located WiFi hot spots within the City of Westminster to provide high speed secure network connectivity for Public Safety staff and other employees working in the field.
2008	Evaluate opportunities to expand the City's fiber network	Scott Magerfleisch (IT)	0 - \$15,000	20%	4Q 2009	Evaluate opportunities to expand the City's fiber network to provide redundancy to currently connected City facilities in the South Westminster area.
2008	Conduct a comprehensive systems security audit and network penetration test to validate current Westminster system security practices.	Scott Rope (IT)	\$10,500	0%	1Q 2009	In collaboration with an outside security vendor, conduct a comprehensive systems security audit and network penetration test to validate current Westminster system security practices and to identify opportunities to further fortify systems against unauthorized access.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 4: Maintain sufficient reserves: General & Utilities Funds						
2002	Review all fund reserves annually to assure adequacy to meet fund obligations	Steve Smithers (CMO), Tammy Hitchens (FIN)	--	Ongoing	Ongoing	Fund reserves were reviewed as part of the 2008 mid-biennial budget review process. Current reserve levels are in accordance with City policy and adequate to meet the City's financial needs.
Objective 5: Balance between core services and quality of life services						
2005	Negotiate and develop strategy for creating the FasTracks local funding match	Matt Lutkus (GS)	TBD	20%	3Q 2009	The City and RTD will need to enter into an IGA no later than the start of construction for the rail line, which is now scheduled for 2012. The City is working with RTD to maintain three commuter rail stations in Westminster.
2006	Complete Fiscal Model for General Fund	Barbara Opie (CMO)/Tammy Hitchens (FIN)/Aric Otzelberger (CMO)	--	80%	2Q 2008	Staff is finalizing the draft model by testing its functionality, running scenarios, and revisiting assumptions. Staff will present the model to City Council during 2Q 2008. Multiple revenue and expenditure assumptions and projections have been developed and Staff is incorporating relevant master plan information from City departments into the fiscal model. Staff is preparing to utilize fiscal model data to assist with the development of the 2009/2010 Budget.
1999	Examine possible revenue diversification opportunities	Department Heads	--	Ongoing	Ongoing	Completed as part of the preparations for the Department Head Retreat in May.
Objective 6: Provide efficient, cost-effective internal and external services						
2006	Establish City-wide Grant Policy and Procedures	Cherie Sanchez (Fin), Sam Trevino (Fin)	--	80%	2Q 2008	Staff is in the process of finalizing draft policy revisions and accounting procedures.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2007	Obtain an Unqualified Opinion and receive the GFOA Certificate of Excellence in Financial Reporting for the 2007 audit completed in 2008	Cherie Sanchez	--	50%	4Q 2008	This is a new item for 2008. On-site work of external auditors has been completed. Staff and auditors working on follow-up and other details of the City's Comprehensive Annual Financial Report (CAFR). This report will be finalized in 2Q 2008. GFOA's award process will conclude in 4Q 2008.
2007	Implement GASB 45--Other Post Employment Benefits (OPEB)	Cherie Sanchez	\$15,000	100%	2Q 2008	The City awarded contract to Gallagher company to conduct the actuarial analysis of Westminster's potential reporting obligations under GASB 45. Reporting and disclosure of any implied liabilities will be included in the 2007 CAFR.
2008	Enhance the recruitment process and create a marketing initiative to highlight Westminster as an employer of choice	Dee Martin (GS), Debbie Mitchell (GS)	\$35,000	10%	2Q 2009	This is a new item for 2008. Due to a declining qualified work pool, employers need to differentiate themselves to attract quality candidates and to retain a committed staff. Current efforts include: the creation and implementation of a marketing campaign, the marketing our current benefits to employees, and the utilization of better technology in recruitment and screening tasks.
2007	Review, analysis and modification of City salary survey process and communication processes to employees	Dee Martin (GS), Debbie Mitchell (GS)	--	30%	4Q 2008	Alternative survey strategies were selected and reviewed with Department Heads at their annual retreat and with the City's Employee Advisory Committee (EAC). Market survey cities have been modified to more accurately reflect our true competitors in the market both for general employees as well as administrative officers. 2009-10 survey process is completed and has been presented to employees in a broader, more comprehensive total compensation approach with pay philosophy messages delivered by multiple levels in the organization.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2007	Develop a succession plan strategy Citywide and specific objectives departmentally; including an assessment process for inclusion in developing future leaders; leadership development program; needs analysis by department	Dee Martin (GS), Lisa Chrisman (GS), Debbie Mitchell (GS)	\$30,000	30%	4Q 2008	Staff is in the planning phase of this program. 2nd quarter activity included research and piloting executive leadership development programs, selection of assessment and feedback tools, development of tier one Leadership development program and recruitment initiatives focused on the future.
2008	Develop a comprehensive Supervisor certification program and implementation plan targeted for all levels of current supervisors and managers in the organization	Lisa Chrisman (GS), Debbie Mitchell (GS)	Existing Employee Training and Development Budget	90%	4Q 2012	This is a new item for 2008. A two level supervisor academy has been developed and initial implementation is underway with the first group of supervisors taking coursework. All other supervisors have been scheduled in teams. The program is designed to bring consistency to supervisor approaches and to develop a base level of competency in all supervisors. Additionally, supervisors will be encouraged to embrace and demonstrate leadership in management objectives and initiatives. This program is one facet of the overall succession plan for the organization. It will take 5 years to get all employees through the academy level one. The three sets of supervisors have started the program and the balance of supervisors are scheduled to begin in 2009 and 2010.
2007	Develop Citywide standards for retrieval and maintenance of electronic records with uniform quality control, retention, destruction, indexing, and training to meet internal and external service demands	Linda Yeager (GS), Matt Lutkus (GS), Jeff Betz (CAO), Tami Cannon (CAO), Darrin Bacca (PD), Scott Rope (IT)	\$65,000	50%	4Q 2008	Staff preparing to roll out the Draft COW Retention Schedules to users and DHs for review and comment. Draft Citywide policy has been reviewed by Ad Hoc Committee and returned to consultants for rewrite. Consultants are working on naming conventions and subsidiary policies, as well as training manual. This is a labor intensive project involving the Ad Hoc Committee, users, and key managerial staff that know the records they have.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2007	Develop a 15 year replacement plan for City Fleet to ensure vehicles and equipment are replaced in a timely and cost effective manner	Judy Workman (GS)	--	90%	3Q 2008	Target completion date has been updated from 1Q 2008 to 3Q 2008 in order to allow for the 2009/2010 Budget process for recommended vehicle replacements. These recommendations will be utilized to update and adjust the draft 15-year replacement plan. The City's Fleet Utilization Committee has reviewed a draft of the 15-year replacement plan.
2008	Purchase and implement an on-line application service and database that will enhance ease of use to applicant customers and increase administrative efficiency in processing and reviewing applications.	Dee Martin (GS), Debbie Mitchell (GS)	\$11,000	30%	1Q 2009	Completed the RFI and vendor review and selection process. Staff is currently working on contract negotiations. Conversion and initial implementation will begin in December, 2008.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 7: Secure and develop long-term water supply						
2008	Develop a Source Water Protection Plan	Mary Fabisiak	\$0	10%	4Q 2009	Clean and dependable public water supplies are critical to the health and economic sustainability of the Clear Creek Watershed and the City of Westminster. As source water issues often impact multiple public water providers, the Clear Creek Watershed Source Water Protection Plan was created. The protection plan development process is locally driven and designed to enhance collaboration between public water providers and community stakeholders. This voluntary program can increase awareness of protecting water resources and provide an excellent framework for watershed collaboration with a drinking water focus. End products are the Source Water Protection Plan and a Best Management Practices guidance document. The cities of Westminster, Thornton and Northglenn are jointly participating in this project. The City has received a grant from the Colorado Department of Public Health and Environment, and will be providing in-kind funds, as well as funds from previously budgeted accounts.

Capital Improvement Projects Relating to Strategic Plan Goal 2: FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

104th Avenue and Sheridan Boulevard Intersection, 128th Avenue Bridge Widening, City Hall Courtyard and Delivery Ramp Renovation, Document Imaging System, JDE Upgrades/Maintenance/Enhancements, Old Police Department Building (at 88th/Sheridan), Municipal Service Center Renovation, Maintenance Management Computer System, Water and Sewer Line Replacements and Rehabilitation Annual Street Improvement Program, BO&M Major Maintenance

2008 Citywide Goals & Objectives

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GOAL 3: VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Develop TOD around commuter rail stations</i>						
2005	Evaluate public infrastructure needs in South Westminster TOD Area	Tony Chacon (CD)	TBD	70%	4Q 2008	PW&U is considering the logistics of the timing of the study.
2005	Facilitate the development projects within the South Westminster transit oriented development (TOD) area, Westminster Crossing	Tony Chacon (CD)	TBD	Ongoing	Ongoing	RFQ process completed and consultant contract will be presented to City Council for official action in 3Q 2008. The City was awarded a \$75,000 grant from DRCOG for preparation of the plan. RTD is offering \$30,000 grant to be used in preparation of the plan.
<i>Objective 2: Maintain and improve neighborhood infrastructure and housing</i>						
2005	Work to protect federal Community Development Block Grant funding	Tony Chacon (CD), Vicky Bunsen (CD), Matt Lutkus (GS)	--	Ongoing	Ongoing	The City's confirmed CDBG allocation for FY 2008 is \$553,850. Staff was anticipating a 5% decrease from the FY 2007 funding level, but the allocation was \$7,000 more than anticipated. City Council discussed this topic with Westminster's Federal delegation during their lobbying trip to Washington D.C. in March 2008 and City Staff has discussed this issue with staff members who work for the local offices of Federal legislators.
2003	Commence and complete redevelopment project Holly Park	Chuck Trout (CD)	TBD	60%	TBD	The site has continued to have landscape services maintained under contract with American Civil Constructors. WEDA has also entered into an agreement with Coldwell Banker as a listing broker to help with the sale of the remaining site property. New signage has been placed on the property and the broker is seeking potential developers for the site. The City has also taken proactive measures with Rocky Mountain Wildlife Services for prairie dog control on the undeveloped parcels.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2006	Complete improvements to Lowell Boulevard between 75th and 77th Avenues	Steve Baumann (CD)	\$1,200,000	15%	4Q 2008	The budget for the Lowell Blvd Corridor Enhancements has limited the actual construction to a two-block stretch between 75th and 77th Avenue. 77th Avenue to Turnpike Drive has been planned but needs to be designed and constructed, and is dependent on funding not yet committed.
2007	Graffiti Action Plan (Graffiti Possession and Sale Ordinance, Public Information Campaign, Community Service and Organization Eradication and Punishment Review)	Gary Pedigo (Police)	--	100%	Completed	Percentage Completed changed from 90% to 100% completed. On May 12, 2008 City Council passed the Graffiti Vandalism Ordinance. It is one of the most aggressive anti-graffiti ordinances in the Metro area and the State of Colorado. Also near the end of May 2008 the first Temporary Seasonal Employee was hired to assist in graffiti removal. With the assistance of the Temporary Seasonal Employee, year-to-date, on average graffiti has been removed within 2.6 days from the time it was reported. Year-to-date, there has been approximately 111,000 square ft of graffiti removed. An educational graffiti brochure "See it. Report it. Remove it." was completed on August 15, 2008 and information on Graffiti Removal can be found on the City Website. Though this objective will be removed, the police department will still continue to monitor its effectiveness.
Objective 3: Preserve and restore historic assets						
2008	Monitor contract for historic structure assessment for Bowles House to determine current rehabilitation needs	Patrick Caldwell (CD)	\$9,970	25%	1Q 2009	This is a new item for 2008. The contract was finalized in April 2008 and the City executed an IGA with State of Colorado. A structural assessment will begin during the summer of 2008. Draft report anticipated in December 2008.
2007	Conduct intensive historic resource surveys of agricultural resources in northern neighborhoods	Vicky Bunsen (CD)	\$20,816	30%	3Q 2009	A Certified Local Government grant (CLG) was awarded to the City. The project is underway.
2003	Continue to explore implementation of the plan to remove the existing metal and masonry buildings west of the Bowles House to create an expanded historic area focused on the Bowles House	Tony Chacon (CD), Vicky Bunsen (CD)	TBD	90%	4Q 2008	PW&U is using space while MSC is being remodeled.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2007	Develop Historic Shoenberg Farm Framework Plan for preservation and re-use of historic farm buildings	Vicky Bunsen (CD), John Carpenter (CD)	\$16,000	100%	2Q 2008	The master plan is complete. Two grants were awarded by the State Historical Fund (SHF) for acquisition and dairy barn rehabilitation.
2007	Complete Semper Farmhouse exterior restoration project	Vicky Bunsen (CD)	\$178,775	50%	4Q 2008	The City received a grant from State Historic Fund (SHF) and construction is underway.
Objective 4: Revitalize Westminster Mall and area						
2003	Begin to develop strategies for a major transformation of the Westminster Mall to create more vitality and attract back some market share	John Carpenter (CD), Susan Grafton (CD), Aaron Gagne (CD)	TBD	Ongoing	Ongoing	Staff is working with a developer, owners of the mall and anchors to facilitate redevelopment of the mall property. Staff is talking with interested parties about redevelopment opportunities around the mall. Staff presented a plan for the redevelopment of the mall to Council in July.
Objective 5: Rehabilitate deteriorating commercial areas						
2007	Prepare development concepts for remainder of Northgate area and market to developers	Tony Chacon (CD)	TBD	100%	2Q 2008	Concept Plan completed.
2003	Devise strategy for attracting and retaining business in south Westminster in conjunction with potential development activity	Tony Chacon (CD)	--	Ongoing	Ongoing	Local businesses hosted the South Westminster Business and Culture Expo at the MAC in January 2008 with 15 businesses participating and several hundred people attending the Expo.
1998	Pursue redevelopment opportunities for the 72 nd Avenue and Federal Boulevard commercial area	Tony Chacon (CD)	TBD	Ongoing	Ongoing	Adams County Housing Authority (ACHA) has purchased the Arrow Motel property. Staff will work with ACHA to prepare plans for an approximately 50,000 sq. ft. office/commercial building.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2006	Initiate development of condo/commercial buildings on Lowell between 72nd & 73rd Avenues	Tony Chacon (CD)	TBD	65%	2Q 2009	Target completion date changed from 2Q 2008 to 2Q 2009 due to funding issues and the generally poor housing market. Staff is evaluating the use of the HUD Section 108 loan programs.
2006	Complete plans for 72nd Avenue improvements from Raleigh to Meade Street	Steve Baumann (CD)	\$150,000	5%	1Q 2009	This preliminary planning study will get underway in the third quarter 2008. It has been delayed by contracting issues with Carter-Burgess as well as workload demands of the project manager.
2006	Facilitate redevelopment of northern portion of LaConte Center	Tony Chacon (CD)	TBD	N/A	N/A	Property owner has decided not proceed at this time. Redevelopment opportunities at this site will be revisited in the future.
2005	Work with development community to encourage reinvestment in Westminster Center area	Susan Grafton (CD)	TBD	Ongoing	Ongoing	Staff continues to meet with brokers and developers to encourage infill of vacant buildings. In March, Planet Fitness moved into Brookhill. The former Marie Calendar space is now leased as a liquor store. The majority of the space in the Westminster Center area is filled with the exception of the former Builder's Square, Mervyn's, and Montgomery Ward buildings. Staff is working with ownership groups to fill the former TJ Maxx space, other space in Brookhill, the Albertson buildings, and the former Comp USA space.
Objective 6: Develop Westminster as a cultural art community						
2008	Complete façade restoration and structural enhancement of Rodeo Market Community Arts Center	Vicky Bunsen (CD)	\$120,000	10%	2Q 2009	Construction drawings and specs are complete, and the project will soon go to bid. \$79,165 is funded by the State Historical Fund.
2007	Complete one-acre acquisition of seven historic Shoenberg Farm buildings and continue efforts to facilitate rehabilitation and occupancy by arts users	Vicky Bunsen (CD)	\$637,500	30%	1Q 2009	Funding has been secured for this project and the percent complete denotes this. Once the land has been acquired, the rehabilitation and promotion of the site will be an on-going process.
2007	Complete exterior and structural rehabilitation of Shoenberg Farm Dair barn	Vicky Bunsen (CD)	\$426,229	10%	4Q 2009	Funding has been secured for this project as noted by the percent complete section. This facility will provide space for community arts events, such as music and art shows.

Capital Improvement Projects Relating to Strategic Plan Goal 3: VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS

72nd Avenue Streetscape, 80th Avenue and Federal Boulevard Intersection Improvements, Holly Park, Lowell Boulevard Corridor Enhancement, Roadway Master Plan Update, South Westminster Revitalization Projects, Quail Creek Channel Improvements, Hyland Village Sewer Upsizing, Cozy Corner Tributary No. 5 Channel Improvements

2008 Citywide Goals & Objectives

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GOAL 4: STRONG, BALANCED LOCAL ECONOMY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 1: Healthy retail base, increasing sales tax receipts						
2004	Attract tenants to fill retail space at the Shops at Walnut Creek	Susan Grafton (CD)	--	Ongoing	Ongoing	Tenant leasing is nearly completed at this time. Staff is providing assistance to broker when requested.
2006	Attract retailers to I-25 Corridor: 136th Avenue and 144th Avenue	Susan Grafton (CD)	--	Ongoing	Ongoing	Continuing efforts.
Objective 2: Attract new targeted businesses, focusing on primary employers and higher paying jobs						
2000	Attend trade shows, site selection conferences and make contacts with key people and businesses to encourage new business development	Susan Grafton (CD)	--	Ongoing	Ongoing	Staff participated in a business recruitment trip to San Jose in July. Staff regularly meets and talks with the commercial real estate community concerning space available and new tenants. Staff submits prospect packages to Metro Denver Economic Development Corporation (MDEDC) as appropriate.
Objective 3: Business-oriented mixed use development along I-25 corridor and US 36 corridor						
2002	Pursue economic development prospects for the I-25 corridor and US 36 corridors	Susan Grafton (CD)	--	Ongoing	Ongoing	Staff continues to meet with potential developers.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 4: Retain and expand current businesses						
1991	Work to eliminate vacancies and encourage new development in City offices and business parks	Susan Grafton (CD)	--	Ongoing	Ongoing	Office vacancy rate is now down to 14% and light industrial vacancy rates are about 7% to 8% and continue to decline. Meeting now with developers interested in building new office space.
2002	Promote the sale and development of key City-owned parcels	Susan Grafton (CD)	--	Ongoing	Ongoing	The 14-acre parcel north of Splitz is under contract. The former Church Ranch RTD Park-n-Ride site is under contract. The City has been contacted by individuals interested in the 5-acre parcel at 104th and Westminster Blvd for both restaurant/retail development and a hotel.
2005	Perform citywide business survey	Susan Grafton (CD)	\$15,000	5%	4Q 2008	Development Research Partners has completed the first phase of the City's effort to get a full picture of the City's Basic employers, The Westminster Industry Base Analysis. The second phase will provide further detail in four key industry sectors.
Objective 5: Multi-modal transportation system that provides access to shopping, to employment centers						
2005	Work with RTD on FasTracks implementation plans for the City's three commuter rail stations	John Carpenter (CD)	\$10,000	50%	4Q 2008	Staff has been progressively working with consultants and RTD representatives on fine-tuning station locations, developing station and station-area plans and parking strategies for the South Westminster and Westminster Center stations. A plan was prepared for additional development at the Shops at Walnut Creek Commuter rail station. Additional Staff time has been invested in securing the placement of a station in the Westminster Center area.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2003	Actively participate in the preparation of the EIS for proposed US 36 transportation improvements	Dave Downing (CD), Matt Lutkus (GS)	--	70%	4Q 2009	Target completion date changed from 2Q 2009 to 4Q 2009 to reflect anticipated schedule and timeframe for the completion of the Final Environmental Impact Statement (FEIS). Meetings on the selection of a preferred alternative began in January. The Preferred Alternative Committee was successful in developing a concensus on a "combined single alternative" and held a signing event in July.
2003	Actively participate in the preparation of the Northwest Corridor EIS for a transportation connection between US 36 and C-470	Dave Downing (CD)	--	75%	2Q 2009	Late in 1Q 2008, it was revealed that Arvada, Jefferson County and Broomfield may create a Public Highway Authority to facilitate the installation of a portion of this transportation link (minus the portion through Golden). This action may cause significant changes in the scope of the EIS. Staff continues to monitor.
2007	Actively participate in the preparation of the EA for the Northwest Rail	Dave Downing (CD), Matt Lutkus (GS)	--	20%	3Q 2009	Target completion date changed from 2Q 2008 to 3Q 2009 due to stalled negotiations between RTD and the UP Railroad regarding right-of-way for a maintenance facility and a longer than anticipated negotiation process with BNSF.
Objective 6: Be a great place for small and/or local businesses						
1998	Nurture and provide support to existing business to help them grow and prosper in westminster	Susan Grafton (CD), Becky Chandler, (CD)	\$128,000	Ongoing	Ongoing	Staff work with the financial community and the Business Advisory Group to outline the new grant program to assist small businesses in Westminster.
2002	Small business façade improvement program	Tony Chacon (CD)	\$50,000	Ongoing	Ongoing	This project provides money to grant applicants to assist in renovating the facades of small businesses in Westminster.

Capital Improvement Projects Relating to Strategic Plan Goal 4: STRONG, BALANCED LOCAL ECONOMY

144th Avenue/I-25 Interchange, 144th Avenue: Zuni to Huron, Sheridan Widening at 72nd Avenue, The Shops at Walnut Creek, Westminster Retail Initiative

2008 Citywide Goals & Objectives

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GOAL 5: BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
<i>Objective 1: Increase green space (parks, open space, etc.)</i>						
2003	Apply for grants from Adams County, Jefferson County, GOCO and others	Heather Cronenberg (CD), Rich Dahl (PRL), Becky Eades (PRL), Kathy Piper (PRL)	--	Ongoing	Ongoing	The City received two grants totaling \$950,000 from Adams County Open Space to help with the purchase of the Doulos Ministries property located near 124th Avenue and Federal Parkway. The City closed on this 38-acre property in March 2008. Staff submitted a grant request to GOCO for the Doulos Ministries acquisition but was unsuccessful in receiving funds. Adams County cancelled the second round of grants for 2008. Staff is looking to submit multiple acquisitions for consideration in the Spring 2009 grant cycle.
2006	Complete the Master Plan for the Metzger open space property	Heather Cronenberg (CD), Becky Eades (PRL)	\$67,000	85%	4Q 2008	Target completion date changed from 3Q 2008 to 4Q 2008. Staff presented the draft master plan to City Council in June. There are minor issues still to be worked out with Broomfield. Broomfield staff plans to meet with their City Council sometime in September. If there is agreement, public meetings will be held during the fall for the draft master plan.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2003	Amend the City's open space ordinance to clarify reimbursements for use for easements and transfers between parks to open space and vice versa	Heather Cronenberg (CD), John Carpenter (CD), Bill Walenczak (PRL)	--	85%	1Q 2009	Target completion date changed from 3Q 2008 to 4Q 2008. Staff has been working with the City Attorney's Office along with the Parks Department to amend the Open Space Ordinance and the Parks Ordinance at the same time. Much progress has been made on the Ordinance revisions during this past quarter. Staff anticipates taking these recommended revisions to Council during the Fall of 2008.
2007	Work with surrounding communities to build support for a regional trail system linking to the Rocky Flats Wildlife Refuge	Heather Cronenberg (CD), Rich Dahl (PRL)	--	75%	TBD	This goal has been put on hold while staff is focused on submitting proposals for use of the Natural Resource Damage funds. Staff will work to gain support for trail connections once the NRD funds are directed. Staff coordinated with all the surrounding communities except the City of Boulder. All surrounding communities have expressed support for the trail connection idea.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
2004	Participate in the wildlife refuge planning process with RFSC and Fish and Wildlife Service on mineral rights acquisition and land transfer from the Department of Energy to the Department of Interior; begin planning and organizational process within the Rocky Flats National Wildlife neighboring communities to develop a community "Friends Group" established to provide support and assistance to the USFWS in the development and ongoing operation of a national refuge	Ron Hellbusch (PW&U)	-	Ongoing	Ongoing	Special Projects Coordinator (SPC) takes an active role in working with the Rocky Flats Stewardship Council (RFSC), the US Fish & Wildlife Service (Service) and others in a number of site issues. One being the Natural Resource Damage Fund Trustees and the allocation of the \$4.5M for Rocky Flats site natural resource restoration projects; another developing the Mountain Backdrop Plan to expand open space and land conservation and preservation in conjunction of the City's open space staff, and seeking additional federal funding support for the Service to open the Rocky Flats National Wildlife Refuge (RFNWR) and to keep priority of long term site environmental monitoring by the RFSC. The goal of establishing a Friends Group to support the Service at the RFNWR has taken initial steps with filing of organizational papers with the Service and appointing a board of directors. In addition, the SPC is the City's representative to the Woman's Creek Reservoir Authority established to monitor off-site Rocky Flats ground and surface water and related environmental factors that could impact the off-site soil and water resources. The SPC also responds to periodic related tasks as assigned by the Director or the CMO.
2005	Continue to acquire property within the Little Dry Creek flood plain between Federal Boulevard and Lowell Boulevard for the potential development of a park/open space trail corridor in the area	Tony Chacon (CD)	TBD	60%	4Q 2009	Target completion date changed from ongoing to 4Q 2009 to reflect progress of initiative. Negotiations are continuing with Barnum Publishing. A counter offer received from Lowell Group is under review.
2008	Update the City's Parks and Recreation Master Plan	Bill Walenczak (PRL)	TBD	0%	4Q 2009	Staff is in the very preliminary stages of updating the City's Five-Year Parks and Recreation Master Plan.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 2: Well-designed and maintained private developments and buildings						
2007	Implementation of an administrative Citation Penalty Process	Joy Tallarico (Police)	\$0	Completed	Completed	Percentage Complete and Target Completion date changed from "ongoing" to "completed." Though this objective will be removed, the department will continue to track the Administrative Citation Process. Its results will remain an area of focus. Year to date, there have been 30 Administrative Citations served, none of which has been appealed.
2007	Automating Code Enforcement Operations	Rich Kopp (Police)	\$58,000	75%	1Q 2009	Automating the code enforcement process started in the fall of 2007 as data retrieval was very archaic. By summer of 2008, the focus had been narrowed to the development of an internal system that is based on the current iLeads program. The prototype system has been built by IT from existing iLeads software suite and will be tested in the near future. The project will most likely go live by early January 2009.
Objective 3: Develop and maintain attractive streetscapes and landscaped medians						
2004	Continue to fund the City's Median Rehabilitation Program that provides yearly median plant renovations and maintenance throughout the City.	Rich Dahl (PRL), Kathy Piper(PRL)	--	Ongoing	Ongoing	Funding for replacement of plant material on medians is received each year. Funding began in 2004. Medians with needed work are identified and bids solicited. Work is usually completed from late spring to early fall. Median maintenance is completed by contractor throughout the year. Banners are rotated 3 times a year in south Westminster.

Initiated	Actions	Assigned To	Projected Cost	Percent Complete	Target Completion Date	Notes
Objective 4: Have energy efficient, environmentally sensitive city operations						
2005	Continue to provide education opportunities for water conservation landscaping options in residential and business developments	Stu Feinglas (PW&U)	--	ongoing	ongoing	Westminster held a landscape workshop in February for installers, designers, developers, and reclaimed water customers. the 5th grade Water Festival occurred May 30. 1,000 students, teachers, parents and presenters attended. Staff is planning presentations for the Westminster Faire on both indoor and outdoor water conservation.
Objective 5: Increase public and cultural arts						
2006	Create Web-based bridge inventory	John Carpenter (CD), PIO Staff (CMO)	TBD	50%	4Q 2008	Target completion date changed from 4Q 2007 to 4Q 2008 to allow for coordination with PIO. Community Development has provided the photos and narrative to PIO.

Capital Improvement Projects Relating to Strategic Plan Goal 5: BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY
Armed Forces Tribute Garden, Big Dry Creek Park, Big Dry Creek Trail at Old Wadsworth Boulevard, Big Dry Creek Trail Extension - 128th Avenue, Cheyenne Ridge Park, Standley Lake Regional Park, Community Enhancement Program, Open Space Land Acquisition, Parks Renovation Program, Recreation Facility Improvements



Staff Report

Information Only Staff Report
December 15, 2008



SUBJECT: Reclaimed Water System Update

PREPARED BY: Jenny Fifita, Reclaimed Water System Analyst
Josh Nims, Water Resources Engineering Coordinator
Mike Happe, Water Resources and Treatment Manager

Summary Statement:

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

The City's reclaimed water system is growing rapidly. Last year in 2007, 13% of all irrigation in the City, or 7% of Westminster's total water use, was supplied through the reclaimed water system. In 2008, the reclaimed system mainline has been extended more than 10,000 feet (nearly 2 miles); 19 new customers have been connected and the raw/reclaimed water interconnect, a major capital improvement project, has been constructed and is nearly complete. The 19 new reclaimed customers will irrigate about 150 acres that have an average annual water demand of 375 acre-feet (AF) replacing enough potable water to supply 875 homes. The reclaimed water system is planned to provide an average of 2,600 AF of irrigation water to the City each year and expanding the system to meet 3,500 AF of demand is being pursued.

Background Information:

Reclaimed/Raw Water Interconnect

The 2006 Extended Reclaimed Water Master Plan identified the major improvements essential to building a 2,600 AF reclaimed system. The reclaimed/raw water interconnect was one of a series of necessary improvements identified in this report. Other improvements include the expansion of the reclaimed water treatment facility, the construction of a tank for system storage and the connection of new customers.

The reclaimed/raw water interconnect will allow Standley Lake water to be pumped directly into the reclaimed water distribution system. This allows the City to provide more reclaimed water to a larger customer base by overcoming the challenge of meeting peak demands. Since reclaimed water is used for irrigation, the peak demand can be much higher than the average demand. Reclaimed customers use much more water at the end of July when the weather is hot and dry than during the Spring and Fall. By adding a small amount of raw water to help meet the short term peaks in demand, capacity on the reclaimed system can be used to meet a larger base demand the rest of the year. This effectively increases the size of the reclaimed customer base that can be served.

With the construction of the interconnect, approximately 2,700 feet of 18 inch pipeline was installed along Wadsworth Parkway between the existing reclaimed waterline in 108th Avenue and the Northwest Water Treatment Facility's raw water supply line (from Standley Lake) at 104th Avenue.

A 6.3 million gallon per day (MGD) pump station is being constructed at the Northwest Water Treatment Facility. The pump station is equipped with a fine screen strainer to remove particles from the raw water as it enters the reclaimed water system. Fiber optics will allow the pump station to be controlled from the Big Dry Creek Wastewater Treatment Facility or the Reclaimed Water Treatment Facility. The pump station is scheduled for completion in Spring 2009.

New Reclaimed Water Customers in 2008

New customers continue to be added to the reclaimed system in order to maximize the benefit of the reclaimed system to the City. Some of these customers are connected as they develop and others are converted from using potable water for irrigation to using reclaimed. In 2008, the following irrigation customers were added to the reclaimed water system.

1. Academy Charter School (southeast corner of 120th Avenue and Lowell Boulevard)
2. Standley Lake Market Place (southeast corner of 102nd Avenue and Wadsworth Parkway)
3. Standley Lake High School (southwest corner of 104th Avenue and Wadsworth Parkway)
4. Northwest Water Treatment Facility (northeast corner of 104th Avenue and Wadsworth Parkway)
5. Walnut Grove Filing 12 (northwest corner of 104th Avenue and Wadsworth Parkway)
6. Devereaux Cleo Wallace (east of Wadsworth Parkway on Church Ranch Boulevard)
7. Benton Park (northwest corner of 112th Avenue and Sheridan Boulevard)
8. Green Acres Commercial (northwest corner of 112th Avenue & Sheridan Boulevard)
9. 104 Avenue Improvements (southwest corner of 104th Avenue and Sheridan Boulevard)
10. Hyland Village (south of 98th Avenue and west of Sheridan Boulevard)
11. Alliance Data (north side of 122nd Avenue, west of Huron Street)
12. Northridge Commons Lot 4 (northwest corner of 122nd Avenue and Pecos Street)
13. Big Dry Creek Park (south side of 128th Avenue, west of Pecos Street)
14. Country Club Highlands (northwest corner of 120th Avenue and Zuni Street)
15. Savannah Suites (southwest corner of 121st Avenue and Pecos Street)
16. Carl's Jr. (136th Avenue and Orchard Parkway)
17. Wells Fargo Bank (136th Avenue and Orchard Parkway)
18. KFC & Long John Silvers (136th Avenue and Orchard Parkway)
19. My Business Park (108th Avenue and Yukon Street)

The reclaimed water system assists in the creation of a Financially Sustainable City Government by providing efficient and cost-effective services and by contributing to the development of a secure and long term water supply. It also creates a beautiful and environmentally sensitive city by promoting environmentally sensitive operations.

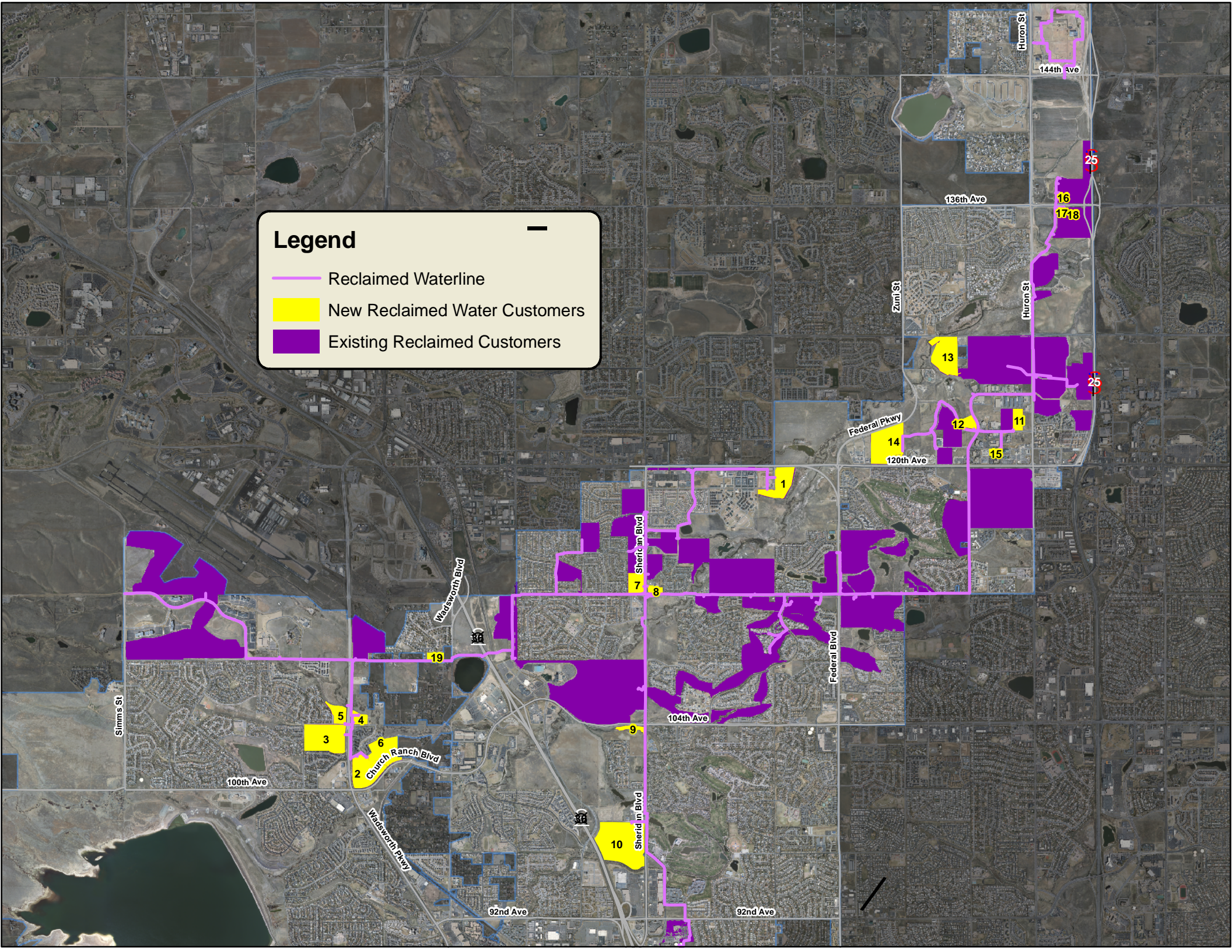
Respectfully submitted,

J. Brent McFall
City Manager

Attachment

Legend

- Reclaimed Waterline
- New Reclaimed Water Customers
- Existing Reclaimed Customers





Staff Report

Information Only Staff Report
December 15, 2008



SUBJECT: Monthly Residential Development Report

PREPARED BY: Walter Patrick, Planner I

Summary Statement:

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

- The following report updates 2008 residential development activity per subdivision (please see attachment) and compares 2008 year-to-date totals with 2007 year-to-date figures through the month of November.
- The table below shows an overall decrease (-55.6%) in new residential construction for 2008 year-to-date compared to 2007 year-to-date totals.
- Residential development activity so far in 2008 reflects decreases in single-family detached (-52.5%), single-family attached (-37.8%), and senior housing (26 units in 2007 compared to no new units in 2008), and no changes in multi-family development (both years had no multi-family units developed).

NEW RESIDENTIAL UNITS (2007 AND 2008)

UNIT TYPE	NOVEMBER		% CHG.	YEAR-TO-DATE		% CHG.
	2007	2008		2007	2008	
Single-Family Detached	6	1	-83.3	118	56	-52.5
Single-Family Attached	7	0	-100.0	45	28	-37.8
Multiple-Family	0	0	0.0	0	0	0.0
Senior Housing	0	0	0.0	26	0	-100.0
TOTAL	13	1	-92.3	189	84	-55.6

Background Information

In November 2008, service commitments were issued for one housing unit within the subdivision listed on the attached table. There was a total of one single-family detached and no single-family attached, multi-family, or senior housing utility permits issued in November.

The column labeled “# Rem.” on the attached table shows the number of approved units remaining to be built in each subdivision.

Total numbers in this column increase as new residential projects (awarded service commitments in the new residential competitions), Legacy Ridge projects, build-out developments, etc. receive Official Development Plan (ODP) approval and are added to the list.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment

ACTIVE RESIDENTIAL DEVELOPMENT

<u>Single-Family Detached Projects:</u>	Oct-08	Nov-08	2007 YTD	2008 YTD	# Rem.*	2007 Total
Bradburn (120th & Tennyson)	3	0	20	16	62	24
CedarBridge (111th & Bryant)	1	0	1	1	4	1
Country Club Highlands (120th & Zuni)	0	0	17	2	99	17
Countryside Vista (105th & Simms)	0	0	0	0	9	0
Huntington Trails (144th & Huron)	1	0	37	15	131	38
Hyland Village (96th & Sheridan)	0	0	0	4	107	0
Legacy Ridge West (104th & Leg. Ridge Pky.)	0	0	0	1	6	0
Lexington (140th & Huron)	0	0	0	0	4	0
Meadow View (107th & Simms)	0	1	1	2	2	1
Park Place (95th & Westminster Blvd.)	0	0	28	7	40	31
Ranch Reserve (114th & Federal)	0	0	2	2	0	3
Savory Farm Estates (109th & Federal Blvd.)	0	0	0	0	24	0
South Westminster (Shoenberg Farms)	0	0	11	5	48	12
Various Infill	0	0	1	1	7	2
Winters Property (111th & Wads. Blvd.)	0	0	0	0	8	0
Winters Property South (110th & Wads. Blvd.)	0	0	0	0	10	0
<i>SUBTOTAL</i>	5	1	118	56	561	129
<u>Single-Family Attached Projects:</u>						
Alpine Vista (88th & Lowell)	0	0	0	0	84	0
Bradburn (120th & Tennyson)	0	0	4	4	0	4
CedarBridge (111th & Bryant)	0	0	0	0	0	0
Cottonwood Village (88th & Federal)	0	0	10	0	62	10
East Bradburn (120th & Lowell)	0	0	0	0	117	0
Eliot Street Duplexes (104th & Eliot)	0	0	0	0	10	0
Highlands at Westbury (112th & Pecos)	0	0	17	6	24	17
Hollypark (96th & Federal)	0	0	0	0	20	0
Hyland Village (96th & Sheridan)	0	0	0	12	153	0
Legacy Village (113th & Sheridan)	0	0	8	0	62	8
South Westminster (East Bay)	0	0	0	6	58	0
South Westminster (Shoenberg Farms)	0	0	6	0	54	6
Summit Pointe (W. of Zuni at 82nd Pl.)	0	0	0	0	58	0
Sunstream (93rd & Lark Bunting)	0	0	0	0	18	0
<i>SUBTOTAL</i>	0	0	45	28	720	45
<u>Multiple-Family Projects:</u>						
Axis (108th & Westminster Blvd.)	0	0	0	0	233	0
Bradburn (120th & Tennyson)	0	0	0	0	54	0
Hyland Village (96th & Sheridan)	0	0	0	0	144	0
Mountain Vista Village (87th & Yukon)	0	0	0	0	24	0
Prospector's Point (87th & Decatur)	0	0	0	0	29	0
South Westminster (Harris Park Sites I-IV)	0	0	0	0	12	0
<i>SUBTOTAL</i>	0	0	0	0	496	0
<u>Senior Housing Projects:</u>						
Covenant Retirement Village	0	0	26	0	0	26
Crystal Lakes (San Marino)	0	0	0	0	7	0
Legacy Ridge (112th & Federal)	0	0	0	0	168	0
<i>SUBTOTAL</i>	0	0	26	0	175	26
TOTAL (all housing types)	5	1	189	84	1952	200

* This column refers to the number of approved units remaining to be built in each subdivision.

**City of Westminster City Council Study Session
December 1, 2008**

Mayor McNally called the study session to order at 6:35 PM. All council was in attendance.

Staff in attendance included City Manager Brent McFall, Assistant City Manager Steve Smithers, Assistant City Attorney Leslie Annand, Community Development Director John Carpenter, City Engineer Dave Downing, Senior Engineer Mike Normandin, Police Chief Lee Birk, Deputy Police Chief Mike Cressman, Management Analyst Aric Otzelberger, and Management Analyst Phil Jones

The guest in attendance was Nissa LaPoint with the Westminster Window.

Memorial Road Sign Program

Staff from Community Development discussed their staff report regarding criteria for placing memorial road signs on City streets. Council reviewed the recommendations and clarified issues surrounding the applicability of signs in cases of death stemming from the victim acting in an illegal fashion.

Council thanked Staff for their report and directed staff to move forward with the program.

Memorandum of Understanding with Adams County Sheriffs Office

Police Chief Burk and Deputy Chief Cressman discussed preliminary plans for Adams County proposed training center. The land for the site has already been purchased and is located east of the Denver International Airport. Early discussions with the County have included the scope of the project, potential costs, cost recovery methods and fee structures, and program offerings. Eleven agencies, including Westminster, are in these early discussions and are considered to be executive partners. This MOU simply allows jurisdictions to continue in the discussions regarding the facility and its construction.

Council discussed the issues surrounding regional training facilities, the pros and cons of using existing facilities, and the potential cost for being an executive partner with the Adams County Sheriffs office. Council directed Staff to bring the MOU before Council for adoption at a future Council meeting.

Mayor McNally adjourned the study session at 7:20 PM.