W E S T M I N S T E R

Staff Report

TO: The Mayor and Members of the City Council

DATE: March 28, 2010

SUBJECT: Study Session Agenda for April 5, 2010

PREPARED BY: J. Brent McFall, City Manager

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

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

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

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

PRESENTATIONS   6:30 P.M.
1. Geographic Information System Update
2. Annual Updates to the Westminster Municipal Code Related to Zoning and Site
     Development Standards
3. Names for the Three Westminster Proposed Commuter Rail Stations
4. Group Communications Plan Interview

EXECUTIVE SESSION
None at this time

INFORMATION ONLY ITEMS – Does not require action by City Council
1. City Awards Database
2. Delivery of the City's 2009 Performance Report, *Take a Closer Look: How Performance Measures
     Build A Better City*

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

<div align="center">
City Council Study Session Meeting
April 5, 2010
</div>

SUBJECT: Geographic Information System Update

PREPARED BY: Dave Murray, GIS Coordinator

Summary Statement:

The City of Westminster incorporates the use of Geographical Information Systems (GIS) technology in the daily operations of all its departments.   The maintenance of the GIS services is provided by the GIS Section in the Engineering Division of the Community Development Department. The current capabilities and planned enhancements of the GIS program at the City will be demonstrated at this study session.

Background Information:

The City has a long history of using technology to improve service delivery. The Geographic Information System has been in place at the City since 1992 and is a resource that is available to all departments.   There are a number of functions and benefits that are produced by this computer mapping program, including the following:

- Accurately determining impervious areas for storm drainage fee determinations
- Maintaining address records that are the basis for the building permit system
- Contributing the map data used in the Computer Aided Dispatch (CAD) system
- Housing the records used in maintaining the City's Open Space inventory
- Providing address validation for auditing sales tax receipts
- Modeling Fire resources allocation
- Maintaining records that support the public works maintenance management system
- Providing current information on land use and zoning designations

These are examples of how the GIS improves the City staff's ability to deliver services, both internal and external. Looking ahead, GIS technology, will improve the delivery of useful information and services directly to the Westminster citizens in an increasingly interactive manner.   GIS and Information Technology staff are now creating web-based mapping that will provide increased functionality to outside users. Examples of those potential programs will be demonstrated to City Council at Monday night's Study Session.

Respectfully submitted,

J. Brent McFall
City Manager

WESTMINSTER

Staff Report

City Council Study Session Meeting
April 5, 2010

SUBJECT: Annual Updates to the Westminster Municipal Code Related to Zoning and Site
             Development Standards

PREPARED BY: Walter Patrick, Planner I

Recommended City Council Action:

Provide input on the proposed review of annual zoning and site development Code updates/revisions
for 2010. Direct staff to prepare an ordinance for adoption by City Council regarding the proposed
minor Code revisions for 2010.

Summary Statement:

- Department of community Development staff proposes bringing forth minor updates to the
  Westminster Municipal code (WMC) on an annual basis, specifically updates to Title 11-4-6
  'Special Regulations' and Title 11-7-4 'Off-Street Parking Standards.'
- For the year 2010, staff proposes revisions to Title XI of the WMC related to zoning and site
  development standards. Staff is suggesting some substantive changes and others that are intended
  to address missing or outdated information, and correct inconsistencies between City Code and
  the City's Design Guidelines.

Expenditure Required: $0

Source of Funds: N/A

Policy Issue:

Should the City amend Title XI of the Westminster Municipal Code in 2010 and review minor Code updates/revisions on a yearly basis?

Alternative:

Do not support the proposed changes to Title XI in 2010 or the annual review of minor Code updates/revisions.

Background Information:

Staff has identified the need for minor Code revisions that, while housekeeping in nature, will be beneficial by removing existing inconsistencies between City Code and the City's Design Guidelines, updating current standards and definitions, and correcting misspellings and typos. Staff proposes bringing a short list of these updates to Council on a yearly basis usually in the spring. For the year 2010, staff proposes the following revisions to the WMC Title XI.

Summary of Proposed Revisions for the year 2010

11-4-6(M)(1): City Code currently requires that trash enclosure walls are not to exceed 6 feet in height. The Design Guidelines suggest enclosure walls be 8 feet in height. Staff proposes a revision to require trash enclosure walls to be a **minimum** of 6 feet in order to eliminate the conflict between the Code and the Design Guidelines.

11-7-4(C)(1): This section, regarding construction and maintenance standards for parking spaces, refers to 'Figure 1' for details of parking layouts. However, the parking layout schematic is not included in Figure 1. Staff proposes adding the parking schematic for ease in determining parking calculations (see Attachment 1).

11-7-4(C)(8): This section states that all required parking spaces (excluding single family and duplex units) facing and abutting a building, wall, fence, property line, or walkway be provided with curb, bumper, or wheel stop. Staff proposes restricting the option for bumpers or wheel stops by requiring an installed curb on all access drives and parking spaces (excluding single family and duplex units) facing and abutting a building, wall, fence, property line or walkway. Bumper or wheel stops installed without an adjacent curb results in an unfinished look without the defined edge created by poured in place curb. In addition, this will remove an existing conflict between City Code and City Design Guidelines; as the Guidelines suggest a curb.

11-7-4(E)(1)(a)and(c): This section requires that bicycle racks be designed so that the frame **or** wheel may be locked. Staff proposes requiring racks be designed so that **both** a wheel and the frame of a bicycle may be locked by the user. This type of rack is also recommended by the Association of Pedestrian and Bicycle Professionals.

11-7-4 (E)(1)(g): This section states 'Parking **and** bicycles shall be provided on the same lot, tract or parcel as the use served.' Staff proposes correcting this statement to read 'Parking **for** bicycles shall be provided on the same lot'…

11-7-4 (E)(2)(b)(5): This section lists hotels and motel lodging as being exempted from the bicycle parking requirement. Staff proposes omitting this exemption for hotels and motels may have employees who bike to work, guests who bring bikes for recreation, or have restaurants and other ancillary uses that would typically benefit from bicycle racks.
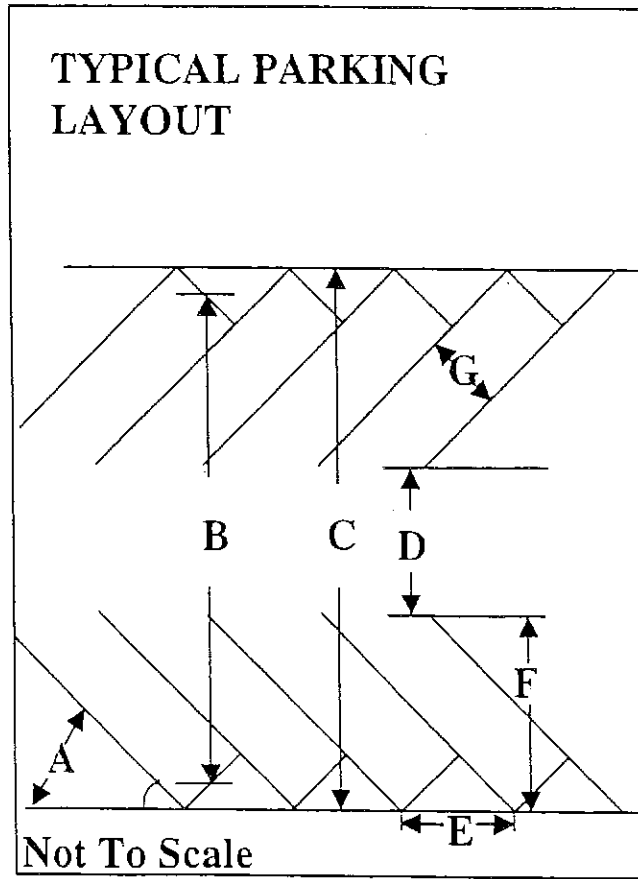
Respectfully submitted,

J. Brent McFall
City Manager

Attachment
    Attachment 1 – Typical Parking Layout (Figure 1)

(figure 1)

TYPICAL PARKING
LAYOUT

A B C D E F G

Not To Scale

WESTMINSTER

Staff Report

City Council Study Session Meeting
April 5, 2010

SUBJECT: Names for the Three Westminster Proposed Commuter Rail Stations

PREPARED BY: John Carpenter, Director of Community Development

Recommended City Council Action:

Name the three proposed Westminster commuter stations as follows:

North - Walnut Creek

Central - Westminster Center

South - Westminster

Summary Statement:

The Northwest Rail Corridor Environmental Evaluation has been released by RTD for review. The document uses the following names for the three Westminster stations.

North - Walnut Creek

Central - Westminster - 88th Avenue.

South - South Westminster - 71st Avenue.
As Council is aware, staff has suggested that the City, rather than RTD, should name the three Westminster stations. Staff has concerns with two of the three names proposed by RTD and believes that it would be timely for the City to propose different names. Staff would like Council input on these proposed names so that the City can play a proactive role with RTD on naming the stations.

Expenditure Required: $0

Source of Funds: N/A

Policy Issue:

Should the City Council express its naming preference for the three proposed Westminster Commuter rail stations?

Alternative:

Council could chose to not comment on the station names, especially if it finds the RTD proposed names acceptable. Or it could decide it is not critical to comment on the names now but do so in the future after spending more time evaluating naming alternatives.

Background Information:

The draft Northwest Corridor Environment Evaluation document has proposed names for the three Westminster commuter rail stations. Staff has concerns about the names proposed for the central and south stations.

Central Station - "Westminster - 88th Avenue", while descriptive, does not incorporate terminology in use in the community. For over 20 years, Council and Staff have used the term Westminster Center to describe the area generally bounded by 88th Avenue, Sheridan Boulevard, 92nd Avenue, and Wadsworth Boulevard. Staff believes "Westminster Center" is the best choice for a station name.

South Station - As Council knows, there have been many ideas discussed for the station name. At the last Council meeting when this was discussed, Brent suggested simply calling the station "Westminster." Using the name "Westminster" does not preclude using a different name for the transit oriented development planned for the area north of the station.

As Council knows, staff has discussed proposed station names, especially for the south station, several times. Staff believes that the station names are important "branding" and identification opportunities for the City. Lacking any official communication from the City regarding station names, RTD and its Environmental Evaluation consultants have selected names for the stations.

Staff believes it would be timely for the City to express its preference for commuter rail station names. Otherwise, the names selected by RTD may become "official" by default and may become more and more difficult to change in the future.

Staff is requesting input from Council on the names for the three stations.

Respectfully submitted,

J. Brent McFall
City Manager

WESTMINSTER

Staff Report

SUBJECT: Group Communications Plan Interview

PREPARED BY: Katie Harberg, Public Information Officer

Summary Statement:

This report is for City Council information only and requires no action by City Council. Public Information Staff will be present to conduct a group Communication Plan interview with City Council.

Background Information:

Every two years the Public Information Staff revises its strategic communication plan. The plan describes the mediums used by Public Information for dissemination of information to Westminster citizens, and articulates key communication messages. The plan also addresses internal communication strategies designed to reach employees. In addition, the plan includes specific communication strategy recommendations to the City Manager. The communication strategy is intended to support the strategic plan of the City Council.

The process for updating the plan involves a detailed interview process that includes one-on-one conversations with each member of the City's executive team and, in the past, one-on-one interviews with each member of City Council. In this way the Public Information staff becomes familiar with the plans and initiatives of each individual department, and of any issues specific to that department. This year the Council has requested those one-on-one interviews be eliminated and that one group interview be conducted.

Public Information staff will conduct a group interview in order to derive input from City Council on how effectively the City of Westminster is communicating with its citizens. This year the Public Information staff is particularly interested in hearing of Council's opinions on how the use of social media tools might enhance our effectiveness, and how the community outreach program can be maximized as a means of reaching citizens in a face-to-face format. Public Information will also pose general questions on Council's opinion of the success or shortcomings of existing communication programs.

Respectfully submitted,

J. Brent McFall
City Manager

WESTMINSTER

Staff Report

Information Only Staff Report
April 5, 2010

SUBJECT: City Awards Database

PREPARED BY: Phil Jones, Senior Management Analyst

Summary Statement:

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

In 2000, the City established an awards database to record and track awards received by the City from outside organizations. Since then, the database has been periodically updated to reflect new awards. Last fall, an effort was undertaken to update the database with the most recent information available. The departments have reviewed the information in the database, inserted new awards, and updated other information on awards from past years.

Over the past few years, the City has received many prestigious awards in various categories and departments. A few examples of these awards can be found in the background section.

A record of these various accolades is useful in the City's efforts to brand and create an identity as an employer of choice and as a top-tier city.

Background Information:

A sampling of the awards received by the City and various departments since 2005 are listed below. Many individual employees have also received awards from outside organizations. Those individual awards are not listed here. The City does not track the individual awards within the citywide award database due to the large number.

2009
- Certificate of Excellence for exceeding standards by the ICMA Center for Performance Measurement (CPM)
- Smarter Cities Green Space Award by the Natural Resources Defense Council
- GIS Integration Award by the Accela User Conference
- Honorable Mention presented to Application of GIS Software for Tax Auditing by GFOA
- Program of the Year for the Fire Department Citizen Academy by Fire & Life Safety Educators
- Digital Cities Survey Technology Award by the Center for Digital Government (received each year 2002 through 2009)
- Tree City USA Award by the Arbor Day Foundation (received 24 years in a row)
- Accela GIS Integration Award for Leadership in Implementing GIS Solutions by Accela, Inc.
- Project of the Year Wastewater Treatment in a Large Community for Big Dry Creek Wastewater Treatment Facility by Colorado American Public Works Association Chapter

2008
- Certificate of Distinction for exceeding standards by the ICMA CPM (received in 2008, 2007, and 2005)
- The Orchard Town Center "Project of the Year" by Rocky Mountain Real Estate Expo
- Significant Contribution Award by the Colorado Government Finance Officer's Association (CGFOA) for implementing GIS based sales tax information
- Excellence in Financial Reporting for the Comprehensive Annual Financial Audit by GFOA, won each year for the past 26 years
- Motor Vehicle Safety Award for the lowest vehicle accident frequency rating by CIRSA (received in 2008, 2007, and 2006)
- Certified Bronze Audubon Signature Sanctuary presented to The Heritage Golf Course at Westmoor by Audubon International (also received in 2002)

2007
- Stephen Hart Award for Excellence In Historic Preservation by the Colorado Historical Society
- Facilities Management Maintenance Award for Large Communities by the American Public Works Association
- IT Technology Infrastructure for Risk and Security by Cima Solutions Group and IBM
- Gold Medal Award for Excellence by the National Recreation & Parks Association (also received in 1999 and 1991)
- National Excellence Award for 2007 for the Industrial Pretreatment Program for Commitment to Protect the Nation's Water by the EPA
- Certificate of Achievement for Reducing Energy Use presented to the City Water Utility by the Colorado Department of Public Health and Environment

2006
- Significant Contribution Award for Take A Closer Look Performance Measures Program and the Strategic Plan by CGFOA
- Innovative Design & Construction Award for the Harris Park Redevelopment Project by DRCOG

- Energy Champion Certificate for energy costs savings at city facilities by the Governor's Energy Office

2005
- Award of Excellence presented to City of Westminster E-Payment Service by Colorado Association of Municipal Tax Auditors
- Community Partnership Award by Front Range Community College
- Silver Award for Technology Achievement by LivCom International Awards (sponsored by the United Nations) for Livable Communities
- First Place by LivCom International for Environmentally Sensitive Practices

Staff will continue to track awards presented to the City and report periodically to City Council.

Respectfully submitted,

J. Brent McFall
City Manager

WESTMINSTER

Staff Report

SUBJECT: Delivery of the City's 2009 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 2009 performance measurement efforts and accomplishments in an easy-to-read format. Performance measures help gage the success of the City's actions towards effectively fulfilling City Council's Strategic Plan Goals and Objectives.

Background Information:

The City of Westminster has had a performance measurement program in place for more than nine years. 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 International City/County Management Association's (ICMA) Center for Performance Measurement (CPM) and other professional associations. This aspect of the performance measurement program gives the City an opportunity to compare its operations to governmental entities nationwide. Most of the comparative information Council will see in this year's *Take a Closer Look* reflects 2008 CPM data, as "clean" 2009 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. The City is currently conducting its 2010 Biennial Citizen Survey.

2009 was the first year of reporting data for the Colorado Performance Measurement Consortium's (CPMC) "Colorado Cores." Comparative data from the 14-member CPMC will be available this summer and will be included in next year's report. The "Colorado Cores" promise to provide improved and more relevant comparative performance measurement data that truly matters to Colorado communities. City Staff is currently serving in a leadership role with the Consortium to help move efforts along.

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 2009, the City of Westminster received ICMA's "Certificate of Excellence" Award for exceptional accomplishments in performance measurement. This was a new award category and the highest recognition provided by ICMA regarding performance measurement. Westminster was one of only 14 cities across ICMA's worldwide membership to receive this honor.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment

TAKE A
CLOSER LOOK

How performance measures build a better city.

WESTMINSTER

2009 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.
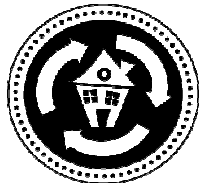
Most importantly, the City's performance measures help evaluate progress made towards achieving the City's Strategic Plan Goals. The City of Westminster's 2009-2014 Strategic Plan Goals are:

**FINANCIALLY SUSTAINABLE
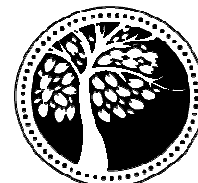CITY GOVERNMENT PROVIDING
EXCEPTIONAL SERVICES**

SAFE AND SECURE COMMUNITY

**VIBRANT NEIGHBORHOODS
AND COMMERCIAL AREAS**

**STRONG, BALANCED
LOCAL ECONOMY**

**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 gage the success of the 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. Data from the International City/County Management Association's Center for Performance Measurement (ICMA CPM) and from other professional associations is used to compare the City's performance to other local governments nationally. Most of the comparative information in this year's *Take a Closer Look* reflects 2008 CPM data. CPM will release 2009 data later this summer and this information will be included in next year's report.   Finally, the City's biennial Citizen Survey is utilized to gage citizens' views of the quality of life and city services in Westminster. The City is currently conducting its 2010 Citizen Survey and results will be included in next year's report.

In 2007, Westminster joined fourteen other local governments along the Front Range and in Wyoming to form the Colorado Performance Measurement Consortium (CPMC).   In 2009, the CPMC developed "Colorado Cores" and established a partnership agreement with the ICMA and the Colorado Municipal League (CML). This is an exciting development towards improving the quality and relevance of comparison performance measurement data in local government operations in Colorado. 2009 "Colorado Cores" comparison data will be shared in next year's report.

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.
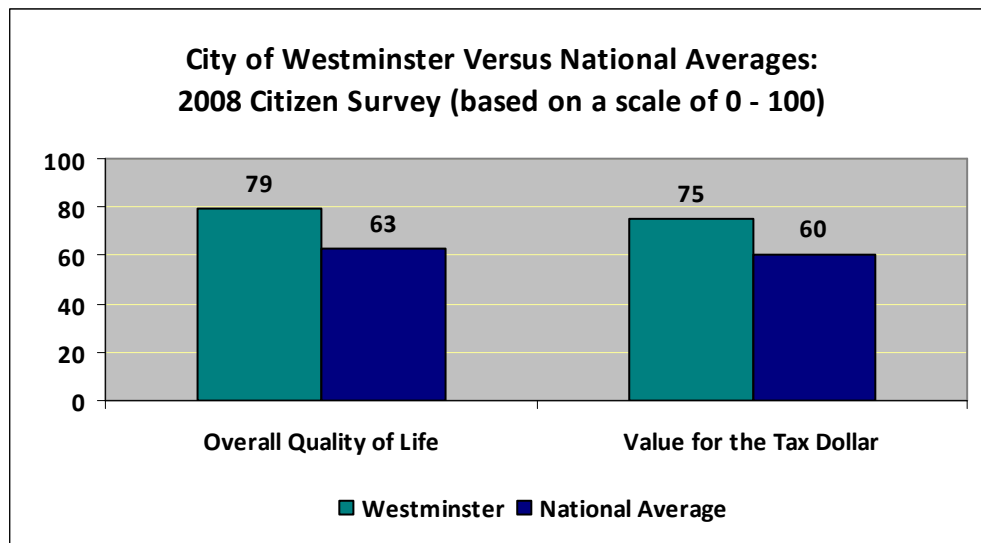
ON THE COVER: The City of Westminster's Armed Forces Tribute Garden at Dusk

TABLE OF CONTENTS

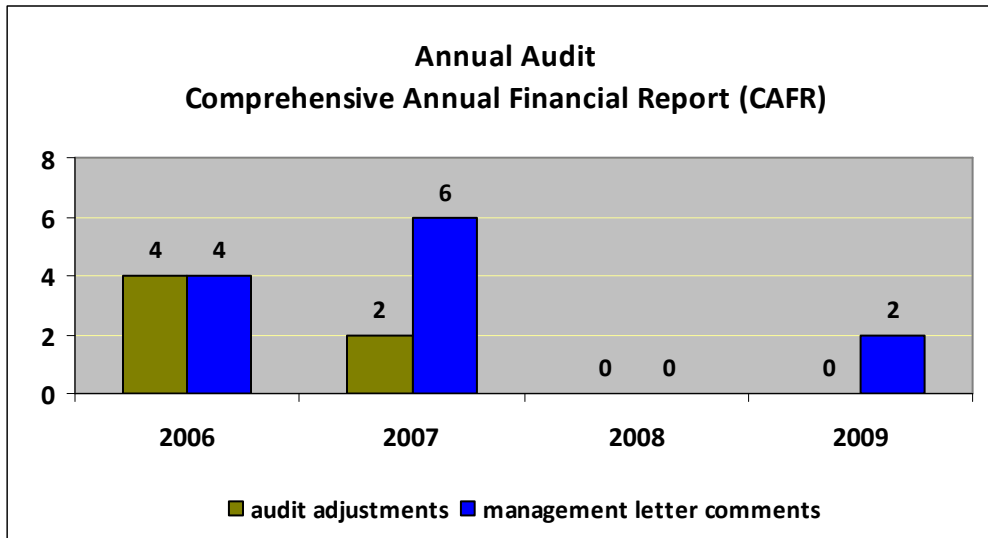# DELIVERING EXCEPTIONAL VALUE AND QUALITY OF LIFE

This is the City of Westminster's mission statement, which explains "why we are here." This report contains a wide variety of performance measures across different departments that help the City assess the value and quality of its services. In addition, citizen perception measures generated through the City's Biennial Citizen Survey also help to assess how well the City is doing in fulfilling its mission. Data from the 2008 City of Westminster Biennial Citizen Survey showed slight declines in several performance measures related to the City's mission, but overall, citizen perceptions on quality of life and value of services remain high. 89% of citizen respondents rated the quality of life in Westminster as "good" or "very good." That rating dropped by four percentage points compared to 2006 (93%) and was slightly below the average rating for the past five surveys (91%). Compared to the national average for this question though, the City's rating for quality of life was above the norm. However, the drop is a reminder of the importance of keeping a clear focus on the City's Strategic Plan Goals.

City of Westminster Versus National Averages:
2008 Citizen Survey (based on a scale of 0 - 100)

	Overall Quality of Life	Value for the Tax Dollar
Westminster	79	75
National Average	63	60

■ Westminster ■ National Average

The City's 2008 Citizen Survey also produced important data for another performance measure related to the City's mission. In 2008, 60% 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 dropped six percentage points compared to 2006 (66%). While this drop is a concern, the City of Westminster's rating on this measure remains well above the national average. Without specific follow-up, specific reasons for the drop would be based on speculation. The City of Westminster has not increased property tax rates in over 18 years and has not increased sales tax rates since 2004. In 2007, the City instituted a modest infrastructure fee to cover street light and concrete replacement expenses. In addition, the City increased water and sewer rates in 2007 and 2008 as part of a multi-year strategy to keep rate increases minimal while adequately covering infrastructure needs of the City's aging utility system. However, it is unknown whether these increases had a result on the outcome of this measure, but perhaps there is some correlation. The City does not take this outcome lightly and it serves as a reminder of the City's obligation to be good stewards of taxpayers' dollars.

Annual Financial Audit: Integrity in Financial Reporting

In 2009, the City's Comprehensive Annual Financial Report (for 2008) received an unqualified audit opinion. An unqualified audit opinion is confirmation of a quality financial report that can be relied upon to support assertions about the City's financial condition and position. In 2009, the City also received its 26th Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. In 2009, the City did not receive any audit adjustments, which shows strong financial controls and accurate financial reporting. The City received two management letter comments as part of the 2009 audit process. These comments encouraged the City to strengthen accounting policies and procedures related to federal grants and transactions between departments. City Staff has already implemented new internal controls related to these items.

Annual Audit
Comprehensive Annual Financial Report (CAFR)

Year	audit adjustments	management letter comments
2006	4	4
2007	2	6
2008	0	0
2009	0	2

Building Inspections: Time Is Money

The City of Westminster understands that time is money to the development community and that homeowners' schedules are equally busy. The City's Building Division strives to complete at least 95% of all inspections on the day requested. The Division has met this goal the past several years, but did not do so in 2009. However, this outcome was due in large part to a significant number of "holdover" inspections for re-roofing permits following severe hail storms. Also, adverse weather conditions often made it unsafe to conduct inspections on certain days, so inspections had to be rescheduled. City Staff will strive to meet the 95% target in 2010.

Percentage of Building Inspections
Completed on the Same Day Requested

Year	Percentage
2005	99%
2006	99%
2007	99%
2008	98%
2009	84%
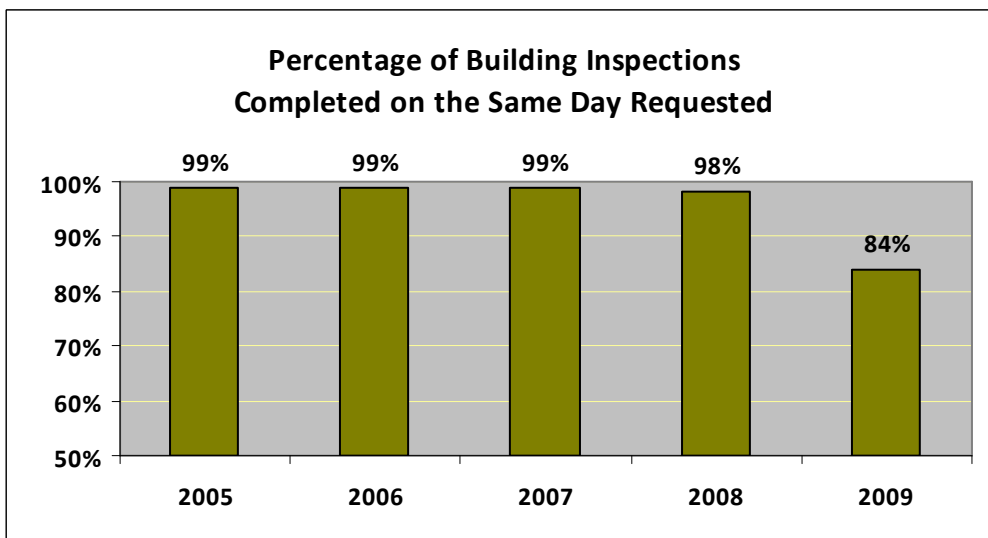
City Investments: Reasonable Returns While Maintaining Liquidity

During 2009, the City had between $140 million and $155 million in cash invested in its operating account. The goal of City Treasury Staff 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. 2009 was an interesting year for investors, but the City's portfolio performed well, exceeding the U.S. Treasury Note benchmark. Moving forward, the City's challenge will be to reposition its investment portfolio so it does not under-perform in an environment that will likely see increasing interest rates.

City Investments - Operating Accounts
(Versus Appropriate U.S. Treasury Note)

Year	Value
2000	-0.29%
2001	2.38%
2002	2.26%
2003	1.26%
2004	0.36%
2005	-0.85%
2006	-0.34%
2007	0.29%
2008	2.51%
2009	2.45%
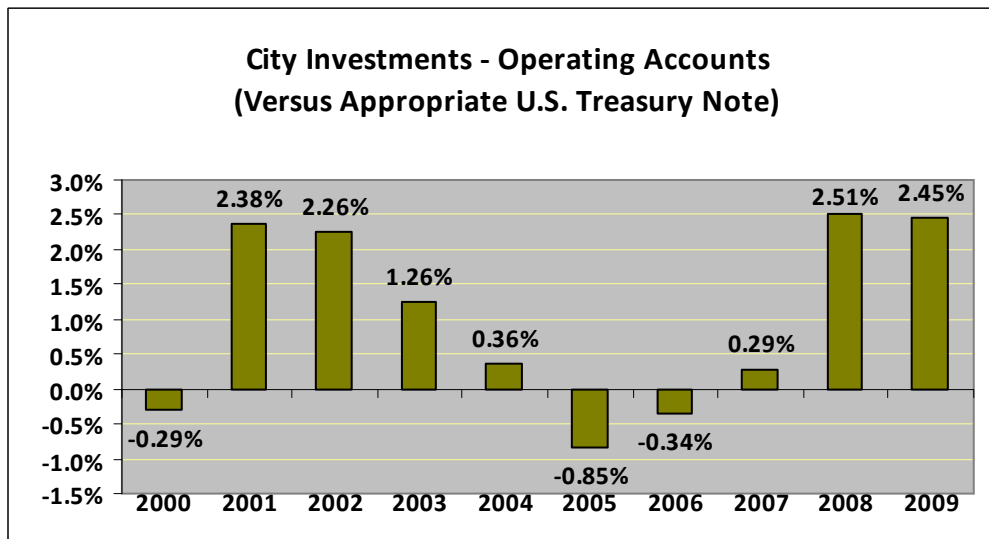
Code Enforcement: Protecting Property Values

The City's Code Enforcement Staff strives to resolve nuisance code issues in a timely manner without moving to judicial or administrative processes. In 2009, Code Enforcement resolved 86% of code issues through voluntary compliance. The average time from first inspection to voluntary compliance in 2009 was 13 days. However, in cases where voluntary compliance was not achieved, more formal processes were pursued in order to resolve nuisance issues. In 2009, 4,519 code violation cases were initiated and 376 cases were on the books at the beginning of the year. Of these 4,895 cases, 4,799 were resolved in 2009 (98%).

Code Enforcement - Resolution of Reported Cases

- Voluntary Compliance: 86%
- Induced Compliance: 12%
- In Process: 2%
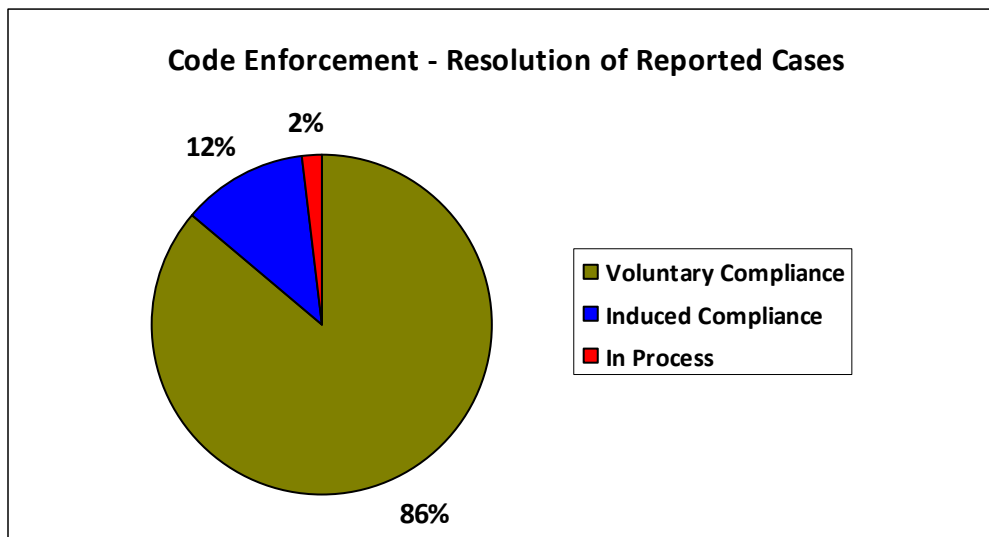
Crime Rates in 2009: Violent Crime Down and Property Crime Slightly Up

Full-year crime data for 2009 has not yet been finalized. However, preliminary crime figures between January and June show that law enforcement agencies throughout the Nation reported a decrease of 4.4% in the number of violent crimes and a 6.6% decreased in the number of property crimes compared with the same time period in 2008. When comparing the City of Westminster's preliminary crime data (January – June) in 2009 to 2008, violent crime decreased by 19% and property crime increased by 4%. By utilizing technology such as Geographical Information System (GIS) Mapping and Automated License Plate Reader (ALPR), Police Staff have improved effectiveness in making arrests and recovering stolen merchandise related to property crimes. For example, by utilizing the ALPR, the Department was successful in recovering twelve stolen motor vehicles and made one related arrest. Without this tool, these outcomes would have been unlikely, or at least would have taken much longer to achieve.

Violent and Property Crime per 1.000 Residents
(January - June 2009)

	Violent Crime	Property Crime
2008	1.3	14.7
2009	1.1	15.5
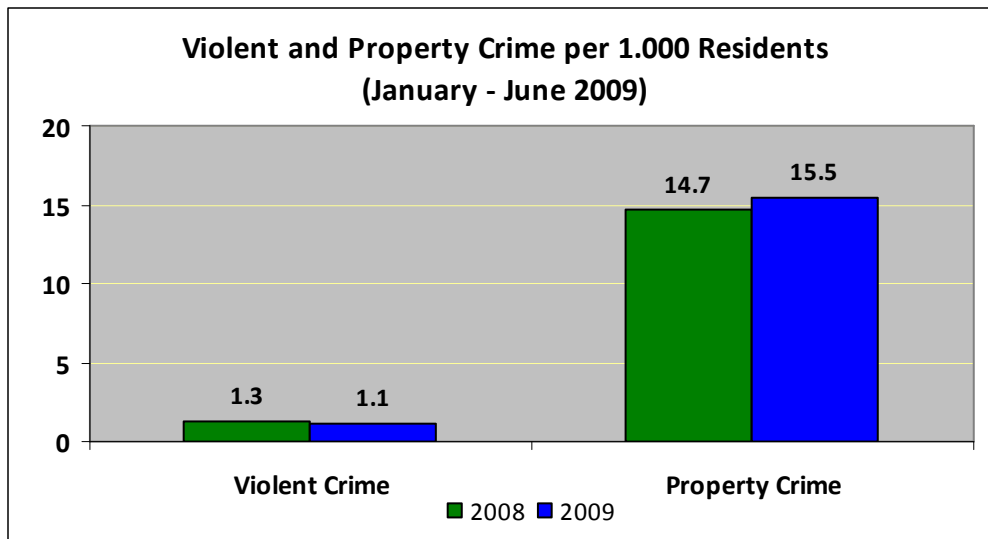
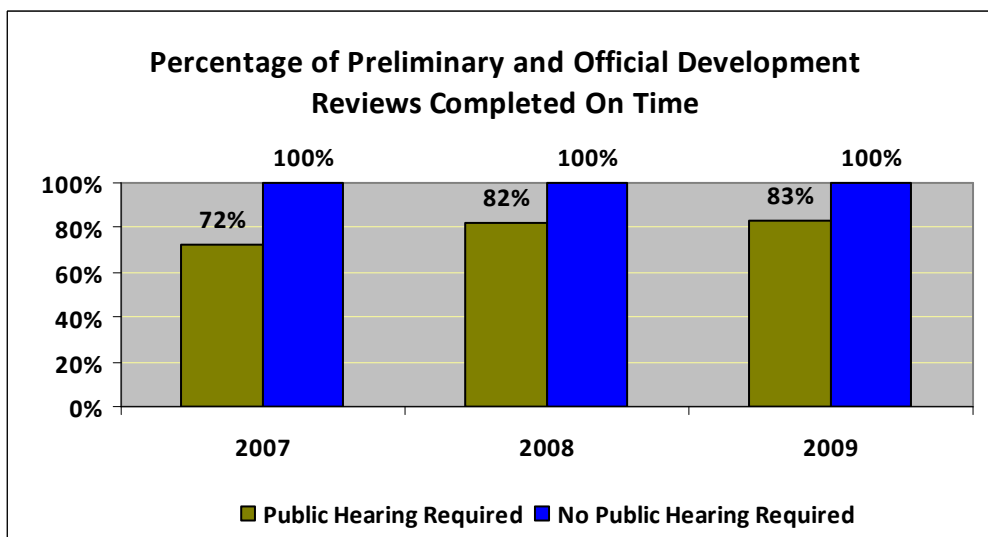## Development Review: Again, Time is Money

In effectively reviewing development plans, the City's Planning Staff works to meet a turnaround time of 90 days for administrative approvals and 120 days when public hearings are required. The City was once again able to achieve a 100% success rate on administrative approvals and a slightly improved 83% success rate on meeting review targets for projects requiring public hearings. Neighborhood involvement, developer changes, controversy and other factors can impact the ability to meet the 120 days, but the City continues to work to meet that target for every project submitted.

Percentage of Preliminary and Official Development
Reviews Completed On Time

	Public Hearing Required	No Public Hearing Required
2007	72%	100%
2008	82%	100%
2009	83%	100%

Electronic Sales and Use Tax Filing: Delivering Convenience

The total number of returns filed electronically via the City's Fully Automated Sales Tax (F.A.S.T.) Filing service increased to 4,143 in 2009 versus 376 in 2004. This represents an increase from 2% of total returns filed in 2004 to 14% in 2009. The 2009 results indicate that the City continues to make steady progress towards increasing the number of taxpayers that utilize electronic filing. This is an important factor in maximizing the use of City resources because electronic filing significantly reduces the amount of data entry and scanning time required by Sales Tax Staff, thereby reducing City costs. Electronic filing also eliminates mathematical errors, thereby reducing the underpayment of taxes. From the business perspective, electronic filing reduces the amount of time spent completing the City tax return, eliminates mathematical errors (thereby reducing penalty and interest charges from underpayments of tax), ensures that proper tax and vendor's fee rates are being applied and reduces the cost of filing.

Number of Sales and Use Tax Returns Filed Electronically

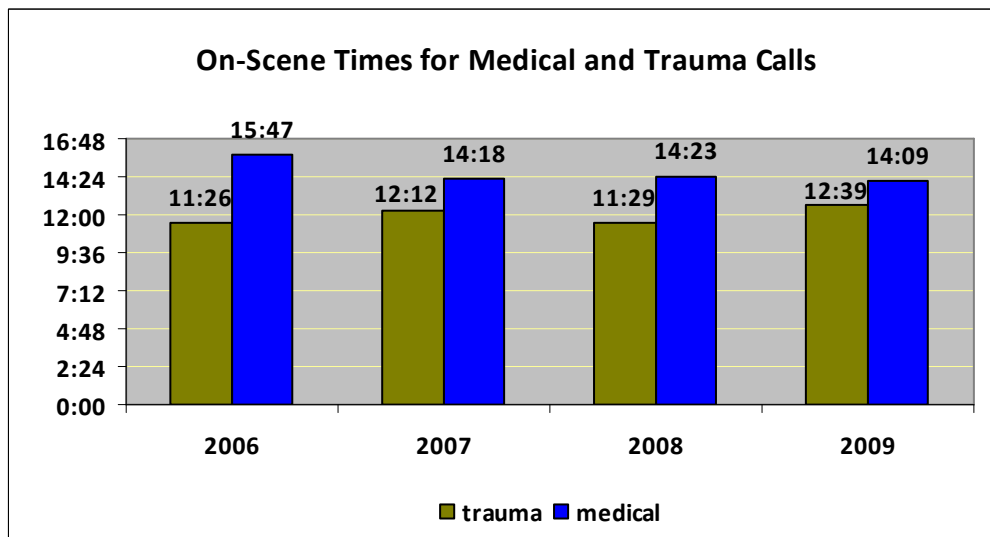| Year	Value
2002	260
2003	336
2004	376
2005	690
2006	1654
2007	2545
2008	3392
2009	4143
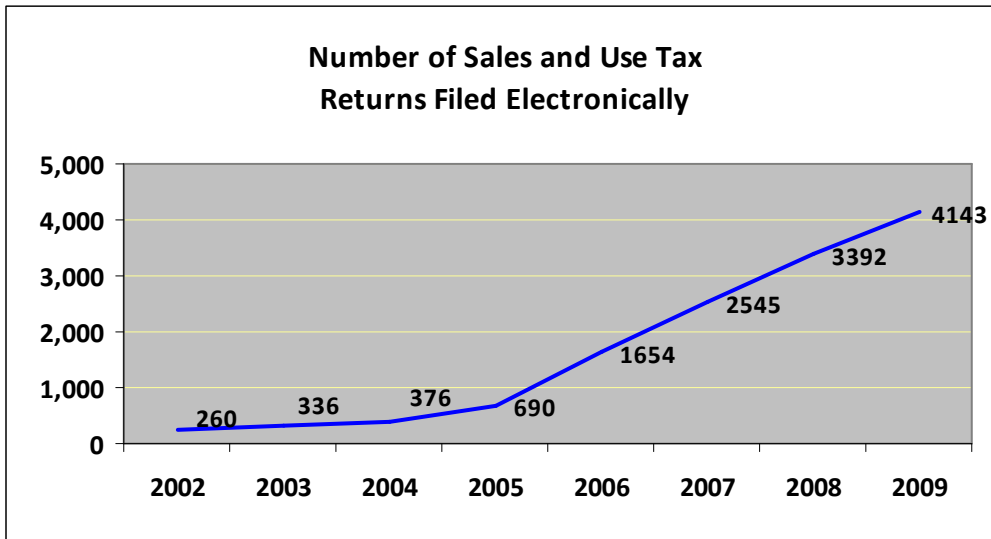
Emergency Medical Services: Effective Treatment on Scene and Timely Transport

The average on-scene time for medical patients in 2009 was 14:09 minutes and 12:39 minutes for trauma patients. The on-scene time difference is attributed to trauma patients presenting more life-threatening conditions than medical patients, thereby creating a greater need for faster transport versus more on-scene treatment. The on-scene time for medical patients has remained relatively constant over the last several years, but there is less consistency with trauma patients' on-scene times. The Fire Department will continue to work with its medical advisor on reviewing past data and current practices to ensure patients are being treated in the manner most appropriate to their condition to ensure their health and survival.

On-Scene Times for Medical and Trauma Calls

Year	trauma	medical
2006	11:26	15:47
2007	12:12	14:18
2008	11:29	14:23
2009	12:39	14:09

Fire Containment: Limiting Flames to the Room of Origin

In 2009, fires were contained to the room of origin in 91% of residential structure fires in Westminster. An internal benchmark of 90% has been established for this performance parameter. 2009 is the first year the Fire Department achieved this benchmark and represents a significant improvement over previous years. 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, this performance measure adds value in assessing the effectiveness of the initial actions performed by fire crews. Improved response times and an increased focus on the quality of fire training have also played a role in this outcome.
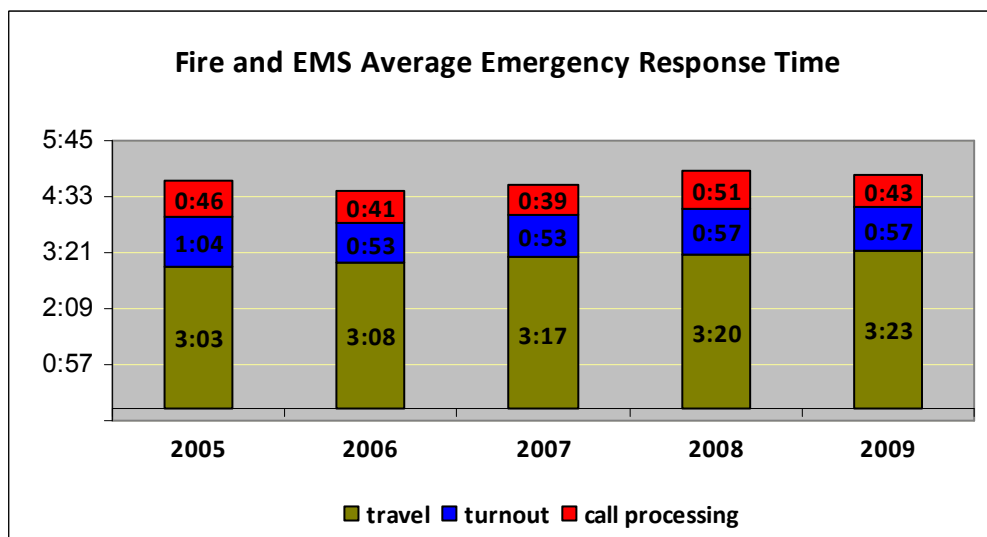
Percentage of Fires Contained to Room of Origin

Year	Percentage
2006	89%
2007	85%
2008	82%
2009	91%
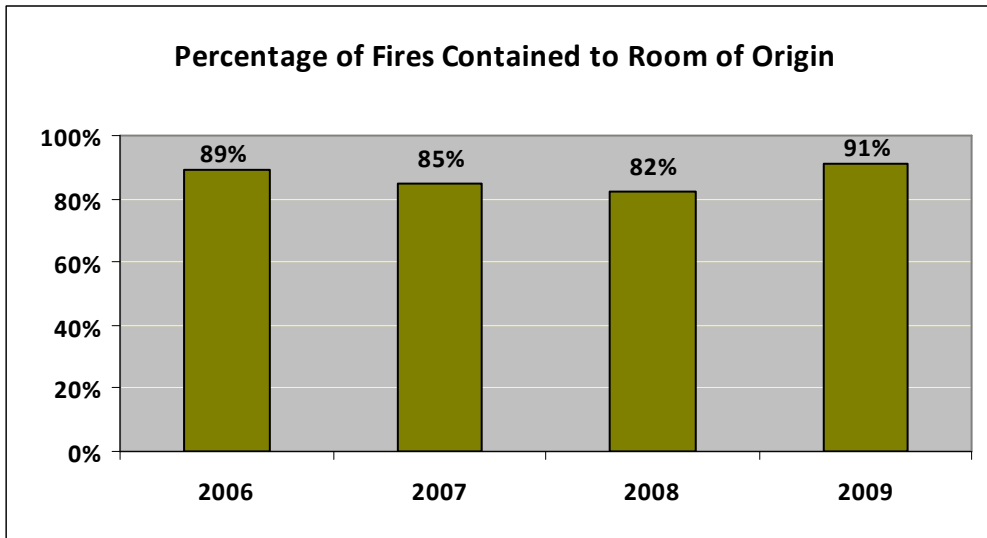
Fire and EMS Response Times: Every Second Counts

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. 2009 average response time improved from 2008 by five seconds. The most significant impact was made in call processing time. Westminster continues to experience a call processing time below the national standard of one minute (2009 = 0:43). The Fire Department continues its collaboration with Emergency Communications Staff to maintain this impressive performance. Turnout times (from when the call comes into the station until the apparatus is rolling) remained the same in 2009 as in 2008 (0:57). This continues to reflect a turnout time below the industry standard goal of one minute.

Fire and EMS Average Emergency Response Time

Year	travel	turnout	call processing
2005	3:03	1:04	0:46
2006	3:08	0:53	0:41
2007	3:17	0:53	0:39
2008	3:20	0:57	0:51
2009	3:23	0:57	0:43

■ travel ■ turnout ■ call processing

Fire Inspections: An Ounce of Prevention

Over the past four years, fire companies have maintained an average rate of 85% in completing assigned business inspections within 45 days of assignment. In 2009, Fire Department Staff identified this measure as having room for improvement. A department-wide focus resulted in an 87% completion rate in 2009, compared to 80% in 2008. Also, the Department placed a focus on improving returns from the self-inspection program, which is available only for businesses deemed by the Fire Prevention Bureau to be "low-hazard." In 2009, the Fire Department realized a 100% success rate in completing inspections assigned through the self-inspection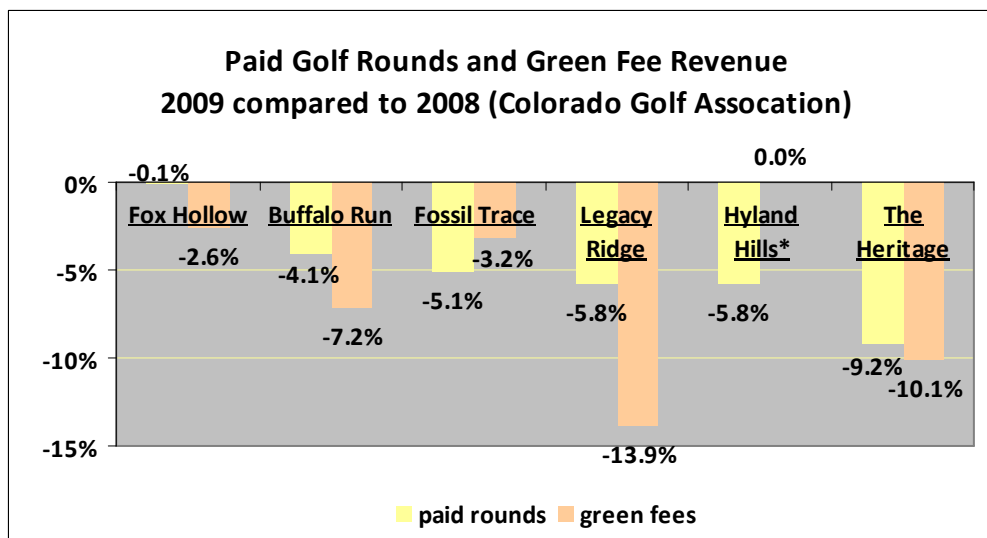 program. This was the first year that this goal was achieved. Taking fire inspections seriously can save lives, property and City resources by encouraging pro-activity in fire prevention.

Fire Inspection Completion Rates

	2005	2006	2007	2008	2009
Inspections Completed in 45 Days	79%	85%	87%	80%	87%
Self-Inspection Rate of Return	71%	85%	95%	97%	100%
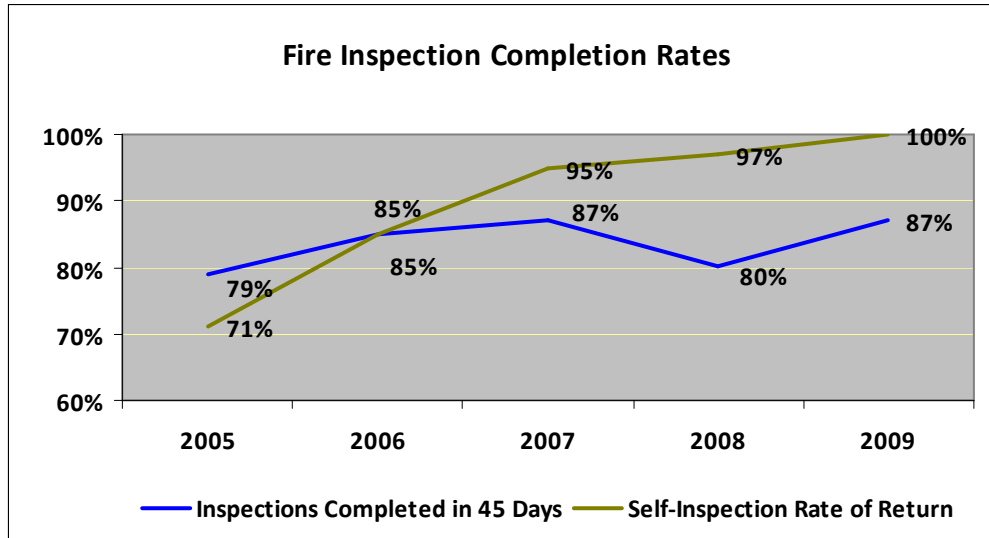
Golf Rounds and Greens Fees: Challenging Times

The City's two municipal golf courses, Legacy Ridge and The Heritage at Westmoor, went through a very challenging year in 2009. Both facilities experienced a combination of poor weather conditions and a weak economy. Each golf course had 18 bad-weather days in May and June alone. Most of these bad-weather days occurred during the high revenue producing weekend days of Friday through Sunday, resulting in a significant loss in revenue at the start of the peak season. Total tournament rounds declined 2,445 from 2008 to 2009. Total lost tournament revenue for both courses combined was $183,375 in 2009 compared to 2008. 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 2010 or, at best, very limited growth in sales and revenue numbers in select markets throughout the country.

Paid Golf Rounds and Green Fee Revenue
2009 compared to 2008 (Colorado Golf Assocation)

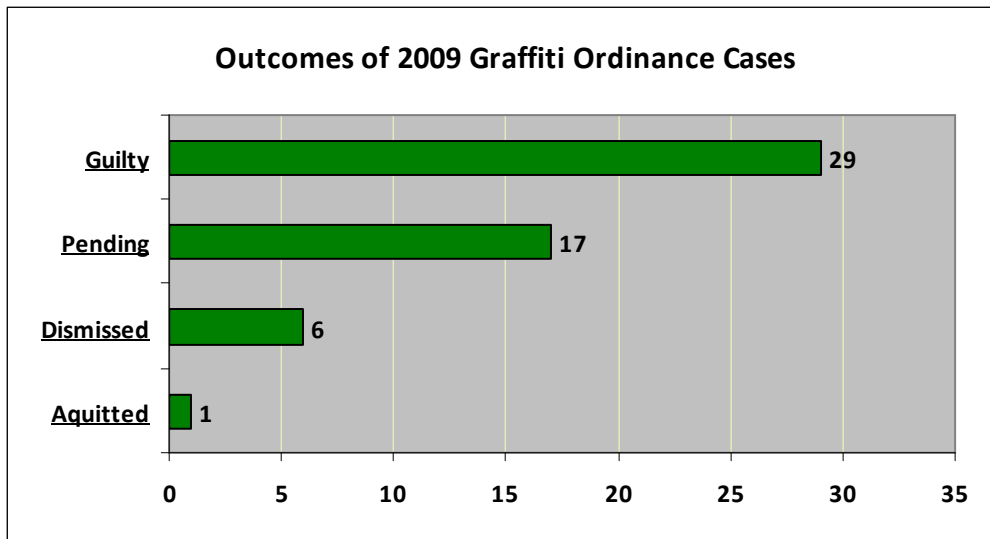|	Fox Hollow	Buffalo Run	Fossil Trace	Legacy Ridge	Hyland Hills*	The Heritage
paid rounds	-0.1%	-4.1%	-5.1%	-5.8%	0.0%	-9.2%
green fees	-2.6%	-7.2%	-3.2%	-13.9%	-5.8%	-10.1%

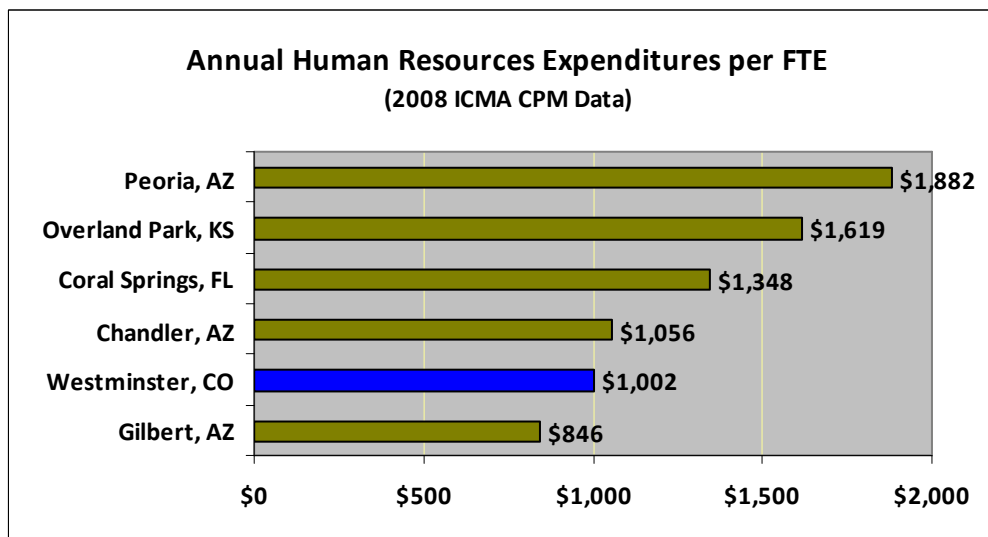## Graffiti Prosecution: Effective Enforcement and Eradication

Under the City's Graffiti Ordinance, the City of Westminster Municipal Court pursued 62 separate case filings for 53 offenders. Of the 53 offenders documented, a majority were found guilty of one or more charges and many other cases are still pending. In 2009, there were a total of 702 public graffiti vandalism reports throughout the City. Of these reports, 75% were proactive (initiated by City personnel) and the remaining 25% of the reports were actual citizen complaints. This was a 12% decrease in public graffiti vandalism reports filed in 2009 compared to 2008. One of the primary goals for the Graffiti Program in 2009 was to keep the average graffiti removal time within 24 hours or less of when the actual report was received. The average turnaround time from the report of graffiti to removal of graffiti was 0.48 days (less than a half of a day to remove), which was a 43% improvement compared to 2008.

Outcomes of 2009 Graffiti Ordinance Cases

Category	Value
Guilty	29
Pending	17
Dismissed	6
Aquitted	1

Human Resources: Cost Effective Management of Personnel

Compared to other progressive communities that participate in ICMA's Center for Performance Measurement, the City of Westminster's operational costs for Human Resources is very efficient. In 2009, the Division exceeded targets for recruitment performance measures with the implementation of NeoGov software to streamline recruitment processes, thereby increasing efficiency while decreasing costs.   The Division had an average turnaround cycle for non-exempt positions of 32 days, which was well below the target of 45 days. Besides efficiency, Human Resources was effective on several fronts in 2009. Staff spent a significant amount of time and effort in 2009 working with departments to discipline or remove managers and employees who did not embrace the values of the organization. Seventy employees were disciplined in 2009, with fourteen forced separations. As a result of the approach to these disciplines, there were no Personnel Board or EEOC appeals. While difficult, these actions will have a long-term benefit to the organization.

Annual Human Resources Expenditures per FTE
(2008 ICMA CPM Data)

City	Value
Peoria, AZ	$1,882
Overland Park, KS	$1,619
Coral Springs, FL	$1,348
Chandler, AZ	$1,056
Westminster, CO	$1,002
Gilbert, AZ	$846

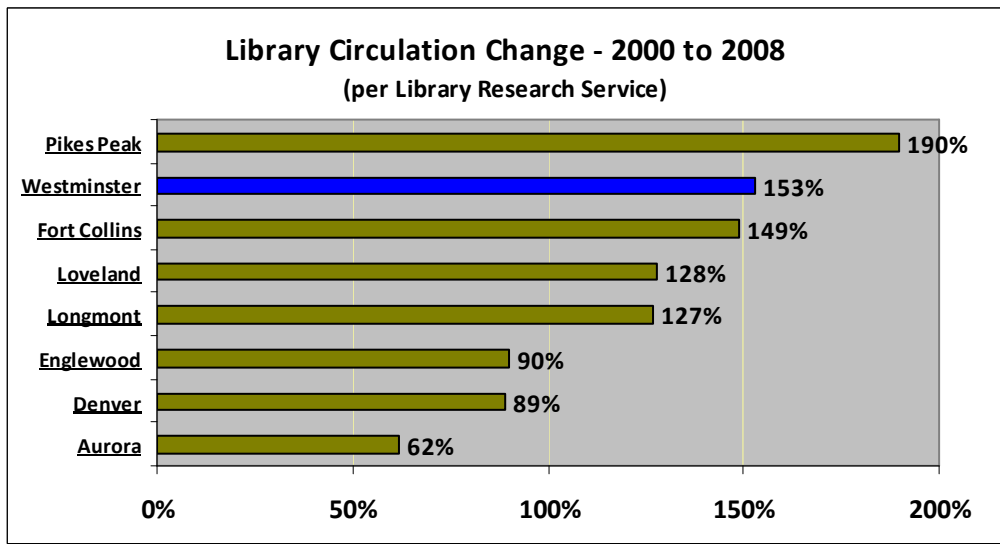## Information Technology: Excellent Customer Service 💲

Customer satisfaction ratings of Information Technology (IT) services are a vital and objective component of the City's overall provision of service. Staff across the City depend of excellent IT services in order to deliver excellent service in turn to citizens and businesses in the community. While 88% of customer ratings are excellent, the IT Department occasionally receives ratings that are fair or poor. IT uses these opportunities to meet with customers to evaluate and improve service strategies and processes. These meetings were conducted on several occasions during 2009. This process has helped the department improve the overall ratings over the years.

Information Technology Customer Satisfaction: % of Employees Rating Overall Satisfaction as "Excellent"

(2008 ICMA CPM Data)

City	%
Surprise, AZ	89%
Westminster, CO	88%
Coral Springs, FL	60%
Longmont, CO	47%
Bellevue, WA	42%
Olathe, KS	28%
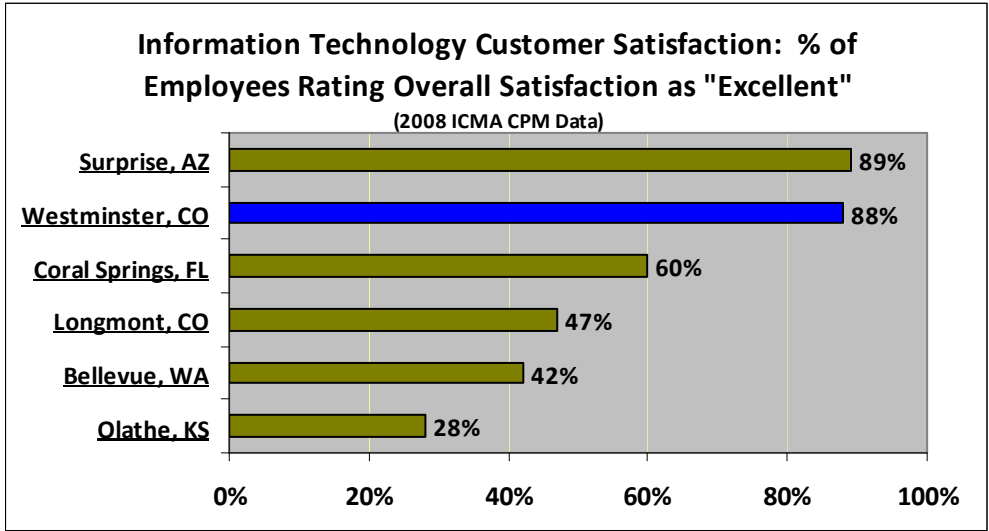
Library Circulation: Growth Trends 💲

Of the 65 library systems that reported to ICMA's Center for Performance Measurement (CPM), 31 have service areas of more than 100,000 people. For this group, the total annual circulation per capita average was 7 items and the median was 5 items. Westminster's total annual circulation per capita was 13, which was significantly more than the national average and median in ICMA's CPM. Library Staff members effectively and efficiently purchase materials that people in the community both want and need. Looking at most of the last decade, Westminster's circulation has increased dramatically and is one of the largest increases compared to other libraries in the Colorado Performance Measurement Consortium.

Library Circulation Change - 2000 to 2008

(per Library Research Service)

Library	%
Pikes Peak	190%
Westminster	153%
Fort Collins	149%
Loveland	128%
Longmont	127%
Englewood	90%
Denver	89%
Aurora	62%

Municipal Court: Effective Case Processing

Case flow management is the process where courts convert their "inputs" (cases filed) into "outputs" (cases closed). In 2009, there was a 5% increase or 762 more case filings than in 2008. Significant increased filings were seen due to domestic violence violations, no proof of insurance violations and traffic payable violations. For 2009, 6% more cases were disposed (closed) (1,156) than in the same period in 2008. The cases filed measured against the cases disposed helps assess how well cases are being processed from beginning to end. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition increases. It is the recommendation of the National Center for State Courts that courts should clear (dispose of) at least as many cases as have been filed in a period (100 percent or higher). Westminster Municipal Court met this standard in 2009.

Municipal Court - Cases Filed and Cases Disposed

Year	cases filed	cases disposed
2007	17,302	21,059
2008	14,593	18,014
2009	15,355	19,170
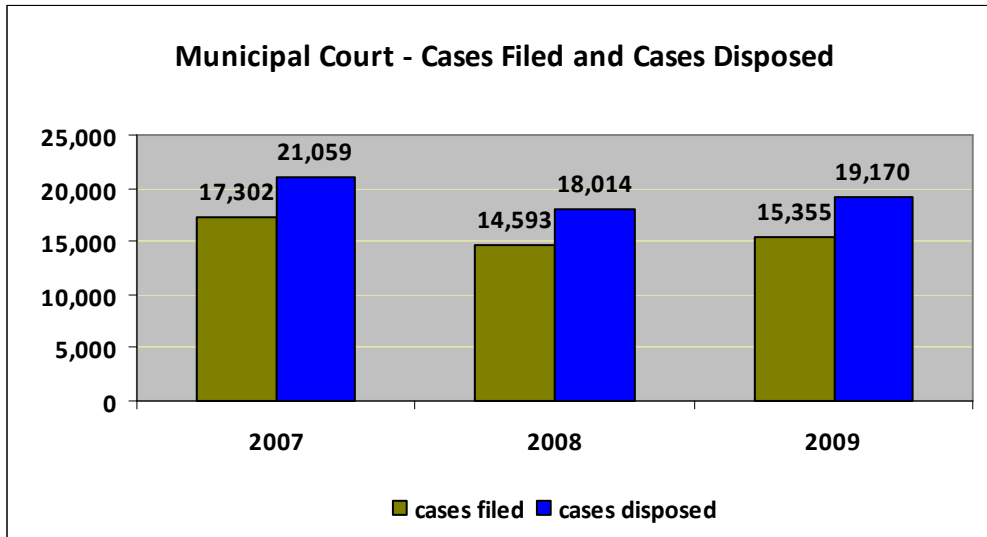
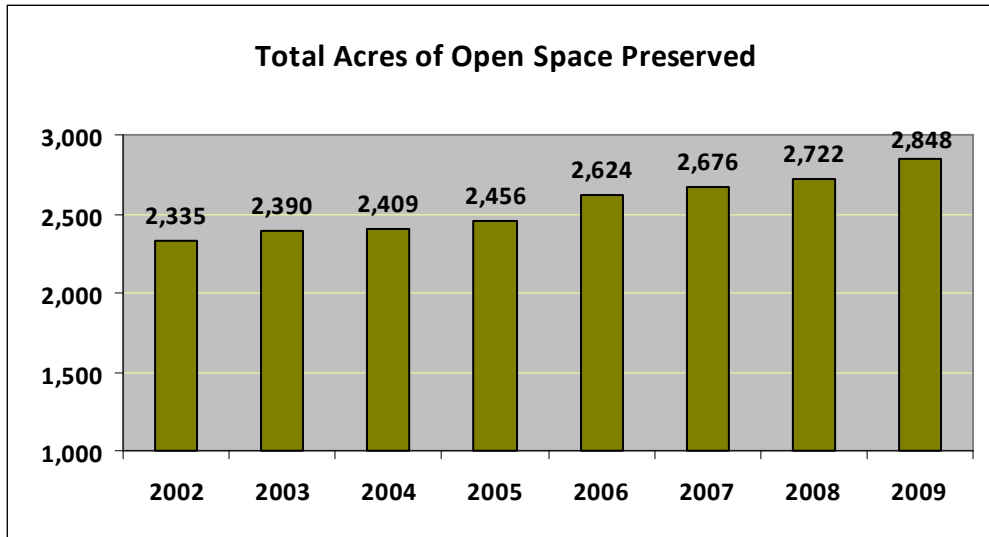## Office Vacancy Rate: A Sign of the Economic Times

Much like the national and state economy, Westminster continued to see shrinkage in its business community during 2009. Over the 12 month period, 445 general and home based businesses discontinued operation in the City. Fortunately, the City was able to add 394 businesses to the City's economy, resulting in a net -1.7% business growth (a net loss of 51 businesses). The office vacancy rate at the end of 2009 was 21%. The percentage vacant is comparable to other north metro communities. This vacancy rate is expected to decline during 1st Quarter 2010 because of business announcements that occurred right after the 1st Quarter of the 2010, such as the Scottrade relocation to Westminster. The City recorded a significant number of business expansions during 2009 with 38 known expansions.
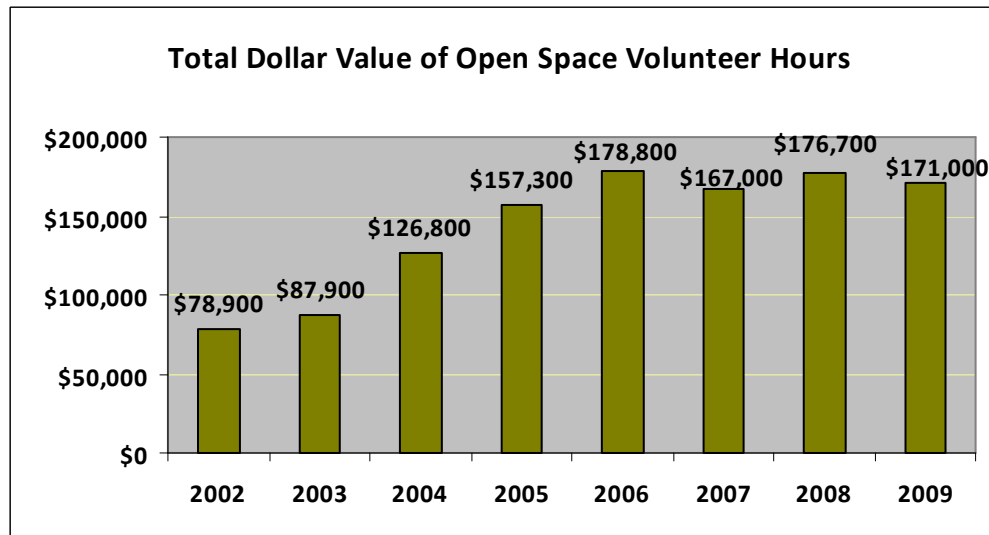
Office Vacancy Rate - Westminster

Year	Vacancy Rate
2002	30%
2003	27%
2004	24%
2005	25%
2006	20%
2007	15%
2008	15%
2009	21%
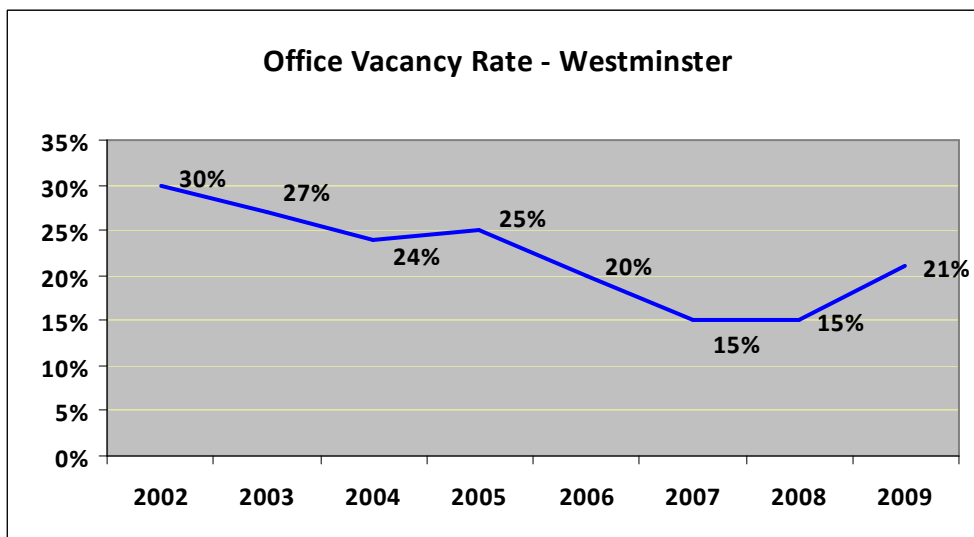
Open Space Acquisition: Supporting a Beautiful City

The City of Westminster has been at the forefront of open space acquisition since 1985. In 2009, the City's Open Space program purchased 18.8 acres of open space and received an additional 91 acres through the City's adoption process (City-owned land adopted as open space). Key acquisitions included the DePalma property and the Spresser property adjacent to the Little Dry Creek Open Space at 75th Avenue and Sheridan Boulevard. Also, the City acquired the 4.3 acre Walnut Grove property at 108th Avenue and Wadsworth, which will add to the existing Walnut Creek Open Space. City Council maintains a goal of preserving 15% of the City's land area as open space. With the open space purchases and adoptions in 2009, the City has preserved 13.2% of the City land area as open space.

Total Acres of Open Space Preserved

Year	Acres
2002	2,335
2003	2,390
2004	2,409
2005	2,456
2006	2,624
2007	2,676
2008	2,722
2009	2,848

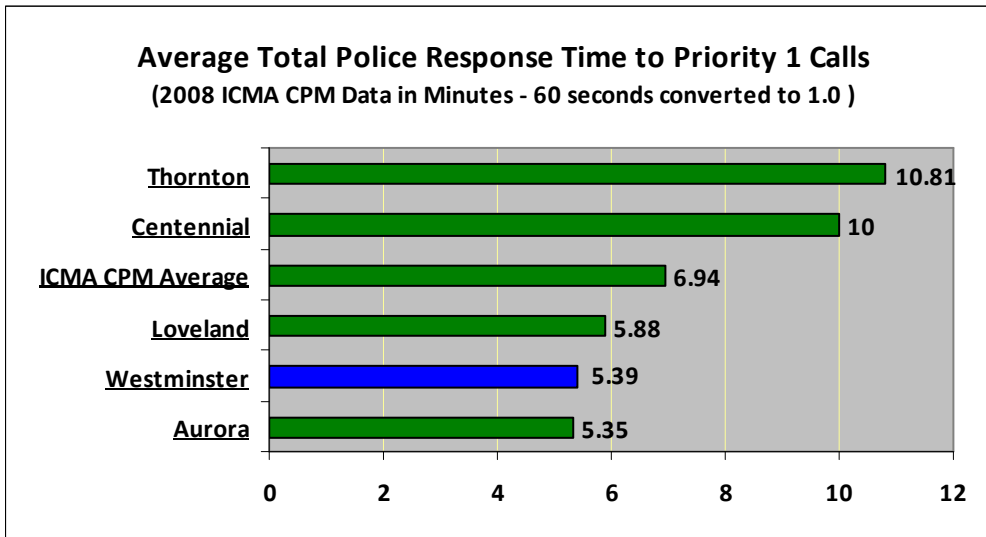## Open Space Volunteers: Taking Care of Our Natural Assets

An open space success story can be found in the City's Open Space Volunteer Program. This program was developed as a creative way to provide cost-effective assistance to Staff in helping to maintain and preserve the city open space holdings. The 2009 dollar value of the 8,454 volunteer hours worked was $171,194. Over the past eight years, volunteer hours have totaled $1,030,000. With the increase in the City's open space acreage per FTE (currently 804.15) and reduced operating budgets due to the City's revenue challenges, the Open Space Volunteer Program is all the more necessary to the success of the City's Open Space Program. Volunteer contributions not only make the Open Space Program better for the City, but the volunteers also come away with a great sense of accomplishment and ownership.

Total Dollar Value of Open Space Volunteer Hours

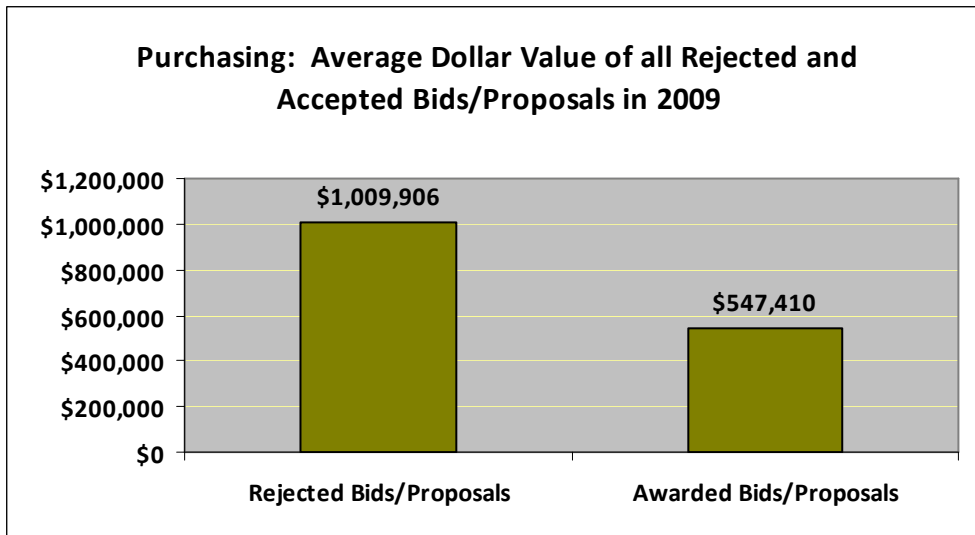| Year	Value
2002	$78,900
2003	$87,900
2004	$126,800
2005	$157,300
2006	$178,800
2007	$167,000
2008	$176,700
2009	$171,000

Police Response Times: Priority 1 Calls

In 2007, the Police Department implemented a monthly review process for Priority 1 (emergency) response times. This analysis and small changes have had a positive impact on reducing response times to these emergency calls. The average time from receipt of Priority 1 call to dispatch was 1:34, which was 26% below the 2008 International City/County Management Association (ICMA) average time and 2% below the Department's 2008 average time.   The average time from dispatch of Priority 1 call to arrival on scene was 3:43, which was 24% below the 2008 ICMA average and 3% higher than the Department's 2008 average. Total average response time in 2009 was 5:17, which was 2% below the Department's 2008 average of 5:24. The Department is still striving to achieve the goal of a five minute average response time to Priority 1 calls.

Average Total Police Response Time to Priority 1 Calls
(2008 ICMA CPM Data in Minutes - 60 seconds converted to 1.0)

Location	Minutes
Thornton	10.81
Centennial	10
ICMA CPM Average	6.94
Loveland	5.88
Westminster	5.39
Aurora	5.35

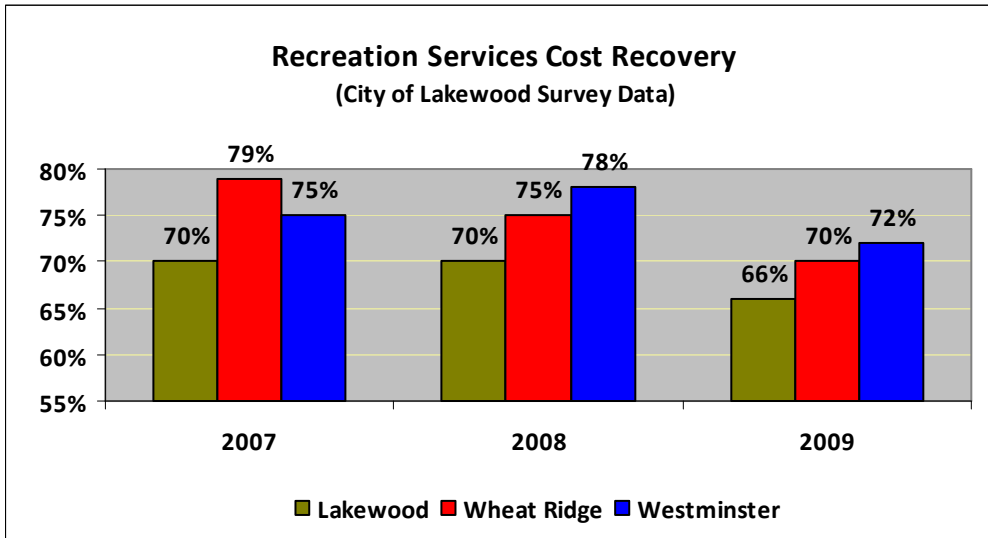## Purchasing Policies: Value for the Tax Dollar

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. While comparison data will not be available until next year, Westminster's preliminary data is quite telling. 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.

Purchasing: Average Dollar Value of all Rejected and Accepted Bids/Proposals in 2009

Category	Amount
Rejected Bids/Proposals	$1,009,906
Awarded Bids/Proposals	$547,410

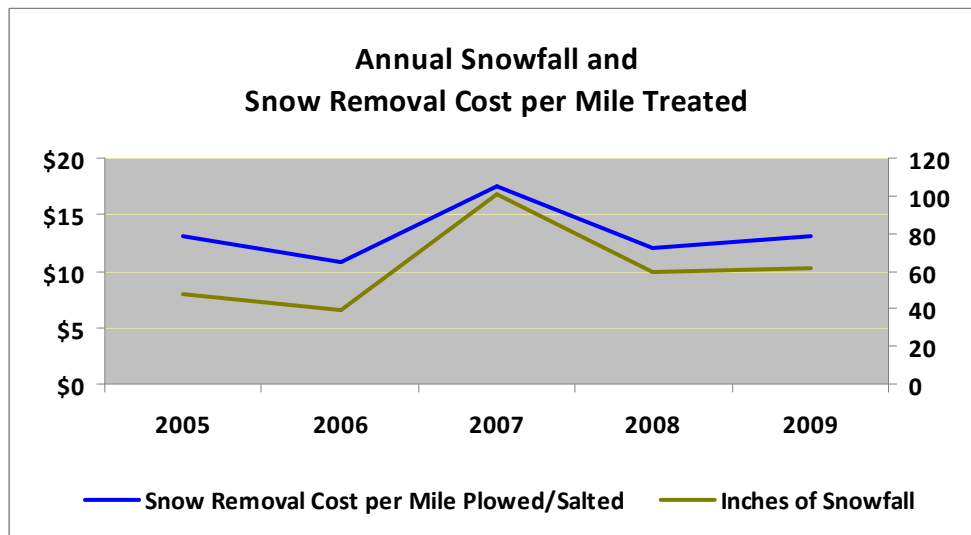## Recreation Facilities and Programs: Cost Recovery 💲

Through some very challenging times, the community has continued to value the services offered by the Recreation Services Division. While Recreation Staff made numerous adjustments to meet these goals, the City was not able to maintain the same level of cost recovery as 2008 (primarily due to the City Park pool closure). However, the City is still maximizing resources, and based on information from surrounding communities, continues to maintain a comparatively good cost recovery rate. With the recent grand opening of the renovated City Park aquatics areas and brisk activity at City Park Fitness Center, City Staff feels confident that revenue recovery numbers will improve in 2010.

Recreation Services Cost Recovery
(City of Lakewood Survey Data)

Year	Lakewood	Wheat Ridge	Westminster
2007	70%	79%	75%
2008	70%	75%	78%
2009	66%	70%	72%

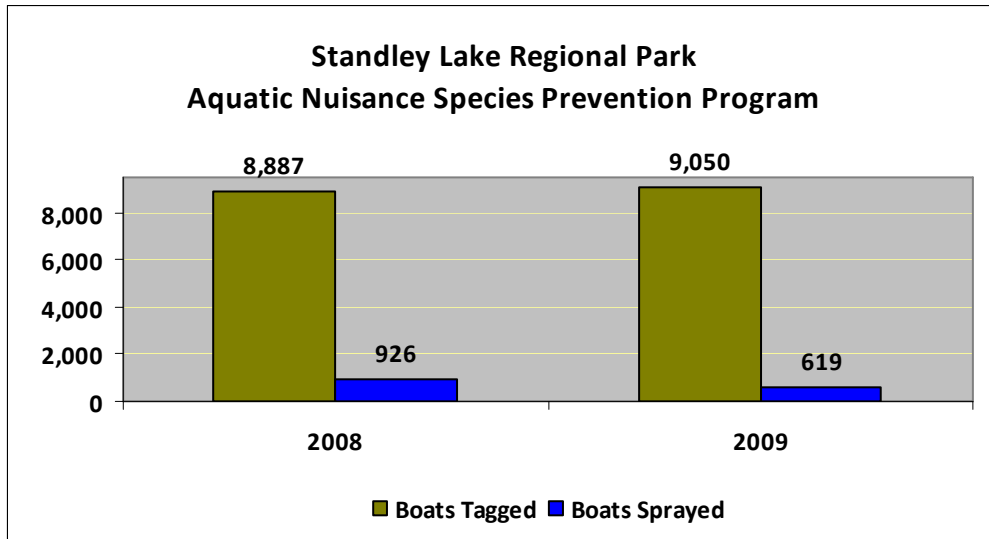## Snow Removal: Safety and Efficiency on the Streets ⚓ 💲

High quality snow and ice removal is an important area of service provision for the City. Besides ensuring safe driving conditions for the public, City Staff tracks the time, amount of materials used and cost of each snow event to better manage resources. The Streets Division is using geographic information systems (GIS) and computer software to optimize primary and secondary snow routes, balance the responsibilities of the drivers, manage the workload of trucks and meet the public's needs.

Annual Snowfall and Snow Removal Cost per Mile Treated

Legend: Snow Removal Cost per Mile Plowed/Salted — Inches of Snowfall
(2005–2009)

## Standley Lake: Aquatic Nuisance Species (ANS) Prevention Program

Annual visitation numbers at Standley Lake fluctuated in 2008 due to the economy, gas prices and the implementation of the City's Aquatic Nuisance Species (ANS) Program. The ANS program requires all boats to be inspected, tagged and quarantined before being allowed to enter Standley Lake to prevent the spread of aquatic nuisance species, namely zebra and quagga mussels. In 2009, visitation numbers rebounded as park visitors became familiar with the requirements of the ANS Program. Annual visitation increased almost 25% in 2009 from 2008. The number of boats tagged as part of the ANS Program increased by 1.8% in 2009 while the number of boats sprayed decreased by 33.2%. Staff attributes the decline in the number of boat sprayings to the public's understanding, awareness, and acceptance of the ANS Program. A greater number boaters are making the decision to not take their boats to other bodies of water, which would require them to have their boats sprayed and quarantined before being allowed back into Standley Lake.

Standley Lake Regional Park
Aquatic Nuisance Species Prevention Program

	2008	2009
Boats Tagged	8,887	9,050
Boats Sprayed	926	619

■ Boats Tagged ■ Boats Sprayed

Street Rehabilitation: Residential

In 2009, there was a drop in the average pavement condition rating for residential streets. The average payment condition rating for residential roads was 60 in 2009, compared to 64 in 2008. The 60 rating illustrates a decline to a "fair" condition level for many residential streets. Staff believes that this drop can be attributed to an increase in material and labor costs, which meant that fewer streets could receive work in the year due to fairly static budgets. In developing Street's 2011/2012 budgets, Staff will use pavement management data to explore options under different funding scenarios. The current favorable bidding climate might mean lower costs and more streets receiving work. In the near term, it is likely that the City's pavement network will become more difficult to maintain. However, from a sustainable City perspective, Westminster will need to ensure that the level of service provided matches available funds and revenue reality.

Residential Street Ratings and
Residential Street Rehabilitation Expenditures

—— Residential Spending   —— Residential Rating
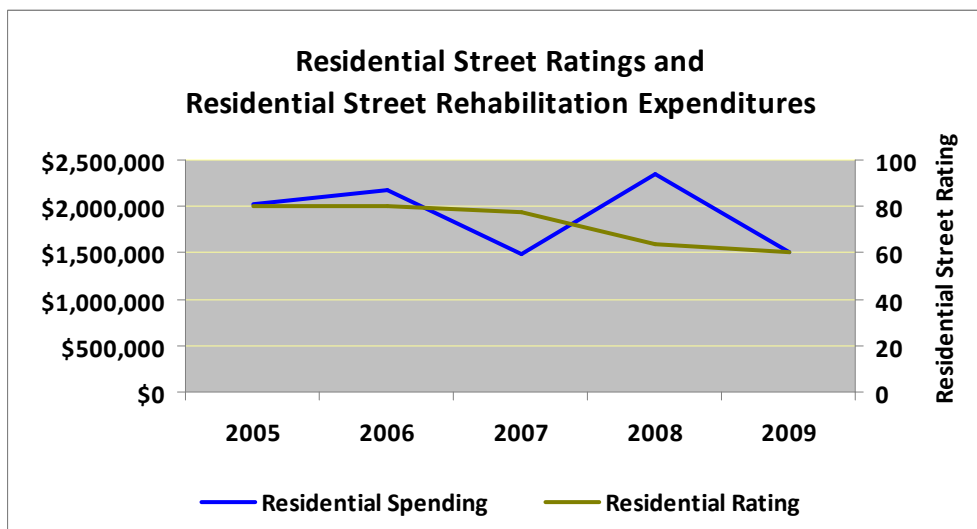
Traffic Congestion: Improving Flow

For the first time in 2008, the City quantified the total percentage of arterial streets that are classified as "congested." The intent of this new performance measure is to gauge the City's effectiveness in properly directing capital funds to the areas of need. The baseline of congestion in the City was 13.25 miles, or 19% of all arterial streets in the City. During 2009, the City widened portions of 144th Avenue and 112th Avenue, which reduced the total number of miles of congested arterial streets to 10.95 miles (16%).

Total Percentage of Arterial Streets that are Congested

Year	Percentage
2008	19%
2009	16%
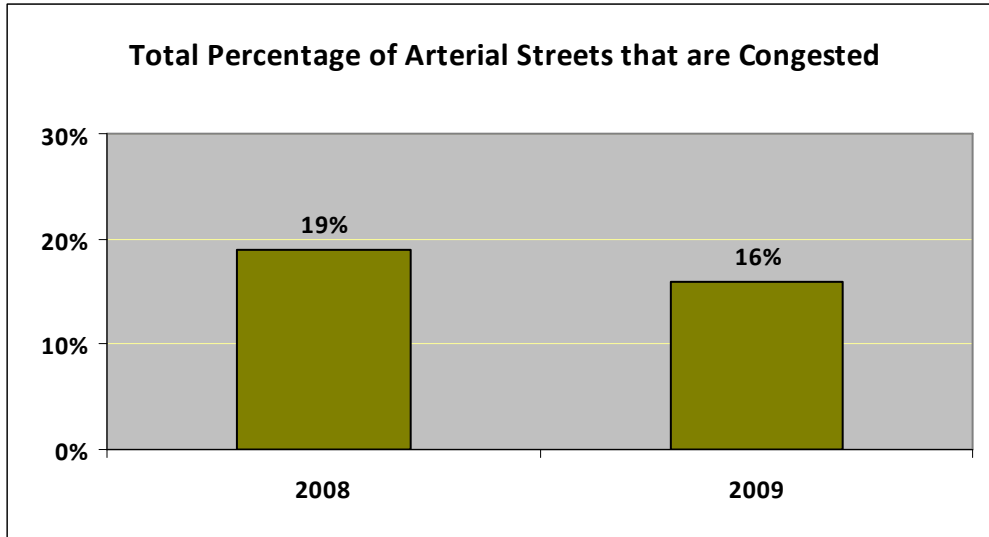
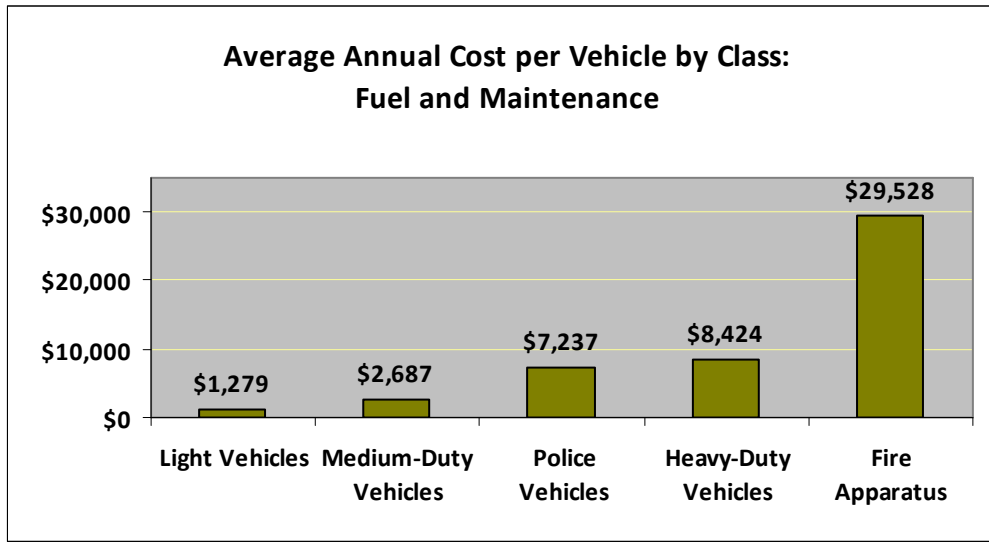## Traffic Enforcement: It Is All About Safety

Since 2005, the City of Westminster has seen a steady decline in accident fatalities. There was a 33% decrease in traffic fatalities in 2009 compared to 2008. Of the four accident fatalities reported in 2009, two of the accidents involved alcohol-impaired driving. In 2009, the Police Department made 412 DUI arrests, which was a 10% increase from 2008. In order to address drunken driving and to improve the safety of the City's roadways, the Department proactively enforced DUI laws and participated in the 2009 Colorado DUI Checkpoint Program, which consisted of five separate checkpoints.
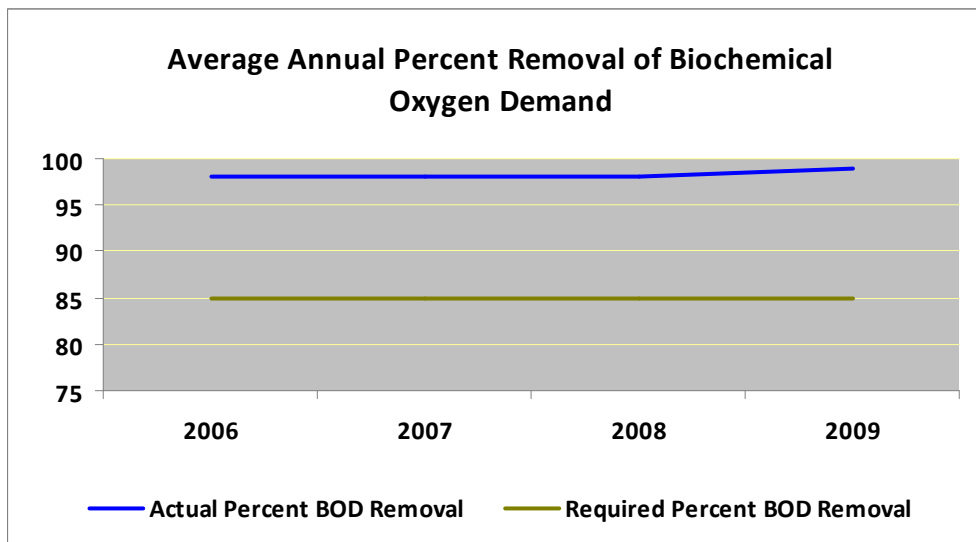
City of Westminster Traffic Fatalties (2005 - 2009)

Year	Fatalities
2005	11
2006	9
2007	7
2008	6
2009	4
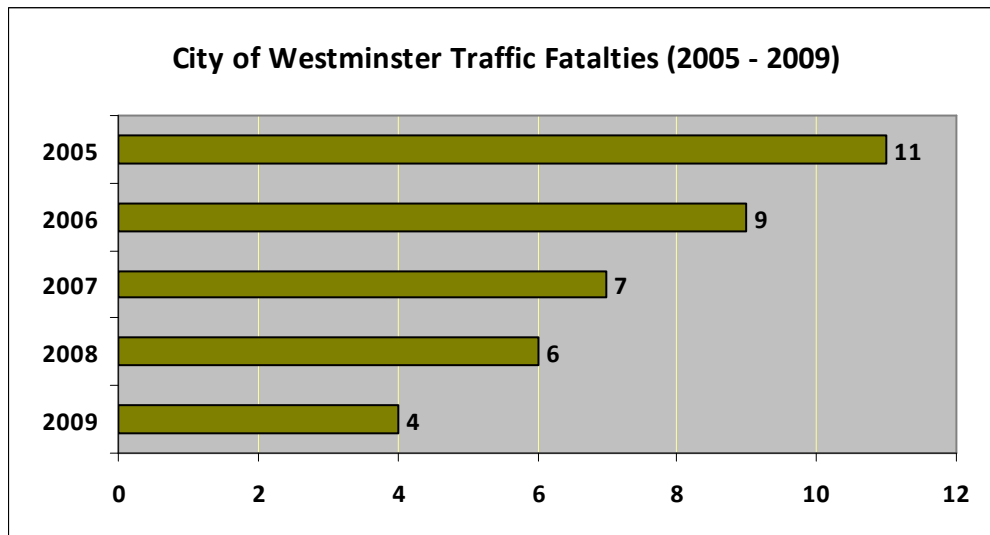
Vehicle Maintenance and Fuel Costs 💲

The Fleet Maintenance Division supports City Council's Strategic Plan Objective of providing efficient, cost-effective internal services by implementing measures that ensure vehicles are maintained and replaced in the most cost effective manner possible. Beyond labor activities, fuel and parts costs are components that impact vehicle cost-per-mile. In 2009, fuel costs increased, thereby impacting the cost per mile. Fleet Maintenance found opportunities for managing costs through State bids and fuel contracts to help stabilize fuel and parts costs while ensuring availability. For all vehicles, the average cost per mile of operation was $0.50. However, in general, public safety and heavy-duty vehicles (tandems/snowplows) cost more to maintain than other vehicles in the City's fleet.

Average Annual Cost per Vehicle by Class: Fuel and Maintenance

| Class	Cost
Light Vehicles	$1,279
Medium-Duty Vehicles	$2,687
Police Vehicles	$7,237
Heavy-Duty Vehicles	$8,424
Fire Apparatus	$29,528

Wastewater Treatment: Exceeding Mandates and Standards 🌳

One of the primary indicators of the success of the wastewater treatment process is the annual average percent removal of Bio-chemical Oxygen Demand (BOD). BOD is the measure of the concentration of the raw sewage being fed into the facility, and is an actual number for the amount of material or food that has the ability to be broken down by microorganisms in the plant. Practically speaking, the higher the BOD, the stronger the sewage. Typically, municipal wastewater plants have a BOD value of approximately 20 milligrams per liter (mg/l). At the City's Big Dry Creek Wastewater Treatment Facility, the 2009 annual average 30-Day BOD value is 3.2 mg/l, roughly that of a clean mountain stream. This is the lowest figure on record since 2004 and well below the 5-year average of 4.0 mg/l. This shows that the facility is working well and far surpassing mandated standards.

Average Annual Percent Removal of Biochemical Oxygen Demand

Years: 2006, 2007, 2008, 2009

— Actual Percent BOD Removal   — Required Percent BOD Removal

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. Over the past four years, the City's water utility has experienced fewer main breaks per 100 miles of pipe each year than the year previous, averaging a 17% decrease year-over-year. This is due to the City's more aggressive waterline replacement program. In 2009, Staff calculated that 377,605 feet, or 71.5 miles of the water distribution system were in need of replacement. This was a 34,373 foot (8.4%) decrease from the length of pipe needing replacement in 2008. Over the period 2005 to 2009, there was an average annual decrease of 10.7% in the quantity of pipe needing replacement in the distribution system. Thanks to a rate plan approved by City Council, funds are available from rates to address the City's aging pipes, as tap fee revenue from Westminster's "high growth" days can no longer be depended upon to solely fund capital needs.

Pipe in Need of Replacement and Water Main Breaks per 100 Miles
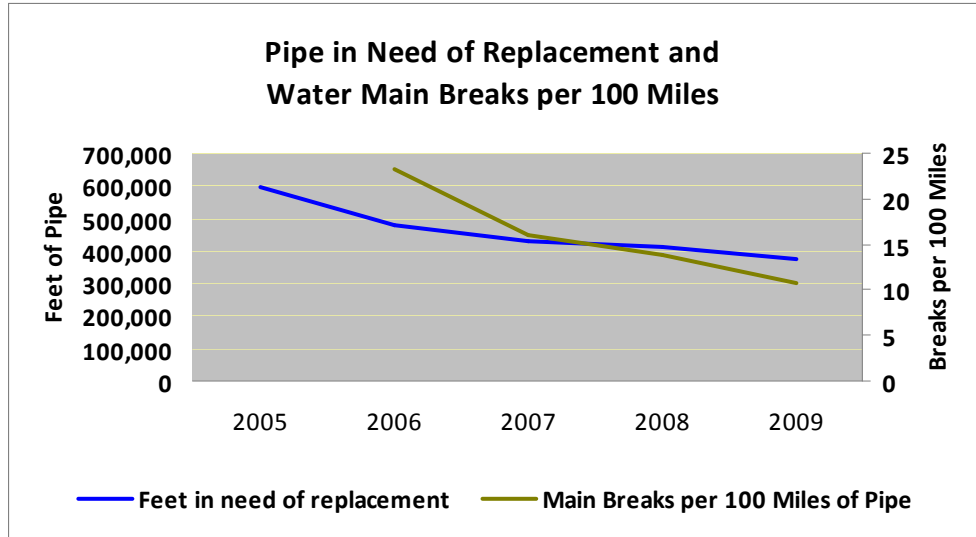
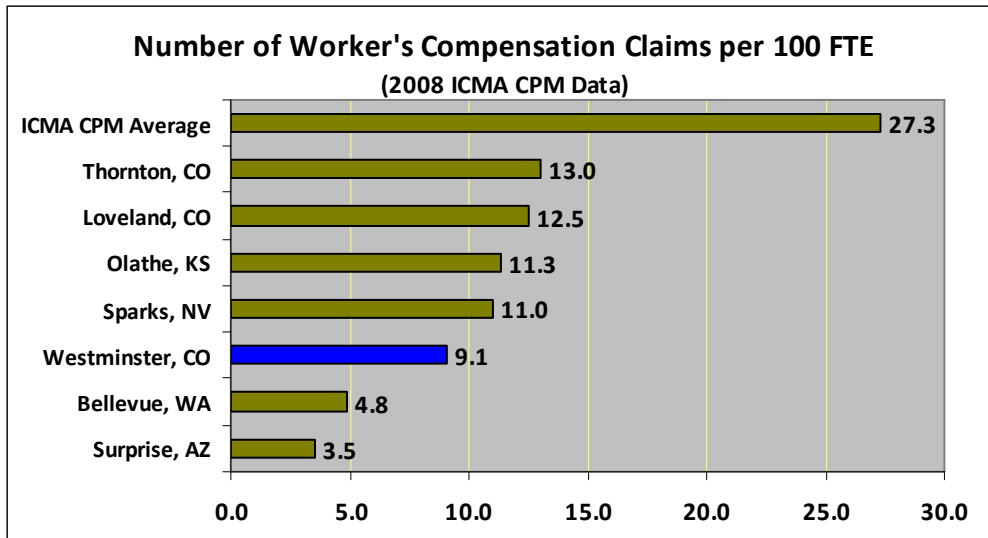## Water Utility Customers: Reducing Customer Disconnects

In previous years, many customers scheduled for disconnects complained that they did not get any notice or clear notice of a scheduled disconnect for non-payment. Also, minimizing the number of disconnects/reconnects that Public Works Staff have to do saves the City money and speeds up the process of receiving cash for services provided. Based on this information, Staff instituted changes in disconnect procedures in 2009. Thanks in large part to the changes, the number of disconnects declined by 17% from the prior year. Impressively, the declines in disconnects for delinquent payments came in the face of an economic recession that has put some customers in tough financial positions. It appears that the revised approach for informing customers that their water service is about to be shut off, and then giving them one final opportunity to make the delinquent payments is working. The benefit to the City is that it reduces the time staff must allocate to actually shutting services off and restoring the services, thereby freeing up time to perform other tasks.

Annual Water Service Customer Disconnects
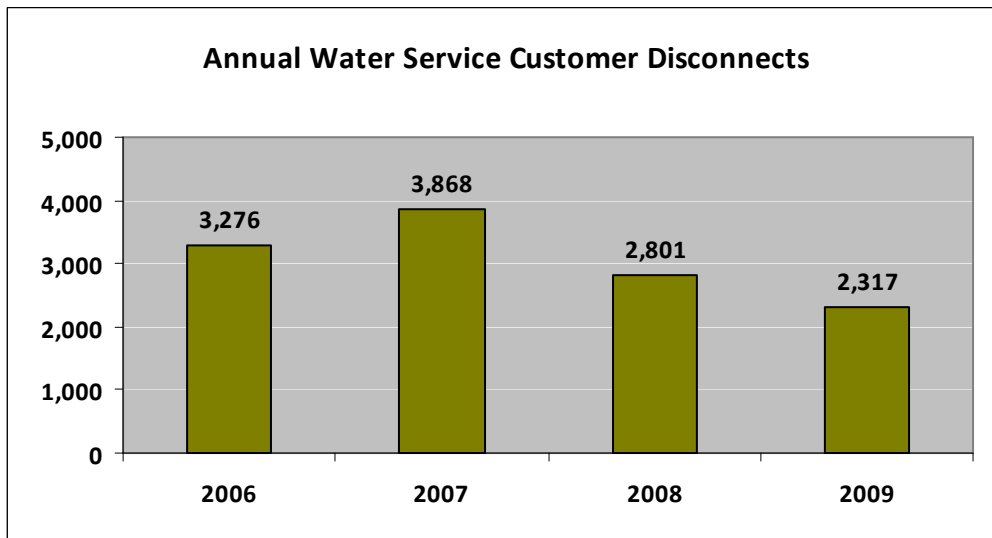
Worker's Compensation Claims: Supporting Safety and Controlling Risk in the Workplace 🅢

By maintaining a strong workers' compensation mitigation program, the City reduces costs associated with long term claims and supports City Council's Strategic Plan Objective of effective cost containment/control measures for living within revenues and budget. A quick study of the 2008 Risk Management Data Analysis report produced by the ICMA Center for Performance Measurement (CPM) confirms that Westminster is performing well compared to ICMA members similar in population size in regards to the average number of claims per 100 FTEs (see below). Also compared to ICMA CPM data, the City of Westminster is doing markedly better than most at minimizing the number of worker days lost. The 2008 average number of days lost to injury per FTE of the CPM participants with population over 100,000 was 0.48. Westminster had an average of 0.09.

Number of Worker's Compensation Claims per 100 FTE
(2008 ICMA CPM Data)

Jurisdiction	Value
ICMA CPM Average	27.3
Thornton, CO	13.0
Loveland, CO	12.5
Olathe, KS	11.3
Sparks, NV	11.0
Westminster, CO	9.1
Bellevue, WA	4.8
Surprise, AZ	3.5

WURP: Westminster Center Urban Reinvestment Project ⊙

The goal of the Westminster Center urban reinvestment project is to develop a high-density urban center of regional scope on the 108-acre parcel currently occupied by the Westminster Mall. While there are not specific performance measures related to this project, it is currently the City's highest priority project. The new development is intended to be a sustainable place, one that mixes uses, reuses existing anchor stores where appropriate, capitalizes on and encourages alternate modes of transportation, creates a strong pedestrian-friendly environment, and will stand the test of time.

The city has entered into an exclusive negotiating agreement with Steiner and Associates, a development firm out of Columbus, Ohio. There is no pre-development agreement yet in place; however, one is expected within six months. Steiner and Associates is one of nine development groups, many of whom are nationally recognized, that responded to the City's request for proposals last September.

The City of Westminster Economic Development Authority (WEDA) recently acquired the vacant Macy's store at the Westminster Mall property, the latest step in the city's long-term strategy to revitalize the area. Cost of the 157,000-square-foot Macy's building, which sits on 8.43 acres, was $700,000. WEDA has also acquired the former Trail Dust Steak House on the mall site for $727,103. The Trail Dust building is slated for demolition in April. There are no immediate plans for the Macy's building.

With these steps, and the others the City has taken, the message to the community is clear. The City has a vision for this property and it is moving ahead to make it a reality.

MOVING FORWARD

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.

ICMA RESULTS NETWORKS
Center for Performance Measurement™

> In 2009, the City of Westminster received ICMA's "Certificate of Excellence" Award for exceptional accomplishments in performance measurement. This is a new award level and the highest award in performance measurement that ICMA bestows. Only 14 local governments across ICMA's worldwide membership were recognized with this honor in 2009.

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 Otzelberger**
Community Development: **John Carpenter**
Finance: **Bob Smith and Rachel Price**
Fire and EMS: **Doug Hall and Rich Welz**
General Services: **Rachel Harlow-Schalk**
Information Technology: **Scott Magerfleisch and Joyce Garcia**
Parks, Recreation, and Libraries: **Sue Andre**
Police: **Jeri Elliot**
Public Works and Utilities: **Phil Jones**