



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: March 30, 2011

SUBJECT: Study Session Agenda for April 4, 2011

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 (**Please note earlier time**) 5:00 P.M.

Centennial Celebration 5:30 P.M.

CITY COUNCIL REPORTS

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

PRESENTATIONS

Approximately 6:30 P.M.

1. Annual Zoning Code Updates
2. Minor/Emergency Home Repair Contract with Brothers Redevelopment
3. Discuss potential development opportunities (***verbal***)

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY ITEMS – Does not require action by City Council

1. Delivery of the City's 2010 Performance Report, *Take a Closer Look: How Performance Measures Build a Better City*
2. Annual Volunteer Appreciation Barbecue Event
3. Elimination of Alley Weed Control and Mowing by the Park Services Division

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





WESTMINSTER

Staff Report

City Council Study Session Meeting
April 4, 2011



SUBJECT: Annual Zoning/Land Development Code Updates

PREPARED BY: Mac Cummins, AICP, Planning Manager

Recommended City Council Action:

Provide input to staff regarding proposed Zoning Code updates. Direct staff to prepare an ordinance for adoption by City Council regarding the proposed Code revisions for 2011.

Summary Statement:

Last year, staff began an annual zoning code update process to remain current with development trends and attempt to “stay ahead of the curve” with regard to zoning regulations and requirements. A detailed list of items is outlined in the background section of this staff report. This effort meets all of the City Council’s goals by creating more organized, thoughtful community development. This will lead to better land use, zoning, and design decision making.

Expenditure Required: \$0

Source of Funds: N/A



Policy Issue:

Should the City make annual Code updates/revisions for 2011 through changes to Title XI of the Westminster Municipal Code (WMC)?

Alternative:

Do not support the proposed changes to Title XI in 2011. This option is not supported as the City would like to remain current with development trends and continually improve its land development code to reflect the City's vision for future development.

Background Information:

Staff is proposing a number of zoning code amendments this year; some that are "housekeeping" in nature, and some that are more substantive. Each of the proposed amendments is listed below, with an explanation of the current Code (if any) and the rationale for the proposed change.

1. Sales And Construction Trailer Regulation(s)

There is currently no regulation of temporary sales and construction trailers in the Code. In the past, staff has put notes on Official Development Plans (ODP's) to try to regulate these structures. Because the ODP is a permanent entitlement mechanism for a final site configuration, staff would propose to allow these kinds of structures in all zoning districts during construction, and should be removed within 30 days of completion of the project. Staff would also propose that these structures be on lots within the actual subdivision (because of problems occurring, this has to be specified) and would propose that "sales" trailers would need to meet the landscape requirements of the City's Landscape Code (construction trailers would not, as they have a different "feel"). Also, the City has not usually allowed gravel or other temporary parking surfaces. Staff would propose that "sales" trailers would need to have asphalt or concrete parking areas, but not construction trailers.

2. Neighborhood Meeting Requirement

Currently, staff believes that Council has an expectation that all proposed rezoning and/or public hearing items (large Official Development Plans (ODP's), Preliminary Development Plans (PDP's) etc.) are engaging in neighborhood open house meetings *PRIOR* to the public hearings. Staff generally talks about this process as a "requirement" of the development review process, though neighborhood meetings are only mentioned in the Plan Submittal Document; not in the WMC. Staff would propose adding a requirement to the WMC that requires a neighborhood notification process (which is typically how staff has conducted business in the past, but makes this a more formal requirement). The requirements would read as they do in the Plan Submittal Document, and would apply to any item requiring a public hearing, and certain types of ODP amendments which, in the discretion of the City, require some public input prior to administratively approving a proposal. This is consistent with how City staff has done business in the past, and is not a new requirement. The City's current practice has also been to use some discretion in when to require a public meeting, particularly for ODP's which quickly follow a PDP/rezoning public hearing. In a situation where an ODP is straight forward, the City

Manager (or his designee) has waived the requirement for a public meeting in lieu of a public outreach effort done via mail soliciting comments. Staff would propose to keep this practice in place, as it lends flexibility to the process and for relatively straightforward ODP approvals, this can expedite the process and be more “business friendly.” Staff is very conservative on this point. If there are concerns raised during the process, the practice has been to require a public open house prior to any public hearings on ODP approvals.

3. Addition of Definitions of Distribution Center and Warehouse

A couple of issues have arisen in the past year or so regarding the definitions of these two terms, compared to the business model for office warehouse or manufacturing with a retail showroom and/or delivery trucks. This has led to several discussions about what exactly is a *distribution facility* versus *delivery truck traffic*, and how warehouse is specifically defined.

Staff is proposing the following:

“DISTRIBUTION CENTER” shall mean a use where goods are received and/or stored solely for delivery to the ultimate customer at off site locations, and such goods are not manufactured or produced on site.

“WAREHOUSE” shall mean a use engaged in storage, wholesale, and distribution of manufactured products, supplies, and equipment, excluding bulk storage of materials that are inflammable or explosive or that present hazards commonly recognized as offensive.

4. Moving Sign Regulations for “Gas Pricing” Sign to a More Logical Location

Currently, these requirements are located in the “definition” of a “Gas Pricing Sign” and staff would propose moving the zoning requirements out of the definition and into the Zoning Code, where the sizing and operational requirements for signage are found. No material changes to the regulations are proposed. Staff views this item as a “cleanup” or “housekeeping” item.

5. Revising the Land Use and Development Fee Schedule

Staff believes that certain types of fees need to be updated. These include removing references to the Board of Adjustments, adding fees for Temporary and Special Events and minor recording fees, and, clarifying that PDP/ODP review fees are based on total site or lot acreage. See attachment for proposed changes. These are nearly all “clean up items.” The exceptions to this are a new fee for E-recording of small documents (letter size and legal size – reduced from the previous fee due to lower City costs in handling and recording smaller than 11x17 size); and the review fee for a Conditional Use permit was raised from \$250 to \$450, commensurate with the amount of time it takes to review this type of permit and consistent with the Special Use review fee.

6. Detached Garages and Accessory Structure Clarification

Some of the City’s residential subdivisions require, or have, detached garages accessed from alleys. The City’s Code allows for one detached accessory structure per residential lot. In the strictest interpretation of this definition, the detached garage *is* the one detached accessory

structure. This was not the intent of encouraging alley loaded streets and active streetscapes; i.e. to preclude a shed or storage area in the rear of the lot. Staff is proposing that a clarification be made that if a detached garage is provided for the purpose of satisfying the onsite parking requirements, that this detached garage *not* be counted as the accessory structure. Certain ODP's may prohibit accessory structures altogether. This Code provision would not change those prohibitions in any way.

7. Required Signatures for ODP Amendments

Planning staff and the City Attorney's Office (CAO) have discovered that there is a conflict in the Code provision that indicates who has "standing" to apply for an ODP amendment. In the Code, the word "owner" is used. The CAO has determined that this term should be considered to be a "plural" term, meaning that in order to process an ODP amendment, all owners of land covered by that ODP would have to sign the application. In the case of a commercial shopping center, this could be 20 or more owners of land, as there are outparcels, subdivisions, etc. In a residential subdivision, some of the City's ODP's have more than 600 lot owners. This strict interpretation of owners (plural) would require *all* of these lot owners to sign to make any change to an ODP.

In practice, requiring multiple owners to sign an ODP amendment is not how the City has done business for many years. In the past, individual lot owners have processed ODP Amendment applications for changes to their parcel without requiring the signatures of every property owner covered by the ODP. Examples include pad buildings at the Orchard (Target, Red Robin, etc.), as well as any building within a Master ODP (Bradburn commercial buildings, individual pad buildings at the Shops at Walnut Creek) – which are typically processed as "amendments" to Master ODP's. In these scenarios, each pad building was allowed to process an "amendment" to the master ODP *without* requiring that pad building to have every other parcel owner in the shopping center sign the ODP. Not allowing these changes to Master ODP's would be a fundamental shift in how the City has done business. It also allows for the potential that one lot owner could "hold the others over a barrel" if they wanted to by never signing an application for *any* change. It could be, at its worst, used as a weapon for anti-competitive reasons amongst parcel owners.

Community Development staff would propose changing the Code to simply clarify that individual lot owners have standing to apply for an ODP amendment, regardless of what they want to ask for. This could allow lot owners to ask for things that the City would be unhappy about, or thinks is a bad idea. However, when weighed against an interpretation of the Code that an individual property owner cannot apply for any form of ODP amendment without signatures of the other lot owners; this creates the potential for a scenario described above, and staff believes this was not the intent of the Code. This means that the City may have public hearings from time to time about proposals that are inconsistent with the City's desires and should be denied. Staff feels confident that simply allowing someone to have standing to make an application allows these individuals or businesses to "have their day in court" and that future decision makers will carefully weigh the impact of change within a Planned Unit Development (PUD) before rendering a decision.

Other alternatives of potential Code revisions have been discussed. These include requiring the signatures of all lot owners for amendments above certain thresholds (i.e. change in land use, or

changes in density/intensity, etc.), percentages of signatures within an ODP, etc. Community Development staff is not recommending any of these, in favor of the proposal above for two reasons. 1) The procedure outlined above is how staff has been successfully processing ODP amendments for as long as anyone can remember; and 2) To try to wrestle with and think of all the potential things we don't want to happen and create a system to preclude anyone from having standing to ask for those things will be cumbersome for individuals and businesses and will utilize tremendous amounts of staff time and research.

In weighing the likelihood of a potential negative outcome in the future vs. the staff resources to create an alternate process, staff recommends implementing a clearer Code change that allows for greater flexibility in the Planning process.

The preceding Code changes meet many of the Council's strategic plan goals. Keeping up to date and looking forward with zoning and/or land use decision making allows the City to be "safe and secure" by creating good, sound land use policy. These will also accomplish the "Vibrant Neighborhoods and Commercial Areas," "Balanced Local Economy," and "Beautiful City" goals by changing some of the land development Codes to require some items that will aid in the physical appearance of the community, both in the short, and long term.

8. Adding approved land uses from a PDP to an ODP

The Code, as currently written, allows the City Manager to approve ODP's up to 10 acres in size (20 acres for certain projects deemed to be "economic development" projects) administratively, assuming the ODP is compliant with the CLUP and the PDP. At the time of the initial ODP approval, any land use allowed on the PDP (which is compliant with the CLUP at the time of ODP application) can be administratively approved on the ODP. However, after the 1st ODP is approved, amendments to the ODP for "new" land uses (even if they are listed on the PDP), require public hearings before the City's Planning Commission. Staff would propose adding code language that would allow the City Manager to add land uses previously approved on a PDP to an ODP administratively, IF that land use were allowed on the PDP and still compliant with the current land use designation in the CLUP. This will streamline our approval process in redevelopment areas. An example of this is that many of our PDP's allow for multiple commercial land uses, but the ODP may only name "retail." This means that an ODP amendment (requiring public hearings) is necessary to add "restaurant" to the ODP, even if the PDP allows a "restaurant." As always, if there is any concern about a proposed new land use (staff concern based on previous discussions with Council, neighborhood concerns raised through the outreach process, etc.), staff will refer the matter to the Planning Commission for a public hearing.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment

- Attachment 1 - Land Use and Development Review Fee Schedule

11-1-6: LAND USE AND DEVELOPMENT REVIEW FEE SCHEDULE: (2598 3031 3152 3497)

(A) An applicant for any of the following land use or development reviews shall pay in advance the corresponding fee or fees:

(1) **Review Fees:**

PDP or amendment – Concept Review	\$350 (x) sq. rt. of acres (\$350 min.)*
PDP or amendment – Technical Review	\$350 (x) sq. rt. of acres (\$350 min.)*
ODP or amendment – Concept Review	\$400 (x) sq. rt. of acres (\$400 min.)*
ODP or amendment – Technical Review	\$400 (x) sq. rt. of acres (\$400 min.)*
Combined PDP/ODP (including amendments)	
Concept Review	\$550 (x) sq. rt. of acres (\$550 min.)*
Technical Review	\$550 (x) sq. rt. of acres (\$550 min.)*
<u>Establishment of Zoning/Rezoning</u>	\$500
Annexation	\$300
Comprehensive Land Use Plan Amendments	\$500
Minor Administrative Amendment (PDP/ODP)	\$250
<u>Minor Administrative Amendment (ODP)</u>	<u>\$75</u>
Public Hearing (each)	\$350
ODP Waiver	\$250
Special Use Permit	\$450
Temporary Use/ <u>Special Event</u> Permit	\$100
Board of Adjustment and Appeals	\$250
<u>Special or Conditional Use Permit</u>	<u>\$250/150</u>
Construction Drawing Reviews	\$750 + \$75 (x) sq. rt. of acres (\$1125 max)*
(Construction Drawing Reviews include, but are not limited to, Final Plats, Address Plats, Construction Drawings, and Public Improvements Agreements)	
Minor Replat (Lot Line Adjustment)	\$300
Vacations (R.O.W. and Easements)	\$300
Land Disturbance Permits	\$250
R.O.W./Street Cut Permit	\$50 + <u>Trench Cut Impact fee</u>
Development Sign Posting Fee	\$50

(2) **Other Service Fees:**

Zoning Verification Letter	\$50
Affidavit of Correction	\$100
Recording Fees for plats and plans	\$50 + \$20/Page
<u>Recording fee for letter and legal size (to be E-filed)</u>	<u>\$10/Page</u>
Flood Plain Information (non-residential only)	\$20

(3) **Document Fees:**

Plan submittal document	\$20
Comprehensive Land Use Plan	\$25
Northeast Comprehensive Development Plan	\$5
Copies of plans on file	\$5/Page
<u>Document(s) on CD</u>	<u>\$5/CD</u>

*Total site or lot acreage

(B) Applications requiring additional or modified submittals will be considered abandoned if the required submittal or re-submittal is not made within 180 days of the last submittal date and a new application and new fee will be required.



Staff Report

City Council Study Session Meeting
April 4, 2011



SUBJECT: Minor & Emergency Home Repair Program Contract with BRI

PREPARED BY: Tony Chacon, Senior Projects Coordinator

Recommended City Council Action:

Authorize Staff to prepare a contract with Brothers Redevelopment Inc. to administer the Emergency and Minor Home Repair Program for action by the City Council on April 11, 2011.

Summary Statement:

- The City Council authorized an assignment of \$50,000 in Community Development Block Grant (CDBG) funds in both 2010 and 2011 for the purpose of creating an Emergency and Minor Home Repair program for income eligible households.
- CDBG funding limits program participation to households earning low to moderate incomes, which equates to 80% or less of the Area Median Income as defined by HUD.
- Given the City's limited capacity to administer the program, a Request for Qualifications (RFQ) was issued to entities with the capacity to administer the program on behalf of the City.
- Five prospective partners were identified and sent the RFQ including:
 - Adams County Community Development (ADCO);
 - Brothers Redevelopment Inc.(BRI);
 - H&F Services, Inc.; and,
 - Rebuilding Together of Metro Denver.
- The City received three responses to the RFQ, with Adams County Community Development being the only entity not to submit a response.
- Upon review of the qualification statements, Staff determined that BRI had the necessary administrative and labor capacity, and CDBG related rehabilitation expertise and knowledge as compared to the other two prospects.
- Staff is recommending that the City enter into a contract with BRI to administer the City's program for the funding years 2010 and 2011.

Expenditure Required: \$100,000

Source of Funds: 2010 CDBG -- \$50,000
2011 CDBG -- \$50,000



Policy Issue:

Should the City enter into contract with an outside agency to administer a City program and expend City CDBG funds?

Alternative:

The City could choose to administer the program directly with its current Staff. Staff recommends Council not pursue this alternative because the City's staffing capacity and rehabilitation expertise is very limited, which could compromise the success of the program and put the City in poor standing with HUD.

Background Information:

The City receives an allocation of federal CDBG dollars on an annual basis to fund projects or programs that are of benefit to low to moderate income populations. The City receives about \$600,000 annually of which about \$480,000 is available for projects and programs. The remaining portion of the allocation is used to cover administrative costs. The City also receives about \$220,000 in federal HOME dollars through Adams County (ADCO) of which about \$200,000 is made available for housing related endeavors serving low to moderate income populations. Housing rehabilitation is an eligible activity for use of both the CDBG and HOME funds.

Over the last 12 years, the City has chosen not to use its CDBG allocation to fund housing rehabilitation but rather use a portion of its HOME allocation to provide such funding. Since ADCO has received the funds from the federal government on behalf of the City, the City contracted with ADCO to administer the rehabilitation program. While the HOME dollars have helped fund rehabilitation, the regulatory requirements effectively hampered the City's ability to provide a source of rehabilitation funds that could quickly be expended in a cost effective manner to meet eligible residents emergency or minor home repair needs. The HOME program has the potential to drive up the cost of a minor repair significantly given HUD's requirement that home deficiencies other than the immediate emergency/minor repair need also had to be addressed as part of the rehabilitation. Unlike HOME funds, the CDBG funds can be more readily used to remedy immediate situations detrimental to the health, safety and welfare of the occupants without creating a financial burden.

Given a high level of inquiry from Westminster residents regarding emergency and minor home repair over the last several years, City Council assigned \$50,000 of CDBG funds in both 2010 and 2011 for the purposes of creating an emergency and minor home repair program. While the City has the CDBG funds to create the program, it is limited in its ability to administer and operate the program. However, there are a number of outside entities that have experience in such programming that have working relationships with other local governments operating similar programs. Accordingly, City staff identified four potential sources of support and sent an RFQ for each. The RFQ was sent to the following entities for their consideration:

- Adams County Community Development;
- Brothers Redevelopment Inc. (BRI);
- H&F Services, Inc.; and,
- Rebuilding Together of Metro Denver.

Although ADCO currently administers the City's HOME Housing Rehabilitation Program, it chose not to respond to the RFQ. The other three candidates did submit their qualification statements. Upon thorough review and analysis of the qualifications and direct interviews, Staff believes BRI has the best capability and track record to administer and operate the City's program.

BRI is a well known and respected 501(C) 3 non-profit organization that is committed to affordable and livable housing and community revitalization and stewardship. BRI is best known for its housing foreclosure counseling and assistance and its Paint-A-Thon that serves hundreds of seniors annually. BRI also owns several senior based apartments including East Bay at Hidden Lake at 68th Avenue and Lowell Boulevard. And, more particular to the City's housing rehabilitation interests, BRI operates a housing rehabilitation program of its own along with contractual relationships with Thornton, Sheridan and Northglenn. BRI has extensive experience administering federal funds (including CDBG) through its rehabilitation program and also has in-house rehabilitation personnel that do most of the work. In instances requiring expertise (i.e. electrical, plumbing, etc.), BRI has a stable of pre-qualified specialists under contract. Another benefit to partnering with BRI is the opportunity to piggyback with other services they provide that can keep costs down and expand the range of house improvements as identified and needed. For example, a senior household needing a new water heater may be eligible for and added to the Paint-A-Thon list.

The program as proposed would limit the amount of funding to \$5,000 per household. The funds would be provided as a grant to the household. All households at 80% or less of AMI would be eligible to apply. BRI would be paid an administrative fee based on actual time spent on each eligible project and would operate in accordance with eligible activities as identified in the contract documents. The administrative cost reimburses BRI for taking inquiries and processing applications from prospective grantees. Generally this includes involvement of an intake clerk that works to gather all required documentation to determine eligibility and ensure HUD regulatory compliance and a rehabilitation assessor that conducts an on site visit to establish scope of improvements and verify completion of the project. The administrative fee shall not exceed \$1,000 per the contract, but it is estimated that the average administrative cost will be in the range of \$500. BRI's fees are competitive and Staff will monitor these costs closely to assure that they are appropriate. Labor costs involved in the actual rehabilitation work are covered within the \$5,000 grant limit. A further provision of the contract would exempt BRI from paying building permit fees and use tax given the rehabilitation work is funded with City funds. Staff is recommending that BRI be granted a contract of \$100,000 for the CDBG funding years 2010 and 2011.

The proposed program meets the City's Strategic Plan Goal of "Safe and Secure Community" whereby financially challenged residents will be provided a means of accessing resources to make essential repairs to their homes thereby protecting the health and safety of the household. The program further promotes the goal of "Vibrant Neighborhoods and Commercial Areas" whereby maintaining the livability and structural integrity of residential properties minimizes the potential for abandonment which can become a blighting factor on the neighborhood.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
April 4, 2011



SUBJECT: Delivery of the City's 2010 Performance Report, *Take a Closer Look: How Performance Measures Build A Better City*.

PREPARED BY: Aric Otzelberger, Senior Management Analyst

Summary Statement:

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

As part of the City of Westminster's commitment to accountability, open communication, continuous improvement, and SPIRIT (Service, Pride, Integrity, Responsibility, Innovation, and Teamwork), the City continues to utilize performance measurement as a key management tool. Performance measurement allows the City to continuously evaluate the effectiveness and efficiency of its operations. Performance measurement helps the City improve the delivery of services, the management of resources and the quality of policy recommendations. *Take a Closer Look: How Performance Measures Build A Better City* is the City's annual performance report and reflects 2010 performance measurement efforts and accomplishments in an easy-to-read format. Performance measures help gauge the success of the City's actions towards effectively fulfilling City Council's Strategic Plan Goals and Objectives.



Background Information:

Performance measurement helps the City improve the delivery of services, the management of resources and the quality of policy recommendations. The performance measurement program enhances accountability with the public and allows the organization to provide the community a more meaningful assessment of the City's achievements. The performance measurement program requires that employees step back from their day-to-day work and assess how essential services are being provided.

The City's performance measurement program is comprised of three parts. The first consists of the City of Westminster's operational performance measures. These measures are designed by Staff in each department to show year-to-year trends for City programs and projects and to describe progress made towards achieving City Council's Strategic Plan Goals and Objectives. The second part of the program involves collecting and utilizing comparative statistics from the Colorado Performance Measurement Consortium, which operates in partnership with the International City/County Management Association's (ICMA) Center for Performance Measurement (CPM) and the Colorado Municipal League. This aspect of the performance measurement program gives the City an opportunity to compare its operations to other governmental entities in the Front Range. Most of the comparative information Council will see in this year's *Take a Closer Look* reflects 2009 data, as "clean" 2010 data is not yet available. The final component of the City's performance measurement program is the City's Biennial Citizen Survey, which provides important data on citizen perceptions of quality of life and City services.

Take a Closer Look reflects Staff's desire to share meaningful information regarding the City's service efforts and accomplishments in an easy-to-read format. *Take a Closer Look* presents a sampling of the City's 400+ performance measures in a concise, visually appealing manner. The report will also be posted on the City's Web site.

The City of Westminster is recognized as a leader in performance measurement efforts by professional organizations and the local government community. In 2010, the City of Westminster received ICMA's "Certificate of Excellence" Award for exceptional accomplishments in performance measurement. This is the second year that Westminster has received this level of award. This award category is the highest recognition provided by ICMA regarding performance measurement. Westminster was one of only 21 cities across ICMA's worldwide membership to receive this honor. In addition, the City has received other recognition and awards from ICMA prior to receiving the "Certificate of Excellence."

Respectfully submitted,

J. Brent McFall
City Manager

Attachment

TAKE A
CLOSER LOOK

How performance measures build a better city.



2010
PERFORMANCE
REPORT

PURPOSE OF THIS REPORT

Welcome to *Take a Closer Look*, the City of Westminster's annual performance measurement report. The City continues to utilize performance measurement as part of its commitment to accountability, open communication, continuous improvement, and SPIRIT (Service, Pride, Integrity, Responsibility, Innovation, and Teamwork). Performance measurement allows the City to continuously evaluate the effectiveness and efficiency of its operations. Information gathered through performance measurement helps the City improve the delivery of services, the management of resources, and the quality of policy recommendations. Performance measurement is a management tool utilized to help "keep the finger on the pulse" of critical City services and activities.

Most importantly, the City's performance measures help evaluate progress made towards achieving the City's Strategic Plan Goals. The City of Westminster's 2010-2015 Strategic Plan Goals are:



**FINANCIALLY SUSTAINABLE
CITY GOVERNMENT PROVIDING
EXCEPTIONAL SERVICES**



SAFE AND SECURE COMMUNITY



**STRONG, BALANCED
LOCAL ECONOMY**



**VIBRANT NEIGHBORHOODS
IN ONE LIVABLE COMMUNITY**



**BEAUTIFUL AND
ENVIRONMENTALLY
SENSITIVE CITY**

These goals aim to fulfill the City of Westminster's mission of delivering exceptional value and quality of life. Several objectives and specific actions are linked to each goal. Performance measures help gauge the success of these actions in effectively fulfilling the objectives and goals.

The City of Westminster's performance measures are derived through a variety of sources. City employees in all departments have created meaningful internal operational performance measures and performance targets. 2010 data for many of these "internal" measures are included in this report. In addition, the City conducts a biennial Citizen Survey to gather citizens' views of the quality of life and city services in Westminster. Several results from the City's 2010 Citizen Survey are included in this year's report. Westminster results are compared to national and Front Range averages where appropriate. However, these specific figures for averages cannot be published due to a contractual agreement with the National Research Center, who conducts the Citizen Survey.

To gather relevant and accurate comparative performance measurement data, the City of Westminster participates in the 10-member Colorado Performance Measurement Consortium (CPMC) through a partnership with the International City/County Management Association's Center for Performance Measurement (ICMA CPM) and the Colorado Municipal League. The City also utilizes several professional associations to gather relevant benchmarking data. Due to required data cleaning and the actual release of data reports, most of the comparative information in this year's *Take a Closer Look* reflects 2009 data. ICMA CPM will release 2010 CPMC data later this year.

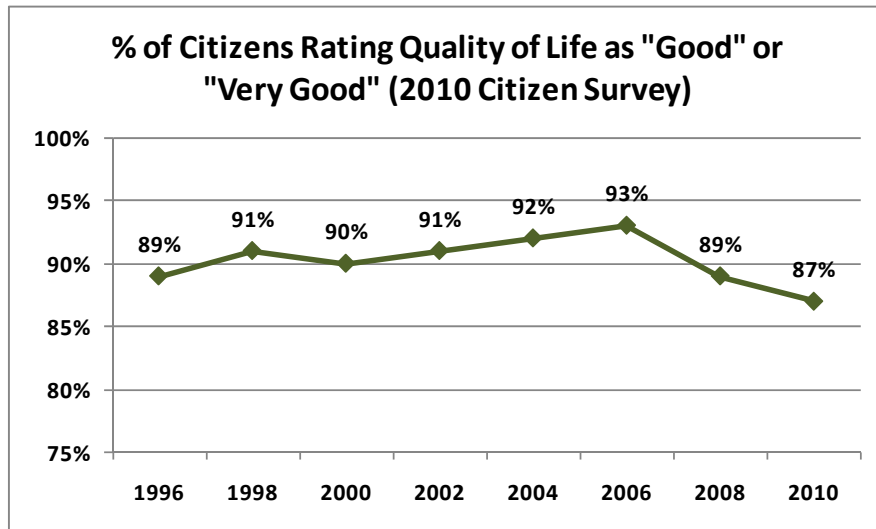
This report is organized alphabetically by outcome area. A table of contents can be found on the next page. We invite you to *Take a Closer Look* at the City's performance.

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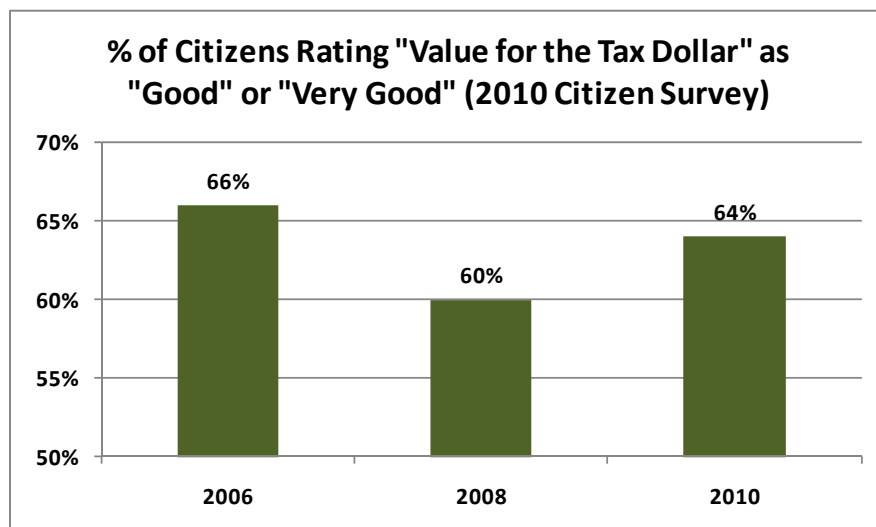
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DELIVERING EXCEPTIONAL VALUE AND QUALITY OF LIFE

This is the City of Westminster's mission statement, which explains "why we are here." Citizen perception measures generated through the City's Biennial Citizen Survey help assess how well the City is doing in fulfilling its mission. Overall, citizen perceptions regarding quality of life remain very high. A slight downward trend in "Overall Quality of Life in Westminster" is a reminder of the importance of the work being done to sustain and improve quality of life in the City. Eighty-seven percent (87%) of citizen respondents indicated that the quality of life in Westminster was "good" or "very good." This reflected a slight decrease compared to 2008 and was slightly below the City's average rating for the past five surveys (90%). Westminster residents rated their quality of life higher than residents in other jurisdictions across the nation, but slightly lower than those in the Front Range (this comparison data relates only to other cities who utilized the National Research Center to conduct a citizen survey and who asked the same question).



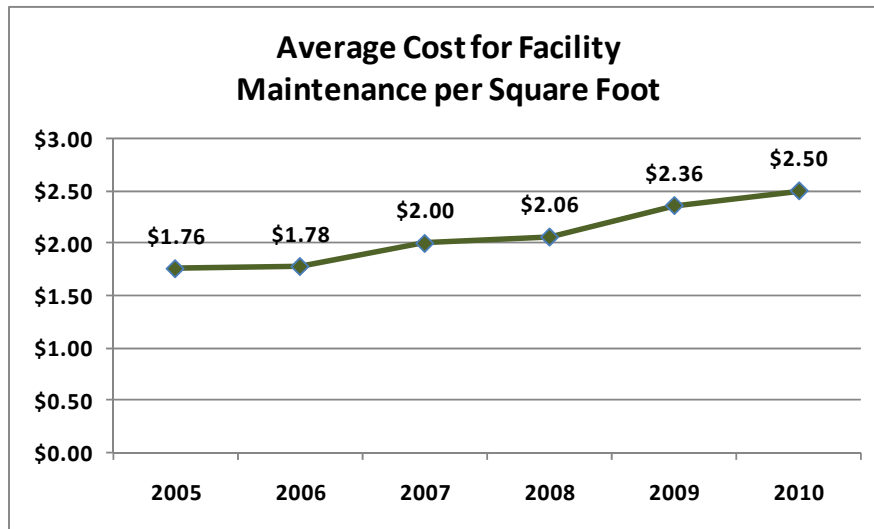
The City's 2010 Citizen Survey also produced important data for another performance measure related to the City's mission. In 2010, 64% of citizen respondents either "strongly agreed" or "somewhat agreed" that they receive good value for the City of Westminster taxes that they pay. This rating improved by four percentage points compared to 2006 (60%). The City of Westminster's rating on this measure remains well above the national average. This outcome is even more notable given the political environment and general discontent with the economy at the time the survey was conducted. The City does not take this outcome lightly and it serves as a reminder of the City's obligation to serve as a good steward of taxpayers' dollars.



Building Maintenance: Taking Care of Facilities and Resources



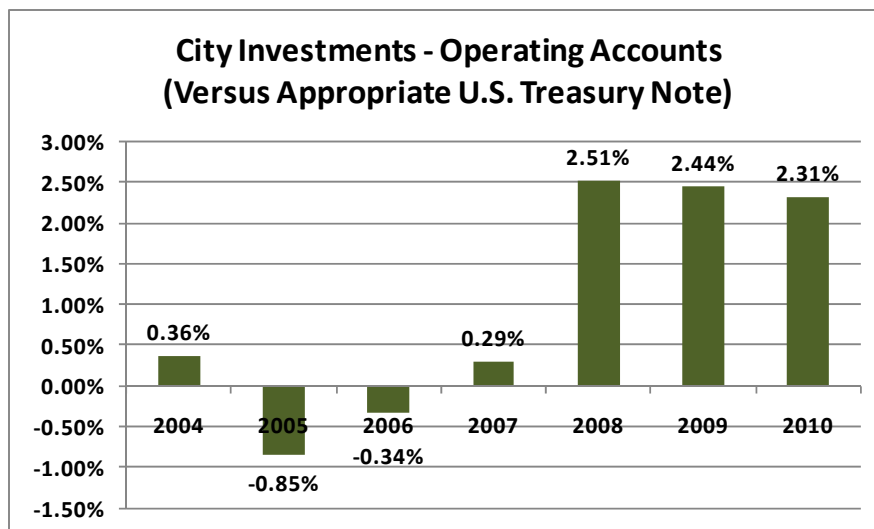
The City works to effectively maintain public facilities at the lowest possible cost to citizens. In 2010, facility maintenance cost per square foot increased by \$0.14 over the previous year. This was due to increases in several costs associated with public recycling drop-off locations, elevator maintenance and commodities (light bulbs, paper products used for restrooms and environmentally-safe cleaning products). Staff partially offset these increases through an overall reduction to custodial services. As part of the City’s core services process, Building Maintenance implemented changes in August 2010 by reducing cleaning service frequencies in a number of facilities. Staff also cancelled a custodial services contract at the Municipal Services Center. These actions saved the City \$16,000 and prioritized financial resources.



City Investments: Reasonable Returns While Maintaining Liquidity



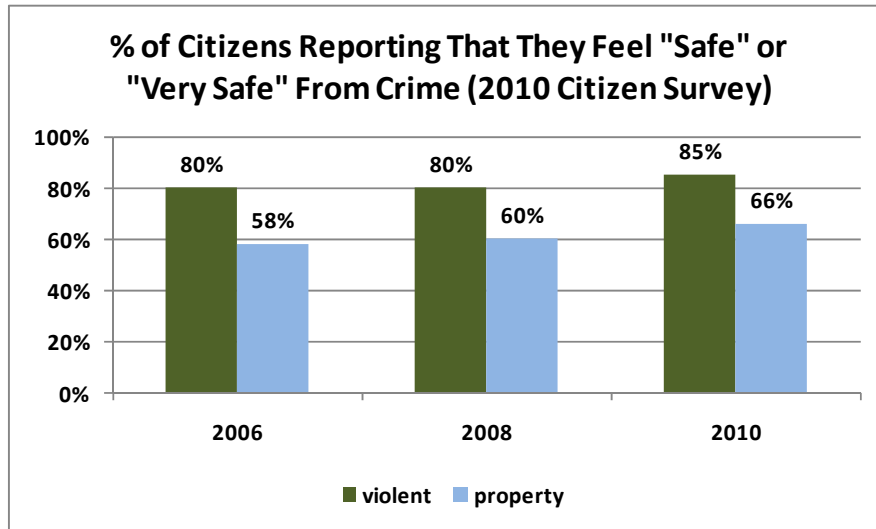
During 2010, the City had between \$120 million and \$135 million in cash invested in its operating account. The goal of the City is to attain a rate of return on these invested assets that exceeds the appropriate benchmark rate. However, the primary goal for these funds is to maintain their liquidity to meet anticipated cash flow needs in providing City services. The Federal Reserve policy that started in 2008 continued throughout 2010, which kept short-term interest rates at almost 0% to mitigate the adverse impacts of the “Great Recession.” Against this backdrop, the City’s portfolio performed well, benefiting from holding longer dated securities (the average maturity of portfolio holdings at the beginning of the year was 446 days and at the end of the year was 575 days). The City also purchased “step-up” securities whose yield increases after a certain period of time if they are not called. This permitted the assets in the portfolio to continue to outperform the benchmark. For 2010, the excess return of the City’s operational portfolio over the “risk free” rate was 2.31%.



Crime Rate Trends: Supporting a "Safe and Secure" Community



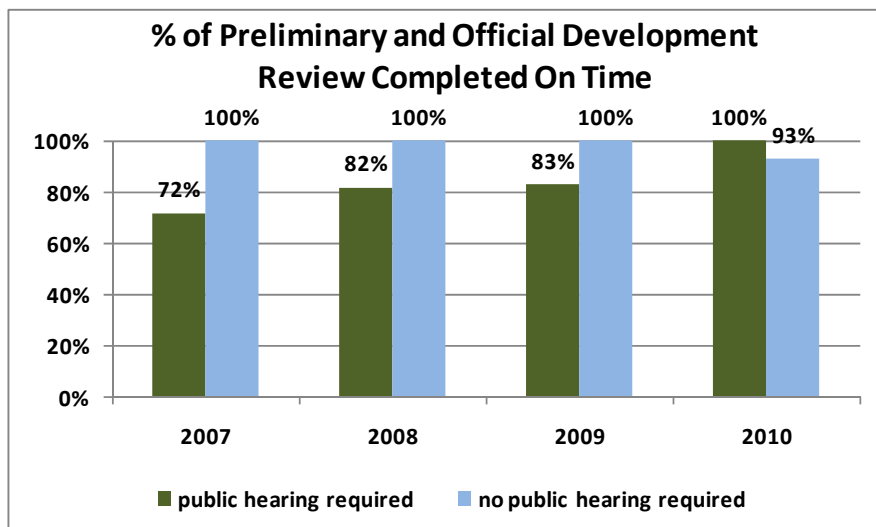
In the 2010 Citizen Survey, a majority of residents reported feeling "very" or "somewhat" safe from violent and property crimes. These 2010 ratings slightly improved over past ratings. Westminster was rated much above national benchmarks for feelings of safety from violent and property crimes. Compared to Front Range averages, Westminster residents' ratings were above average for feelings of safety from violent crimes and similar to the average for feelings of safety from property crimes. Looking at actual crime statistics, both Part 1 violent and property crime rates in the City have been on a downward trend over the past four years. From 2006 to 2009, the City has experienced a 16% decrease in violent crime and a 21% decrease in property crime (according to FBI data). While there are numerous socioeconomic factors that go into crime, these reduced crime rates can be partially attributed to smart policing, problem solving, crime analysis, proactive enforcement, citizen contacts, public education and multi-agency task force operations.



Development Review: Time is Money



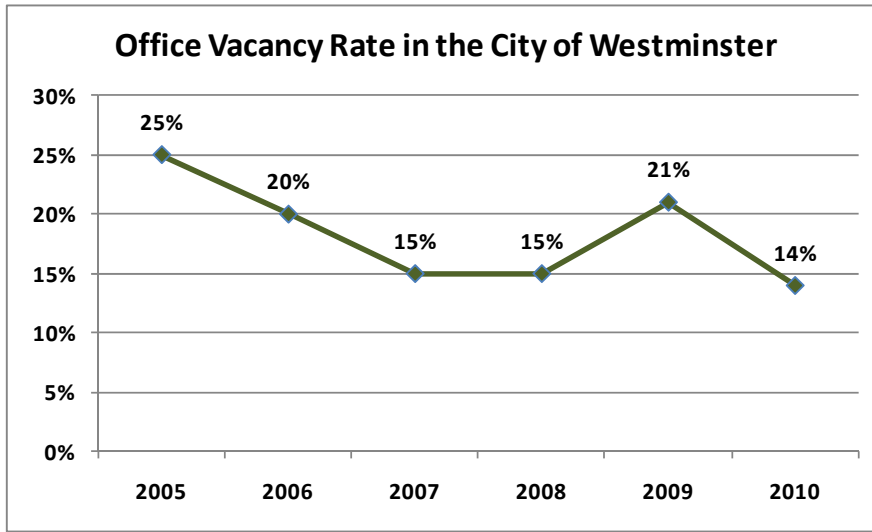
In order to be competitive with other Metropolitan Denver cities and provide ongoing excellent customer service, it is essential that the City perform development reviews in a timely manner. One of the Planning Division's performance measures tracks the percentage of development review projects completed by the City's established timelines. The City's review timelines specifies 90 days of City review time for administrative approvals and 120 days when public hearings are required. Planning Staff was able to complete all projects requiring public hearings by the timeline 100% of the time and 93% of administrative approvals were completed by the timelines. Some of the reasons that a review may not happen on time are out of the control of City Staff, such as neighborhood involvement, developer changes to plans, controversy, etc. Overall, however, Planning continues to succeed in processing applications in a timely manner.



Economic Development Outcomes: Slow Recovery



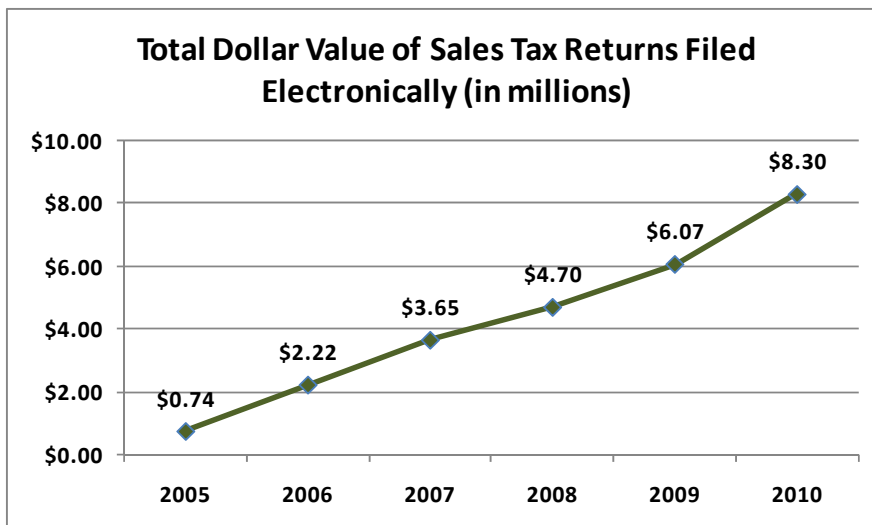
The City’s key economic outcomes show an economy in recovery, albeit a slow one. Over the 12 month period, Staff looked at the number of new businesses that commenced operations in the City versus the number of businesses that closed. Overall, there was a very slight increase in the number of overall businesses operating in the City of Westminster (net business growth = 0.05%). The office vacancy rate at the end of 2010 was 14%, which represented a significant decline from 2009. This percentage reflects sub-lease space as well as standard space available for lease. The percentage vacant is comparable to other north metro communities. This vacancy rate decreased significantly during 2010 because of business announcements and moves, such as the Scottrade relocation to Westminster. Of course, these moves also helped drive the 617 new primary jobs created in the City in 2010.



Electronic Sales and Use Tax Filing: Delivering Convenience And Saving Money



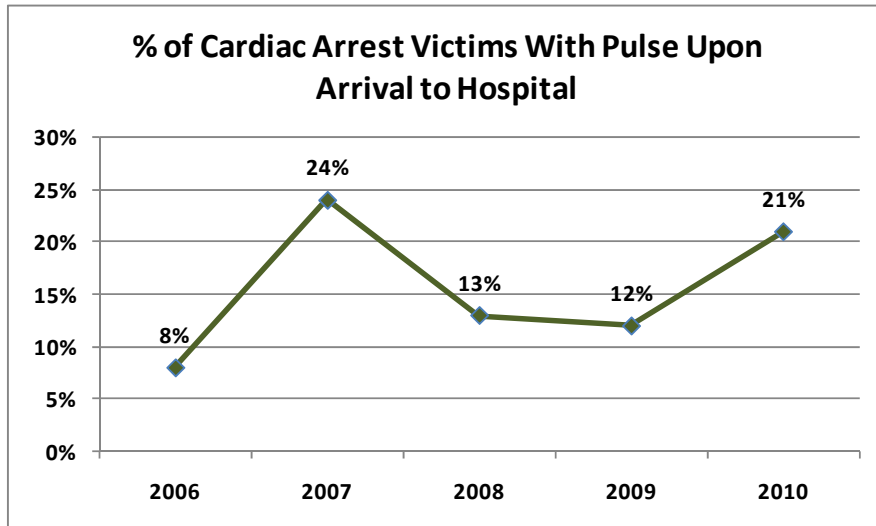
The City’s Sales Tax Division focuses on maximizing tax revenues for the City and reducing costs through the timely and accurate processing of tax receipts. Along these lines, increasing electronic filing is a focus of the Division. In 2010, the total number of returns filed electronically via the City’s electronic filing service increased by 14% to 4,713. Electronic filings represented approximately 16% of the total number of returns filed (versus 14% in 2009). These results exceeded the Division’s 2010 target of 15%. As the number of electronic returns has increased, so has the dollar amount of sales and use tax paid electronically, as shown in the graph below. While the measures show that taxpayers’ voluntary use of electronic filing has increased, the percentage of all taxpayers using the service remains quite low. Staff’s plan during 2011 is to investigate the possibility of integrating new features into the current electronic system to increase participation, as increased participation will improve accuracy of returns overall while saving Staff resources.



Emergency Medical Services: Cardiac Transport



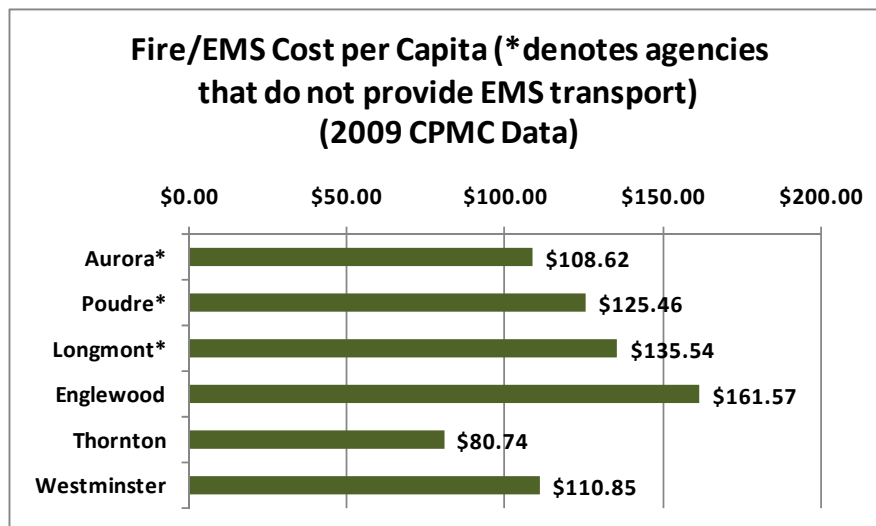
In 2010, 21% of cardiac arrest patients were resuscitated to exhibit a pulse upon delivery to a medical facility. This outcome saw improvement compared to recent years. There are numerous variables influencing this overall outcome. Naturally, the existence and strength of a patient’s heart rhythm upon arrival of the EMS crew dramatically affects the probability of resuscitation and survival, along with Staff’s ability to deliver a cardiac arrest patient with a pulse to a hospital. Other variables include time delay in initiating an emergency response, incident response time, amount of time the patient has been unresponsive and prior medical condition of the patient. The expansion and continued use of automated external defibrillators within the community should have a positive contribution to this measure in future years.



Fire and EMS: Competitive Cost per Capita



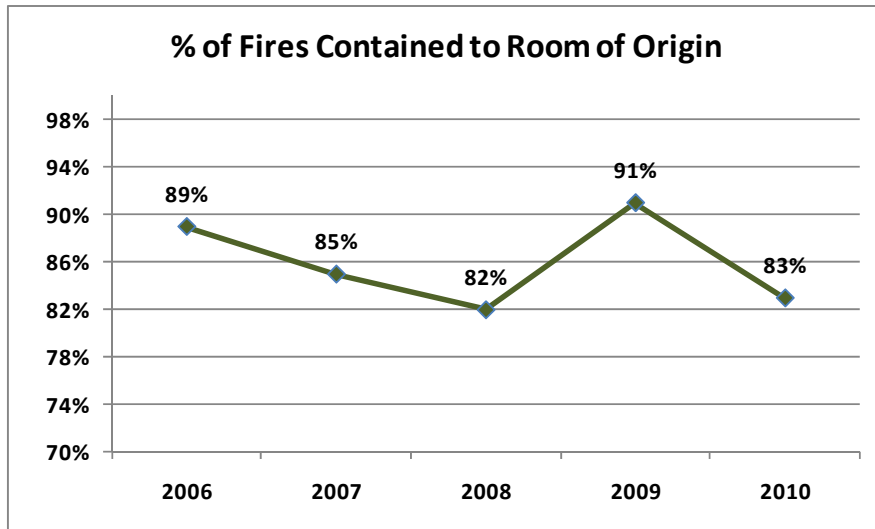
The Fire Department works diligently to control costs while providing excellent service, as demonstrated by a low cost per capita for fire and EMS services. The Fire Department’s 2010 cost per capita was \$116.17. This cost correlates population with the Department’s 2010 operating budget that covers employee pay and benefits, equipment and related operating expenses. The Fire Department understands the importance of providing high quality services at a reasonable cost, while offsetting expenses through revenue collection whenever possible. In 2009, several Colorado Performance Measurement Consortium cities provided cost per capita data to compare with each other. This benchmark shows a high value for a fire department of Westminster’s size that provides both fire and EMS services.



Fire Containment: Limiting Flames to the Room of Origin



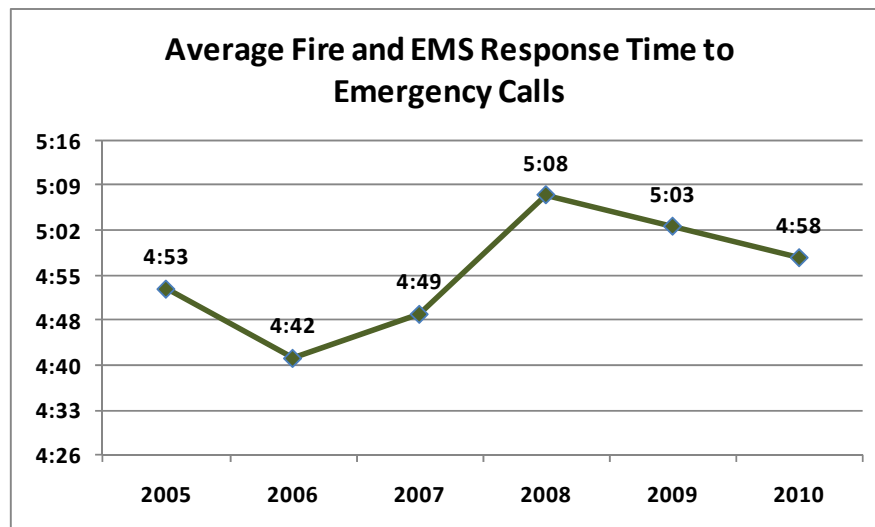
In 2010, the Fire Department achieved 83% effectiveness in confining fires to the room of origin in residential occupancies. This is down from 2009, which saw a 91% success rate for this measure. The Department’s five-year average for this measure is an 86% success rate and the Department’s target goal for this measure is a 90% success rate. 2009 was the first year the Department achieved this target goal. Containing a fire to the room of origin increases the survival rate for inhabitants of the structure and limits the damage sustained to property. Although containment of a fire to the room of origin can be affected by factors such as how quickly the fire is discovered, reported and responded to, the measure adds value in assessing the effectiveness of the initial actions performed by fire crews. Factors influencing this measure include travel times and a focus on the quality of fire training.



Fire and EMS Response Times: Every Second Counts



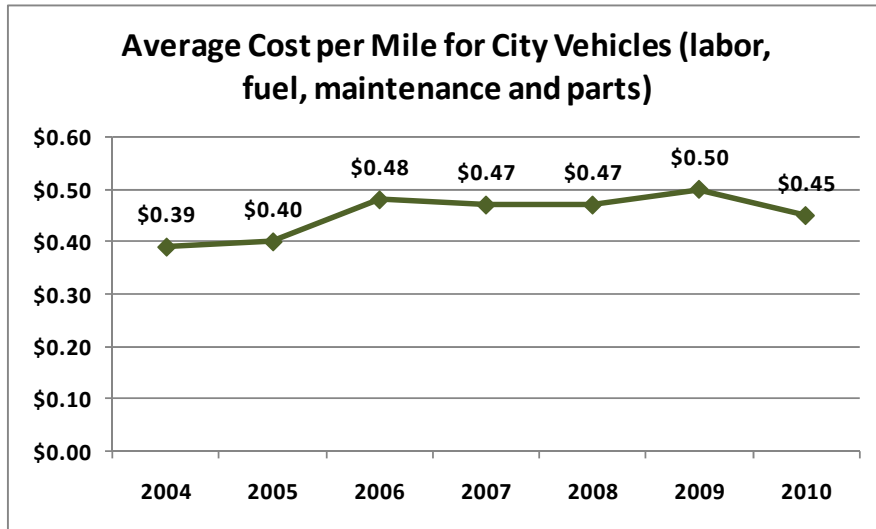
A safe and rapid response is a key element in providing a “Safe and Secure” community, especially with a medical emergency or in the instance of a rapidly developing fire. Over the past two years, Fire and EMS response times have improved from a 5:08 minute average response time in 2008 to 5:03 (2009) and 4:58 (2010) minutes. Westminster continues to experience a call processing time of 41 seconds, well below the recognized national standard of one minute. Fire and EMS Staff’s strong collaborative partnership with Emergency Communications Staff helps maintain this superior performance. Turnout times increased slightly from 57 seconds in 2009 to 58 seconds in 2010. This continues to reflect a turnout time below the national recommended goal of one minute. The installation of a new fire station alerting system, presently being installed, is expected to assist with continued high performance with turnout time.



Fleet Management: Dependability and Efficiency



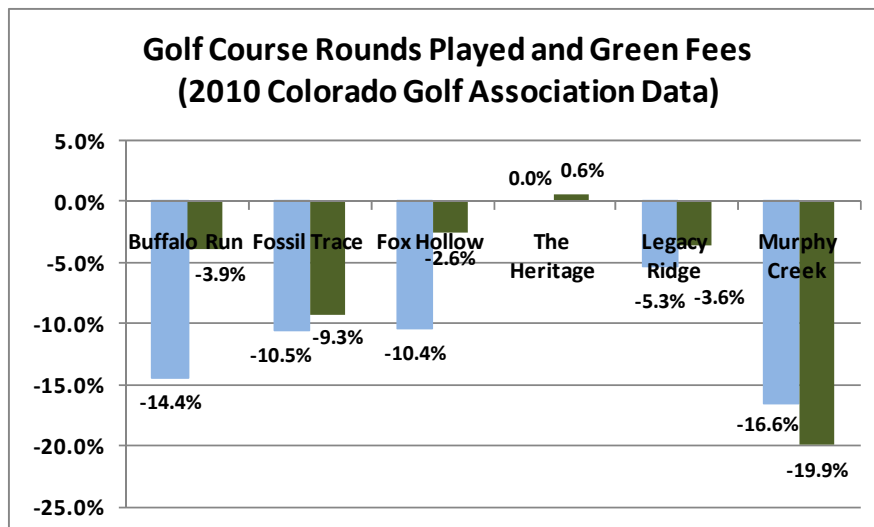
Vehicle cost per mile is an initial indicator of an efficient fleet operation. With basic cost per mile information in hand, all components that feed into that cost can be scrutinized and measured. These components include labor rates, labor efficiencies, sub-let repair percentage, fuel costs and parts costs. To accurately track labor efficiency, certain industry standards such as downtime and direct billable hours. Scheduled versus non-scheduled repairs are another measurement that feed into shop efficiency, and ultimately vehicle, cost per mile. Looking further into the City’s vehicle cost per mile, Staff can measure other components such as average vehicle age. When vehicles are replaced within their life cycle, the impact is usually positive. For instance, most Westminster vehicles are scheduled for replacement within an 8 year or 100,000 mile criteria. Currently, the average for all City vehicles is 8.27 years.



Golf Rounds and Greens Fees: Challenges Continue



According to the Colorado Golf Association (CGA) and National Golf Foundation (NGF), the golf industry as a whole will continue to show a small decline in 2011. The City’s two municipal golf courses, Legacy Ridge and The Heritage at Westmoor, continued to be challenged by a weak economy and poor weather conditions. Each golf course struggled from January to March. Legacy Ridge was down 1,617 rounds compared to the same period in 2009, which represented a revenue loss of \$47,452. Heritage was down 691 rounds, for a revenue loss of \$4,876. Total tournament rounds for both courses declined by 64 from 2009 to 2010. Comparing 2010 to 2008, the last “good” tournament year, 2010 was down by 2,593 rounds. Total 2010 tournament revenue for both courses combined was \$185,510 below 2008 levels. Despite overall decreased business spending on golf, the City’s Corporate Pass Program increased by two corporations in 2010 to a total of 17 corporate passes. Golf Staff continues to work different strategies to increase play and revenues.

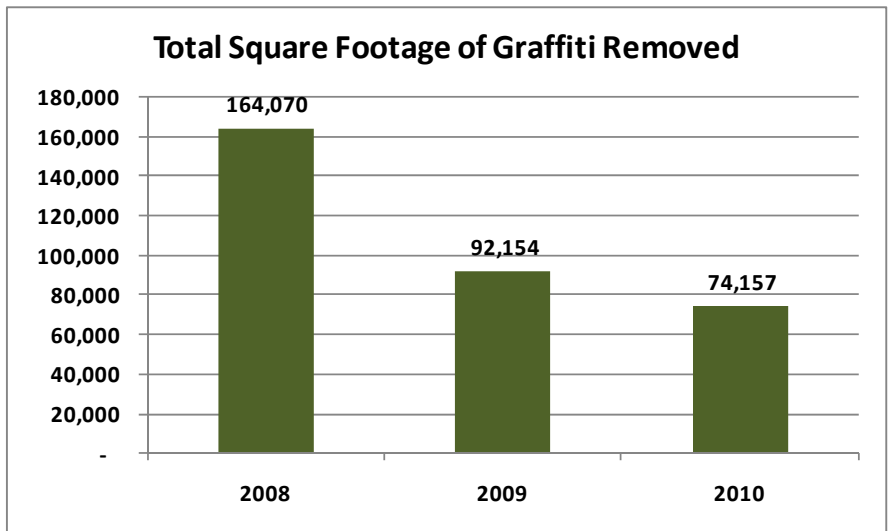


* Hyland Hills did not report data to CGA for 2010

Graffiti: Effective Eradication and Enforcement



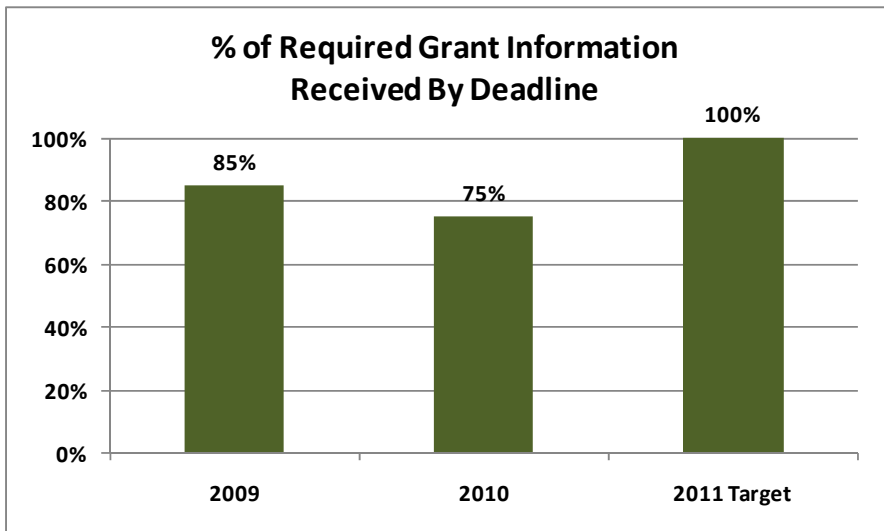
Over the last several years, the City of Westminster’s Graffiti Program has proved to be effective in reducing the prevalence of graffiti in the community. Total square footage of graffiti removed in 2010 decreased by 20% compared to 2009 due to an overall decline in graffiti vandalism in the City. Through active surveillance operations, the department has been able to capture graffiti vandalism in progress. There have been a number of cases successfully prosecuted in Municipal Court under the City’s tough graffiti ordinance. In addition, the City’s prohibition on the sale of graffiti writing materials and its seven-day requirement for graffiti removal have helped to combat the problem. In the 2010 Citizen Survey, 85% of respondents reported graffiti as being at least a “minor” problem, which was a drop from 90% in 2008. When graffiti did strike and was reported in 2010, City Staff averaged 0.26 days to remove it (less than a half of a day), which was 46% faster compared to 2009.



Grant Management: Integrity in Financial Reporting

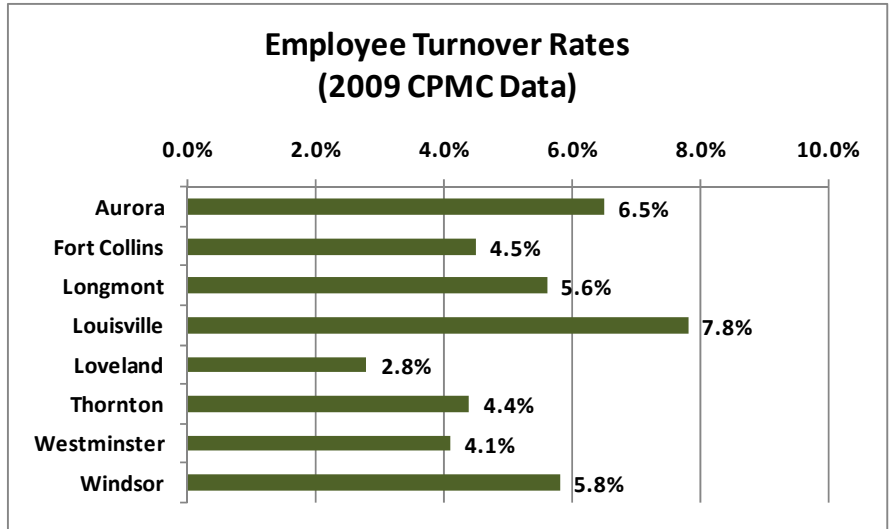


For several years, the City’s external auditors had highlighted the need to improve internal controls around the tracking of federal grants. In response to these comments, the City developed a Grant Administration Policy to address the identified weaknesses. To track the effectiveness of the new policy, a performance measure was put in place in 2009 to look at variances in reporting and overall accuracy. This performance measure suggests that since implementation of the new Policy, the consistency and accuracy of the final reported grant information has improved by about 57%. Improved administrative controls have served to mitigate audit findings while improving reporting compliance. However, in 2010, only 75% of all grant information requested was received by the established deadline (compared to 85% in 2009). While all required information was received for federal grants, some information on state and local grants was delayed. Staff will provide targeted training to bring about improved communications and reporting compliance on state and local grants in 2011.



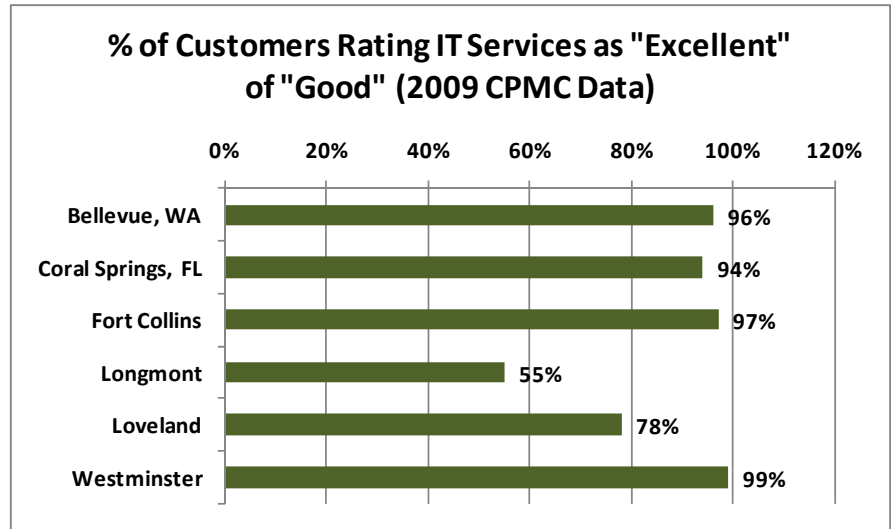
Human Resources: Managing Through Challenging Times 

2010 was a year full of change and challenge for the organization. Human Resources worked in a number of ways to support departments and employees in effectively preparing for and determining action as they addressed staffing reductions and other challenges associated with the core services process, which resulted in a reduction in force of over 70 positions. Another notable change-creating event was the movement of several hundred staff members to a “Focused Workweek” (4/10 schedule). Amidst this change, Human Resources continued to work on maintaining a competitive employee compensation package, talent acquisition and retention, wellness efforts and employee development. Retaining top performers and values-driven employees is an indicator of success with numerous Human Resources efforts. Based on 2009 comparative data from the Colorado Performance Measurement Consortium, the turnover rate for Westminster is relatively low, which is a positive indicator.



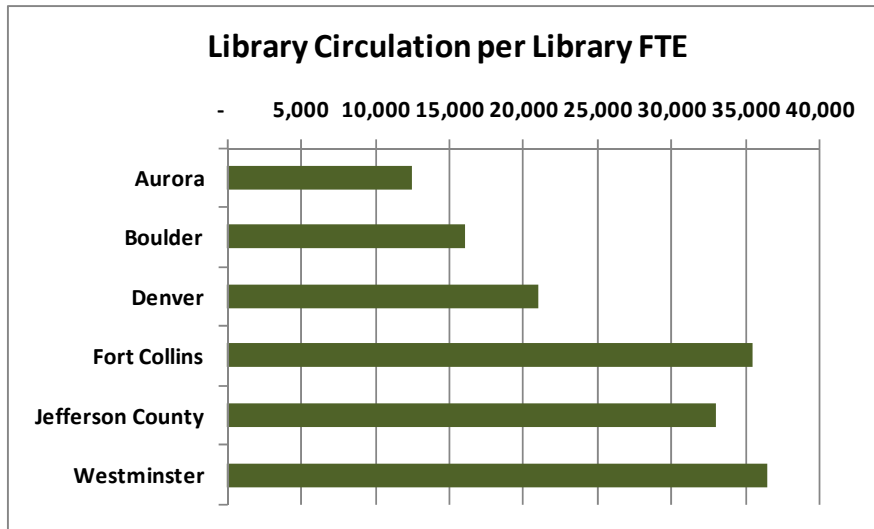
Information Technology: Excellent Customer Service 

Staff across the City depend on excellent IT services in order to deliver excellent service in turn to citizens and businesses in the community. The Information Technology Department continually monitors the level of satisfaction with IT provided services by conducting ongoing customer service evaluations. Each month, 30 to 40 customers are provided with an electronic survey form to provide feedback in the areas of communication, cooperation, technical knowledge, responsiveness and overall satisfaction. For 2010, overall ratings exceeded the goals. When compared to all 37 cities reporting 2009 data on overall IT satisfaction to ICMA’s Center for Performance Measurement, Westminster ranked 3rd in the total percentage of customers rating services as excellent. Compared to other Colorado Performance Measurement Consortium cities, Westminster ranked first in this category.



Library Usage: Among The Busiest and Most Efficient In The State

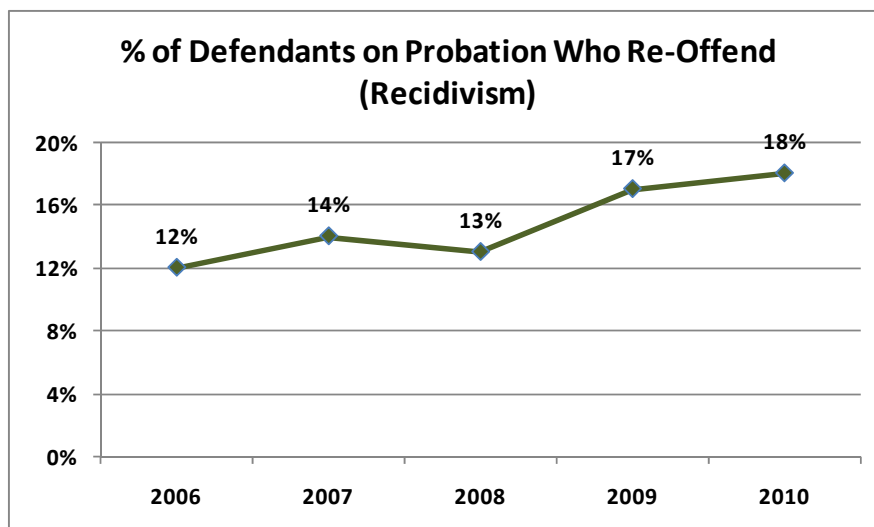
The Westminster Public Library is among the busiest library systems in Colorado and has been for most of the last decade, according to the Library Research Service (LRS). Westminster’s circulation per Staff hour shows a highly-used library system that manages Staff resources efficiently. Of the five other libraries participating in the Colorado Performance Measurement Consortium (Aurora, Boulder, Longmont, Louisville, and Loveland), Westminster ranked first in circulation per Staff hour. In 2010, a long-standing trend reversed that might allow the Westminster Public Library to better focus on the needs of Westminster residents in the future. The Library experienced a decline in circulation, going from an all-time high in 2009 of 1,530,997 to 1,399,329 in 2010. The bulk of the decreasing figures is due largely to the reduction of non-residents checking out materials. In 2010, the Rangeview Library District opened the Huron Anythink library at 92nd and Huron Street and the 45,000-square-foot Wright Farms Anythink library at 120th and Holly Street.



Municipal Court: Working to Reduce Recidivism



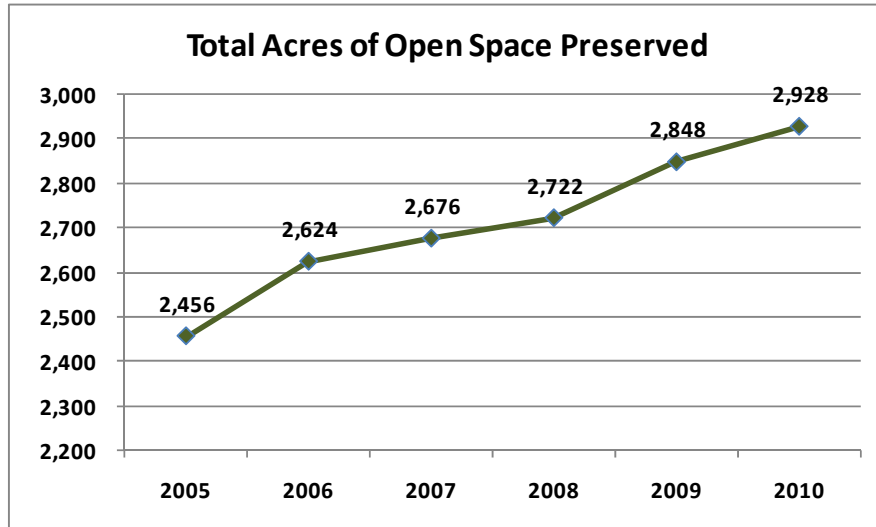
Ensuring a “Safe and Secure Community” requires the City’s Probation Section to monitor individuals who have committed crimes in the City and assist them in finding resources so that they can live a crime free lifestyle. A performance measure in this service area is the percentage of defendants who re-offend. This measure saw a slight increase to 18% in 2010. To put this figure into perspective, it is 236 re-offenses spread between the 1,334 defendants on probation during 2010. The target goal for this measures in 2010 was 15%. This increase in re-offenses over the past two years may be partially attributed to ongoing economic struggles and an increase in unemployment. Many probationers are at a dramatic disadvantage in today’s job market as they are undereducated and typically do not have a consistent job history which, coupled with the fact that they have a criminal history, makes it more difficult for them to obtain steady employment. Staff continues efforts to help defendants meet these challenges and successfully complete probation.



Open Space Acquisition: Supporting a Beautiful City



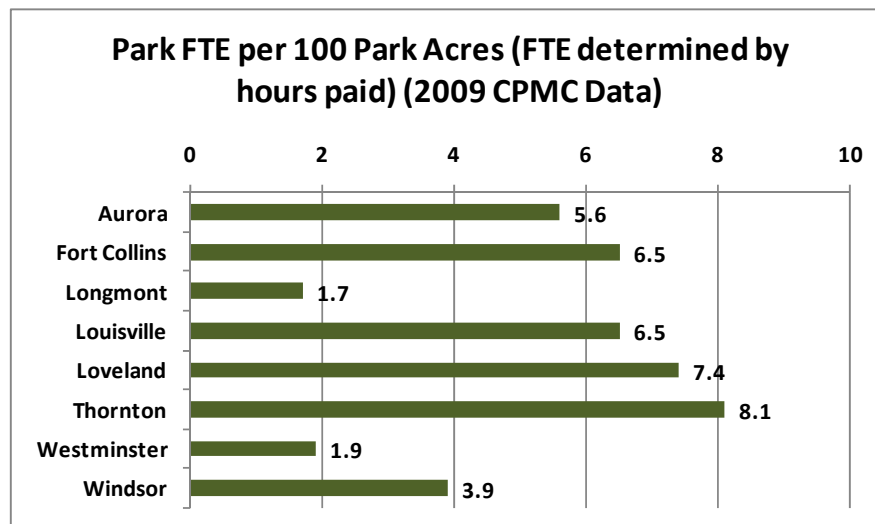
The City of Westminster has been at the forefront of open space acquisition since 1985. In 2010, the City purchased approximately 80 acres of open space, which placed the City’s total portfolio at 2,928 acres of open space. The total percentage of the City’s land area that is now preserved as open space is 13.6%. This moved the City closer to its goal of preserving at least 15% of the City’s land area as open space. 2010 purchases include 14.52-acres at 122nd Avenue and Federal Parkway, the 3.5-acre Barnum property and the .61-acre Skyline Vista property located between Federal and Lowell Boulevard, the 8.15-acre Savory Farms property located on the east side of Federal Boulevard south of 112th Avenue, 6.34-acres at the northeast corner of 104th Avenue and Sheridan Boulevard, the 41.89-acre Lower Church Lake located east of Wadsworth Boulevard and south of 108th Avenue, and the 4.76-acre Loon Lake located on the south side of 100th Avenue and west of Independence Street.



Parks: High Level of Service Balanced With Available Resources



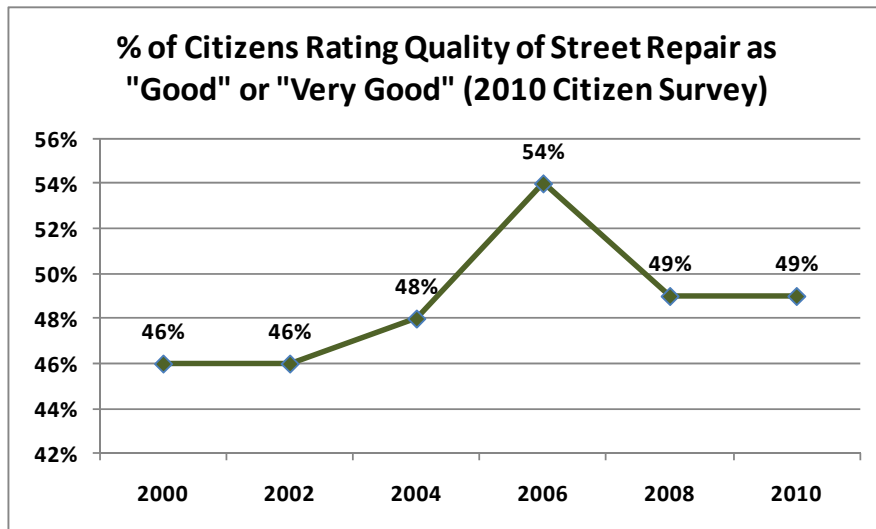
Developed park acres maintained per FTE has increased slowly over the past five years, with a sharp increase at the end of 2010 based on staff reductions resulting from core services adjustments. As shown in the chart below, from a comparative standpoint, the City operates its park maintenance program in a very efficient manner. To accommodate the recent economy-driven changes in staffing and operations budgets, Staff is examining a potential “tier maintenance program.” Staff is currently looking at specifics of this potential program, but in summary, parks with greater use and visibility would receive more maintenance and a larger percentage of the irrigation budget over parks and greenways with lesser use and priority. Overall, citizen satisfaction with parks remains high. The 2010 Citizen Survey showed 87% of citizens rating park appearance as “very good” or “good” and 84% of citizens rating park maintenance as “good” or “very good.” These ratings are slightly higher than 2008 ratings and are above national averages.



Pavement Preservation vs. Reconstruction: Stretching Dollars And Preserving Roads



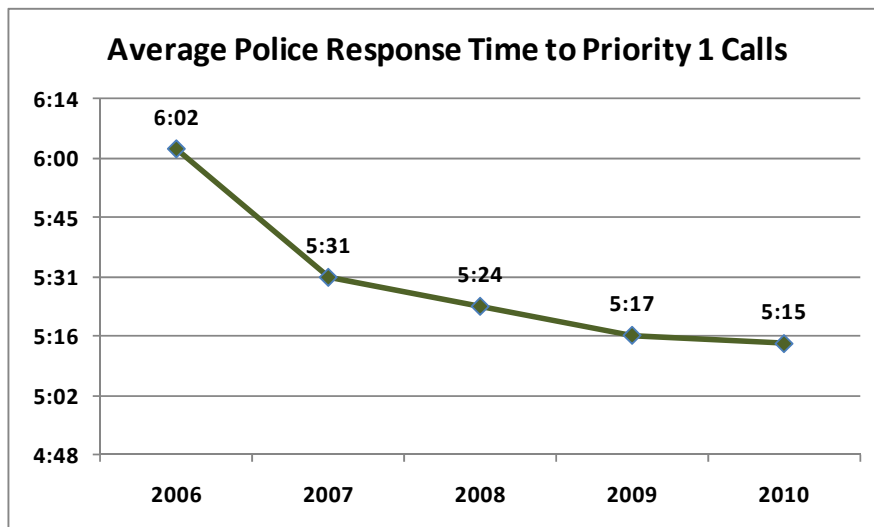
The City's Street Division works to maximize limited funds available for pavement preservation, rehabilitation and reconstruction by focusing on preservation and rehabilitation. This results in extending the useful life of roadways, thus avoiding more costly reconstruction. When comparing rehabilitation efforts versus reconstruction efforts, the price rises dramatically from \$11.30 per square yard for arterial preservation to \$57.65 per square yard for arterial reconstruction. On the residential side, the price per yard for preservation is \$3.19, whereas the price per square yard for residential reconstruction is \$11.13, a 350% increase. These figures show that it is much more cost effective for the City to invest in preserving a roadway as long and as well as possible. Based on the 2010 Citizen Survey, 49% of residents reported street repairs in the City as "very good" or "good" (29% reported "neither good or bad"). While at first glance this might seem low, this rating is significantly above the national average and above the Front Range average.



Police Response Times: Priority 1 Calls



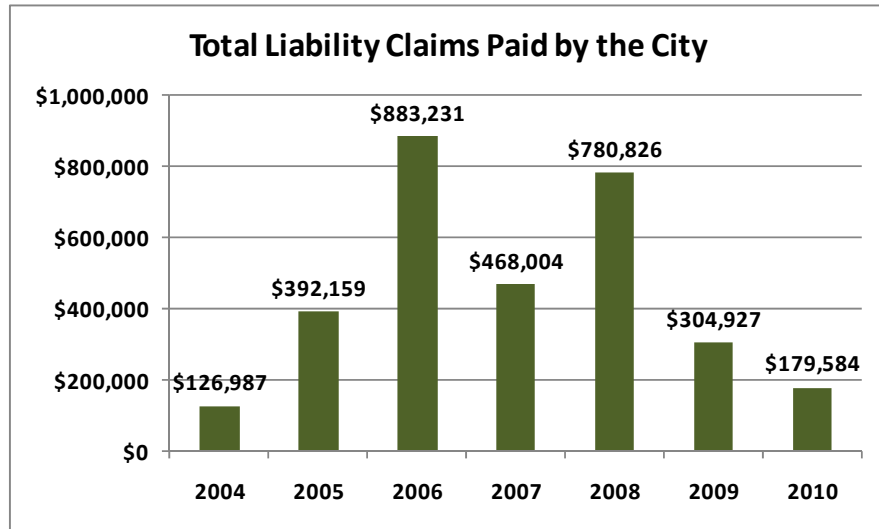
A Priority 1 call is an emergency call requiring an immediate police response and consists of either an immediate threat to life, a violent crime in progress, a suspect pursuing citizen, imminent critical danger or the possibility of major property loss. The Police Department tracks, reviews and records response times to Priority 1 calls on a monthly basis in order to inform efforts to maintain and improve response times. Of the 190,527 calls received by dispatch in 2010, less than 1% were Priority 1 calls. In 2010, the total average time from receipt of a Priority 1 police call to arrival on scene was 5 minutes and 15 seconds, which was slightly below the average response time for these calls in 2009. Officer coverage area, officer availability, weather and traffic congestion all play roles in response time. The Department's goal is to achieve an average response time of 5 minutes to Priority 1 calls. Though the department has not yet reached the goal, Staff has used performance measurement to make significant and positive headway each year towards this goal.



Property and Liability: An Ounce of Prevention



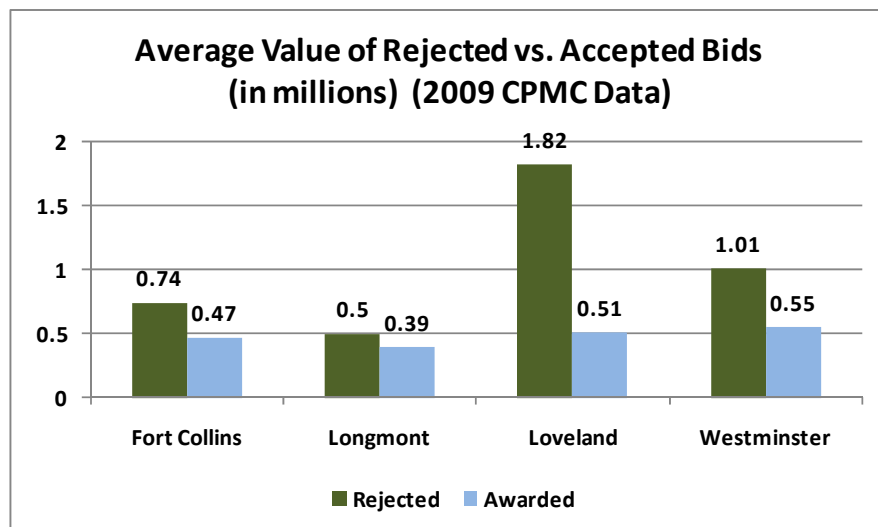
Solid loss prevention programs and a culture of safety that encourages safe work practices will decrease claims. Fewer claims filed against the City mean less money spent and improved financial stability. 2010 saw a decrease of claims filed against the City by third parties in both general liability and automobile liability type claims. Where there were a total of 76 claims filed against the City in 2009, with 14 of those being for automobile related losses, in 2010 the City experienced only 49 claims, of which 11 were automobile-related. In addition, the amount of City funds spent on claims in 2010 decreased significantly from \$304,927 in 2009 to \$179,584 in 2010. The City has learned from past losses and is facing safety challenges with new programs focused on improving loss history even more.



Purchasing Policies: Value for the Tax Dollar



Through the work of the Colorado Performance Measurement Consortium (CPMC), new performance measures have been developed to gauge the value brought to an organization by professional purchasing Staff and effective purchasing policies. In 2009, the average dollar amount of all rejected bids and proposals was \$1,009,906. In comparison, the average dollar amount of bids and proposals awarded in 2009 was \$547,410. This is a difference of \$462,496. While this number is not meant to show exactly what was saved for each bid or proposal awarded, it does give a general sense that a competitive, thorough purchasing process can save tremendous amounts of taxpayer dollars when the City is buying goods and services. Comparison data for other CPMC member cities that reported data in this area is presented below.



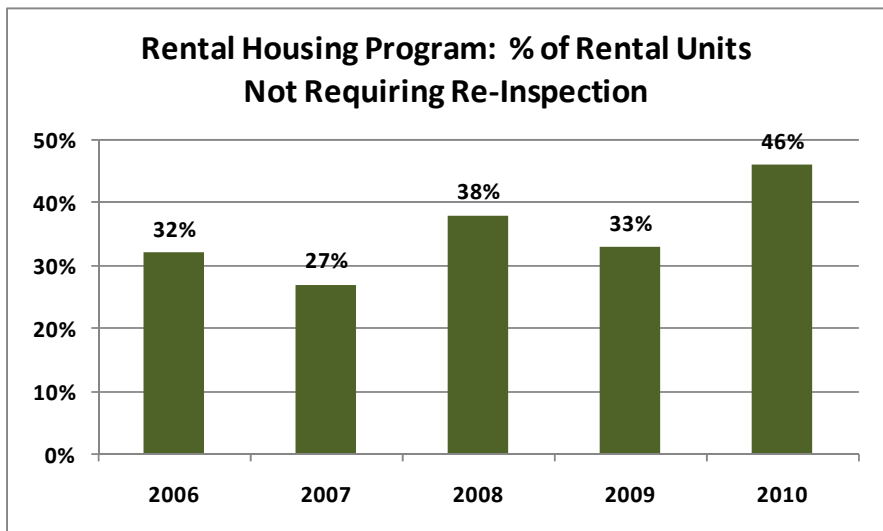
Recreation Facilities and Programs: Improving Quality of Life 

One of the many indicators Staff uses to evaluate the success of the programs and facility operations is the amount of revenue generated. For recreation programs, these figures indicate that most program areas are on target with offering programs or classes that are desirable, affordable and cost effective. Adaptability and flexibility have become more critical than ever with demands and the economy influencing operations. From a facility standpoint, revenue levels have increased due to the adjustment of marketing strategies, implementation of one-time incentive programs and pursuit of more opportunities for rentals. Satisfaction with these services remains high. 81% of citizens in the 2010 Citizen Survey rated the quality of recreation programs as “very good” or “good” and 83% gave these ratings for recreation facilities. Both of these ratings were significantly above the national averages.



Rental Housing Inspections: Promoting Life Safety Through Safe Buildings  

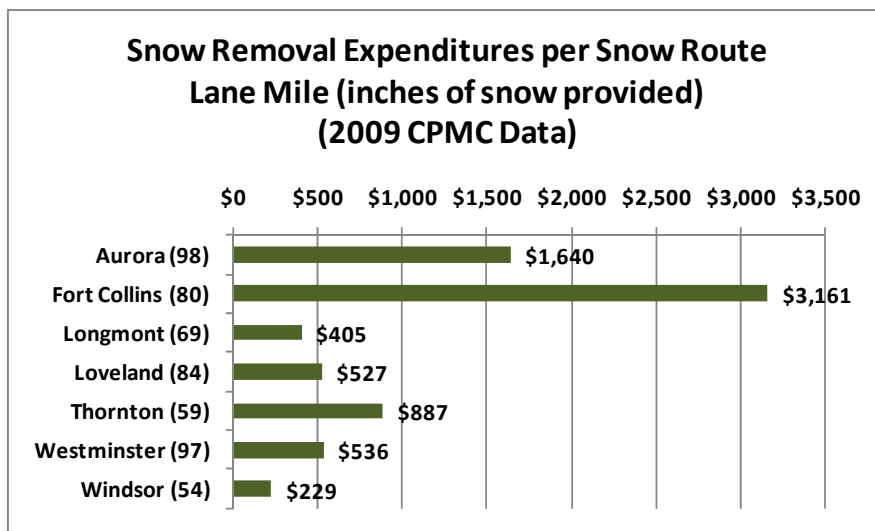
The enforcement of the rental property maintenance code has had a direct impact on life safety and the physical condition of the rental units in the City of Westminster. With over 10,000 rental units currently being inspected on a systematic basis, substandard housing conditions are continually being rectified. In 2010, 46% of the rental units inspected did not require re-inspection. This was a 13% improvement from the previous year, but there has been an “up and down” behavior with this measure over the past several years. An increasing percentage of units not requiring re-inspection indicate that the program is having the desired results of improved property maintenance. If the numbers decrease, Staff looks at what influences could be responsible. This measure helps Staff review the effectiveness of the program and modify program efforts to achieve a higher passing percentage.



Snow Removal: Safety and Efficiency on the Streets



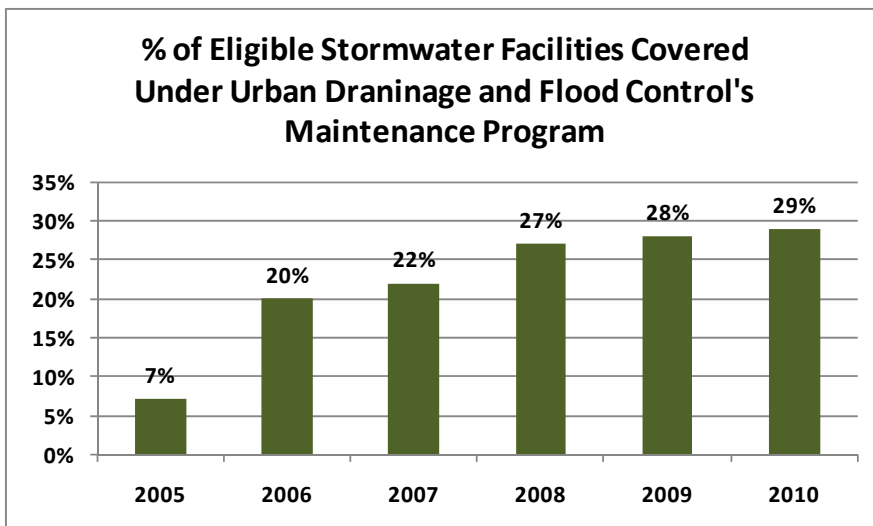
In 2009, the City received 97 inches of snow and plowed and/or salted over 67,509 miles. The total cost per mile plowed or salted was \$8.43. In 2010, the City received only 42 inches of snow and plowed and salted 28,610 miles. The cost per mile in 2010 was \$10.45 per mile and the total season expenses were \$298,951, down from \$568,942 in 2009. These figures show two different facts. One, there is a large fixed cost portion of snow removal, including base salaries and a base level of material purchases, therefore increased snow fall may not increase the cost per mile treated, but will increase the overall cost of the season's program. Two, the costs of snow removal are highly variable with the season's weather and budgeting for average is the best method available for planning purposes. The chart shows 2009 snow removal cost per lane mile for cities reporting in the Colorado Performance Measurement Consortium. When compared to these cities, Westminster was below both the median expenditure of \$712 per snow route lane mile and the average expenditure of \$1,192 per snow route lane mile.



Stormwater: Maintaining Infrastructure While Saving City Resources

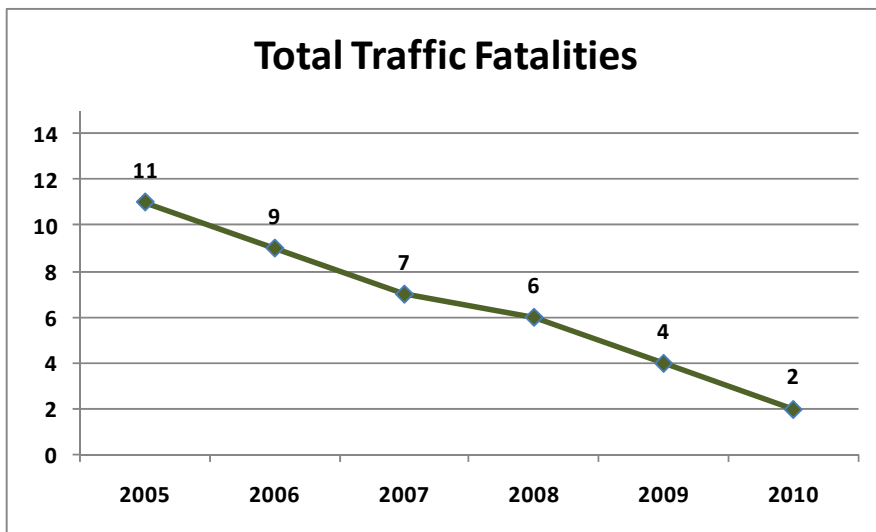


The City's Engineering Division has been working to increase the number of storm drainage facilities (e.g. open channels) located within the City to be eligible for maintenance assistance from the Urban Drainage and Flood Control District (UDFCD). The reward for maximizing the percentage of eligible storm drainage facilities is maintenance work funded by the District, which saves the City tens of thousands of dollars per year. In 2010, two previously constructed open channels were repaired with stormwater utility funds and were subsequently accepted by the UDFCD into their maintenance program. Those actions allowed the total percentage of publically owned drainage facilities within the City that are eligible for UDFCD funding to rise from 28% to 29%.



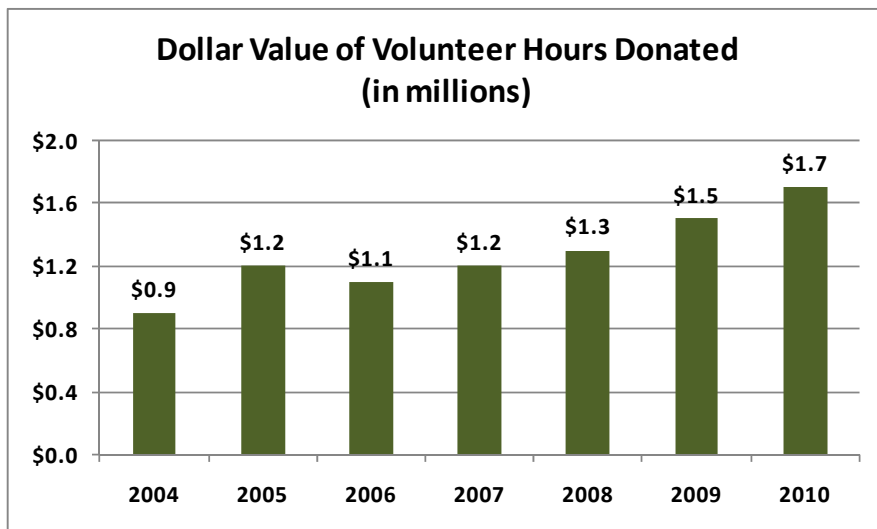
Traffic Enforcement: It Is All About Safety 

Over the past six years, the City of Westminster has seen a steady decline in accident fatalities. When comparing 2010 to 2009, there was a 50% decline in accident fatalities. The two accident fatalities that did occur in 2010 were the result of alcohol-impaired driving crashes. In 2010, the Police Department continued to proactively enforce DUI violations and participated in several targeted DUI enforcement efforts. The Department made 344 DUI arrests in 2010, with 104 of these arrests occurring during targeted DUI enforcement efforts. When comparing DUI data in 2010 with 2009, there was a 20% decrease in DUIs resulting in an accident and a 17% decrease in DUI arrests overall.



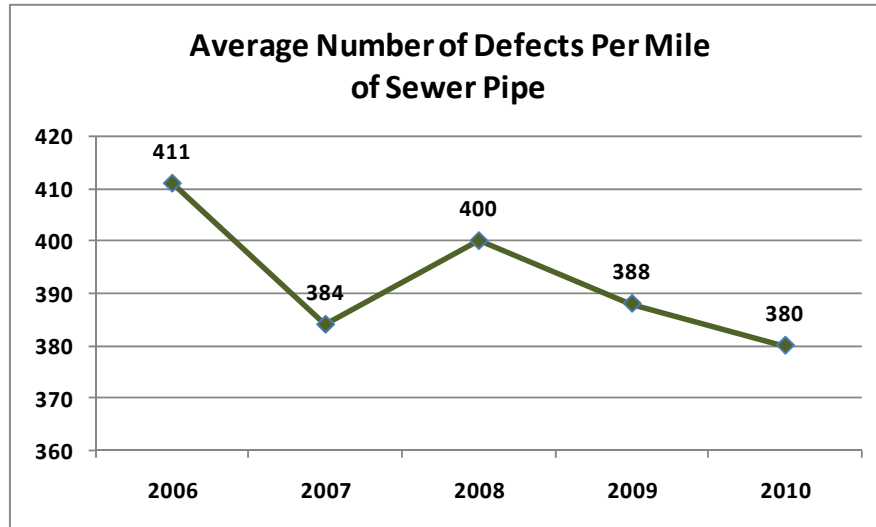
Volunteer Program: Citizens Giving Back 

The City’s Volunteer Program taps the wealth of knowledge available through volunteers to support programs that may not otherwise be provided. Particularly in tough economic times, it is to the City’s benefit to have a coordinated effort to effectively place volunteers in the best opportunities to make use of their skills. In 2010, the Volunteer Program saw an increase in the amount of hours donated by volunteers from 80,353 to 83,198, equaling over \$1.6 million in time donated. In 2010, the City spent \$76,124 to provide the Volunteer Program (including staff salary, contract services and supplies). This equates to a \$0.91 investment by the City for every volunteer hour spent. Westminster’s volunteers are rare, as they make a long-term commitment to the organization, returning every year to provide support.



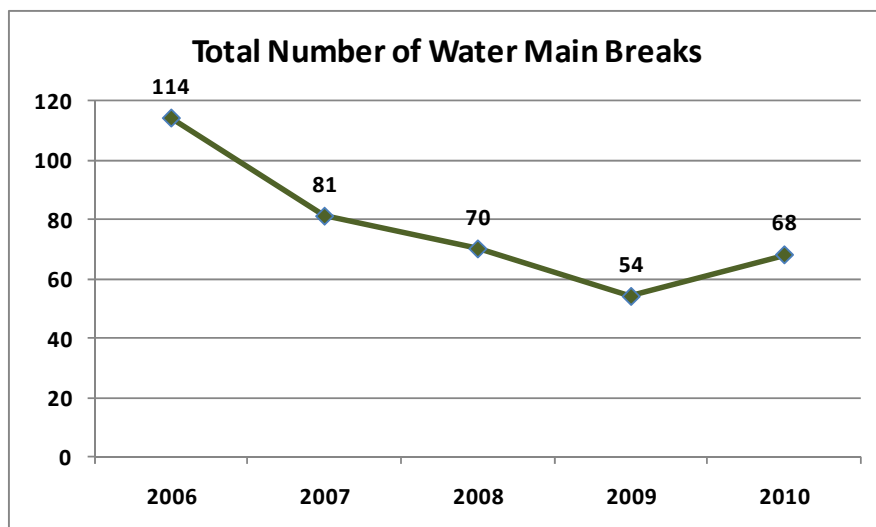
Wastewater Treatment: Exceeding Mandates and Standards

A sewer backing up and flooding a basement can be one of the worst experiences in the life of a homeowner. The City puts forth significant efforts to ensure that this does not happen as a result of City practices or City infrastructure. As part of the City's core services reductions, the City reduced the frequency of sewer cleaning from a three year rotation to a four year rotation. Staff will monitor the results of the program and see if any changes are warranted in the future. A sewer backup has not occurred in over 500 days, which is a testament to the effort put forth by Staff and the City's contractor in cleaning and inspecting the sewer system. The ability to see the entire system every couple of years makes this possible. Trending data from the last five years shows that the average defects per mile of sewer has dropped from 411 to 380 due to a focused program on finding the areas in need of improvement via video and cleaning, then repairing these areas through a trenchless rehabilitation program and strategic open cut sewer projects.



Water Distribution: Investments In Infrastructure Are Paying Off

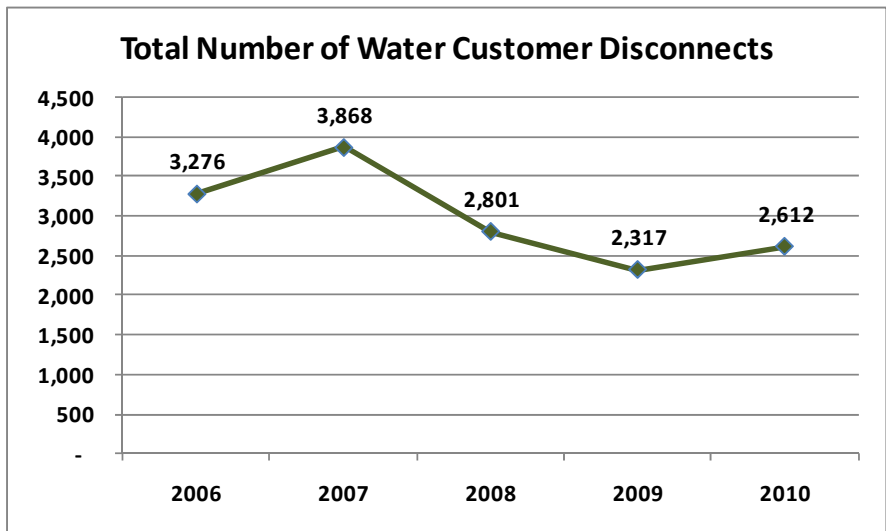
One of the hallmarks of a good utility system is a low number of water main breaks. From 2006 to 2010, the City has experienced fewer main breaks per 100 miles of pipe each year, averaging a 17% decrease year-over-year. Monitoring the number of main breaks per 100 miles gives Staff an "at a glance" idea of the condition of the pipe in the water distribution system. As resources become more limited, Staff will continue to balance the benefit of repair versus replacement, working to replace the portion of the system that is in the poorest condition before ultimate failure of the asset. In 2010, main breaks trended up from 2009. This was in part due to the June 18 event when eight simultaneous breaks occurred in the system following a pressure spike. With these eight breaks removed from the figures, the breaks are in line with previous years. Also of note, many of the breaks on June 18 occurred on mains scheduled for replacement later in 2010.



Water Utility Customers: Reducing Customer Disconnects



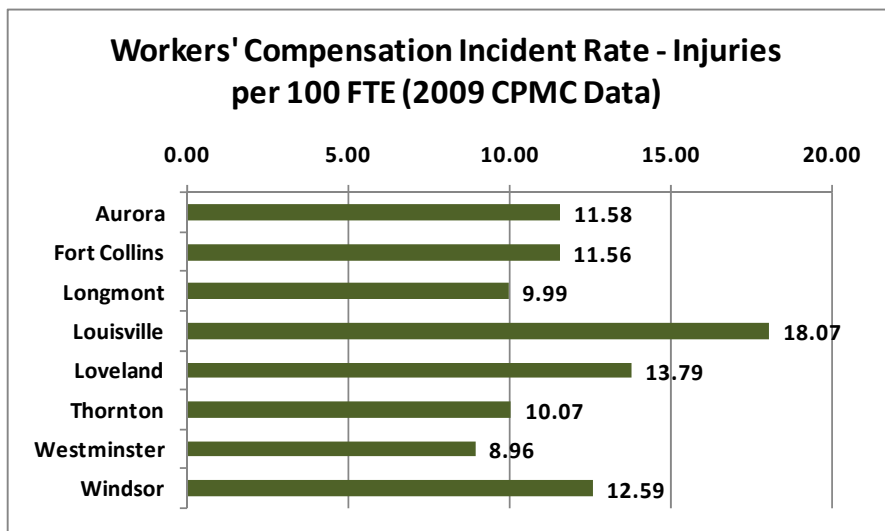
Minimizing the number of water service disconnects and reconnects saves the City money and speeds up the process of receiving cash for services provided. Early in 2008, the City changed the way the water utility processed disconnects of service. Initially, the new approach for communicating potential disconnection to customers seemed to have a positive impact on actual disconnects. The number of disconnects in 2009 declined by 17% from 2008 levels. However, in 2010 there were 13% more disconnects than in 2009. On the positive side, the number of disconnects in 2010 were still below the 2008 figure. Staff suspects that part of the cause of the increase from 2009 to 2010 was the continued poor state of the economy, high unemployment and the number of houses in Westminster in foreclosure. All of these factors put pressure on customers' ability to pay for water and sewer service. Staff will continue its current approach to handling disconnects of service and will check results for 2011 early next year.



Workers' Compensation Claims: Supporting Safety and Controlling Risk in the Workplace



The workers' compensation incident rate shows how many employees were injured in a year per 100 full time employees. After a three year high of 10.05 in 2009, the City has returned to a lower number (9.36 for 2010). Since this rate is computed using hours worked, instead of payroll or number of employees, it is a more accurate indicator of the City's rate of injury. The City experienced a historic low of 8.79 employees injured per 100 full time employees in 2007 and efforts to bring the City back to this number are underway. In late 2010, the Citywide Safety Committee began putting more emphasis on Loss Control Standards. Looking at data from the Colorado Performance Measurement Consortium, the City's workers' compensation incident rate is on the lower end compared to other similar jurisdictions.





We hope that you have found *Take A Closer Look* interesting and informative. Each and every day, City of Westminster employees work to deliver exceptional value and quality of life. Performance measurement in the City of Westminster is continuously refined to ensure that the City is “measuring what matters.” Through constant development, the City’s performance measurement program works to improve the delivery of City services and the management of resources. Ultimately, performance measurement helps determine the progress made towards achieving the City’s Strategic Plan Goals and Objectives.



In 2010, the City of Westminster received ICMA’s “Certificate of Excellence” Award for exceptional accomplishments in performance measurement. This is the highest award in performance measurement that ICMA bestows. Only 21 local governments across ICMA’s worldwide membership were recognized with this honor in 2010.

The achievements and the continuing progress of the City of Westminster Performance Measurement Program is made possible through the support and efforts of City Council, the City’s Management Team, and Staff across the organization. This report and other performance measurement accomplishments are also a product of the continuing work of the City’s Performance Measurement Team. Members of this team are listed below and deserve a special thanks.

City Attorney’s Office: **Eileen Birk**
City Manager’s Office: **Barbara Opie, Ben Goldstein and Aric Otselberger**
Community Development: **John Burke**
Finance: **Bob Smith and Rachel Price**
Fire and EMS: **Doug Hall and Rich Welz**
General Services: **Rachel Harlow-Schalk**
Information Technology: **Carmen Linnebur and Joyce Garcia**
Parks, Recreation, and Libraries: **Sue Andre**
Police: **Jeri Elliot**
Public Works and Utilities: **Phil Jones**



W E S T M I N S T E R

Staff Report

Information Only Staff Report
April 4, 2011



SUBJECT: Annual Volunteer Appreciation Barbecue Event

PREPARED BY: Pamela Mayhew, Volunteer Coordinator

Summary Statement:

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

The annual volunteer appreciation barbecue event is scheduled for Wednesday, July 13, 2011 from 5:30 to 8:00 p.m. on the plaza in front of City Hall. The plaza offers an outdoor picnic area, with City Hall as a backup in the event of poor weather.

The event is scheduled on a weekday evening, food will be catered, and two local non-profits will be invited to showcase their volunteer opportunities. Music will be provided by a local disc jockey. No gift will be given this year due to core service evaluation and budget reductions.

Background Information:

In 2010, over 83,000 hours were dedicated by volunteers to support programs at the City of Westminster at an estimated value over \$1.6 million. Since 1992, the City has held an annual volunteer appreciation barbecue sponsored by the City's Volunteer Program. This is an opportunity for City Council and Staff to say thank you to citizens actively volunteering in City programs. Invitations will be sent to Council, all boards and commissions, volunteers and their families and volunteer supervisors. It is anticipated that over 800 of the 1,300 citizens invited will attend.

Attendance for the event has more than doubled in the last ten years, with an attendance of 370 in 2001 to over 980 in 2010. In the past seven years of the event, four of the events have had to be moved inside due to poor weather including last year when tables were set-up under the building over-hang at the north side of City Hall. Having tried several locations, City Hall remains the best to accommodate changes in weather conditions.



Staff Report – Annual Volunteer Appreciation Barbecue Event

April 4, 2011

Page 2

The Westminster Volunteer Program allows citizens to be actively involved with their government and community. Thanking the volunteers with a barbecue for their service helps ensure on-going service and supports City Council's Strategic Plan goal of a Financially Sustainable City Government Providing Exceptional Services.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
April 4, 2011



SUBJECT: Elimination of Alley Weed Control and Mowing by the Park Services Division

PREPARED BY: Richard Dahl, Park Services Manger

Summary Statement:

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

For the past 30 years the Park Services Division has been maintaining the alleyways (five in total) between 80th and 82nd Avenues and Federal and Lowell Boulevards. (See attachments) This area, located in the Bishop Square Park area of the City, is one of the only portions of the City that was platted to have alleys. Maintenance of the alleys by the Park Services Division consists of weed mowing. However, during a review of the City Code, it has been determined that the adjacent property owners are ultimately responsible for maintenance in these areas.

Background Information:

During the review of the new Parks Services Landscape Maintenance Contract for 2011, it was determined that alley maintenance is the responsibility of the adjacent property per the following code:

Westminster Municipal Code **8-1-13: PLANT MATERIALS:**

(A) WEEDS:

1. Shall be defined as any useless, troublesome or injurious plant, including all vegetation which has grown to maturity or to a height in excess of twelve (12) inches, but shall not include flower gardens, shrubbery, vegetable gardens, small grain plots and pastures used for feed, fodder or forage, provided the same are adequately weeded and maintained.

2. It shall be **unlawful for any person to cause, maintain, or permit to remain** on any premises, excluding open space property owned by the City, a County, or other public entity any accumulation of weeds **on any premises, on or along the sidewalk, street, or alley adjacent to any premises, or between the property line and the curb or middle of the alley, or for ten (10) feet outside the property line** if there is no curb.



(B) NOXIOUS PLANTS:

1. Shall be defined as any plant species designated or identified as noxious weeds pursuant to Colorado Revised Statute (2006), Title 35, Article 5.5, as amended.

2. It shall be unlawful for any person to cause, maintain, or permit to remain any noxious plant regardless of condition of said plant.

The cost savings in staff, contract maintenance and materials would be approximately \$5,000 per year. This would allow Park Services personnel to move approximately 30 hours per year to higher priorities such as trash collection and graffiti removal.

Code Enforcement will assist with this transition by taking an educational approach to code enforcement with residents this summer. Maintenance of the alleys themselves (grading and gravel work) will be continued by the Streets Division.

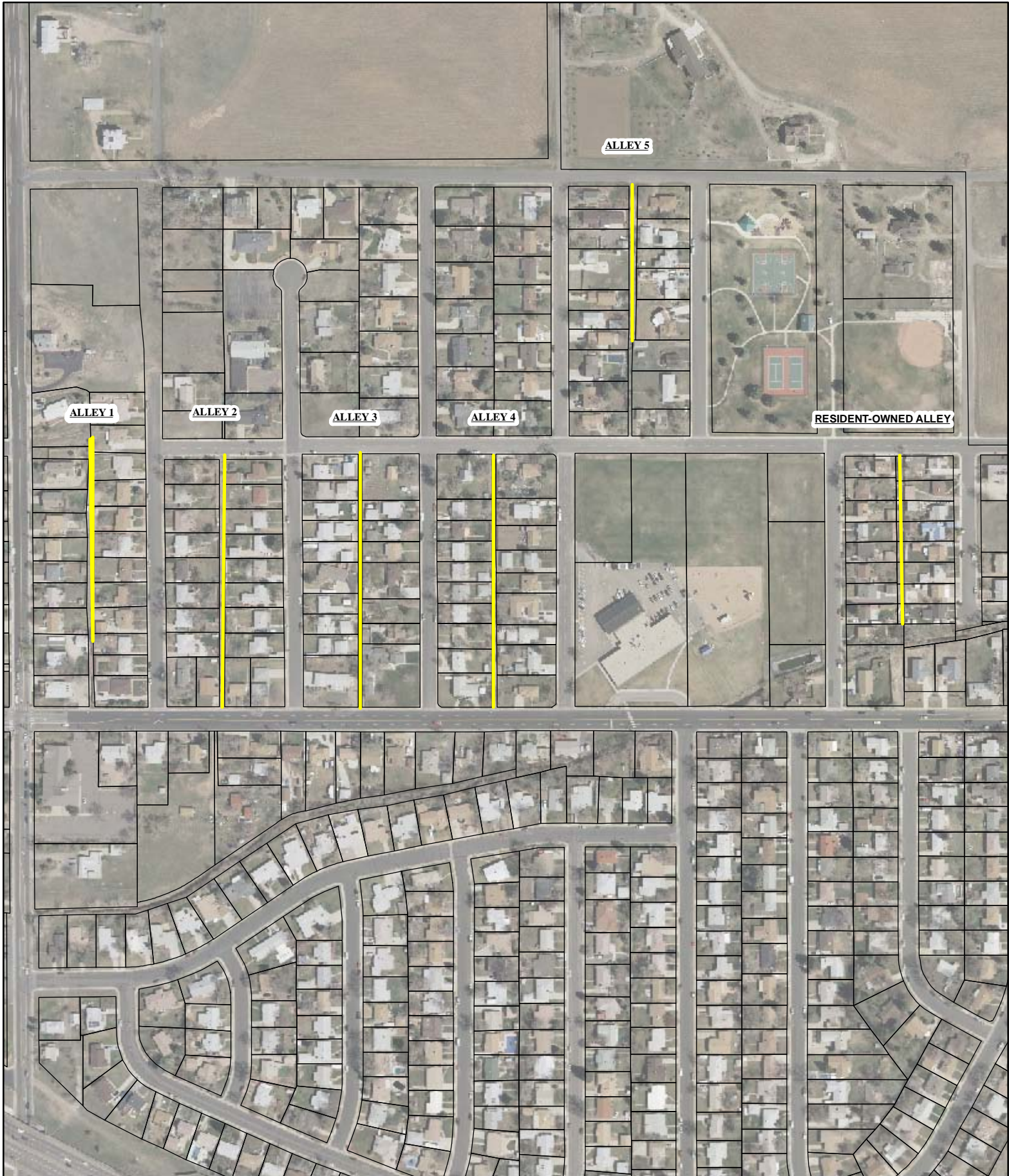
This change supports ongoing core services activities and the City Council’s Strategic Plan Objective of “Financially Sustainable City Government Providing Exceptional Services” and “Beautiful and Environmentally Sensitive City.”

Respectfully submitted,

J. Brent McFall
City Manager

Attachments

Bishop Alleys



— Alley Maintenance Discontinued

F

1 inch = 300 feet

Bishop Alleys



Alley 1



Alley 1



Alley 2



Alley 3

Bishop Alleys



Alley 4



Alley 5



Alley 5



Resident Owned Alley