

Strategic Plan Update

Strategic Plan - Adopted June 2019 / Vision Statement updated September 2020

PROGRESS KEY:

In Progress

Scheduled

Delayed

Completed

In Progress = Work is actively being completed on this item and it is on schedule.

Scheduled = Work is planned on this item and is planned to begin on schedule.

Delayed = Work is either in progress or planned for this item but it is incurring delays.

Completed = Item is either complete, substantially complete, or embedded into the standard operations of the organization.

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.

OBJECTIVE I: Develop communication, management and planning tools that move the City toward its vision while providing excellent government.

1) ACTION ITEM: Continue to deliver core City services, balancing priorities with the appropriation of budget resources.

The City's budget enables the City to meet its goals of providing excellent customer service, fostering efficient and cost-effective government, maintaining the City's healthy and stable financial position, and delivering high-quality services to meet residents' needs. City Council's adoption of Emergency Ordinance 27 extended the deadline for the 2021 budget adoption until Nov. 30. This extension allowed for additional input from residents, more financial analysis and extensive review by Council in the face of the COVID-19 pandemic.

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	In November 2020, the City passed a budget that was balanced utilizing the following measures: administrative reductions; continuation of a strategic hiring plan; analysis of informal reserves; capital reductions; lines of business changes; review of fees and taxes; and utilization of reserves and use of any 2020 carryover. By necessity, the 2021 Budget includes reductions in service across many programs without causing layoffs.
	Staff worked with Adams County to offer COVID-19 testing sites at the Mature Adult Center (MAC) and Front Range Community College through December 31st, 2020, and is working with CDPHE and Jefferson County to operate a high volume COVID-10 testing site. The MAC transitioned to support Growing Home's food storage and distribution operations six days a week (this will continue until April 2021).
	Staff offered modified library, parks, and golf services as well as recreation facility and program offerings throughout as defined in the guidelines of public health orders.
2)	ACTION ITEM: Build brand identity for Westminster (broaden communication and outreach engagement opportunities through enhanced social media, regional media, multi-lingual, promote Westminster).
	The Language Access Plan has been flexible and responsive during COVID and efforts will be reignited in early 2021.
	Staff continue to use different mediums to advertisements for programs. This was completed by communicating through; VolunteerMatch.com, Nextdoor, Facebook, Twitter, the city's volunteer website, community outreach in person and by phone, and internally through COWnet and the Human Resources Star Newsletter. The Volunteer Program partnered with the Youth Advisory Panel, a local Westminster business, and City employees to cover all qualifying homes for the 2020-2021 Snowbusters winter season. The program added additional opportunities to help within the community called Yard Gnomes for Seniors and the COVID-19 Grocery and Essential Item Delivery Volunteers. In addition, the program partnered with Growing Home to provide volunteer support during COVID-19.

	<p>A key organizational objective is to be an employer of choice that attracts and retains top talent. To accomplish that goal, Human Resources spends time and resources to market the organization, its available positions and to promote the culture of the organization both locally and nationally. When marketing the organization, a natural by-product is to promote the community and quality of life. Work is completed in person at area schools, regional job fairs, through marketing materials and social media, although with COVID-19, this outreach was done in a virtual format. Staff continue to use LinkedIn and websites that target specific cultures.</p>
	<p>The WestyRISE brand (Resilience, Innovation, Strength, Empowerment) has been promoted across multiple platforms by cross-departmental staff making up the organizational communications team. It has been utilized for multiple rounds of business assistance programs, housing assistance grants, and other community initiatives. Particularly with the wide array of emergency relief efforts being promoted at local, regional, state, and federal levels, this brand awareness helped to set Westminster apart as a community.</p>
	<p>Public Works and Utilities (PWU) Department has drafted its first ever departmental communication plan. This document will help PWU staff strategically address department communication needs and implement industry best practices in 2021 to build understanding and support with its customers. The 2020 water bill controversy has been considered in this plan's development.</p>
	<p>3) ACTION ITEM: Improve internal and external strategic communication, with continued emphasis on transparency and education on service delivery and infrastructure investments.</p>
	<p>Staff continue to facilitate the Citywide Bi-lingual Program by advertising the bi-lingual bonus to employees and coordinating the 'testing' process for awards. Bi-lingual Staff continue to support employees and the community by serving as translators.</p>

	<p>Staff along with the City's contracted engineering firm have increased project communications as part of the Big Dry Creek Sewer Improvements Project. This project has implemented strategic and targeted communications across departments, with impacted customers and the general public to make audiences of the City's infrastructure investments and to build support for the project.</p>
	<p>Staff continued to utilize different communication avenues throughout the year and quickly transitioned to a virtual environment in order to maintain communications with employees during the pandemic. This included "Everyone" emails, COWnet, home mailers, posters, targeted emails, one-on-one meetings, trainings, etc. Virtual events and trainings as well as virtual Supervisor Summits were implemented during the pandemic to ensure timely communications with employees on important information. Staff also increased communications during Open Enrollment in order for employees to receive important benefit information. As part of enhancing communication efforts, Staff created a department communication team that works with the Communication Division and have created the HR STAR publication.</p>
	<p>Staff facilitated numerous Pay and Benefit informational forums for employees, including presenting at an all-employee meeting, hosting Department leadership updates, hosting Employee Advisory Meetings as well as numerous Healthcare Task Force Meetings. The goal of these informational meetings was to inform employees on the pay analysis process as well as outcomes and recommendations for the 2021 Budget.</p>
	<p>Staff developed many new outlets for employee communication on COVID- related policies, practices and updates. This included the generation, communication and education to employee through all-employee emails, all-employee meetings, supervisor forums, the use of COWNet as well as responding to many one-on-one emails and correspondence with supervisors and employees. Staff met three to four times per week during the year in order to help promote solid practices and communication to employees during the pandemic to ensure effective communication on important COVID-related matters.</p>

Throughout the pandemic, Staff have provided regular reports (now weekly) on the status of long-term recovery efforts as captured by CARES-funded assistance programs, community partnerships, City initiatives, and referral resources to assist elected officials and senior staff in collaborative responses.

Residents have indicated through surveys that their preferred method of receiving information about water is through fliers included with their bill. Staff prepared and included a monthly newsletter covering timely water, street and other City-related information every month in 2020. This monthly newsletter reaches 27,000 residents and is in both English and Spanish every month.

4) **ACTION ITEM: 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.**

In the course of refining and reprioritizing objectives within the Community Development Block Grant (CDBG) Consolidated Plan, Staff from development-oriented departments has met to look for innovative, proactive, and cost-effective ways to address aging infrastructure and provide greater impact to low- and moderate-income residents and neighborhoods through updated programs and projects.

	<p>Cross functional teams were utilized to address a variety of items, including the implementation of a new performance management approach and system, and to support leadership development efforts. Additionally, the Employee Advisory Committee (EAC) is a cross functional team that provides valuable input on organization-wide efforts, salary and benefit concerns and any item that is brought forward from employees to a committee member. Staff that serve on the HealthCare Task Force meet several times a year and this group is made up of employees across the organization that provides valuable input on the City's benefits package and serves as a way to communicate benefits and renewals to all employees. Employee Recognition Action Team (ERAT) members continue to support an employee-focused culture by planning and administering a variety of recognition events throughout the year. Staff, through an internal team, assist the organization-wide Diversity, Equity and Inclusion (DEI) Leadership Team with this organization-wide initiative.</p>
	<p>Other cross functional Staff teams include the Executive Leadership Team (ELT), Pension Board, Safety Committee, ERAT, EAC and the COVID-formed Emergency Operations Committee (EOC). The Culture and Education I (Innovation)-Team Co-Chair offered the first "Spark Session" that was held for all employees that posed the question, "How do employees creatively engage and connect in our current work environment?" This and future sessions are meant to be a way to gather unique perspectives and help generate/offer ideas on current challenges facing employees and by hearing others' perspectives, "spark" solutions to problems. Staff continue to form workgroups around innovation, process improvement, and creativity. An I-Team has been specifically stood up to address procurement and the contract process.</p>
	<p>Staff also participate in a weekly cross-functional team to support departments with performance challenges, and related personnel matters. All employees receive fair treatment from this team as they enter into possible disciplinary processes. Departments have daily access to this team for support on employee-related/legal matters.</p>
	<p>Staff organized 70 volunteers from 11 Departments and City Council to make Care Calls, supporting the business community during the pandemic.</p>

PROGRESS Key:

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	A cross functional COVID-19 team educates City employees and supervisors on available tools and resources including, emergency paid leave, COVID medical care for eligible employees deemed to have presumptive cases under workers' compensation, testing for Life Safety-designated personnel, and provision of vaccinations and contact tracing.
	Staff provided delivery of food boxes each Wednesday evening at the City Park complex in partnership with the Senior Hub.
	<p>With the help of the Information Technology, the Municipal Court implemented numerous technology improvements, including:</p> <ul style="list-style-type: none"> -Text messaging software to notify customers about items impacting their cases, including hearing and payment reminders, warrants issued, and probation appointment reminders; -Additional online payment options including partial payments and payments for cases in collections; -Technology updates in Courtroom A to allow for virtual court hearings (Courtroom B also has technology for virtual court hearings) -Converted the case management software (FullCourt) to new servers; -Set up a new imaging module for FullCourt and trained staff on usage; and -Transitioned all staff to laptops to facilitate teleworking and installed softphones to enable staff to use the City phone system remotely.
OBJECTIVE II: Collaborate with state agencies, counties, school districts, neighboring cities and other governmental and non-governmental entities.	
5) ACTION ITEM: At the staff level, look for opportunities to collaborate and assist our neighboring jurisdictions and education entities.	
	Staff continue to work with Adams County municipalities and Broomfield on the extension of the Colorado Legal Services Intergovernmental Agreement and have built positive working relationships with our school districts, health departments, counties and municipal neighbors throughout the pandemic.

Staff maintained MOU or contractual relationships with: Adams County Regional Economic Partnership, Jefferson County Economic Development, Metro Denver Economic Development, North Metro Small Business Development Center, and Westminster Chamber of Commerce. Staff also participated in multiple regional business task force and committees in order to provide consistent support to the business community during the pandemic. Staff represents the City on COVID-19 response and recovery task forces across both Adams and Jefferson counties, coordinating resource information and cross-promoting assistance programs. The CDBG-funded Small Business Assistance Program grants, administered by Adams County, utilizes Westminster’s CDBG-CV allocation of \$371,000 to assist small businesses with job retention. The City helped promote the program more broadly to increase participation across Adams County. To date, \$297,575 has been awarded to 22 businesses (average award = \$13,526), and the program is continuing into 2021 with additional funding in process.

Staff continue to work with the Jefferson County School District on the JeffCo Fiber Initiative aiming to connect all Jefferson County public schools on a fiber network. Using pieces of the City’s existing conduit infrastructure greatly reduces the school district's cost. The City benefits through the ability to pull its own fiber through shared conduit and expand its own network to facilities currently lacking fiber connections (such as Fire Station 5, the Standley Lake Nature Center, and some traffic signals). At this time, the Jefferson County School District is “proofing” the City’s conduit to make sure they can pull fiber through. Once proofing is complete, the City will negotiate an intergovernmental agreement (IGA) with the school district for the build out. This conduit/fiber share project is similar to the City’s IGA with Adams County in 2017 that assisted them in connecting their Health and Human Services building just south of 120th and Pecos in exchange for a fiber connection to Adams County’s data center providing the City with a safe and secure backup site.

	Staff worked with Westminster Public Schools to offer food pick up sites at a variety of sites around the City during the past several months. This is an expansion of the program that normally takes place only during the summer months. Staff has and continues to work with the homeless liaisons to stabilize housing for families with school age children.
	The Municipal Court renewed a grant from the State of Colorado that helps to cover the cost of providing a public defender for first appearance.
	The Municipal Court completed work that began several years ago to begin video advisals with the Jefferson County jail. This will greatly reduce the need to transport defendants from the jail to appear in Court. The City has been conducting video advisals with defendants from the Adams County jail since 2018.
	Through a multi-departmental effort, Staff completed an intergovernmental agreement (IGA) with the cities of Thornton and Northglenn to manage recreation on Standley Lake.
	The City participated in a multi-jurisdictional effort to complete a Wildfire Mitigation Plan for Clear Creek. Partner agencies included Golden, Thornton, Northglenn, Black Hawk, Jefferson County, Clear Creek County, State and Federal Forest Services, and others.
	City Staff partnered with the City of Arvada to resurface 88th Avenue from Harlan Street to Wadsworth Parkway. The City provided the contracting and project oversight, while Arvada agreed to provide funding for the portions of 88th Avenue that lie within the City of Arvada, through a mutually signed IGA.

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.

OBJECTIVE III: Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.

6) ACTION ITEM: Pursue workforce and affordable housing throughout the City.

During this most recent period, several new affordable housing developments have been under construction including The Aspire (23 units), St. Mark Village (216 units), and Legends at Church Ranch (205 senior units). All are set to open in 2021. Additionally, Staff is working through project development for Holly Park (58 for-sale units), which was postponed to align with the City's reconstruction of Green Court and is set to resume in the first quarter of 2021. In process are Harris Park Senior Apartments (17 senior units); and early due diligence with Habitat for Humanity on a City-owned parcel near the Promenade.

Substantial work was done during this period on housing assistance through multiple channels. Most significant was the WestyRISE Above Housing Assistance grants administered on behalf of the City by the two local public housing authorities. Combined, \$520,000 of aid from CARES funds was provided, serving 176 households with rent and mortgage assistance and preventing evictions through a partnership with Colorado Legal Services.

The CDBG Consolidated Plan was completed, which sets the five-year course for this grant program for low- and moderate-income households and neighborhoods. It includes continued and new programs to preserve existing and support new affordable housing inventory in the City. Federal HOME program dollars (over \$540,000) have also been assigned to support Tenant Based Rental Assistance, helping families to stay housed or get into affordable housing.

OBJECTIVE IV: Develop programs and strategies that build a unique sense of community in Westminster.

7) **ACTION ITEM: Increase multi-lingual communication mediums.**

Staff continue to advertise positions on websites that target individuals who speak a language other than English and we also advertise in local Spanish language publications. The City's bi-lingual bonus program provides compensation to individuals whose skills have been tested and can provide translation services to employees and the public. A list of employee translators and the language they speak is available on the City's internal website. Three new translators were added into the 2021 Program which brings the total number of bi-lingual employees to 39, Included in this number are 37 Spanish Speaking Interpreters and two Hmong Interpreters.

8) **ACTION ITEM: Ensure social equity and be more intentional in supporting new Americans in the amenities and services we provide.**

Because of the COVID pandemic and associated public health order directive, the Naturalization ceremony in Westminster was canceled by United States Citizenship and Immigration Services (USCIS). The library has not provided citizenship training courses since March 2020. The citizenship test was updated in December 2020 and libraries is currently developing future programming to support the new test.

	<p>The City's Inclusivity Board updated their goals and focus through a strategic planning session that took place in the fourth quarter of 2020. The City has provided additional (cross-department) Staff liaisons to support the great work of this board. These efforts have recharged the board to be much more engaged and active to support Citywide endeavors in the areas of Diversity, Equity and Inclusion. Some highlights include:</p> <ul style="list-style-type: none"> - Increased engagement with citywide departments (such as PD and supporting the Chiefs Advisory Panel) - Establishing board member ambassadors to expand and drive efforts on behalf of the board (e.g. developing educational resources; City Council meeting attendance and input; department ambassadors to help in specific areas of service; policy ambassadors; outreach/engagement; etc.) - Recently the Board assisted the City with input on the Facility Naming Policy, Sustainability Plan and developing a statement on diversity, equity and inclusion.
	<p>The City has contracted with CPSHR to do an assessment of the workforce as part of diversity, equity and inclusion efforts.</p>
	<p>A city-wide Equity Action Team was created and developed a mission statement.</p>
	<p>As part of the CDBG Consolidated Plan process, the Citizen Participation Plan component was updated to include increased translation into Spanish for written documents, as well as the availability of Google Translate to convert digital content into the language of the end user. With data reflecting the higher level of social media and cell phone use among the low-income population, Staff increased the use of digital platforms to expand the reach into this segment of the community to increase participation and use of CDBG resources.</p>

9) **ACTION ITEM: Continue to pursue local and regional strategies for addressing homelessness with emphasis on teen and family populations, including cooperation with other governments, non-profits, and grant opportunities.**

The City's Homeless Navigator, a position that was created as part of an Intergovernmental Agreement with all the Jefferson County jurisdictions, met with 82 new clients during this time frame bringing his total number of clients to 147 this year. Between July and December, two people moved into permanent housing and three into residential substance abuse treatment programs. Other 2020 accomplishments of the City's efforts to greater support community members experiencing homelessness include a total number of 209 hotel nights arranged by the City for hot and cold weather episodes, underlying health conditions for people at higher risk of COVID, or for people transitioning to substance abuse treatment and/or permanent housing.

Staff developed a community garden in conjunction with Growing Home at Irving Street Park. Staff also worked with Adams County, Bayaud Enterprises, and Tri-County Health Department to provide showers, laundry services and the Day Works Program to people experiencing homelessness (PEH) during the third and fourth quarters of 2020. In October, the partnership was expanded to include Albertson's Pharmacy to provide flu vaccinations to PEH.

Hot weather protocols were created as part of a collaboration with Jefferson County, non-profits, and the health departments for people experiencing homelessness (PEH). On 26 days projected to be 95-degrees Fahrenheit or above for two or more days, hotel stays were offered to people experiencing homelessness as no indoor sites were available for cooling. Water, sunscreen, food, gift cards and bus passes were distributed by volunteers on those days while basic health screenings for COVID-19 and heat-related illness were conducted.

OBJECTIVE V: Lead the development of cultural opportunities in Westminster.

10) **ACTION ITEM: Develop a comprehensive cultural and arts program.**

Staff have remained engaged with Swallow Hill Music School on the remodel of 3050 W. 71st Avenue, which was postponed to 2021 for the benefit of both parties. The goal would be to begin offering music classes in the later part of the year.

	Efforts to develop a cultural and arts program as guided by the Arts and Culture Master Plan were delayed and modified by the COVID pandemic and associated public health order directives.
	Staff were successful in delivering an outdoor theater experience in partnership with The Catamounts at the Legacy Golf Course in late summer as well as bringing "Babe Walls" to Westminster Station neighborhood.
	OBJECTIVE VI: 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.
11)	ACTION ITEM: Develop more proactive two-way communication and cross-departmental approaches to work with neighborhoods throughout the City, including those with and without formal homeowners' associations.
	STATUS: Community RISE neighborhood community building launched in summer 2020 and will reengage community members in early 2021. Representatives from most departments have been involved in the project from interviews to system mapping.
	In 2020, Staff launched a citizen's advisory committee for the WATER 2025 Program called the "Design Working Group." This group of 26 citizens has met four times (including virtually during the pandemic) and is shaping the appearance and other aspects of the facility with staff. The group will meet in February 2021 to finalize concepts to present to the general public in the spring. More information can be found on the city's website here: https://www.cityofwestminster.us/Residents/Water/Water2025/Materials
	The 2020 Water Efficiency Plan includes a new program to evaluate existing homeowner association (HOA) irrigation systems and produce an 'investment grade' audit to guide future water efficiency investments. This program will begin in Spring 2021.

12)	ACTION ITEM: Continue to provide innovative tools (through regulations, ordinances, etc.) to help residents have options in working to maintain the quality and safety of their neighborhoods.
	<p>As an extension of Community RISE, Staff has engaged community members in Westy RISE recovery and resiliency to harness opportunities for improved resiliency following the pandemic and future years. Both projects are ideated on through the design/innovation thinking process led by facilitators and partners at the University of Colorado - Denver and Metropolitan State University.</p>
	<p>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.</p>
	<p>OBJECTIVE VII: Make a Citywide commitment to sustainability.</p>
13)	ACTION ITEM: Incorporate water conservation best practices and sustainable built environment principles into the City's Unified Development Code update.
	<p>Staff is incorporating water conservation best practices and sustainable built environment principles into the Unified Development Code (UDC). Work was closely coordinated with the Water Efficiency and Conservation Plan, which was adopted by City Council on December 14, 2020. Proposed new landscape regulations were planned to be brought forward on their own, however in consideration of multiple water conservation efforts underway by various departments, the proposed new landscape regulations are being folded into the overall UDC to ensure thoughtful integration with other development regulations that will inform site design for development. In the interim, staff in Community Development and Public Works and Utilities offer design assistance for customers seeking to reduce water demand through recommendations on landscape and indoor fixtures and provide information about community partners that assist with meeting conservation goals.</p>

	<p>Related to sustainable built environment principles, consultants are nearing completion of an analysis of best sustainability practices for incorporation into the UDC or other building related codes. These include solar power, electric vehicle charging, water conservation, food access, durable building materials and lighting. Staff is reviewing the recommendations from the consultants to evaluate feasibility, practicality and appropriateness for Westminster. Work on the UDC was paused in the last quarter of 2020 to allow the consultant and key staff to focus on bringing forward the Sign Code; work is now resuming with a late 2021 completion date eyed. The ability to conduct community engagement in 2021 may affect the overall timeline.</p>
	<p>The Environmental Compliance Program completed a Gap Analysis with the help of an environmental consultant as a precursor to developing an Environmental Management System in 2021. A vendor was selected to perform long-term radon testing in all City facilities during the first half of 2021 to determine if radon mitigation is necessary. Federally required spill prevention training was conducted with nearly 100% of required employees attending by the end of 2020.</p>
	<p>City Council adopted the updated Water Conservation & Efficiency Plan in December 2020. This document provides an overview of the City's water system, water demands and efficiency activities, and includes activities and processes that Staff wishes to pursue to help customers be efficient with their water use. The document is also required to be updated every seven years if the City wishes to borrow state/federal funds for water/wastewater projects.</p>

14) ACTION ITEM: Reduce energy and resource use through direct City and community actions.

	Staff is partnering with Xcel Energy primarily through Xcel's "Partners in Energy" program to provide information and resources on energy conservation, including renewable energy, fleet electrification, Water 2025, and district energy efforts. Ongoing efforts include partnerships among City departments and local partners to provide information and resources on water and energy conservation to residents and businesses. Additionally, a sustainable business program is under development to assist businesses in saving money through energy efficiency and reduced resource use (e.g., water and waste). The business program will officially launch in the first quarter of 2021.
	A project was started to launch a solar group buy for residents in early 2021. A solar co-op makes it easy to save money with a bulk discount by going solar in a group of homeowners. Staff continued deep communication with Xcel Energy through the Energy Futures Collaboration and continue to pursue cost effective Solar Garden subscriptions with a local private renewable energy provider (SunShare) when they become available.
	Staff modified and continues to improve upon delivery of Neighborhood Enhancement Grant programs to neighborhoods and small groups throughout the City by promoting sustainability and conservation.
	The City and Xcel Energy developed an Electric Vehicle Action Plan that will help the City transition to cheaper and cleaner vehicle operations
	During facility closures related to COVID-19, Staff drained swimming pools to reduce energy consumption required to run several pumps and pool maintenance equipment 24 hours a day, even when not occupied.

15)	ACTION ITEM: Develop the Westminster Sustainability Plan by early 2020, including measurable targets and specific implementation strategies to encourage and promote energy and resource conservation, resilience, equity, emissions reduction, safety and health.
	The draft Sustainability Plan was finished in mid-February 2020. A revised version of the draft Sustainability Plan was finished in September to reflect the current public health and economic situation. A presentation on the Plan was made to Council on November 16, 2020 and the public comment period began the next day. Comments are being accepted through the end of January 2021.
	Staff released a Request for Proposal (RFP), conducted a selection process with numerous stakeholders, and selected a vendor for a 2021 deployment of a new telematics platform. Telematics will assist in Fleet electrification, idle management and emissions reduction, fleet right-sizing and pool vehicle opportunities, and operator and fleet vehicle safety.
OBJECTIVE VIII: Promote ongoing excellent management and maintenance of the City's parks and open space system.	
16)	ACTION ITEM: Complete Phase One of the Westminster Station Park Master Plan and start to create a vibrant park identity through beautification of the new TOD and surrounding neighborhood.
	The nature playground is under construction and scheduled for completion in Fall 2021.

17)	<p>ACTION ITEM: Implement the Open Space Stewardship Plan, continuing shift in focus to maintenance and strategic acquisitions.</p>
	<ul style="list-style-type: none"> - Trail Wayfinding Phase One signage installation started along Big Dry Creek (BDC) corridor - Another community garden was installed at Irving Street Library in conjunction with partnership with Growing Home - Nature Education Programs were expanded to at-risk youth through the Generation Wild GOCO grant program in historic Westminster area - The Open Space land acquisition list was updated in preparation for additional strategic acquisitions in 2021. - New trail segment installed at Overland Park Open Space. - Completion of BDC Trail dual-surface path.
18)	<p>ACTION ITEM: Model water conservation best practices in City facilities and parks, and share conservation successes with the public.</p>
	<p>Staff continues to implement a robust preventive maintenance program for all facility water fixtures, repairing or replacing any deficient or malfunctioning devices, and work with vendors to seek out best available products.</p>

Staff continue the installation of the new Baseline Irrigation Central Control System. Phase 1 of this project was completed in October of 2020. Phase 2, which consists mostly of contracted areas, medians, and right of ways, and has an anticipated completion of late Spring 2021. The new central control system will allow for weather-based and soil sensor-based irrigation scheduling, as well as real time monitoring and budgeting of water use which greatly increase Staff's ability to instantly conserve water. This irrigation system will allow staff to enhance the already implemented tiered watering program throughout the entire parks system and City facility turf grass. Tiers are utilized to define each park/facility from highly visible, heavily programmed sports fields (Tier 1), to high use parks with some programmed use (Tier 2), to lower use parks with no programmed activity (Tier 3) to little or no active use and maintained as native areas (Tier 4). Due to the pandemic, plans to construct a demonstration area on the north side of City Hall to provide a real time comparison of each of the four-tiered watering levels had to be delayed.

The Turf Reduction program removed 21 acres of turf from regular watering practices in 2019. Again, due to the pandemic, Staff did not achieve their goal to convert another 20 acres of turf in 2020, but hope to work towards additional removals in 2021. The removal of these turf areas is part of a three to four year process to convert turf to native, xeric or more drought tolerant turf varieties. Staff did remove approximately 5,000 square feet of Kentucky Bluegrass turf directly east of the Public Safety Center (PSC) main entrance sculpture garden and replaced the turf with drought tolerant Buffalo Grass. Buffalo Grass is a native turf species to Colorado and will provide an example of drought tolerant grasses that can be utilized in passive use areas. Staff is also working on updating the "Parks" tab on the City website to provide more information on their conservation and conversion efforts.

OBJECTIVE IX: Provide opportunities for residents, visitors and employees to improve their personal wellness – physically, emotionally and intellectually.

19) **ACTION ITEM: Establish specific recreation center, park, open space, golf and library usage growth strategies and increase youth access to City services.**

Staff added wireless printing at the library; this is the #1 requested service from teens in library. Libraries continued to support the Youth Advisory Panel. Staff implemented a variety of virtual programming to connect with teens as youth programming was moved completely virtually.

During the summer months and in compliance with all public health orders, Staff successfully offered a summer camp program at two locations, allowing for both increased enrichment and physical activity for the youth in the community.

20) **ACTION ITEM: Support mental health service providers, advocating for resources to support and help bridge service gaps within our community.**

DEPT/STAFF: CMO / Don Tripp and All Departments

Staff continue to recognize the need to provide resources for mental health issues that occur out in the field. Toward this end, Staff have successfully partnered with Community Reach Center (CRC) with the grant funding from the State to fund mental health co-responders within the Police Department. The Co-Responder Services Program Grant has provided for two full-time licensed clinicians and a part-time Supervisor with CRC. The clinicians co-respond with officers to an incident that needs emergency response to individuals experiencing behavioral health issues in a community-based setting. As a Co-Responder, they have identified, assessed, stabilized and treated those who needed mental health assistance since they were deployed in July of 2020. Since its inception, the Co-Responder program has demonstrated rapid success averaging over 75 contacts each month and has already been well received within the community. The program has served police officers by allowing them to use professional mental health services when necessary and has also served the public by providing resource and intervention during times of crisis.

Staff continue to offer an Employee Assistance Program (EAP) for all employees in the organization. Additionally, Staff has worked with the City's EAP provider and Aetna Insurance to include first responder counselors on the EAP affiliate list and Aetna insurance plan so Fire and Police Staff have access to counselors who specialize in public safety needs. Staff is also working with a committee to further enhance counseling programs and support for Police and Fire employees. During the recent pandemic, the City also provided EAP support to non-benefited employees. This support was made available through February 2021. Staff have provided support to workgroups who have experienced tragedies and/or needed resources to obtain grief counseling support.

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.

OBJECTIVE X: 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.

21) **ACTION ITEM: Complete a Framework Plan for Historic Westminster to complement efforts for the Specific Plans for Westminster Station area transit-oriented development (TOD) and Harris Park.**

Staff is working with a consultant to bring forward a Community Vision Plan for Harris Park. An initial draft of the Plan was provided to Staff however Staff believed the work would benefit from increased community engagement, additional graphics that are beyond in-house capabilities and opportunities to produce an additional draft therefore a contract amendment was presented to City Council on April 27, 2020. Discussion on this amendment continued into July 2020, at which point a Study Session was held on the project, and Council authorized the amendment in August 2020. At the time the amendment was approved, other initiatives were underway in Historic Westminster. In order to avoid community confusion with these other initiatives, work on the Plan was postponed until after the holiday season with a timeline to complete the plan by summer 2021. Economic Development Staff continue to build key relationships with businesses, developers, and residents to support the redevelopment of the Harris Park Neighborhood and Historic Westminster, and Community Development Staff continue to provide free consultation services relative to urban design and site planning.

22) **ACTION ITEM: Support economic resilience through a business attraction and retention strategy focusing on primary jobs, anchor institutions, and supporting innovative initiatives and social entrepreneurs; continue to grow small businesses through incubation.**

Business Attraction and Expansion

- Water Remediation Technology, 25,000 sf, 22 jobs
- Green Acres Granite, 12,746 sf, 15 jobs
- Full Circle Electronics, 31,558 sf, 35 jobs
- Ent Credit Union, 26,000 sf, 20 jobs (Northern HQ and retail storefront)

Business Retention

- Conducted 4 formal, virtual retention visits to primary employers
- Provided technical assistance and/or site selection assistance to over 300 businesses
- Conducted 3,000 Care Calls to the business community to offer support and technical assistance.
- Partnered with Adams County to provide Small Business Stabilization Program - \$371K CDBG-CV. \$297,575 awarded to 22 businesses, average award \$13, 526 to assist small businesses with job retention; Westminster helped promote the program more broadly to increase participation across Adams County.

· Coronavirus Aid, Relief, and Economic Security (CARES) Act funds were distributed in several rounds of business assistance grants to assist small business, with special consideration given to local restaurants. The summary is as follows:

- WestyRISE Business Assistance Grant = \$1,345,306
- WestyRISE & Dine Restaurant Assistance Grant = \$500,000
- WestyRISE Winter Business Grant = \$654,694
- WestyRISE Winter Restaurant Grant = \$500,000 (extension of Winter Business Grant)

Small Business

- Small Business Scholarships were awarded to 6 businesses in 2020, amounting to over \$1,900 being awarded
- Small Business Capital Improvement Grants were awarded to 13 businesses in 2020, amounting to over \$48,000, leveraging over \$1.8 million in private investment, supporting over 123 jobs
- Façade Improvement Grants were awarded to 3 businesses, as funds allowed in 2020, amounting to over \$8,800 being awarded, leveraging over \$19,000 in private investment,
- Business Appreciation Month
- Virtual Business Legacy Awards - recognized 67 businesses
- In place of biz walks, over 640 emails were sent to businesses to provide resources

Staff added four new virtual resources at the libraries in 2020 to provide individuals and businesses access to resources (Job and Career Accelerator, Computer Skills Center, Personal Success Skills, and Entrepreneurial Mindset Academy).

23) **ACTION ITEM: Identify tools and partnerships to recruit and open unique local restaurants citywide.**

Due to the impacts caused by the pandemic to both the City's capital improvement program budget and to the restaurant industry, work on the Olde Westminster Pub and Tavern was paused and will be revisited in the new year.

24) **ACTION ITEM: Recruit developers and business investors to Downtown Westminster consistent with the vision for the area.**

Staff continues to recruit developers and business investors to Downtown Westminster consistent with the City's vision for the area. The first ownership residential projects are slated to start construction in mid-2021 with a townhome project on Block A4, followed by a condominium project on Block A1. The developer submitted the Townhome official development plan (ODP) in September 2020 and Staff is working on the construction of the off-site improvements to serve this project.

The office developer for Block C3 submitted architectural renderings for review in August 2020, but due to concerns with the COVID-19, the developer requested to extend its timelines by six to twelve months for ODP and construction plan submittals. The project is currently advancing through the due diligence stage for the 200,000 square foot office project on Block C3.

Though COVID-19 impacts have slowed construction due to social distancing requirements for workers, the development projects in Downtown are still moving forward at a good pace. The 125-room Origin Hotel that includes the Tattered Cover Bookstore and restaurant is scheduled to open in mid-2021. The 226-unit Aspire Westminster with the market hall is also scheduled to open in mid-2021 and the 274-unit Westminster Row project is scheduled to open in early 2022.

With the addition of these new developments, the total development in Downtown Westminster is now over 780 market rate residential units, 167 affordable residential units, 125 boutique hotel rooms, 162,000 square feet of retail and over 200,000 square feet of office. These projects comprise over \$400 million of private investment and over 2 million square feet of total development.

25) ACTION ITEM: Recruit developers and business investors to Westminster Station consistent with the vision for the area.

- A new market-rate multifamily project at 3551 W. 71st Place is in development review. The project by two local developers will bring 75 units to a parcel that is currently vacant and will help to catalyze new activity on the west side of the TOD.
- The Brinkman mixed-use development that wraps the parking garage is completing the final steps of the ODP process and reevaluating project timing. This property will include roughly 17,000 sq. ft. of ground floor commercial space and approximately 145 market-rate apartments.
- The Sherman property, formerly Nolan RV, is in design development discussions heading into Q1 2021 with unit count and commercial square footage still in progress with design.
- Urban Land Conservancy has begun site planning for its 5.5-acre acquisition near W. 71st Place and Lowell Blvd. to prepare it for phased mixed-use development over the next 5 years.
- Adjacent to the TOD, there is activity at the 28-acre Northgate site on the east side of Federal Boulevard. Staff have been in discussion with the owner and Zocalo over the past year, working through due diligence. Zocalo now has the site under contract and will begin site planning.

Also adjacent to the TOD on the west side, the same land developers that purchased Northgate are assembling properties on both sides of Lowell Boulevard, looking to bring mixed-use projects to the area that benefit from the Opportunity Zone designation and TOD redevelopment activity.

- Business activity includes a proposed artisan coffee roaster and café that is looking to expand and put the flagship location in an existing building in the TOD. This is currently in private contract negotiations with Staff providing support and information. There is also a food truck entrepreneur exploring a food truck park concept to be located near the station.
- Community-oriented projects included the BabeWalls mural event that took place in August and made the Denver Post’s list (of 8) of Colorado’s Boldest Art Moments of 2020. Maiker Housing Partners is also working with Staff to explore a community garden on vacant parcels in their holdings to increase positive community engagement and prevent illegal activity.

26) **ACTION ITEM: Complete review and implement update to the City’s sign code.**

The Sign Code Update is complete. City Council unanimously approved the Sign Code on First Reading on December 14, 2020 and on Second Reading on December 21, 2020.

27) **ACTION ITEM: Partner in local public-private efforts to support business and industry workforce initiatives.**

The City continues to have strong relationships with surrounding schools in the way of internships, externships, apprenticeships and career enrichment events. Partnering schools include; Standley Lake High School, Westminster High School, Bollman Technical Education Center, Front Range Community College, Red Rocks Community College, and local colleges/universities. Internships for teachers in Adams County and Jeffco Schools are provided through a partnership with the BioScience Institute. The City participates in all career and job fairs for local schools and supports senior capstone projects.

	<p>Staff serve on the Westminster High School Career Technical Education (CTE) and Training Advisory Board. Scheduled in the 2020-2021 school year, the City will support a CTE student project as an industry sponsor. Each Advisory "Sub" Board will focus on the unique needs of their Pathway (Construction, Engineering, Information Technology, etc.) to best share expertise, passion, and educational background to inspire students with an interest in their chosen pathway.</p>
	<p>Staff partner with Jeffco Career Links. The goal of Jeffco Career Links is to provide interactive experiences for students to engage in career exploration and career planning both in and out of the classroom. The City's first engagement will have members from Employee Development and Training speaking on Respectful Workplace at Brady High School in October 2021.</p>
	<p>Due to COVID-19 the annual Internship Program has been restructured to a Virtual Mentor Program. The Virtual Mentor Program offers students from area high schools an opportunity to gain a practical view into a chosen career under the mentorship of an experienced professional in the field. The Virtual Mentor Program gives a student insight into the career of a professional, offers exclusive knowledge, builds rapport with someone in their field of interest, and helps guide the student through an industry related project.</p>

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.”

OBJECTIVE XI: Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.

28) **ACTION ITEM: 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.**

In order to support the ongoing operations of the organization and the services depended upon by the Westminster community, the 2021 Budget reduced capital spending in the General Capital Improvement Fund. Much of the capital budget for 2021 is limited to restricted revenue sources, many located within the Streets Division of Public Works & Utilities and in Parks, Recreation, and Libraries Departments.

The 2021 Adopted Capital Improvement Plan (CIP) differs from the normal CIP planning process in that the focus is only for 2021 because of uncertainty around the full financial impacts caused by COVID-19.

The City of Westminster’s Vision and Strategic Plan are at the forefront of the CIP planning and prioritization. The 2021 CIP includes a diverse group of capital projects that service all elements of the Strategic Plan. Additionally, throughout the 2021 budget development process, Staff worked to carefully prioritize limited funding to capital projects using the following guiding principles in no particular order:

- Protects health and safety;
- Leverages matching funds;
- Saves operating expenses or generates new revenue;
- Preserves assets;
- Policy commitments; and
- Geographic balance.

	In December 2020, Staff received City Council approval for a new fire apparatus storage building located at Fire Station #6. Request for Proposal and final design to occur in 1st quarter 2021.
	Staff have explored and implemented two innovative ways to pay for infrastructure improvements. For the North Huron Interceptor Sewer project, Urban Renewal Funds (URA) are being used with the Westminster Economic Development Association (WEDA) Board approval to pay for upsizing the North Huron Interceptor Sewer pipeline. For the Saint Mark Village affordable housing development, Staff from multiple departments worked together to discuss the needed off-site improvements and determine the amount of contribution from the affordable housing developer. Staff jointly found that partnering with the developer is an appropriate approach to support affordable housing while minimizing rate payer support.
	A cross-departmental team is working together to present the 2022 water/sewer rates to City Council in 2021. This group will pull together financial and utility expertise to provide a comprehensive approach to the rate setting process.
	Staff began work on additional outdoor public spaces at the City Park Recreation and Fitness Centers as well as City Hall through CARES funding.
	Start up funding for a new courthouse was frozen during 2020 and remains frozen in 2021. Staff continue to explore options to replace the existing Municipal Court building.
	Staff completed an annual review of the asset database to analyze recommended asset replacements (e.g. boilers, heating/cooling equipment, bay doors) for 2021 against actual operating experience. This exercise allows staff to prioritize projects by including factors such as criticality, reliability and risk.

OBJECTIVE XII: Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork (SPIRIT).

29) **ACTION ITEM: Continue public and community safety efforts and initiatives, including focus on public safety employees' health and safety as well as enhanced community engagement.**

Staff continued meetings and outreach with the community (i.e. neighborhoods and individuals), however, mostly virtual due to COVID-19. The Police Department handed out 400 fliers on education and safety to the Hyland Greens East neighborhood and met with several community groups for general discussions and listening. Specifically, Staff embarked on a five-part strategy to address the needs of our community from a policing standpoint. One strategy focused on communication directly with the community. Toward this end, Staff have participated in over 45 small and large group meetings with the community to listen to their concerns. Some have been small meetings in local neighborhoods, others have included large and ongoing meetings with business groups, faith-based groups and other community groups.

Staff began revamping the Citizen Academy to make it easier to access and more attainable for working parents,. Staff have also reached out to groups of diversity to continue conversations on ideal policing and developed a strategy to enhance policing in the community. Training was conducted with all sworn personnel on the importance and value of more interaction with the community, and community members will be involved in the upcoming Commander testing.

Sworn and civilian Staff continue to take advantage of expanded psychological services that the City offers specifically to public safety Staff. Staff and their families continue to use this resource in greater and greater numbers each month.

Fire Department received reaccreditation in the fourth quarter of 2020.

	<p>Staff created a Chiefs Community Advisory Panel (CCAP) whose purpose is to provide a forum where the Chief of Police can exchange ideas directly and discuss issues impacting public safety within the Westminster community with a designated group of diverse community members. The panel provides a diverse cross-section of people who live, work or visit Westminster. The group provides a reputable source for the Chief to gain feedback from various viewpoints, influences and demographics.</p>
	<p>Staff are appreciative of residents who donated cooling pads for the K-9 unit, a family delivered gift bags to officers, citizens delivered food or snacks and numerous notes of “Thank You” to show their appreciation and support to the Westminster Police Department. And to continue to foster community relationships, the Staff participated in National Night Out. The annual gathering took place in October instead of August due to COVID-19.</p>
	<p>In July 2020, Police Department Staff received the “Investigation of the Year” from the Colorado Auto Theft Investigators (CATI). This award stems from “Operation Car Hauler.” City Staff along with members of the Attorney General’s office were all recognized as being a vital part to the arrest and successful prosecution of the offenders. After a fourteen-month long investigation, 18 individuals were identified in committing criminal offenses in cooperation with each other. The case was presented in September 2019 to the statewide Grand Jury and on November 11, 2019, a one-hundred sixty-one (161) count indictment was handed down against 10 of the key suspects in this case. Crime span affected nearly twenty (20) different jurisdictions and teamwork proved critical for the successful investigation of the case with countless hours of surveillance and the execution of numerous search and arrest warrants. Over the course of the investigation:</p> <ul style="list-style-type: none"> · (57) stolen vehicles and trailers were recovered with a combined value of over \$800,000; · Hundreds of Identity Theft Victims were Identified; and · Numerous storage and garage burglaries were identified and investigated.

Staff developed a strong relationship with a local medical provider to care for sworn police and commissioned fire personnel under the City's presumptive work-related COVID-19 policy. This relationship grew to include testing for Life Safety designated staff. The City is helping to facilitate vaccinations for qualified employees.

Staff, through the Facility Security Taskforce, accomplished the following:

- Pulled together a list of projects and prioritized them in conjunction with facility security champions, who are representatives from each city facility and completed security projects as city facilities. Also, assisted staff with COVID-19-related facility closure and reopening issues

30) **ACTION ITEM: : Continue to implement strategic components of the Police Department's International Associations of Chiefs of Police (IACP) Operations & Management Study (January 2018) and the Fire Department's Assessment Results from the Center for Public Safety Excellence (CPSE) Accreditation Process (Fall 2019).**

The IACP Operation and Management project continues to be referenced and recommendations completed. One major component is the addition of our new computer-aided dispatch/records management (CAD/RMS) that is set to go live in mid-March 2021. This backbone tool will address many of the technology shortcomings identified in the study. This project was originally scheduled to go live in November, 2020, however, spiking COVID cases caused training to be shut down and is only now getting completed. In addition, the Staff is assessing staffing needs in both the sworn and civilian ranks as identified in the study. Staff is focusing on needs surrounding a potential civilian Intel and Analysis group that was highlighted in the study but put forward for consideration in years 3-5, which is now. All priority one recommendations have been addressed, and Police Department Staff is working through priority 2 and 3 recommendations at a steady pace.

Through the 2019 Carryover Request, Asset Forfeiture Funds and 2021 Capital Improvement Plan, the Police Department is able to provide much needed resources such as purchasing the 1st and 2nd Phase of the Rifle Program, scheduling software, and psychological services for police personnel. This program is loosely associated with the equipment recommendation of the study.

31)	ACTION ITEM: Enhance programs to support all employees, their health and safety, including developing employees' understanding of the SPIRIT values through training programs and leadership at all levels.
	<p>Staff continue to promote and increase understanding around our extensive benefit's package in order to keep employees engaged and interested. Staff will continue to focus on communication strategies and educating employees on the different benefits available to them during the various stages of their lives and ensure benefits are compliant with all Federal and/or State legislation.</p>
	<p>The City's Employee Wellness Program provides a large variety of resources, programs and classes that support an employee's well being. This also includes an on-site employee health clinic - The Center for Healthy Living. Our clinic vendor, CareHere, recently partnered with well-known Premise Healthy, in hopes to increase all services offered to employees and their family members. These new services will be made available to employees beginning in 2021.</p>
	<p>To enhance the health and safety of employees, the Staff continue to implement new wellness benefits to employees which includes working with the Parks, Recreation and Libraries Department to engage employees in outdoor fitness opportunities through the use of Standley Lake and both golf courses. Staff will also be unveiling a very in-depth health monitoring program, similar to the SIGMA law enforcement testing, that will be a voluntary benefit for all employees; this program will be piloted internally utilizing Worker's Compensation funds and is designed to reduce musculoskeletal pain and injury, while promoting more active living, healthy eating, resiliency, safety and fatigue management. Staff hope to roll the pilot program out in March of 2021.</p>
	<p>Staff continue to utilize targeted websites, job fairs, publications and industry newsletters to recruit diverse and talented employees. Staff will continue to focus on apprentice and intern programs to develop new talent, as well as market our extensive benefits, training and development opportunities and supportive work environment to attract the best talent. Staff will stay abreast of best practices through regular trainings, webinars, local and national conferences, and collaborate with departments to develop creative and new ways to restructure and/or operate more efficiently and effectively.</p>

Staff provide superior support to departments and employees around performance concerns, policy violations and claims of harassment. Staff conducts investigations, as necessary, to ensure that the organization promotes a harassment-free environment where all employees are able to thrive. Coaching, performance management and skill development are tools utilized to ensure employee development and accountability.

SPIRIT values are central to the City's employee development and training program (EDT). The entire focus of developing leaders is comprehensive and includes all levels in the organization. Staff have also examined our entire leadership development curriculum and created a document to explain how we support leadership skills at all levels of the organization - from emerging leaders to executive leadership development opportunities. The leadership development program has been renamed to the "Emerging Leaders Program" and the target audience continues to be any informal and non-supervisor leader in the organization. The Supervisor CORE program targets new supervisors and supervisors who are new to the organization. Staff also revised our Supervisor Academy and have renamed it "Leadership Edge." The redesign was made to meet the changing needs of our supervisors and more effectively align with the City's organizational strategy. Staff have also created a continuous improvement academy (SOLVE), and offered two academies in 2020. This past year during the pandemic, additional resilience and well-being classes and discussions were held to support employees. Specific classes and trainings were also created to support items related to COVID and legislation changes. The "Respectful Workplace/Leading for Respect" trainings were also held during 2020. These classes are offered every other year and are mandatory for all employees to complete.

Staff have been working to better align our performance development system with our organizational values and strategic direction. Staff have modified the annual evaluation form and process that all employees are rated on, as well as further defining the SPIRIT values and competencies, simplifying forms and processes and the crating an ongoing coaching-based culture. Central to this is creating an environment that utilizes effective and ongoing supervisor/employee conversations. Staff have implemented and offered many trainings to employees on the new performance management tool and will continue to work on transitioning to a culture of performance coaching and staff development to better meet changing community expectations.

The City's onboarding process has been revitalized and expanded on in order to properly support new employees in our organization. This includes a shortened first day orientation, as well as a monthly onboarding session. Staff have also implemented a new learning management system to help employees and supervisors manage training and professional development.

OBJECTIVE XIII: City Manager will develop an annual program of specific department business process improvement reviews.

32) **ACTION ITEM: City staff will develop a long-term financial sustainability plan.**

The 2021 budget was developed with the reality of the budget situation as a result of business closures related to the COVID-19 pandemic. There was a 0% inflation-based increase recommended to the four regular pay plans: Department Head/Division Manager, Exempt, Non-Exempt General and Non-Exempt Police Sworn. In addition, City Council approved a 0% pay adjustment in the 2021 approved contracts for the City Manager, City Attorney and Municipal Judge. Except for a few specific positions designated for a market adjustment and approved by City Council for increases, City employees did not receive a pay increase in 2021. Staffing and pay recommendations made by Staff and approved by Council were made with the intent to maintain financial stability given the current economic conditions.

	<p>Staff continue to strategize with the City's benefits broker on how to maintain a well-rounded benefit package that meets the needs of our employees and is financially sustainable for the next several years. Staff take into consideration predictive modeling and discussions on the impact of plan design decisions. This includes our on-site clinic. We believe that educating employees on the importance of staying healthy helps the City achieve that goal and also improves the overall wellbeing of our employees. Mental health and chronic issues will remain top priorities and are central to the effort.</p>
	<p>A Financial Study and Gap Report was presented to Council on June 16, 2018. The COVID-19 pandemic and the ensuing financial crisis has greatly impacted the desire of the City to move towards long-term financial sustainability. Financial management efforts in 2020 and 2021 have been focused on avoiding layoffs and furloughs, and led the City to utilize financial reserves and reduce capital spending, amongst other efforts. Staff look forward to getting long-term financial sustainability efforts back on track in 2021 and future years.</p>
	<p>In June of 2019 City Council approved an organizational redesign that included the foundational tenet of financial sustainability and included the creation of a Chief Financial Officer and additional positions in the Policy & Budget Department to ensure appropriate resource allocation to achieving this action item in both the short and long-term. The Chief Financial Officer and additional Policy & Budget staff began with the City in January 2020 and are providing much needed support in the areas of financial sustainability and financial planning.</p>

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.

OBJECTIVE XIV: Promote all modes of transportation, including improved walkability and bikeability of Westminster, and alternative transportation technologies such as smart city technologies.

- 33) **ACTION ITEM: Continue to implement the bicycle master plan, pursue opportunities for short- and mid-term bicycle lane and route improvements, and promote bicycle lane and route improvements citywide.**

Staff continue to implement the 2030 Bicycle Master Plan and promote bicycle lane and route improvements citywide. To date, approximately 40 miles of bicycle facilities (a combination of bike lanes, buffered bike lanes, and shared lanes) have been implemented in Westminster. Most new bicycle facilities are installed in coordination with street resurfacing work throughout the City. Staff is evaluating bicycle infrastructure improvements to coordinate with the City's 2021 paving work. This evaluation will be informed by community input and recommendations received through Access Westminster, the 2030 Bicycle Master Plan, and the Transportation & Mobility Plan (TMP) currently in development. The TMP will include a bicycle network and supportive strategies and actions that will update and replace the 2030 Bicycle Master Plan.

34) **ACTION ITEM: Implement the Mobility Action Plan, including enhanced trail connectivity, promotion of “last mile” connectivity to regional transportation for commuters with places of employment and residences, and accessibility to those with disabilities.**

Development of Westminster’s first Transportation & Mobility Plan (TMP) continues, with anticipated completion in mid-2021. The TMP is part of the Westminster Forward coordinated initiative. The TMP will replace the 2030 Bicycle Master Plan, 2008 Comprehensive Roadway Plan, and the Mobility Action Plan. Key components of these existing plans will be integrated and updated in the TMP. Other major multimodal transportation projects underway include the Federal Boulevard Multimodal Transportation Study and design for the Denver Regional Council of Governments (DRCOG) Transportation Improvements Program-funded Sheridan Boulevard Multimodal Underpass project. , The City applied for and was awarded over \$729,000 in grant funding for critical traffic signal infrastructure and technology improvements through the DRCOG Regional Transportation Operations & Technology Set-aside program, with work anticipated to begin in late 2021. Staff continue to participate in regional working groups to contribute to the development a regional vision and guidelines for micromobility, Complete Streets, transportation technology, and Vision Zero.

In 2019 and 2020, Staff continue to implement street crossing safety improvements throughout the city, including installation of rapid flashing beacon (RFB) sign units and enhanced pedestrian crossing signals with audible alerts at existing and new crosswalks throughout the city to improve street crossing safety and visibility to neighborhoods, employment, schools, transit and other destinations, as well as speed awareness radar signs to help address speeding and safety concerns in neighborhoods.

35) ACTION ITEM: Promote commuter rail extension beyond Westminster Station along U.S. 36.

During 2020, Staff continued to coordinate with the Regional Transportation District (RTD) staff to explore options to extend the B Line to Downtown. Staff also worked in coordination with the Northwest Mayors and Commissioners Coalition (formerly the US 36 Coalition) to further completion of Northwest Rail and monitor emerging partnerships between Front Range Rail, Burlington Northern Santa Fe and Amtrak. Exploration continues into the potential to implement peak hour rail/start-up service with a few trips from Longmont to Denver Union Station in the morning, "laying over" in Denver, and returning to Longmont in the afternoon. Many commuter rail systems in the United States have begun in this type of phased operation, however, there are still significant investments required for passenger rail stations, passing tracks to allow shared track use, as well as vehicles and operational costs.