

AGENDA
Blue Ribbon Commission Phase II

December 11, 2008 Meeting
6:00 p.m. to 8:00 p.m.
Twenty Ninth Street Community Rooms

Food will be provided since several members of the Commission are coming from other meetings or work.

<u>Time</u>	<u>Topic</u>	<u>Additional Information</u>
6:00 to 6:10	Public Participation	
6:10 to 7:10	Performance Measurements/Benchmarking	Presentation by the City of Westminster on their Performance Measurement Program
7:10 to 7:20	Performance Measurements/Benchmarking	Review and discussion of performance measures currently in use by the City of Boulder
7:20 to 7:30	Follow-up from November 20 Meeting	Distribute additional Master/Strategic Plan summaries from departments
7:30 to 8:00	Program/Services Discussion & Group Discussion	Continue discussion of the Commission's possible guiding principles and framework for final report/recommendations

The following items will be provided prior to the next BRC II meeting:

- 1.) General Fund 6-year fund financial
- 2.) Current financial and management policies
- 3.) General Fund 6-year capital improvement program

Performance Measurement: Answering The "So What?" Question



Food for Thought on Performance Measurement

Excerpt from Good to Great and the Social Sectors by
Jim Collins

“To throw our hands up and say, “But we cannot measure performance in the social sectors the way you can in a business” is simply a lack of discipline. All indicators are flawed, whether qualitative or quantitative. What matters is not finding the perfect indicator, but settling upon a consistent and intelligent method of assessing your output results, and then tracking your trajectory with rigor. What do you mean by great performance? Have you established a baseline? Are you improving? If not, why not? How can you improve even faster toward your goals?”

Performance Measurement: A Continuous Process

- **Determine key goals and objectives**
- **Develop key indicators & measures**
 - **Collect and analyze data**
 - **Report results**
 - **Use data to make management decisions and policy recommendations**

Examples of Performance Measures Linking Back to Strategic Plan

Safe and Secure Community

- Average Response Time For Police and Fire

Financially Sustainable City Government Providing Exceptional Services

- Total Sales Tax Enforcement Revenue

Vibrant Neighborhoods and Commercial Areas

- Residents Perceptions on the Quality of Neighborhood

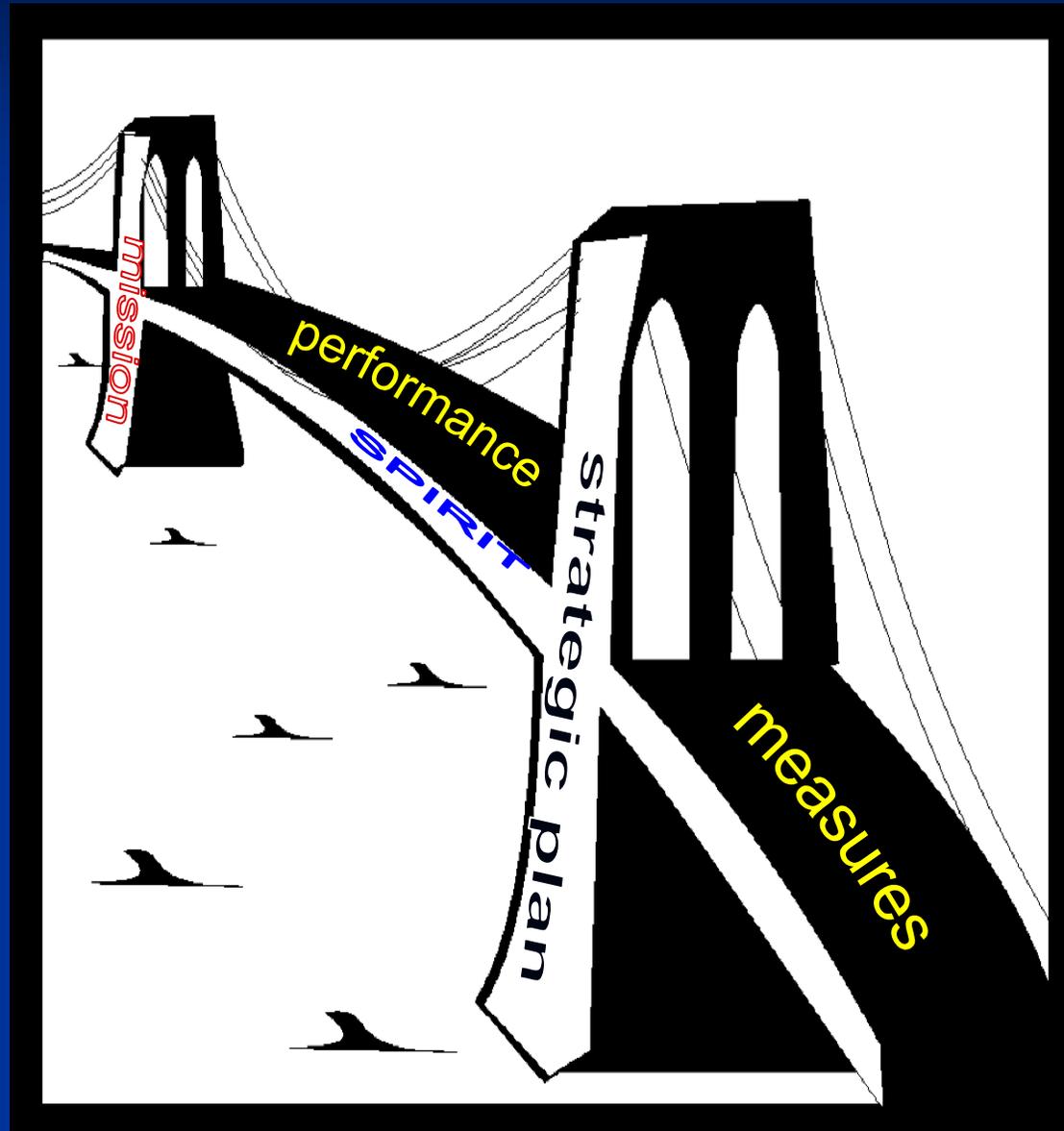
Strong, Balanced Local Economy

- Net Annual Business Growth in the City

Beautiful and Environmentally Sensitive City

- Average cost per acre to maintain developed parkland

Performance Measurement in Context



Why Use Performance Measurement?

- **Improve service effectiveness and efficiency**
 - **Tell our stories**
- **Keep our fingers on the pulse of operations**
- **Commitment to learning and continuous improvement**

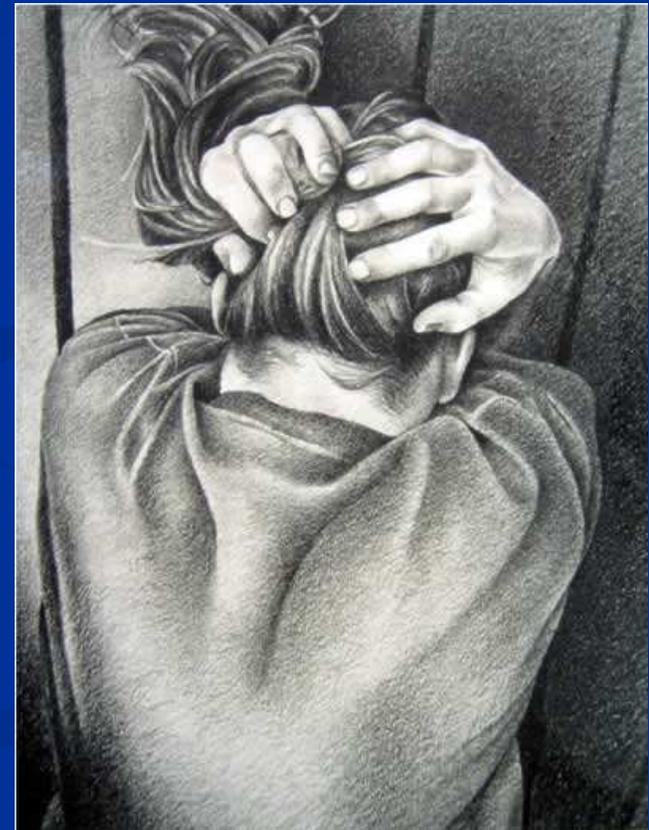
Limitations to Performance Measurement

- **Political Responsiveness vs. Efficiency**
- **External Factors**
- **Lack of Context**



Common Performance Measurement Fears

- **Punitive Tool: Gotcha!**
- **Sole Determinant of Budget Decisions**
- **Missing the Mark: What does the Public/City Council/CMO want?**



How Does Westminster Measure Performance?

The Three Legs of "The PM Stool"

- **Citizen Survey Results**
- **Internal Performance Measures**
- **External Comparisons**



Westminster Citizen Survey

- **Conducted every two years**
- **Mailed to roughly 3,000 randomly selected households**
- **Provides historical comparisons and external comparisons to national and Front Range norms**



Internal Performance Measures

Tied Back to Strategic Plan and Departmental Goals and Objectives:

1. Outcome/Effectiveness

- % of fires contained to room of origin

2. Efficiency

- Fire service cost per capita

3. Workload

- Total number of calls



External Comparisons

- **ICMA Center for Performance Measurement**
- **Colorado Consortium**
- **Professional Associations or Trade Journals**
- **Surveys of Other Jurisdictions**



Communicating our Performance Measurement Progress

- Use in Budget Development, Staff Reports, and Agenda Memos
- Annual Performance Measurement Report to The City Manager
- “Take A Closer Look”



PM Success Stories: Service and Process Improvements

- **Fire and EMS Response Times**
- **Police Department and OT Management**
- **Water and Sewer Line Replacements and Rehabilitation**
- **Sales Tax Enforcement/Auditing Function**
- **Drainageway Maintenance and UDFCD**

Working Toward A Successful PM Program

- **Support from the Top**
- **Organizational Culture**
- **Learning Philosophy (NOT Punitive)**
 - **Strong Linkage to Strategic Plan**
- **Performance Measurement Team and Training**
 - **Patience**

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City of Westminster's Performance
Measurement Reports:

<http://www.ci.westminster.co.us/912.htm>

FIRE DEPARTMENT

Program: Fire Suppression and Prevention

Program Statement of Purpose:

To provide effective, efficient, and fiscally responsible Fire Department services that enhance community safety and protection.

Strategic Plan Goals	Strategic Plan Objectives	Performance Measures	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Target	2007 Actual	2008 Target	
 	PSDs: well equipped and fully staffed with quality personnel; Effective cost containment/control measures for living within revenues and budget; Revenues to maintain and expand city services based upon community need	1 Goal: Manage emergency service operations to maintain a responsible cost per capita; firefighters per capita; and production of revenues to offset tax subsidy.									
		Measures:									
		1a Cost per capita	\$78.24	\$66.58	\$91.18	\$91.66	\$96.79	<100	\$101.30	<105	
		1b Firefighter per 1000 capita	0.85	0.85	1.01	1.13	1.11	1.12	1.11	1.11	
		1c Ambulance Revenues	\$1,357,273	\$1,445,730	\$1,547,350	\$1,893,359	\$1,909,728	\$2,043,409	\$2,165,960	\$2,382,550	
	1d % of ambulance fees collected (excluding mandatory write-offs)	78%	80%	76%	74%	78%	80%	73%	75%		
	Citizens are safe anywhere in the City; Expand community safety, public education, prevention and outreach	2 Goal: Serve the community through timely plan review and an effective-public education program.									
		Measures:									
		2a % of Plan Reviews completed within one week of assignment	92%	95%	96.75%	90.8%	88%	95%	88%	95%	
	2c Number of citizen contacts made through public education programs	N/A	N/A	N/A	N/A	N/A	N/A	16,490	18,000		
	Safe public gathering places and secure city facilities; Citizens taking responsibility for their own and community safety and well-being	3 Goal: Keep preventable fire losses to a minimum by inspecting all assigned licensed commercial buildings on a yearly basis.									
		Measures:									
		3a % of business inspections assigned to fire companies completed within 45 days	76%	94%	N/A	78.6%	85%	100%	87%	100%	
		3b % rate of return for self-inspection program (annually)	N/A	N/A	N/A	71.2%	85%	90%	95%	90%	
	3d Total commercial fire loss (accidental)	\$32,000	\$30,000	\$9,900	\$47,100	\$180,200	\$30,000	\$16,750	\$0		

 <p>Timely response to emergency calls; Citizens are safe anywhere in the city; Managed disaster mitigation, preparedness, response and recovery</p>	<p>4 Goal: Provide a rapid response to calls for emergency service by striving to maintain a five-minute average response time to all emergency calls and responding to 80% of all calls within six minutes.</p> <p>Measures:</p>								
	4a Average response time for all calls (minutes)	5:51	5:22	4:44	4:53	4:42	4:30	4:49	5:00
	4b Average call processing time (minutes)	1:24	0:59	0:44	0:46	:41	:40	:39	0:45
	4c Average turnout time (minutes)	1:24	1:14	1:03	1:04	:53	:45	:53	0:55
	4d % of all calls with response times under six minutes	62%	71%	78%	78%	83%	90%	80%	80%
	4e Total number of calls	7,448	7,514	7,312	7,883	8,277	8,500	8,147	8,400
	4f Total ambulance transports	3,873	3,926	3,921	4,486	4,660	4,800	4,687	5,000
 <p>Citizens are safe anywhere in the city; Timely response to emergency calls</p>	<p>5 Goal: Provide effective and efficient quality customer service and care on fire and EMS calls.</p> <p>Measures:</p>								
	5a % of fires confined to room of origin in residential occupancies	N/A	N/A	N/A	N/A	89%	90%	85%	90%
	5b % of cardiac arrest patients exhibiting a pulse upon delivery to a medical facility	N/A	N/A	N/A	N/A	8%	15%	24%	20%
	5c Average time on scene for trauma patient	N/A	N/A	N/A	N/A	11:26	10:00	12:12	10:00
	5d Average time on scene for medical patient	N/A	N/A	N/A	N/A	15:47	15:00	14:18	15:00

NOTES:

DEFINITIONS:

Technical Inspection: Inspection of fire protection and fire alarm systems that takes place during construction/remodeling to assure that all systems are in working order prior to the building being occupied.

Business Inspection: Annual inspection of City businesses that aims to assure that businesses are following City fire code requirements and are not practicing any behaviors that may increase the risk of fire; it should be noted that there are some institutional and "high-risk" businesses that are inspected more than once a year. On-line firefighters perform all Business Inspections.

Plan Review: Include Concept, Technical, Engineering, Building Division, and Fire Protection Systems.

Average Response Time: The average time elapsed from when an emergency call is aired to the Fire Department to when the 1st Fire unit arrives at the scene of the emergency.

Average Call Processing Time: The average time elapsed from when dispatch receives the 911 call to when the call is aired to the Fire Department.

Average Turnout Time: The average time elapsed from when dispatch notifies fire units until first unit acknowledges call and goes enroute to incident.

Public Education Citizen Contacts : All interactions with members of the Westminster community where fire, life safety, and /or emergency preparedness information is disseminated.



WESTMINSTER
Strategic Plan

**2008-2013
Goals and Objectives**

SAFE AND SECURE COMMUNITY

- Citizens are safe anywhere in the city
- Public Safety Departments: well equipped and fully staffed with quality personnel
- Timely response to emergency calls
- Citizens taking responsibility for their own and community safety and well-being
- Manage disaster mitigation, preparedness, response and recovery



FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

- Revenues to support defined city services and service levels as a mature city
- Well-maintained city infrastructure and facilities
- Effective cost containment/control measures for living within revenues and budget
- Maintain sufficient reserves: general fund and utilities funds
- Balance between core services and quality of life services
- Provide efficient, cost-effective internal and external services
- Secure and develop long-term water supply



VIBRANT NEIGHBORHOODS AND COMMERCIAL AREAS

- Develop TOD around commuter rail stations
- Maintain and improve neighborhood infrastructure and housing
- Preserve and restore historic assets
- Revitalize Westminster Mall and area
- Rehabilitate deteriorating commercial areas
- Develop Westminster as a cultural art community



STRONG, BALANCED LOCAL ECONOMY

- Healthy retail base, increasing sales tax receipts
- Attract new targeted businesses, focusing on primary employers and higher paying jobs
- Business-oriented mixed use development along I-25 corridor and US 36 corridor
- Retain and expand current businesses
- Multi-modal transportation system that provides access to shopping, to employment centers
- Be a great place for small and/or local businesses



BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

- Increase green space (parks, open space, etc.)
- Well-designed and maintained private developments and buildings
- Develop and maintain attractive streetscapes and landscaped medians
- Have energy efficient, environmentally sensitive city operations
- Increase public and cultural arts

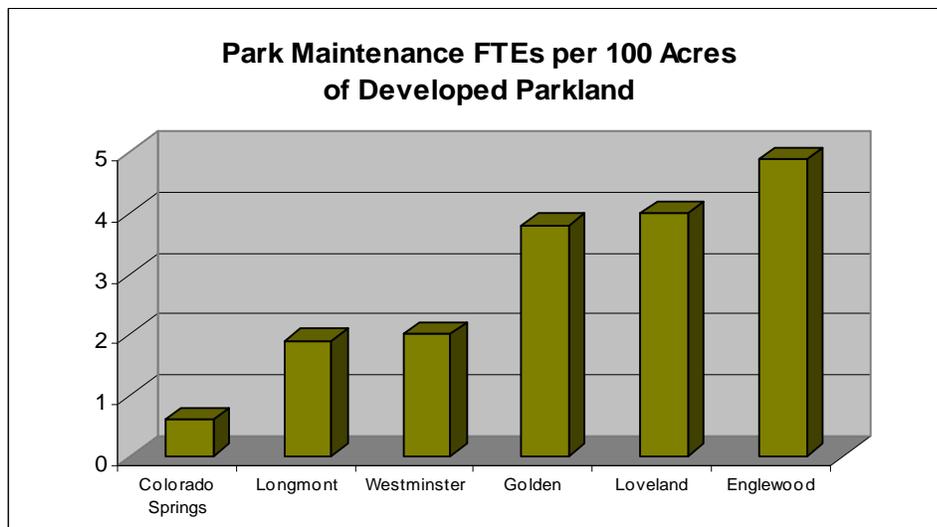


Mission statement: We deliver exceptional value and quality of life through SPIRIT.



2007/2008 Achievements:

- Installed an additional five computerized irrigation management systems in various parks throughout the City.
- Established a contract management position that coordinates contracts for streetscapes and right-of-ways.
- Updated the data collection for irrigation management and expenditures.
- Established a seasonal graffiti removal crew for Park Services.
- With the assistance of the Hmong community, constructed a Top Spin court at Skyline Vista Park.
- Performed prairie dog management control and reclamation on five park and open space sites.
- Established an independent mowing crew to provide additional weekly mowing for large park sites.
- Provided contract maintenance for Carroll Butts Park.
- Added additional holiday lighting to the City Hall display.
- Addressed citizen concerns for park and open space closing hours in the Countryside neighborhood.
- Developed a master lease program to replace twenty-three pieces of heavy equipment.



Performance Measure Snapshot....

The chart shows a comparison with other cities in the Colorado Performance Measurement Consortium on paid park maintenance full-time employees (FTE) per 100 acres of developed parkland. In 2006, Westminister had 2.0 FTE per 100 acres, which is below the average of 2.5.

TAKE A
CLOSER LOOK

How performance measures build a better city.



WESTMINSTER

2007 PERFORMANCE REPORT

PURPOSE AND SCOPE 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 determine the progress made towards achieving the City's Strategic Plan Goals. The City of Westminster's 2007-2012 Strategic Plan Goals are:



SAFE AND SECURE COMMUNITY



**FINANCIALLY SUSTAINABLE
CITY GOVERNMENT**



**VIBRANT NEIGHBORHOODS
AND COMMERCIAL AREAS**



**BALANCED, SUSTAINABLE
LOCAL ECONOMY**



BEAUTIFUL 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 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 2006 CPM data. CPM will release 2007 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 gauge citizens' views of the quality of life and city services in Westminster. Results of the 2008 Citizen Survey will be discussed in depth in next year's edition of *Take a Closer Look*, so most of the focus of this edition is on service outcomes related to operational performance measures.

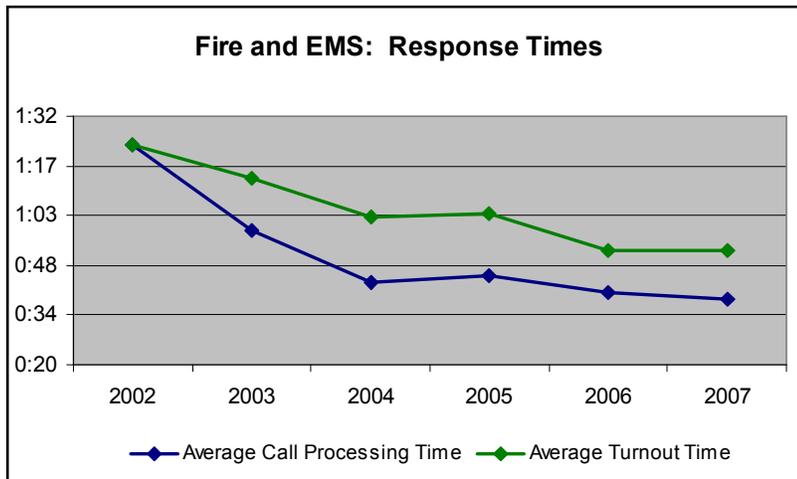
In 2007, Westminster joined fourteen other local governments along the Front Range and in Wyoming to form the Colorado Performance Measurement Consortium. Today, the Consortium has grown to seventeen members. This is an exciting development towards improving the quality and relevance of comparison performance measurement data in local government operations in Colorado. Currently, the City of Westminster serves on a Steering Committee for this Consortium and is working towards the development of "core measures" for key service areas.

This report is organized around the City's five Strategic Plan Goals identified by City Council. We invite you to *Take a Closer Look* at the City's performance.

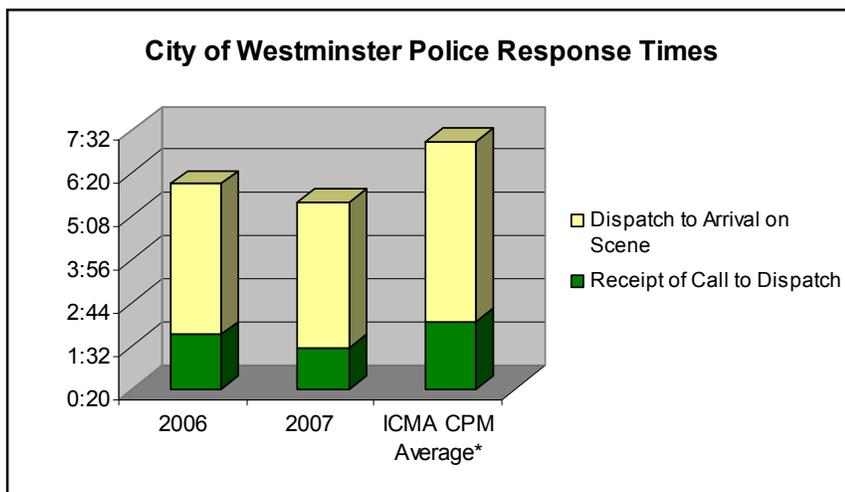


Providing Rapid and Efficient Responses to Emergency Calls

Whether it is a medical, law enforcement, or fire emergency, sometimes seconds matter. The City of Westminster's Police and Fire Departments are constantly striving to maintain and improve upon their response times to emergency calls. In 2007, the Fire Department achieved an average response time of 4:49, which was well under the nationally-recognized standard of five minutes. The Fire Department continues to focus on improving call processing times and turnout times, which are two key response time components. Westminster continues to enjoy a call processing time well below the national standard of one minute. The Department actually improved its already impressively quick call processing time to 0:39 in 2007 from 0:41 in 2006. In 2007, the Department was able to maintain a 0:53 turnout time, exceeding the nationally-recommended goal of one minute. This is due in part to improvement to the way crews code into service, along with constant review for efficiencies.



With the City's Police Department, timely response to Priority 1 calls is one of the most basic and fundamental components of services provided to the community. Priority 1 calls include situations where there is an immediate threat to life, violent crimes in progress, a suspect pursuing a citizen, imminent critical danger, or the possibility of major property loss. During 2007, the Police Department responded to 2,827 Priority 1 calls for service and response times did improve. The Department's average total response time was 5:31 minutes, which was 23% lower than the 2006 ICMA CPM average (of similar-sized cities) of 7:12 minutes and 9% lower than the Department's average 2006 response time of 6:02. Looking at components of response time, the Department's 2007 average call processing time was 1:30, which was 32% lower than the 2006 ICMA CPM average of 2:12 and 19% lower than the Department's 2006 average of 1:51. Finally, the Department's average time from dispatch to arrival on scene was 4:01, which was 21% lower than the 2006 ICMA CPM average of 5:05 minutes and 4% lower than the Department's 2006 average of 4:11. The Police Department has instituted a new monthly review of response times to identify and respond to trends as they develop.



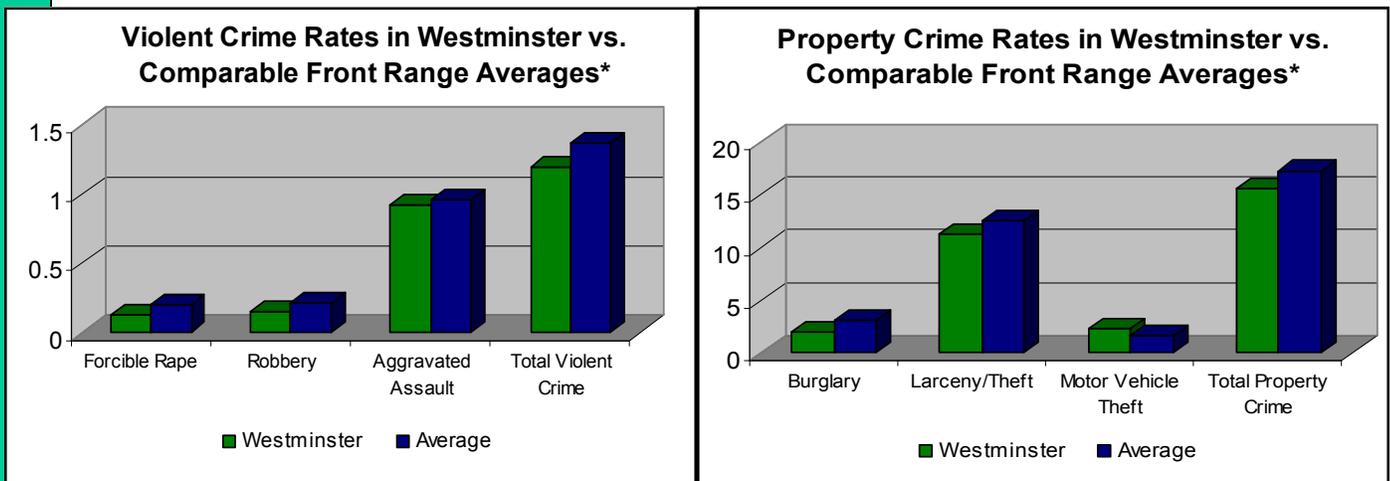
* For ICMA CPM comparison cities with a population of over 100,000 residents (2006).



Objectives: Citizens are safe anywhere in the city – Public Safety Departments: well equipped and fully staffed with quality personnel – Timely response to emergency calls – Citizens taking responsibility for their own and community safety and well-being – Manage disaster mitigation, preparedness, response and recovery

Preventing Crime, Apprehending Offenders, and Enforcing Laws

The Police Department strives to ensure that citizens are safe anywhere in the City. At the time of this report, crime data from the FBI and Colorado Bureau of Investigation (CBI) was available for only the first six months of 2007. When comparing the City of Westminster's crime rates reported to the FBI between 2006 and 2007, violent crime in the City decreased by 5%, compared to a 1.8% reduction nation-wide. During that same time period, property crime in Westminster decreased by 26%, while property crime nation-wide was down a more modest 2.6%. To analyze how crime rates in Westminster compare to Front Range communities of a similar size, the Police Department analyzed crime rates reported to the CBI for Arvada, Centennial, Fort Collins, Lakewood, and Thornton. The charts below show how Westminster's violent and property crime rates per 1,000 residents compare to a six-city average.



* Average = January to June 2007 for the cities of Arvada, Centennial, Fort Collins, Lakewood, Thornton, and Westminster

It is important to note that there are many social and economic variables that affect crime trends. However, monitoring nationwide and regional trends can serve as general indicators of best practices and may provide indicators of police effectiveness. The Police Department tracks crime trends locally to identify specific emerging crime patterns such as serial burglars, serial rapists and auto theft distribution. Then, the Police Department targets resources and creates tactical approaches to address specific crime patterns.

Providing Effective Service and Care on Fire and EMS Calls

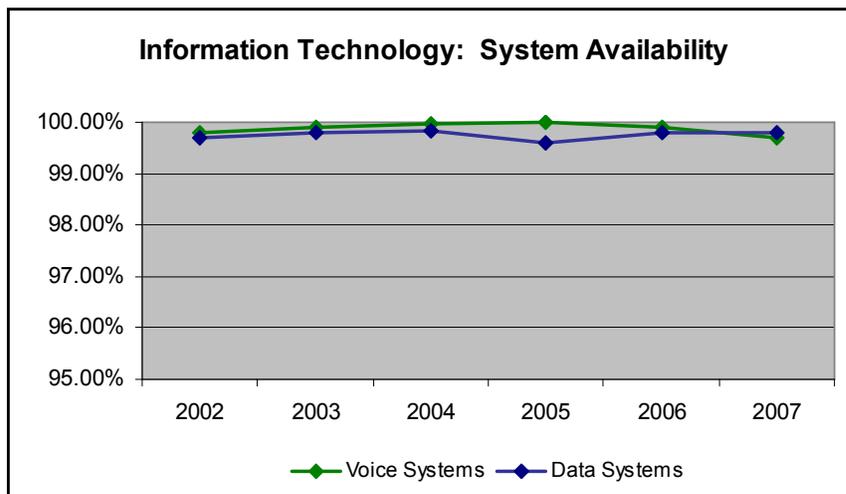
When responding to fire-related incidents, what happens once fire crews arrive on scene is critical. One of the Fire Department's key effectiveness measures focuses on containing a fire to the room of origin. This increases the likelihood of survival for inhabitants of the structure and limits the damage sustained to property. The Department was able to confine fire to the room of origin in residential occupancies 85% of the time in 2007, which was down slightly from an 89% success rate in 2006. The Department continues to perform at a very high level regarding this indicator. For the Colorado Consortium members, the average for this measure was 63.3% in 2006.

Emergency medical services continue to become a greater focus of the Fire Department's efforts and resources. In 2007, 69% of all emergency calls to the Fire Department were EMS-related. One key indicator for the effectiveness of EMS services is the percentage of cardiac arrest patients exhibiting a pulse upon delivery to a medical facility. The heart rhythm a patient exhibits upon arrival to a medical facility is significant because it is indicative of the probability of survival. 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, and therefore the ability to deliver a cardiac arrest patient with a pulse to a hospital. When this measure was created, the Department had projected to deliver 18% of cardiac arrest patients to a medical facility with a pulse. In 2006 though, the average success rate was 8%. In late 2006, the American Heart Association (AHA) adjusted the guidelines for administering CPR and the Department swiftly trained its personnel to comply with the new protocol. In 2007, the Fire Department delivered 24% of its cardiac arrest patients to a medical facility with a pulse, a significant improvement.



Making Sure First Responders Can Respond

Through an ongoing commitment to high system availability standards for all systems, including public safety and computer-aided dispatch systems, the City is better positioned to provide timely response for emergency calls. During 2007, the Information Technology Department achieved a 99.7% availability rate on voice systems and a 99.8% availability on data systems. The Information Technology Department tracks these measures on a monthly basis to maintain an intense focus on system availability. Information Technology continues to establish an infrastructure capable of maintaining high system availability for all servers. Some recent enhancements have included the virtualization of computer servers, the creation of a new disaster recovery/business continuity site, new backup strategies, the creation of a fiber ring in Westminster, expanded security audits, and much more.



On The Go When It Snows

When it snows, the City of Westminster’s Snow Fighting Team is charged with maintaining safe driving conditions on all 1,061 lane miles of City roads. The 2006-2007 winter storm season was considered the third most difficult in the history of Colorado and the 2007-2008 winter season started with numerous challenges. Westminster managed the blizzard of 2006 in exemplary fashion and took care of stranded motorists on City roadways and State highways. Within 72 hours of the December 20, 2006 record blizzard, Westminster’s 571 lane miles of primary and secondary roadways had been cleared and widened. All 490 lane miles of residential roadways had been plowed within the next 24 hours. During subsequent snow storms in 2007, snowplow crews achieved a 100% success rate in commencing plow operations on primary and secondary roadways within 45 minutes of being called out. This was an improvement from the 82% success rate in 2006.

During the 2007-2008 snow season, the Westminster Snow Fighting Team began utilizing AVL/GPS (Automated Vehicle Location/Global Positioning Satellite) systems on all 18 snowplows. This system tracks the locations and speed of the truck, the amount of deicing material being applied, where the material was applied and if the plow position is up or down. The AVL/GPS system is a tool that aids staff in assuring route efficiency and documenting material usage, miles plowed, miles deiced, and miles driven. This equipment has definitely taken Westminster’s snow removal program to the next level in providing efficiency and dependability for Westminster citizens, and it will be utilized to report performance in future years.

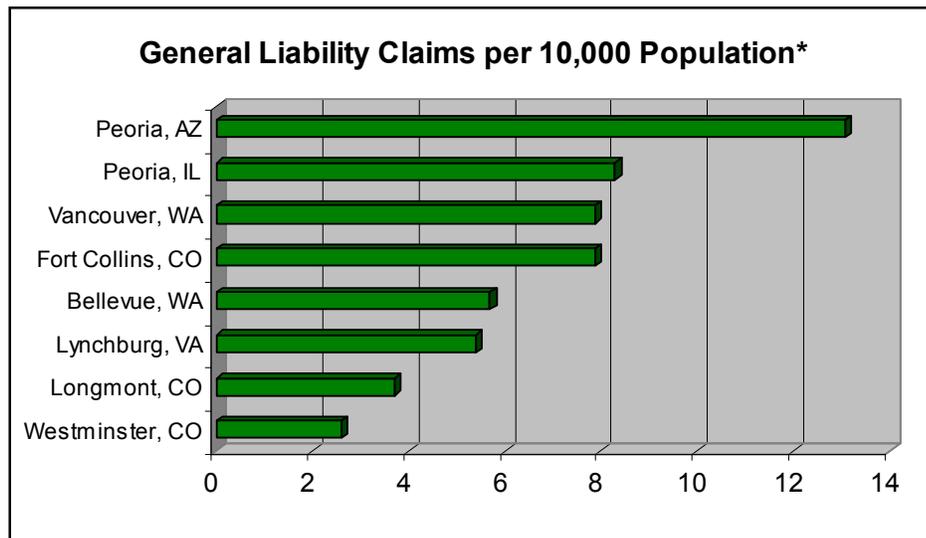
2007 "By The Numbers" (Snow Removal)

Average Pounds of De-Icing Salts Placed Per Lane Mile: **200**



Focusing on Safety to Reduce General Liability Claims

One measure of Westminster's focus on safety is in the number of general liability claims filed against the City by third parties. Between 2002 and 2006, the number of general liability claims filed against the City followed a decreasing trend. In 2002, there were 72 claims filed against the City, but this figure dropped to 56 claims in 2006. However, 82 claims were filed in 2007, which represents a significant increase. Staff is in the process of analyzing these claims to identify any relevant trends. Then, where appropriate, action will be taken to minimize liability exposure and improve overall safety. While the increase in general liability claims is an issue to address, Westminster continues to experience far fewer general liability claims than comparable cities, as the chart shows below. This is evidence of Westminster's effective risk management program.



* 2006 ICMA CPM Data

Providing Safe, Clean Drinking Water

In 2007, the City treated an average of 18.6 million gallons of water per day. The peak demand day for the year saw a total consumption of 41.8 million gallons of water. Maintaining a safe and reliable drinking water supply is critical. Water treatment operations are "performance driven" per State and Federal regulations that must be met. Data is recorded for trending and these parameters are evaluated on a daily, weekly, monthly and annual basis to determine if there are opportunities to control process costs and improve water quality. For many years now, the City has treated water to a higher drinking water standard than is required by the Federal Safe Drinking Water Act (SDWA). A State standard that is one of the City's performance measures is the measurement of water turbidity as it leaves the water treatment facilities. Water turbidity measures the clarity of treated water. The facilities are required to report on a monthly basis the water turbidity value every 4 hours for each day. The values must be below 0.30 units in 95% of the samples. The facilities have established an objective of staying below 0.10 units 95% of the time and this goal was once again met in 2007. To meet this high standard, the City executes effective controls over the water treatment process.

2007 "By The Numbers" (Water Treatment)

Average Daily Amount of Water Treated: **18.6 million gallons**



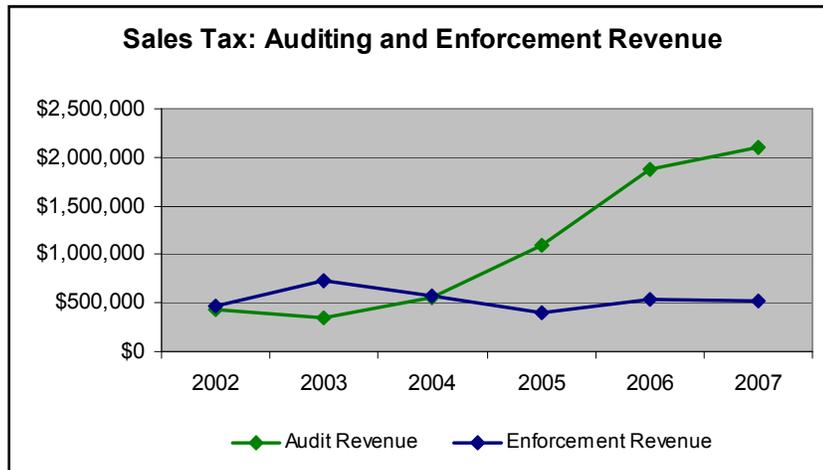
Maintaining the City's Fiscal Health

The City's Accounting Division is tasked with ensuring the accuracy and fair presentation of the City's annual financial report. This report reflects months of work with external auditors through the City's audit process. The performance measure that reflects staff's success in this process is whether or not an unqualified audit opinion is received. An unqualified audit opinion indicates that the City's financial statements are fairly presented and reflects staff's proficiency in applying accounting principles. The City has received an unqualified opinion on the audit for many years, and the City achieved this opinion once again in 2007 on its 2006 financial statements. Oftentimes to receive this opinion, organizations must make audit adjustments during the audit process. The number of audit adjustments the City had to make decreased from 4 in 2006 to 2 in 2007. This reflects solid accounting work and financial accountability by staff.

As another indicator of financial integrity, the City received the Certificate of Achievement for Excellence in Financial Reporting in 2007. This is the 24th year in a row that the City has received this distinguished recognition, which certifies that the City's Comprehensive Annual Financial Report (CAFR) meets rigorous standards and is a high-quality source of financial information for citizens, investors, and other potential users. The Certificate is a positive factor in credit assessments, which lowers the interest rates the City pays on long-term debt issues. This increases the effectiveness of limited taxpayer dollars and allows those limited dollars to stretch further.

Successfully Collecting the City's Most Critical Revenue Source

In 2008, sales and use tax revenue is anticipated to provide 64% of total funding for the City's General Fund services. In order to provide defined City services, the City's Sales Tax Division works to ensure that businesses are properly remitting this most critical revenue source. The Division does this through auditing and enforcement. There has been a significant shift in audit and enforcement revenue collections over the past five years. Audit revenue has increased substantially, from a low of \$341,000 in 2003 to a high of \$2.1 million in 2007. Conversely, enforcement revenue has fallen from a high of \$723,000 in 2003 to a low of \$522,000 in 2007. Audit revenue now accounts for over 80% of total audit and enforcement collections, up from only 32% in 2003. During the same time period, the percentage of time that auditors spent on the audit function rose from 52% in 2003 to 70% in 2007, while the percentage of delinquent accounts decreased from 2005 to 2006, but remained relatively stable from 2006 to 2007.

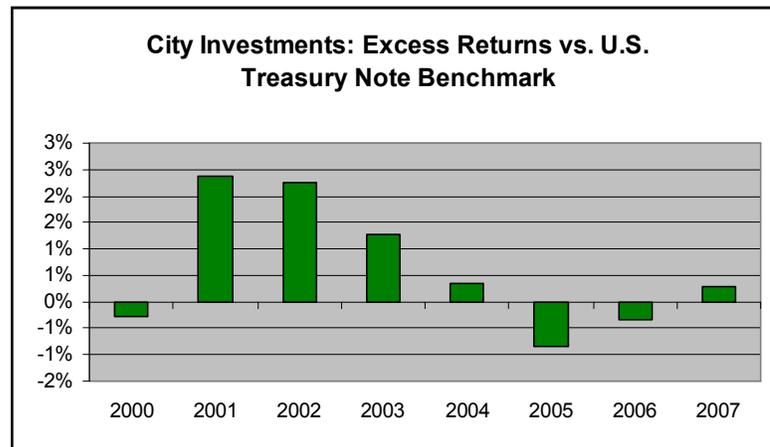


These results show the success of recent staff reorganizations that shifted responsibility for enforcement and collections from audit staff to a new revenue agent and added a full-time audit supervisor to oversee the audit function and protest process. As a result of these changes, auditors have been able to devote more time to auditing, thereby generating increased audit revenue. Meanwhile, the full-time revenue agent has kept closer tabs on delinquent taxpayers, which has been effective in reducing the delinquency rate. However, if the past is any indicator and if predictions of a recession are accurate, the City could expect to see the delinquency rate in this most critical revenue source increase. Staff is monitoring sales and use tax revenue and is prepared to take quick action to minimize the exposure for the City should businesses fail.



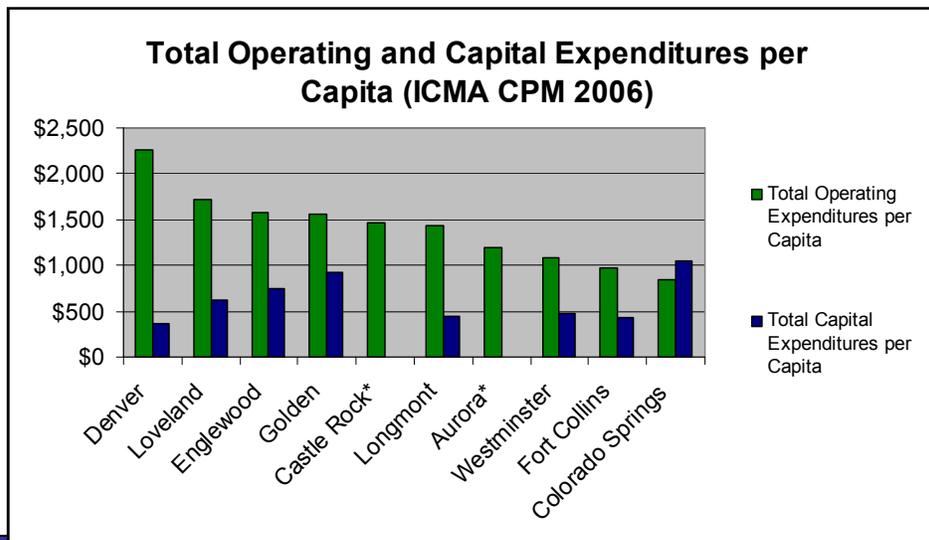
Maximizing Return on City's Cash Without Undue Risk

The City's Treasury division strives to swiftly invest revenue that the City receives in a manner that maintains liquidity to cover payments that the City must make while simultaneously trying to maximize the return on the City's cash without taking undue risk. Treasury measures the effectiveness of investments by comparing the return on the City's portfolio with the return on 1-Year and 2-Year securities issued by the U.S. Government. During 2007, the portfolio outperformed the benchmark by 0.29% (29 basis points). This was the first time in the last three years that the portfolio outperformed the relevant benchmark. The portfolio was positioned so it was invested in securities with longer maturities and higher yields at the beginning of the year. As market rates dropped during the year, the higher yielding securities in the portfolio helped boost the return on the portfolio.



Exceptional Value for Quality Services

The City continues to deliver high quality, responsive services in an efficient and cost-effective manner. In the 2006 Citizen Survey, residents were asked if they thought that they receive good value for the tax dollars they pay to the City of Westminister. Sixty-seven percent of Westminister residents "strongly agreed" or "somewhat agreed" that they receive good value for the taxes that they pay. When compared with other cities across the nation, the City of Westminister ranked in the 91st percentile nationwide and in the 89th percentile in the Front Range for good value for taxes. In 2006, Westminister's total operating expenditures per resident was 24% below the average value for the ten Front Range communities represented in the graph below, and Westminister's total capital expenditures per resident was 26% below the average. These comparisons are meant to be examined in a general fashion, but one can infer that Westminister is providing services in a cost-effective manner and is in line, if not lower than, most Front Range communities when total expenditures per resident are considered.



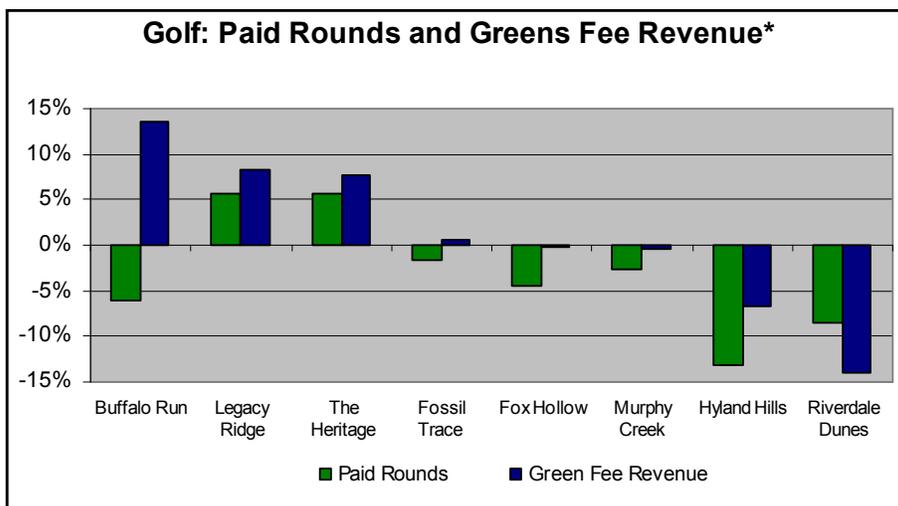
* Castle Rock and Aurora did not provide total capital expenditure figures in 2006



Objectives: Revenues to support defined city services and service levels as a mature city – Well-maintained city infrastructure and facilities – Effective cost containment/control measures for living within revenues and budget – Maintain sufficient reserves: general fund and utilities fund – Balance between core services and choice or community add-on services – Provide efficient, cost-effective internal and external services

Increasing Rounds and Revenues at the City's Golf Courses

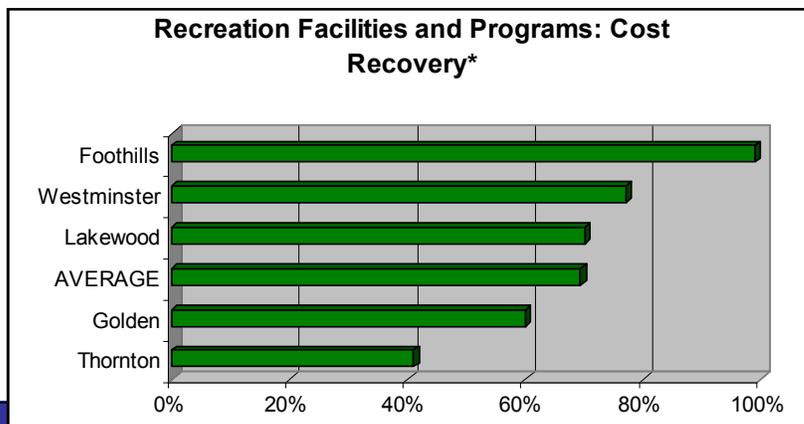
The City's two municipal golf courses, Legacy Ridge Golf Course and The Heritage Golf Course at Westmoor, are championship-quality courses. Decreasing rounds played and decreasing revenue are national and local trends in the golf industry due to economic conditions, the number of courses available, and the demands on golfers related to other time-consuming events. For several years, the City of Westminster's golf staff has utilized usage and marketing statistics to provide measurements of which fee and usage categories were being productive, and made subsequent management decisions to try and build on those strengths. As a result, Legacy Ridge and The Heritage have shown increases in rounds played and green fee revenue produced over the past two years. In 2007, based on the Colorado Golf Association rounds/revenue report, Legacy Ridge and The Heritage were the only golf courses in the metro area that had significant increases in rounds played and two of the few golf courses with significant revenue increases. Staff believes this indicates that fees are competitive and marketing offers have been effective in drawing more players to Westminster's golf courses.



* Per Colorado Golf Association: Figures represent changes from 2006 to 2007 (January to August)

Effective Cost Recovery with Recreation Facilities and Programs

Recreation services are very fluid by nature. Constant evaluation and adaptation is necessary to ensure the City is meeting community needs while continuing to be fiscally responsible. The City utilizes performance measure data to change fee structures, modify programs, target demographics and assess trends. Participation, cost recovery, and class evaluations represent a few ways that the City looks at how it is meeting the needs of the community. In most recreation service areas, the City has maintained or increased revenue while operating with minimal increases to operating budgets. Meanwhile, citizen satisfaction with recreation services remains high, showing that the City is delivering on the quality of service that is expected by the Westminster community. Based on a survey conducted by GreenPlay, a private consultant company, the City of Westminster's recreation division is performing very well in cost recovery when compared to surrounding municipalities. Per the GreenPlay survey, the average cost recovery for 2006 was 69.4%. The City of Westminster's recreation cost recovery was 77%, well above the average.



* Per GreenPlay 2006 Cost Recovery Survey

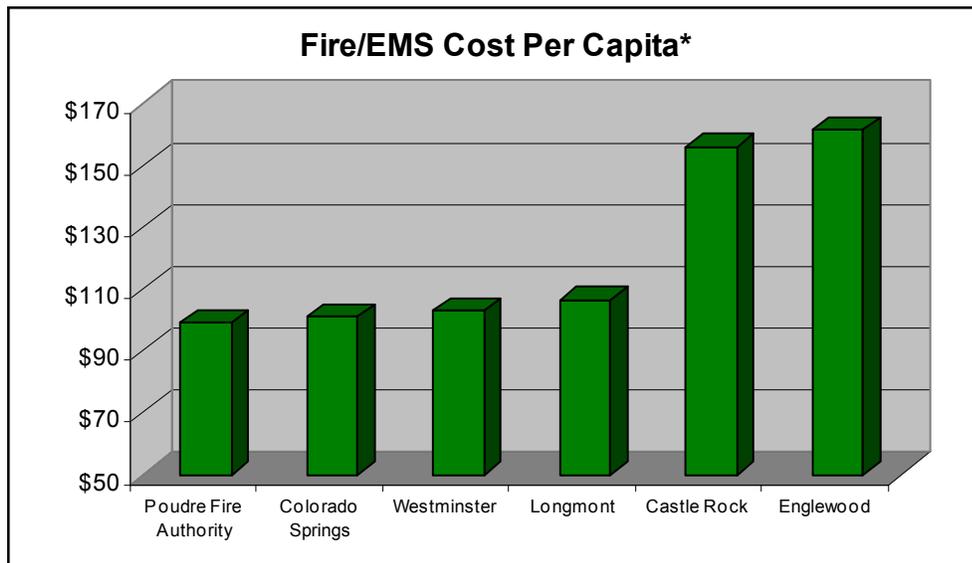


Effective Cost Containment in Public Safety Services

In the November 2006 edition of this report, the City highlighted challenges it faced concerning escalating costs associated with overtime pay in the Police Department. Since that time, the Police Department made significant scheduling changes for patrol officers. Patrol staff historically worked 9 hour shifts, 5 days per week, with 3 days off. This schedule only allowed a shift overlap of 3 hours per day. On January 1, 2007, the Department implemented a work schedule of four 10 hour shifts (4-10 Patrol Schedule) with 3 days off and a shift overlap of 21 hours per day. Since that change, the Department has made significant reductions to overtime expenditures. In 2007, overtime expenditures for patrol staff totaled \$679,252, which was a 24% decrease in overtime expenditures from 2006 (\$896,614) and a 34% reduction from 2005 (\$1,026,238).

By implementing the 4-10 Patrol Schedule, the Department has received other benefits besides a reduction in overtime expenditures. In 2007, the Department was able to enhance training opportunities, supervision, accountability, teamwork and morale. These enhancements occurred because the patrol officers now have multiple common days, which have proven to be very beneficial. The common days have allowed for a number of pro-active police activities, including saturation patrols in high traffic areas such as school zones. Common days have also been used to conduct activities such as bar checks, home verifications, surveillance of theft and graffiti hot spots, DUI enforcement, pickups of wanted fugitives, and special events such as the City's 4th of July Celebration.

On the fire and emergency medical side of public safety, the Fire Department understands that providing customer service is dependent not only on its ability to respond in emergency situations, but also through the Department's efforts to provide those services at a reasonable cost. 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 Department's 2007 cost per capita is \$101.30, up just 4.65% from the 2006 cost per capita of \$96.79. When comparing the Westminster Fire Department to other departments who are members of the Colorado Consortium (CPM), the Westminster Fire Department provides good value for services provided, as reflected in the chart below. This is especially true considering that only Westminster and Castle Rock provide full EMS services, while all others provide some, but not all, EMS services.

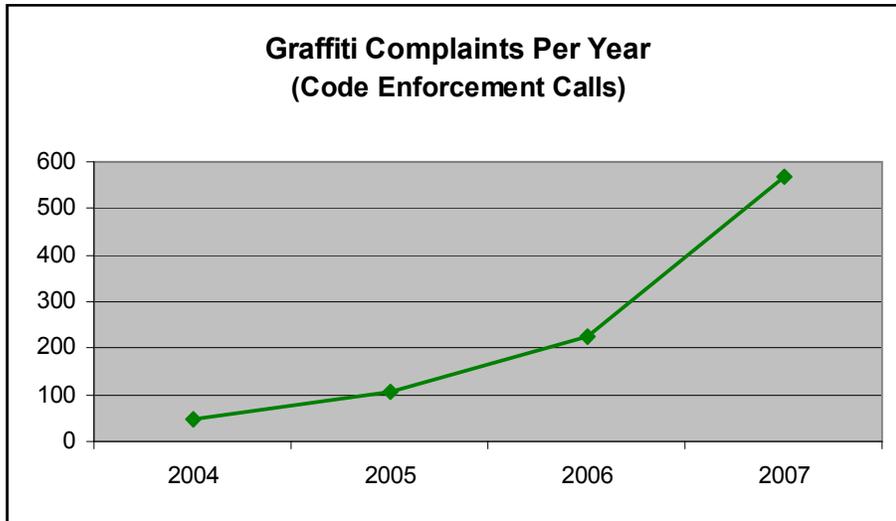


* 2006 ICMA CPM Data



Fighting Graffiti

Graffiti is a “quality of life” crime that can have a major impact on perceptions of the safety and vibrancy of a neighborhood. Graffiti has posed a growing problem in Westminster over the past several years. In 2004, the City received 47 code enforcement calls regarding graffiti. In 2007, that number jumped to 567 calls. In four years, the number of code enforcement calls regarding graffiti increased by twelve times. This is an indicator about the growing problem that graffiti poses. In 2007, City staff removed a total of 75,445 square feet of graffiti from public areas of the City and workers in the Municipal Court’s Community Service Program contributed 162 hours towards removing graffiti. This is the first year that these measures were tracked, but they will be gauged in the future to monitor the graffiti issue.



In response to the graffiti problem, City Council approved an additional \$41,000 to help support and improve graffiti abatement, eradication, and education in 2008. These funds will be used for graffiti removal supplies, temporary staff to assist with graffiti removal in busier (summer) months, surveillance equipment, graffiti repellent coatings, and marketing materials. Also, to “put more teeth” in graffiti enforcement, the Police Department and the City Attorney’s Office are finalizing a draft graffiti ordinance that will be presented to City Council for their consideration. This ordinance will include provisions on mandatory sentencing, restricting the possession of “graffiti tools” by minors, and restricting the sale of “graffiti products” to minors. This proposed ordinance will also seek to identify graffiti as a specific offense, versus its current designation as “criminal mischief.”

Rehabilitating Deteriorating Commercial Areas

The aesthetic condition of a neighborhood is one characteristic that either attracts or detracts persons from visiting and supporting the community. Commercial property, given its general proximity to major street corridors, is a critical element in establishing community perception of desirability and safety. Given the age and condition of commercial property in south Westminster, the Business Face Lift program provides a financial tool to assist business owners in improving the visual quality of their properties. The number of facelift applications is one indicator of the south Westminster business community’s desire and confidence in investing in the improvement of private property within the revitalization area. Unfortunately, no applications for the program were received in 2007. In recent years, the highest level of activity with this program consisted of six applications being processed in 2004. Several factors may be contributing to the low rate of participation and the City is exploring the possibility of changing the marketing for the program, increasing the level of grant funding, reducing regulatory burdens, and concentrating the funding in more targeted geographic areas.

Despite the challenges faced by the Business Face Lift program, redevelopment is occurring in older commercial areas of the City, which is an indicator of revitalization. Construction activity is a significant visual tool that has the ability to attract homebuyers, businesses, developers, and investors. This interest leads to action and has the ability to increase City revenue through user fees and sales taxes, while potentially reducing costs for services such as fire and

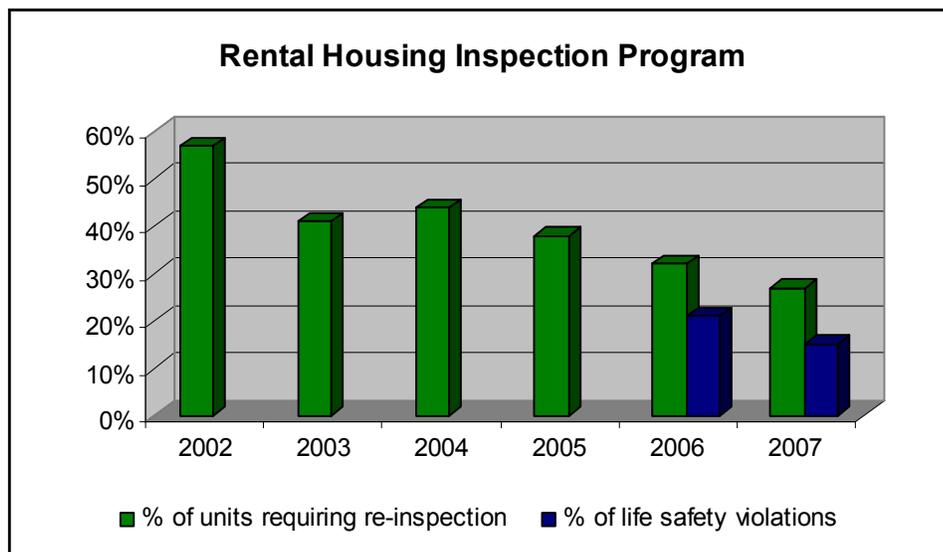


police. Redevelopment activity has remained steady over the last several years with at least two projects under construction. While the number of projects is relatively low, the investment is significant and the revenue generation is expected to exceed figures generated prior to the developments. The 73rd Avenue/Lowell Boulevard commercial building and the Liborio Grocery development at 72nd Avenue and Federal Boulevard are expected to lead to other developments in future years. Plus, with a FasTracks commuter rail station planned for 71st Avenue and Irving Street, the City is exploring the possibility of transit-oriented redevelopment options in south Westminster.

The major redevelopment challenge for the City centers around the future of the Westminster Mall, which is one of the City’s highest priorities. The City is continuing to work with the Mall’s owners and parties who might be interested in working to redevelop the site. The City also continues to advocate for a rail station adjacent to the Mall. This station is currently not in plans for the Northwest Rail line that will run between Denver and Boulder, but the City is working to secure private and public investment to help fund this additional station.

Maintaining the Quality Neighborhood Housing

To help maintain “Vibrant Neighborhoods,” the City’s Building Division administers a Rental Housing Inspection Program. The division tracks the number of re-inspections required to determine if the number of units that fail initial inspection is decreasing or increasing. A decreasing percentage of units requiring re-inspection indicates that the program is leading to the desired results of improved property maintenance. An increasing number indicates challenges with the program and other economic and demographic factors. These figures help determine the effectiveness of the program and they help identify where modifications to the program are needed in order to achieve a higher passing percentage. In 2007, 27% of the rental units inspected did not require re-inspection. This is down from previous years and continues the downward trend for the past six years. This shows that the program is generating results. In addition, the Building Division began tracking life safety or critical violations as a percentage of overall violations in 2006. This measurement is intended to provide a better understanding of the scope of problems within the rental community. In 2007, about 15% of all violations were considered critical violations. This was down from 21% in 2006 and indicates that more critical violations are being addressed and corrected.

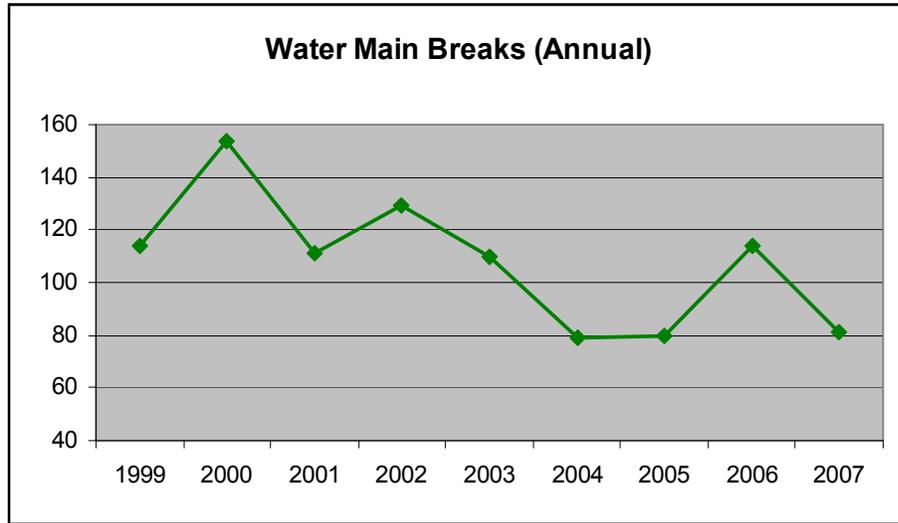


Rehabilitating and Improving Critical Infrastructure

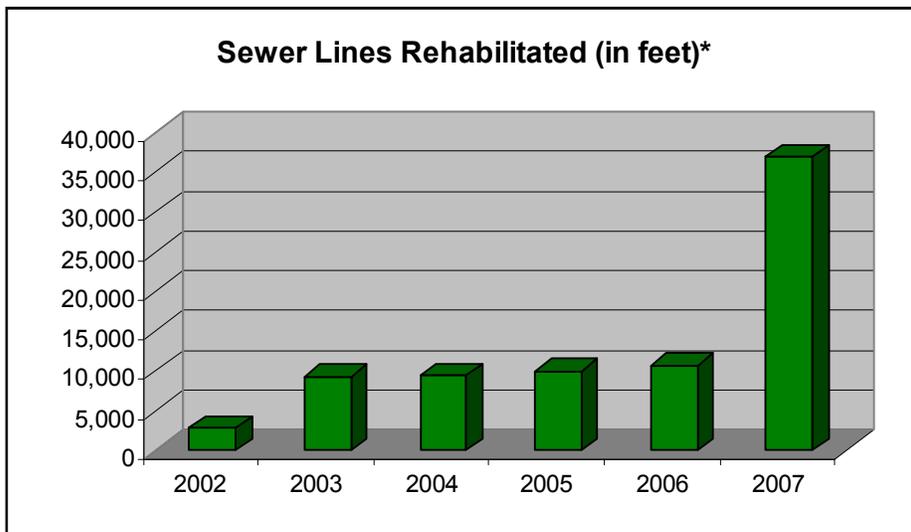
While the condition and appearance of individual structures is important to a “Vibrant Neighborhood,” maintaining and improving public infrastructure is also critical to creating sustainable communities. The City’s Utilities Division works continuously to maintain and improve sewer and water lines. The City continues to provide a safe and reliable water distribution system for domestic consumption, lawn irrigation and fire protection. One key indicator of successes or challenges with the water distribution system is the number of water main breaks that occur on an annual basis. Water main breaks can waste water, increase overtime costs, damage City streets and potentially open the



water system to contamination. The annual number of water main breaks is on a steady downward trend, reflecting the gains realized by systematically replacing aging waterlines. Annually, the City’s in-house construction crew replaces an average of 10,000 to 15,000 feet of deteriorating pipelines. The City’s water system totals approximately 2.7 million feet of water distribution pipes. To maintain this progress on replacing aging pipe in the City’s water system, a portion of recent water rate increases will go towards the replacement of water pipelines to ensure a safe and dependable water system for all Westminster citizens and businesses.



Much like the City’s water distribution system, Westminster’s sewer system represents critical infrastructure that must be rehabilitated and replaced as it ages to ensure excellent service. As part of the operation of the wastewater collection system, the Utilities Division contracts for annual inspection and maintenance of approximately one-third of the sanitary sewer system each year. This program provides condition assessment ratings of all the sanitary sewer system pipelines inspected during that year and is used for prioritization, planning and renovation of wastewater collection systems. An outcome of this inspection is a log of defects seen on each section of sanitary sewer, and then the total number of defects within the wastewater collection system is averaged over the entire length of the wastewater collection system. This yields a figure for defects per mile. In 2007, this inspection showed a 6.6% reduction in sewer defects per mile compared to 2006. While many “defects” are minor and do not compromise the system, this result does show progress towards addressing the most critical defects. In 2007, crews repaired and rehabilitated close to 36,000 feet of sewer line, up from 11,000 feet repaired and replaced in 2006. As with the water system, this shows fees for service at work to ensure that issues with the aging sewer system are addressed.



* For sewer lines replaced by “trenchless” technology



Ensuring Resources to Provide Essential Services: A Healthy Retail Base

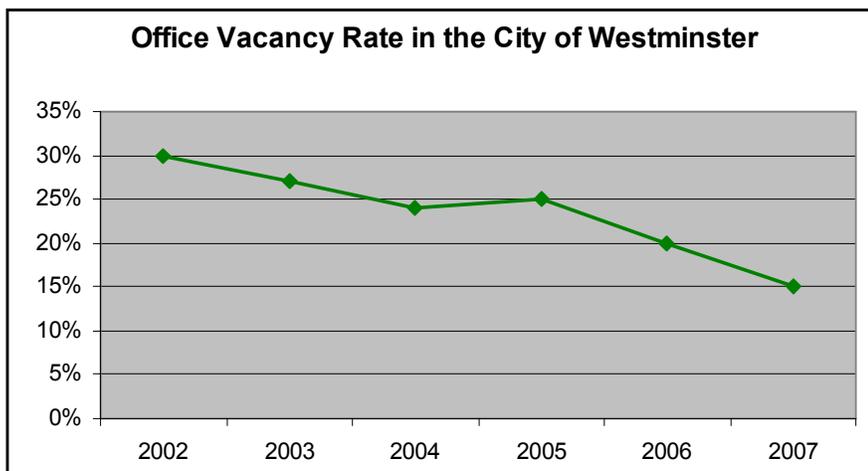
In Colorado, sales tax is the single most important revenue source for municipalities to provide essential services and Westminister is no exception. The City works hard to partner with the development and retail community to fill vacant retail space in the City and to build new retail areas with quality and variety. In 2007, retail vacancy rate in the City dropped to 7% after several large, vacant retail spaces were filled. The former Albertson's store at 120th Avenue and Sheridan Boulevard has become the new home of Staples and Sprouts Farmer's Market. Steve and Barry's clothing moved into the former Media Play space next to the new Bicycle Village Store at the Brookhill Shopping Center at Wadsworth Parkway and 88th Avenue. The City continues to work to help fill other available retail space at Brookhill and at other sites around the City. In 2007, 39 new retail businesses opened or were announced. This new retail included the new Country Club Village at Federal and 120th Avenue, which includes Nine 75 Steakhouse, Village Bistro, and Mountain Side Fitness. Another new retail center that opened in 2007 was Valle Vista at Federal Boulevard and 104th Avenue. This center includes several new restaurants, including LoDo's Bar and Grill, Little Anita's, and Rumbi's Island Grill. Looking forward, the Orchard Town Center at 144th Avenue and Huron Street celebrated a grand opening in April of 2008, and new retail at Sheridan Boulevard and 72nd Avenue will come on line as well in 2008. This new development is critical to help address declining revenues from the Westminister Mall.

City of Westminister: Economic Indicators

Dollars of Capital Investment:	\$19.8 million
Primary Jobs Added:	1,150 jobs
Retail Vacancy Rate:	7%
Office Vacancy Rate:	15%

Adding Quality Jobs and Business Investment

On the employment side of economic development, over 1,150 primary jobs were added to the City in 2007. Also, \$19.8 million of capital investment was made or initiated by businesses during the year. Key successes in 2007 included the announcement of a 300,000 square foot Centura Health medical complex at 144th Avenue and Huron Street, along with the decision by McKesson Information Solutions (software company) to finalize a lease in the Westmoor Technology Park for 125,000 square feet of office space. The company plans to add 700 jobs at the facility over the next three years. Other positive news included the decision of the new start-up, Lynx Aviation, to locate their headquarters in Westminister. In 2007, other new company announcements included Cerapedics, HID Global Corporation, Linear, Sun Edison, and the Alternative Board. Existing businesses that experienced growth in 2007 included Aspen Electronics, Halt & Hass, Octagon Systems and St. Anthony North Hospital. This business growth and interest helped drive the office vacancy rate in the City down to 15%, the lowest point seen in the last seven years. With the recent announcement of the forthcoming Conoco-Phillips research facility at the former StorageTek site in Louisville, the City anticipates growing interest in business locations along the U.S. 36 corridor.



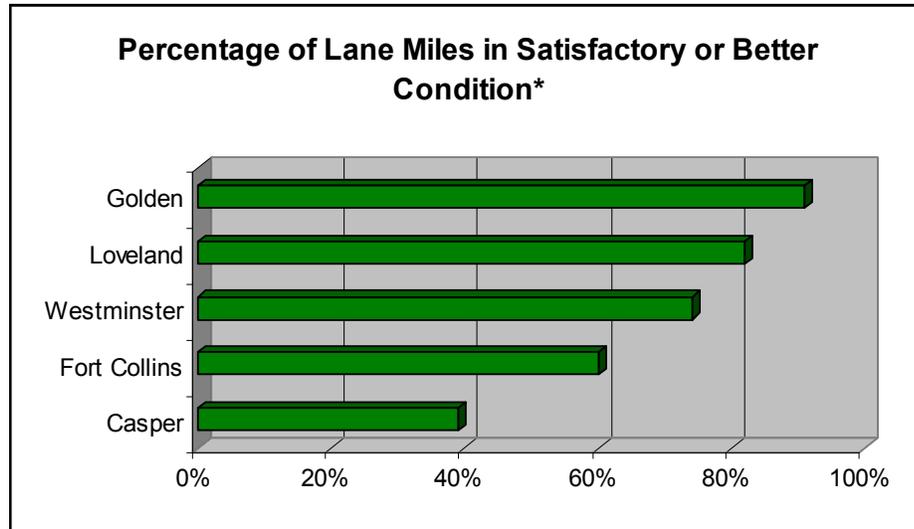


Objectives: Healthy retail base, increasing sales tax receipts – Attract new targeted businesses, focusing on primary employers and higher paying jobs – Business-oriented mixed use development along I-25 corridor and US 36 corridor – Retain and expand current businesses – Multi-modal transportation system that provides access to shopping, to employment centers

The City also gauges the level of commercial activity by the volume of inspections and reviews performed by the Community Development Department in a given year. In 2007, the Planning Division again experienced increased demand for development review services, including a total of 235 Preliminary Development Plans (PDP's) and Official Development Plans (ODP's). This is a 28% increase from 2006 and continues an upward trend. Also in 2007, the City's Building Division completed 407 commercial plan reviews, which represented an increase of 21% over the number of reviews completed in 2006.

Maintaining Transportation Infrastructure

When citizens and visitors travel to work, to attend school, or to shop, it is essential that they have safe and well-maintained roadways to use to arrive at their destinations. Maintaining and improving this transportation infrastructure is a key component of maintaining a "Sustainable Local Economy." Based on the City's Pavement Management Program and Street Division's efforts over the past twenty-two years, Westminster's overall average condition of the street network has risen from one that was in poor condition in 1985 to a system that reflects above average ratings in 2008. This has been made possible by increased funding levels for annual street rehabilitation projects and sound decisions for establishing aggressive pavement preservation techniques to stretch available maintenance dollars. However, with rising costs of materials and labor, coupled with severe winters, maintaining and improving the City's roadways remains a formidable challenge. In 2007, the City repaired 4,613 potholes, which represented a 210% increase from the potholes repaired in 2006. When looking at potholes per lane mile and overall road conditions, Westminster has fewer potholes per lane mile than several comparison cities, but the City's overall road condition is near the average of other comparison communities. This shows the importance of City staff's ongoing analysis of how existing funding is being utilized to determine if present levels are being maximized. Street Division staff has more strategically utilized budget dollars both contractually and in-house for several services, and these actions have increased efficiency and "bang for the buck."



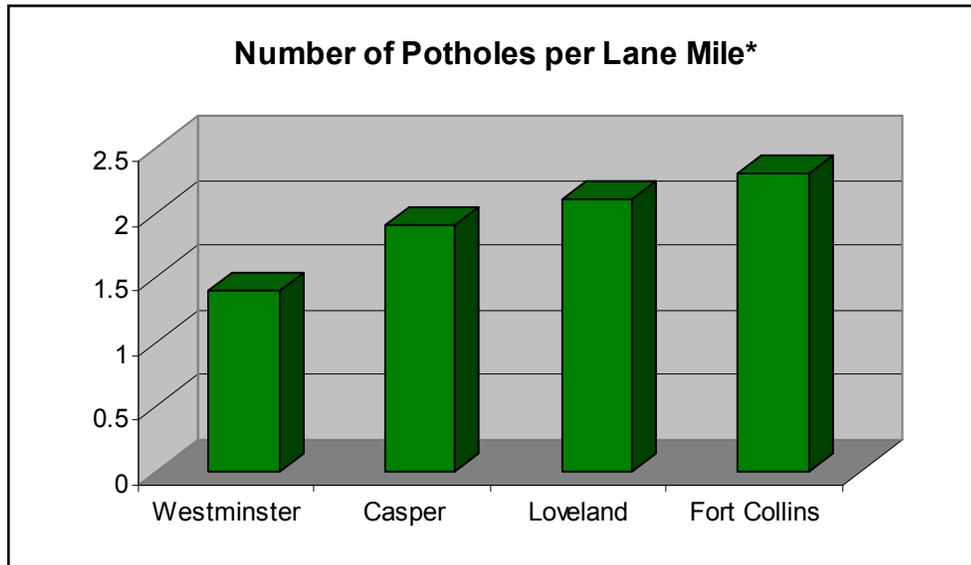
* 2006 ICMA CPM Data

2007 "By The Numbers" (Street Operations)

Total Number of Potholes Repaired: **4,613**



Objectives: Healthy retail base, increasing sales tax receipts – Attract new targeted businesses, focusing on primary employers and higher paying jobs – Business-oriented mixed use development along I-25 corridor and US 36 corridor – Retain and expand current businesses – Multi-modal transportation system that provides access to shopping, to employment centers



* 2006 ICMA CPM Data

Providing Responsive and Timely City Services Related to Development and Business

Another key to a healthy business climate is ensuring that reviews, inspections, and other business-related City services are performed professionally and promptly. The City 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. Even with the significant increase in the number of projects reviewed in 2007, the City's Planning Division was able to complete review for all projects requiring administrative approval within the timeline 100% of the time. This is especially significant given the greater challenges presented in 2007 related to project size and complexity. For reviews requiring public hearings, the City accomplished the reviews within the timeline 72% of the time. This is a lower percentage than in 2006 (81%), but it reflects higher levels of community involvement in 2007, which necessitated ongoing follow-up.

Another gauge of timely service is the number of building inspections that are performed on the date requested. Time is money to the development community, and the City strives to complete at least 95% of all inspections on the day requested. The Building Division exceeded this goal in 2007 by performing inspections on the date requested more than 99% of the time.

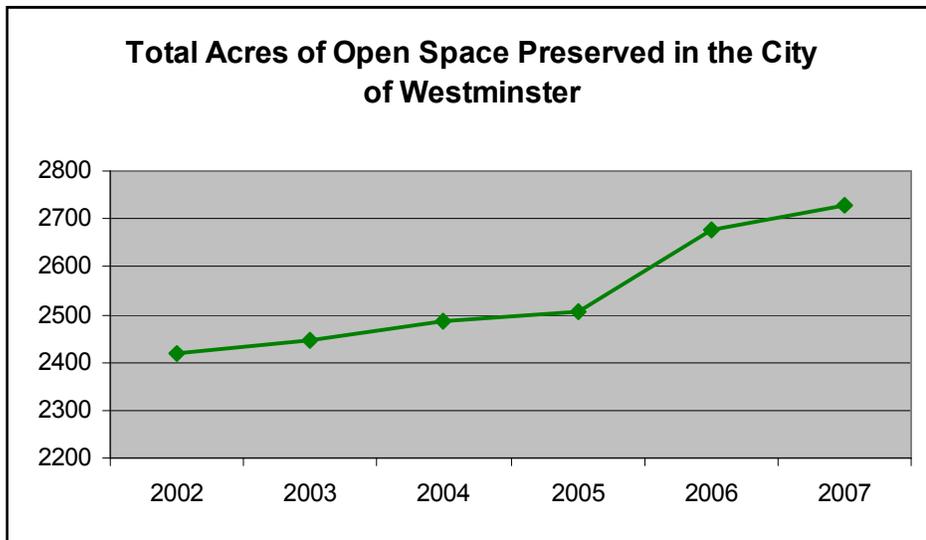
2007 "By The Numbers" (City Clerk)

Total Business License Renewals: **1,645**



Acquiring and Preserving Open Space in the City

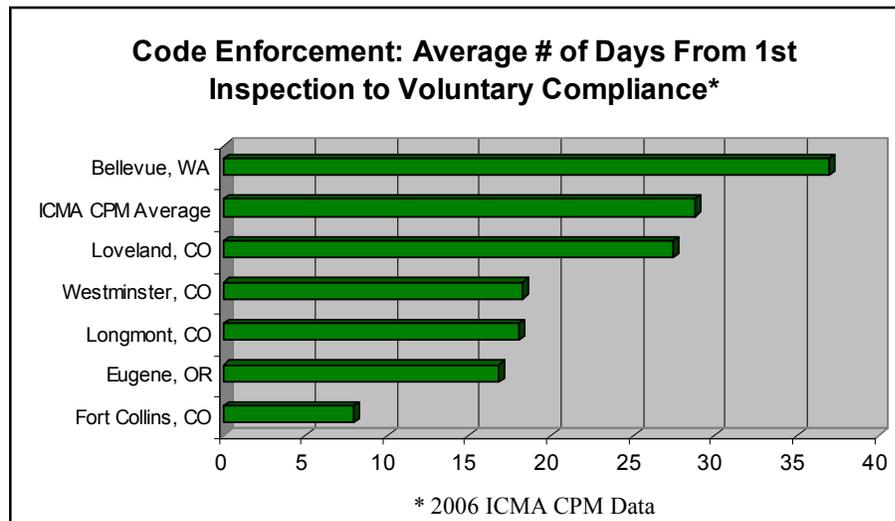
The City's robust Open Space program continues to work towards a "Beautiful City" through the acquisition and preservation of green space. The City's goal is to maintain 15% of the total land area in the City as open space, and progress was made towards that goal in 2007. Last year, the City acquired 51 acres of open space, which included 39 acres received through acquisition and 12 acres received through the Public Land Dedication requirement for new development. These acquisitions brought the City's total land area preserved as open space to 13%, up from 12.8% in 2006. At the end of 2007, the City had preserved 2,728 acres of open space since the inception of the open space program in 1985.



2007 acquisitions included the 5.5 acre Mormon Church property located at the northwest corner of 100th Avenue and Simms Street in the Westminster Hills Open Space area. This purchase helps to nearly complete the protection of a vast open space area north of Standley Lake and protects the view corridor to the mountains. A second acquisition was the 29 acre Tanglewood Creek property, which will preserve open space along Tanglewood Creek and create an opportunity for a trail that will eventually link to the planned I-25 trail. A third open space purchase in 2007 was the 4.5 acre Heitman Property along Little Dry Creek, which will help to expand the greenbelt in the southern section of the City. Finally, the City received 12 acres through Public Land Dedication for open space along Farmers' High Line Canal, along the west side of Sheridan Boulevard at 98th Avenue, and at 110th Avenue and Wadsworth Boulevard.

Improving the Aesthetic Quality of City Neighborhoods by Enforcing Codes

Through code enforcement operations, the City works to address nuisance and safety issues, to improve the visual appearance of neighborhoods, and to preserve property values. In 2007, the City experienced a 12% increase in total code-related calls and a 59% increase in code-related complaints compared to 2006. Workload consisting of both complaints and City-initiated activity was found to be widely distributed throughout the City, with a greater concentration in the southern parts of the City. While these increases are concerning, some of the increase in activity was likely due to educational efforts regarding code violations, sign code changes, and above average snowfall. Despite the increased workload in 2007, Code Enforcement was still able to average 1.5 days from receipt of a complaint to inspection. This indicator was up slightly from 1.0 days in 2006 due to the increased workload. Even more positive, Code Enforcement improved the average number of days from inspection to voluntary compliance to 15 days in 2007, which was down from an average of 18.3 days in 2006. This is an 18% decrease from 2006 and 47% lower than the 2006 ICMA CPM average for comparable cities.



Improvements in code enforcement have been driven by solid staff work, improved deployment schemes, and a new administrative citation process. The administrative citation process includes a penalty citation that can be issued to violators who do not bring their property into compliance after a certain period of time. There have been 90 citations issued since the implementation of the administrative citation process, and preliminarily evidence shows it to be a faster and more efficient process than the City's previous approach of issuing municipal summons in cases where compliance could not be obtained voluntarily. In 2006, through the former municipal summons process, final disposition took an average of 249 days from first inspection. In 2007, using the administrative citation process, the average number of days from inspection to final disposition decreased dramatically to 67 days. Tracking the results of the administrative citation process will remain an area of focus.

Promoting Environmental Awareness and Stewardship

The City of Westminster has taken several recent actions to have a positive impact on the local environment. In 2006, Environmental Services kicked off the City's "Green Bag" (reusable grocery bag) campaign, which at the time was the only campaign of its kind in the United States. This campaign was established in response to a noted increase in paper and plastic bag litter in storm sewers and in public spaces. Studies showed that the average Westminster household uses 468 plastic and paper bags per year. This amounts to over 20 million bags consumed annually in Westminster alone. In 2007, 17,645 reusable "Green Bags" were sold. In January of 2008, as a spot sampling, staff visited three storm sewer inlets in Westminster and counted over 50 plastic bags. In January of 2009, staff will see if these inlets hold fewer bags as a result of the City's education efforts. Including the 2006 distribution number of 5,357, the City anticipates meeting its goal of distributing 40,000 "Green Bags" by fall of 2008.

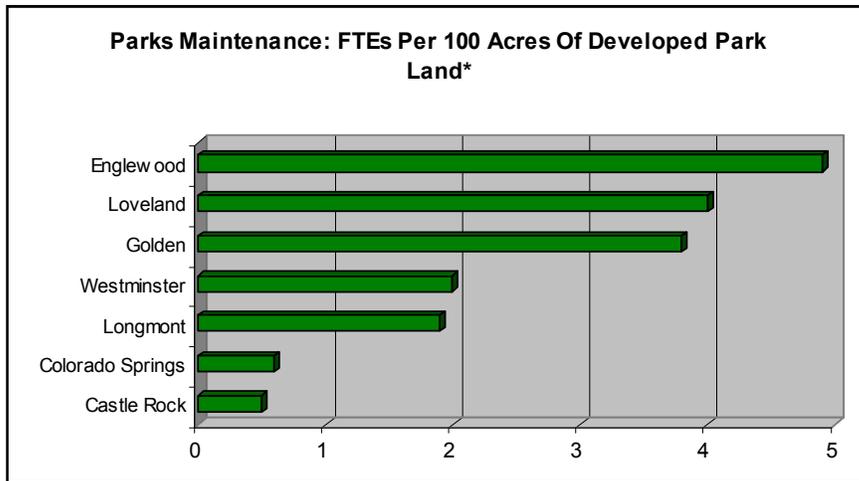
Another example of Westminster's environmental efforts includes recent energy-savings retrofits on major City facilities. Siemens Energy Technologies submitted their measurement and verification document for all completed energy savings retrofits and their performance from January 2006 to January 2007. Siemens inspections revealed that the energy savings from newly installed equipment exceeded the \$187,928 projected savings, as per the original guaranteed terms of the contract. With all the retrofits in place and operating efficiently, Siemens measurement and verification report showed that the City actually realized a total energy savings of \$191,929 for 2007, a 2% increase over the expected savings. Besides dollars, this project will save energy resources for years to come.

Maintaining a High-Quality Park System

While new parks are positive additions to the community, maintaining these new acres of parkland at a high level continues to stretch limited resources. The City's Park Services Division has tracked the number of developed park acres maintained per full-time equivalent (FTE) employee since 1999. Since that time, this indicator has grown from 26 acres per FTE to 32 acres per FTE at the end of 2007. With the increase of acres that an individual employee is responsible for, it becomes a greater challenge to provide maintenance at the same level as provided previously.



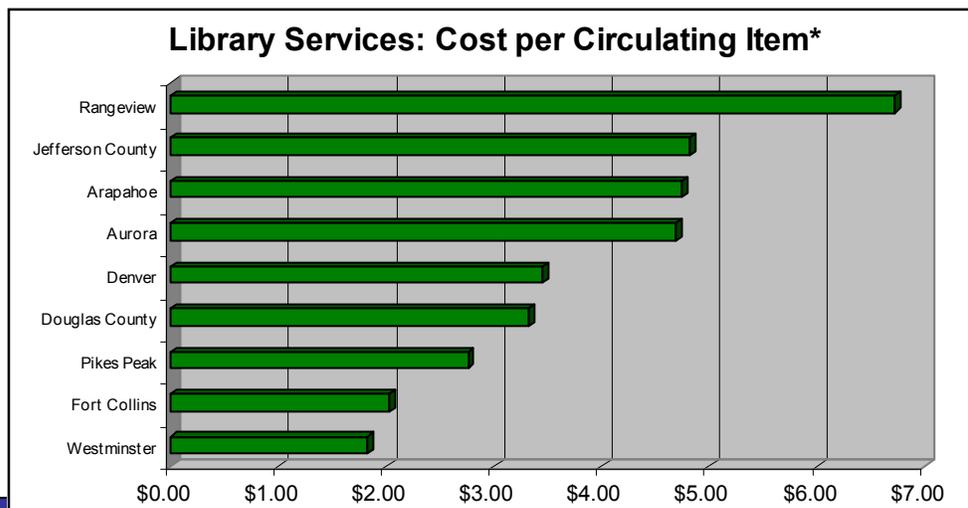
To meet this challenge, Park Services has reorganized crews to provide better coverage for the most visible maintenance needs. Staff is still in the process of fine-tuning crew assignments, but staff believes that the positive effects of the reorganization will be reflected in 2008 Citizen Survey results. Staff is also evaluating contracted facility landscape maintenance to determine if these and other areas can be maintained efficiently through an outside contractor. When compared to 2006 data from other Colorado cities that participate in CPM, Westminster's number of FTE per 100 acres was 2.0, which was slightly under the average of 2.5. This is another indicator of the efficiency of Park Services crews. This indicator, along with an increase in Citizen Survey ratings of park maintenance as "good" or "very good" from 70% in 2004 to 80% in 2006, shows an effective use of limited resources.



* 2006 ICMA CPM Data

Providing a Balanced, Up-To-Date, and Cost Effective Library System

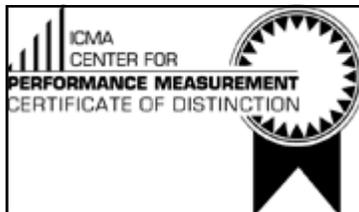
Supporting lifelong learning and cultural enrichment also helps achieve a "Beautiful City." The City strives to operate its libraries, College Hill and Irving Street, in the most cost-effective manner possible while providing a level of service that is better or comparable to other libraries. Two key indicators that the City uses to gauge achievement of these goals are circulation per capita and cost per circulating item. The Colorado State Library requires that all libraries within the State report statistics to the Library Research Service (LRS), allowing for comparison of services libraries offered. Of the 12 public library systems serving a population larger than 100,000 in Colorado during 2006, Westminster Libraries' circulation per capita was 13.83, which was well above the average of 11.69. This shows strong activity at the libraries that is supported by a variety of relevant materials and resources. Westminster Libraries' cost per circulating item was the lowest of all other reporting libraries at \$1.83, which was well below the average of \$4.53. Compared to the 74 library systems that reported data to ICMA CPM for 2006, Westminster had the third lowest operating and maintenance expenditures per item circulated at \$1.75, well below the average of \$4.15. This cost data shows that Westminster libraries are being managed very efficiently.



* Per 2006 Library Research Service (LRS)

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.



In 2007, the City of Westminster received ICMA’s “Certificate of Distinction” Award for exceptional accomplishments in performance measurement. This is the third time that the City has been recognized with this award. Only 21 local governments were recognized with this honor in 2007.

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 Ling**
City Manager’s Office: **Barbara Opie, Aric Otzelberger, Phil Jones**
Community Development: **Aaron Gagne, Chuck Trout**
Finance: **Bob Smith**
Fire and EMS: **Doug Hall, Rich Welz, Jennifer Galli**
General Services: **Rachel Harlow-Schalk**
Information Technology: **Scott Magerfleisch**
Parks, Recreation, and Libraries: **Sue Andre**
Police: **Jeri Elliot**
Public Works and Utilities: **Abel Moreno, Lili Cox**

**2009 BUDGET
SAMPLING OF PERFORMANCE MEASURES**

FINANCE

PERFORMANCE MEASURES

	ACTUAL 2007	TARGET 2008	TARGET 2009
A. Annual attainment of Government Finance Officers Association award for excellence in financial reporting.	Report submitted for review	Award is received	Award is received
B. Annual attainment of Government Finance Officers Association award for excellence in budgeting.	Award was received	Award is received	Award is received
C. Achievement of a rate of earnings on city investments that exceeds (on an amortized cost basis) the six month trailing average US Govt. 2 yr. Treasury Note rate.	Actual rate exceeded benchmark	Actual rate exceeds benchmark	Actual rate exceeds benchmark
D. Achievement of reserves, which include minimum fund balance of 5% of operating expenses (excluding grants, internal service, and special revenue funds) in all city funds. *	Target Reserve balances were achieved for all funds	Target reserve balances are achieved.	Target reserve balances are achieved.

** Depending upon perceived risk, certain funds may be required to maintain fund balances higher than 5%.*

Performance measure number three indicates that the target was met for 2007. The following discussion helps to put investment performance into perspective.

During the period from September 2007 to March 2008, the Federal Open Market Committee of the Federal Reserve Board decreased interest rates, going from 4.75% to 2.25% in seven months.

As interest rates fall, the city's benchmark, the six month trailing average on US Government two year Treasury Notes, will decrease, as higher interest bonds are replaced with lower interest bonds in the calculation of the average. The reverse is true in times of rising interest rates, resulting in an increasing benchmark.

As a general investment practice, the city holds its investments until maturity. This buy and hold strategy results in a more stable return on the investment portfolio. Dramatic changes in the benchmark, either up or down, are not reflected within the portfolio until the bonds in the portfolio mature and are reinvested at current rates.

The result of all of this is that the effective yield of a fixed income portfolio will trail the market rates. When interest rates are rising, yields will tend to be less. As interest rates are falling, yields will tend to be higher. As noted above, with the significant interest rate decreases by the Federal Reserve Board over the last several months, the yield on the city's portfolio exceeded the target rate by .81% as of December 31, 2007.

HOUSING AND HUMAN SERVICES

PERFORMANCE MEASURES

	ACTUAL 2007	TARGET 2008	TARGET 2009
1. The number of permanently affordable housing units added to the City of Boulder's housing stock on an annual basis ¹	147	50	90
2. The average percentage of goal attainment on performance objectives set for agencies & projects funded by the HSF & YOP ²	93%	85%	85%
3. The percent of self-reported customer satisfaction surveys rating HHS services as "satisfactory" or "very satisfactory" ³	91%	85%	85%

¹ The 3-year average of permanently affordable housing units added to the COB's housing stock from 2005-2007 was 108/yr, which was under the average target for those years of 123/yr. The lower numbers in 2005 and 2006 were primarily due to variability from year to year in the timing of closings and requests for building permits, though some slippage is a result of rising costs in a time of reduced subsidy from the City to the Affordable Housing Fund and reduced Federal funding.

² HSF (Human Services Fund); YOP (Youth Opportunities Program)

³ 2007 target for goal attainment on performance objectives (2) and for customer satisfaction surveys (3) was 85%.

LIBRARY

PERFORMANCE MEASURES

BPL uses a variety of methods to analyze its services on an annual basis. Many measures are already in place to evaluate library performance, and provide a baseline against which to gauge future accomplishments. Additional new measures were outlined in the 2007 Library Master Plan. Implementation of the new measures will begin with the library's 2008 Biennial User Survey, last administered in 2006.

Current performance standards are below. In addition to the measures below and outlined in the master plan, BPL participates in annual comparisons to peer libraries including the Colorado State Library survey and the Public Library Data Service survey, administered by the Public Library Association. These efforts are a key component in assuring accountability to the community and in determining the effectiveness of the library's resource allocation.

	ACTUAL 2007	TARGET 2008	TARGET 2009
1. Probability that materials or information sought by patrons can be obtained through Boulder Public library services.	N/A*	.90*	.90
2. (a) Conventional use of information sources (books, videos, tapes)	1,183,717	1,207,000 items circulated	1,231,000
(b) Remote use of library resources (access to library & arts webpages)	2,028,526	2,130,000 remote visits	2,236,000
3. Percent of users who perceive that Boulder Public Library staff provide competent, courteous service	94% [#]	95%	95%
4. Number participating in the Library's cultural and educational programming.	65,455	66,800	68,000
5. Attendance at Diversity Outreach Programs	7,554	7,700	7,900

PARKS AND RECREATION

PERFORMANCE MEASURES

	ACTUAL 2007	TARGET 2008	TARGET 2009
Recreation Center attendance	464,430	470,500	475,150
Outdoor Pool attendance	58,955	60,000	62,000
Adult Sports attendance	216,550	218,000	219,500
Recreation Class enrollment	27,790	31,400	32,330
Three Urban Park acres per 1,000 population	3/1,000	3/1,000	3/1,000
Reservoir attendance	57,400	58,000	58,915
Rounds of Golf	48,300	49,000	49,500

PUBLIC WORKS – DEVELOPMENT AND SUPPORT SERVICES DIVISION

PERFORMANCE MEASURES

	ACTUAL 2007	TARGET 2008	TARGET 2009
Fleet Services			
1. Repairs returned for rework	0.002%	<1%	<1%
2. Increase miles traveled between road calls	110,327 miles	>60,000 miles	>60,000 miles
FAM			
1. Maintenance Backlog ¹	\$4,333,735	\$4,000,000	\$4,000,000
2. Funding Level for Major Maintenance / Facility Renovation & Replacement ²	1.88% CRV	2% CRV	2% CRV
3. Funding Level for Operations & Maintenance ³	2.13% CRV	2.5% CRV	2.5% CRV

¹ A Maintenance backlog of \$4 million corresponds to the transition point where overall condition rating of General Fund facilities goes from “good” to “fair.” A maintenance backlog of \$8 million corresponds to the transition point where the overall condition rating of General Fund facilities goes from “fair” to “poor.”

² The industry standard funding level for Major Maintenance (MM) / Facility Renovation and Replacement (FR&R) is 2% current replacement value (CRV).

³ The industry standard funding level for Operations and Maintenance (O&M) is 2.5% of the current replacement value (CRV).

PUBLIC WORKS – UTILITIES DIVISION

PERFORMANCE MEASURES

	ACTUAL 2007	TARGET 2008	TARGET 2009
1. Average length of time for an unplanned water service outage - not to exceed 5 hours	100% less than 5 hours	100% less than 5 hours	100% less than 5 hours
2. Water Treatment – percent of compliance (based on days per quarter) in which all of the reportable regulatory standards are met.	100% Compliance	100% Compliance	100% Compliance
3. Wastewater Treatment – percent of compliance (based on days per quarter) in which all of the reportable regulatory standards are met.	100% Compliance for Permit effluent requirements, but one 31-minute release of partially treated effluent	100% Compliance	100% Compliance
4. City of Boulder Community Rating System (CRS) for Flood Insurance Purposes.	Rating = 8	Rating = 7	Rating = 7

PLANNING & DEVELOPMENT SERVICES

PERFORMANCE MEASURES

	ACTUAL 2007	TARGET 2008	TARGET 2009
1. Administrative Review (ADR) ⁽¹⁾: Percent of Administrative Reviews completed within 2 week time frame.	50%	100%	100%
Land Use Review (LUR) ⁽¹⁾: Percent of Land Use Reviews with initial response provided within 3 week time frame.	63%	100%	100%
Technical Document Review (TEC) ⁽¹⁾: Percent of Technical Document Reviews with initial response provided within 3 week time frame.	42%	100%	100%
Building-related Permits ⁽²⁾: Percent of Building Permits reviewed within the following targets:			
New Residential - SFD = 40 days	69%	100%	100%
New Residential - MFD = 60 days	45%	100%	100%
New Commercial = 60 days	50%	100%	100%
Commercial Tenant Finish = 60 days	82%	100%	100%
Residential Alt/Add = 20 days	60%	100%	100%
Commercial Alt/Add = 25 days	44%	100%	100%
Commercial Tenant Remodel = 25 days	59%	100%	100%
Single/Stand Alone = 12 days	72%	100%	100%
2. Percent of initial enforcement field inspections performed within three calendar days of receipt of complaint.	66%	100%	100%

	ACTUAL 2007	TARGET 2008	TARGET 2009
3. Percent of complaints for which all investigation and action by Environmental Enforcement Officers is completed with 30 calendar days.	70%	100%	100%
4. Percent of complaints for which all investigation and action by Zoning Officers is completed with 60 calendar days.	57%	100%	100%
NEW PERFORMANCE MEASURES ⁽³⁾:			
<u>Development Review:</u>			
Percent of Business Licenses reviewed within 1 week of application.	--	100%	100%
<u>Permits:</u>			
Percent of floodplain permits in conveyance and high hazard flood zones reviewed within 3 weeks of application.	--	100%	100%
Percent of Right of Way and Utility permits reviewed within 48 hours of application.	--	100%	100%
Percent of Sign Permits reviewed within 10 days of application.	--	100%	100%
Percent of Wetland Permits reviewed within three weeks of application.	--	100%	100%
Percent of Revocable Permit and Lease applications reviewed within 14 days of application.	--	100%	100%

	ACTUAL 2007	TARGET 2008	TARGET 2009
<u>Inspections:</u>			
Percent of building inspections performed within 24 hours of the request.	--	100%	100%
Percent of Right-of-Way and Utility inspections performed within 24 hours of the request.	--	100%	100%
<u>Licensing:</u>			
Percent of contractor licenses processed within 24 hours of application.	--	100%	100%
Percent of rental housing licenses processed within 3 days of application.	--	100%	100%
<u>Historic Preservation:</u>			
Percent of Demolition Permit applications reviewed by the Design Review Committee within one week.	--	100%	100%
Percent of Demolition Permit applications reviewed by the Landmarks Board within six weeks.	--	100%	100%
Percent of Landmark Alteration Certificate applications reviewed by staff or Landmarks Design Review Committee within one week.	--	100%	100%
Percent of Landmark Alteration Certificate applications reviewed the full Landmarks Board within six weeks.	--	100%	100%
<u>Service Center Operations:</u>			
Percent of Skip-a-Trip applications processed within 48 hours.	--	100%	100%
Percent of Project Specialist telephone calls received by 4 pm and returned the same day.	--	100%	100%

(1) Performance measures for development review activities are based on the actual time an application is under review. For 2007, a tolerance of +/- 5 calendar days has not been included as in previous years thus providing a possibly more accurate account of these performance measures. Staff will be working toward improving these performance measures in 2008. Another metric we are monitoring is the elapsed time an application is held prior to the start of review. Reviews for approximately 44% of the cases submitted were not started the same week (i.e., on the same "Track") in which they were submitted, but placed on "Hold" for one to two tracks – two to six weeks – until sufficient staff resources became available to initiate review.

(2) For building permits, performance is based on the time an application is under review from the date it is received.

(3) As part of the Draft P&DS Strategic Plan, sixteen new performance measures have been added.

FIRE

PERFORMANCE MEASURES

	ACTUAL 2007	TARGET 2008	TARGET 2009
1. Percentage of emergency responses within six minutes. Target 90%	79.8%	90%	90%
2. Number of fire fighters per 1000 population. Target less than 1.0	.92	<1.0	<1.0
3. Percentage of all units dispatched to emergencies arrives on scene within 11 minutes.	95.9%	90%	90%

POLICE

PERFORMANCE MEASURES

	ACTUAL 2007	TARGET 2008	TARGET 2009
1. To report the number of D.U.I. arrests	989	1,100	1,100
2. To provide improved delivery of police service to the community of Boulder, by evaluating police effectiveness through the use of crime clearance statistics to exceed the national average of 21%.	26%	27%	27%
3. Evaluate police effectiveness through the improvement of police emergency response under the last five-year average of 6.2 minutes.	2.22 minutes	3.5 minutes	3.5 minutes
4. Traffic Summons	13,091	13,000	13,000
5. Calls For Service Per Officer	746	417	417
6. Total Part I (serious) Crime Rate	2,669	2,600	2,600

Blue Ribbon Commission II (BRC2)
Facilities and Asset Management Master Plan Summary Information
Department: Public Works Dept., Development & Support Services Division
Nov. 19, 2008

Title	Date Accepted	Status	Essential	Desirable	Discretionary
2005 FAM Master Plan Update	July 19, 2005	10-year plan to 2014; update scheduled for 2010	77% pay utility costs, renovation work, systems replacement	23% paint and carpet, equipment replacement	0%

Available on-line at: http://www.bouldercolorado.gov/files/Public_Works/FAM/FAM_MasterPlan.pdf

Guiding Principles/ Investment Strategies as identified in the Master/ Strategic Plan: This Master Plan established investment programs for operations and maintenance (O&M), major maintenance (MM), and facility renovation and replacement (FRR) and energy saving projects and identified three investment levels for the General Fund facilities¹ based upon funding availability:

- **Current Funding:** The fiscally constrained plan indicated that essential facilities would be maintained to industry standards while other facilities would receive less maintenance, based upon available funding. The Master Plan projected that the maintenance backlog would increase to \$6.7 million by 2014.
- **Action Plan:** Keep maintenance backlog constant by raising O&M service levels to recommended industry standard of 2.5 percent of current replacement value (CRV)² and increase MM and FRR funding to 2 percent of CRV.
- **Vision Plan:** O&M services funded at 3 percent of CRV.

Key Policy Issues as identified in the Master Plan:

- In 2001, FAM assumed responsibility for maintaining major Parks and Recreation facilities, in response to Council feedback on the 1998 FAM master plan.
- Recommends that any increases in sales tax revenue in the upcoming years include a portion for existing facility maintenance.
- Quantifies impact of two funding sources: .38 cent sales tax (due to sunset in 2011 and recently extended by vote) and the .25 cent sales tax due to sunset in 2015 (which would impact maintenance funding for Parks & Recreation facilities).
- Highlights essential facilities in the floodplain and policy about either facility replacement or flood-proofing.

¹ There are 139 General Fund facilities and 320 facilities citywide. 22 of the 139 General Fund facilities are classified as essential or those facilities necessary to sustain the most basic city services. The term “facilities” includes buildings, stand alone restrooms, shelters and parking lots.

² Current Replacement Value (CRV) = the current cost of constructing a facility and is equivalent to the insured replacement value.

Blue Ribbon Commission II (BRC2)
Fleet Strategic Plan Summary Information
Department: Public Works, Development & Support Services Division
Dec. 8, 2008

Title	Date Accepted	Status	Essential	Desirable	Discretionary
2009 Fleet Strategic Plan	n/a	Draft			
Fleet Operations			95% for safety related fleet maintenance, repair, and acquisition services	5% for non-safety related fleet repair, acquisition, and maintenance costs for the car wash facility	
Fleet Replacement			33% for the purchase of emergency vehicles	67% for the purchase of non-emergency vehicles	

Guiding Principles/ Investment Strategies as identified in the Strategic Plan: The Fleet Strategic Plan will outline the challenges and opportunities for Fleet Services through 2015 with a structure to follow the city’s Business Plan Blueprint of three funding strategies: Fiscally Constrained Plan, Action Plan and Vision Plan for Fleet Operations and Fleet Replacement funding.

- **Current Funding:** Fleet Operations is funded at \$3.0M and Fleet Replacement is funded at \$2.8M.

Key Policy Issues to be identified in the Strategic Plan:

- **Performance measures for Fleet Services will be updated.** Current measures include cost of services and surcharges, shop efficiency, and fuel use. Updated measures will reflect the cost assessment completed by Mercury Associates, Inc. and include average fleet age, cost recovery, commercial repair rate, and number of vehicle equivalents per technician.
- **Through the goals, guidance and policies identified in the Fleet Subcommittee of the city’s Energy Strategy Team established in August 2008:**
 - Expand the use of hybrid and alternative fuel vehicles (HAFVs)
 - Expand the use of Advance Vehicle Location (AVL) and GPS technology for monitoring vehicles, and
 - Set new greenhouse gas (GHG) emissions and Vehicle Miles Traveled (VMT) targets from the city’s 2006 Climate Action Plan.
- **There is a funding gap for fire apparatus replacement, as noted in the draft Fire Master Plan and the 2009 Council Action Plan.** Funding needs include on-going supplemental funding of \$659K (from 2009 -2017) and \$2.45M in one-time funds to pay back the Fleet Replacement Fund (as of 2008, \$330K contributed annually towards the debt).
- **Improvements are needed at Fleet Services to address traffic flow and parking needs (including holding areas for vehicles being equipped and brought into service, vehicles being prepared for auction and employee parking).** The plan will note how this will be coordinated with the update of the Municipal Service Center Facilities and Site Planning component of the 2005 FAM Master Plan.
- **The plan for technology involving communication devices and the radio shop will be outlined.**