

TAKE A CLOSER LOOK

How performance measures build a better city.



Take A Closer Look November 2006



WESTMINSTER

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Performance Measurement: Achieving The Strategic Plan Goals

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 self-improvement, accountability, open communication and innovation. 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 and the management of resources.

Most importantly, the City's performance measures help determine the progress made towards achieving the City's Strategic Plans Goals. The City of Westminster's 2007-2011 Strategic Plan Goals are:

1. **Financially Sound City Government**
2. **Safe and Secure Community**
3. **Vibrant Neighborhoods and Commercial Areas**
4. **Balanced, Sustainable Local Economy**
5. **Beautiful City**

These goals aim to fulfill the City's 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 successfulness of the actions in effectively fulfilling the objectives and goals - think of performance measures like a progress report.

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 and from other professional associations is used to compare the City's performance to other local governments na-

tionally. However, this information is looked at in a general nature and with caution, as no two cities are exactly alike. Finally, the City's biennial Citizen Survey provides excellent performance data based on citizens' views of the quality of life and city services in Westminster.

This report begins with a brief highlight of data related to the City's mission, followed by performance measurement outcomes organized by the Strategic Plan Goals. We invite you to *Take a Closer Look* at the City's performance.

**Financially Sound
City Government
Objectives:**

*Revenues to maintain
and expand city services
based upon community
need*

*Maintain sufficient
reserves: General and
Utility Funds*

*Well-maintained city
infrastructure and
facilities*

*Effective cost
containment/control
measures for living within
revenues and budget*

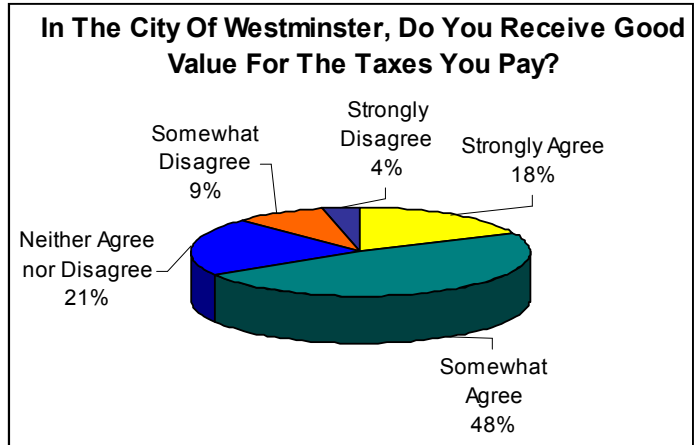
*Balance between core
services and adequate
resources*

Delivering Exceptional Value and Quality of Life

The 2006 biennial Citizen Survey provided very pertinent and meaningful performance measurement information, including residents' opinions on the quality of life, along with the quality and value of services in Westminster.

93% of respondents rated the quality of life in Westminster as "very good" or "good." Westminster's quality of life rating was higher than average when compared to the nation and the Front Range.

Residents were also asked to rate their general satisfaction with City government operations. Over two-thirds of respondents reported that Westminster government operates "very well" or "well." Residents in Westminster gave a higher rating to City government operations than other residents across the nation.



The 2006 Citizen Survey asked residents for the first time if they felt they received good value for the City taxes they pay. Two-thirds of respondents "strongly agreed" or "somewhat agreed" that they receive good value for the taxes they pay, and only 4% of respondents "strongly disagreed" with this statement. Westminster residents

rated this category greater than average for both the nation and Front Range. Westminster ranked second out of nine Front Range cities and 13th out of 128 cities across the nation for good value for the taxes paid.



Goal: Financially Sound City Government

Despite continued economic challenges, the City of Westminster continues to maintain a *Financially Sound Government*. Services desired by the community are funded, reserve levels remain healthy and bond ratings are high.

For the 22nd year in a row, the City received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. In addition, the City received an unqualified opinion from auditors on the presentation of the City's financial reporting, meaning that the City accurately represented its financial condition. These outcomes show the high level of integrity and

effectiveness in financial disclosure and reporting.

In order to provide desired City services, sufficient revenues are needed. The Finance Department's Sales Tax Division works to ensure collection of tax dollars owed to the City. The Division strives to maximize voluntary compliance and performance measures indicate good progress in this area. Between 2005 and 2006, the number of delinquent accounts dropped from 4.3% to 2.7%. At the same time, enforcement revenue increased by 44%, from \$269,667 in 2005 to \$389,558 in 2006. This measure shows increasing collections from enforcement efforts.

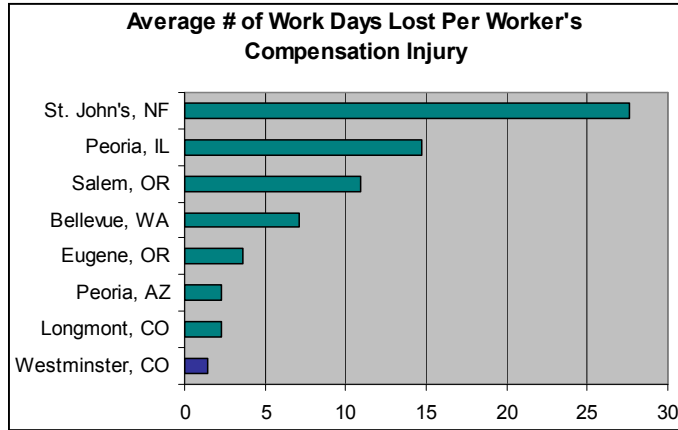
In an effort to increase the ease of tax filing while lowering the cost of processing tax returns for the City and the taxpayer, the City has implemented an electronic filing service. Through August of 2006, the number of electronic returns processed has increased by 219%, from 545 to 1,197. While this trend is positive, it represents only 6.4% of the total number of tax returns processed, so more work is needed to maintain this trend.

Another source of necessary revenue to provide City services comes from investments. The City has approximately \$140 million of cash that is invested in a variety of fixed-income securities. The City's Treasury Division tracks

investment performance against a benchmark return, which is the 1-year Treasury Note. The goal is for the return on the portfolio, net of advisory fees, to beat the benchmark. The return on the City's investment portfolio was below the benchmark rate of return in 2005. The rate of return was also below the benchmark after the 2nd quarter of 2006. This is mainly due to rapidly increasing short-term interest rates and stagnate long term rates, along with the fact that the average maturity of the portfolio is a relatively short 400 days. Treasury will continue to work with the City's external investment advisor to adjust investments and increase the spread between the benchmark and the portfolio's actual return.

Another component of *Financially Sound City Government* is effective cost containment in City operations. As an example, the Fire Department diligently works to control costs while providing excellent service, as is demonstrated by a low cost per capita for fire and rescue services. Based on data from the International City/County Management Association (ICMA), the Department's 2005 cost per capita was \$102.84 compared to an average of \$114.88 for ICMA reporting agencies in the same population range (80,000-140,000). In the 2006 Citizen Survey, 86% of residents rated fire service as "very good" or "good," and 82% of residents rated emergency medical services as "very good" or "good." This data shows effective and efficient service delivery.

While contracting services can lead to cost containment in some instances, in-house delivery of services can also prove to be effective and efficient. For instance, the average hourly rate for a private municipal attorney in 2005



was \$225 per hour, compared to the City of Westminster's effective hourly rate for its in-house attorneys at \$103 per hour. By hiring talented employees and providing necessary training opportunities, the City produces quality services that are cost-effective.

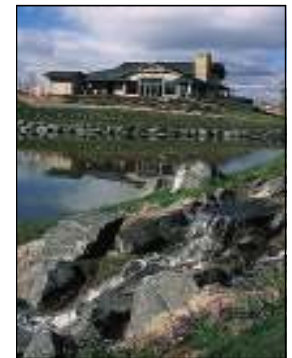
One area where performance measures have initiated a change in cost containment efforts is in the Police Department regarding overtime pay. While the nature of police work makes precise overtime projections difficult, the City of Westminster has tracked overtime costs and made a decision to improve the management of these costs. Based on a Police Department survey of eight comparable Front Range cities, Westminster is the second-highest in average overtime pay per police employee. In 2005, the Police Department's overtime costs averaged \$4,359 per employee, compared to the average of \$3,353. Police Department staff is evaluating deployment schemes and operational changes to see where they can cut overtime costs.

Financially sound governments evaluate ways in which resources can be utilized when budgets need to be tightened. The City's return to work program continues to prove effective when compared not only to other cities, but also to its own numbers

from 2004. In 2004, Westminster lost a total of 179 days due to on-the-job injuries while comparable cities in ICMA's Center for Performance Measurement program averaged 917 days lost. In 2005, Westminster only lost a total of 147 days due to on-the-job injuries while the comparable cities averaged 1,146 days lost. The result is an average 1.46 days lost per claim at Westminster compared with an average of 9.78 days lost per claim for the other comparable cities.

Supporting a *Financially Sound City Government* requires the City to track liability claims that may have been avoided if prevention programs were in place. Westminster's effectiveness in preventing liability claims is evidenced when compared with nine benchmark cities in ICMA's Center for Performance Measurement (CPM). In 2005, the average liability claims filed per 10,000 population for those cities was 11.58, while Westminster had only 2.2 claims. This was also a significant decrease compared to 2004. These results highlight the City's ability to provide services and maintain infrastructure and buildings in such a fashion as to reduce liability claims.

As previously mentioned, City infrastructure and facilities must be well-maintained in order to achieve a *Financially Sound City Government*. For



Safe and Secure Community Objectives:

Managed disaster mitigation, preparedness, response, recovery

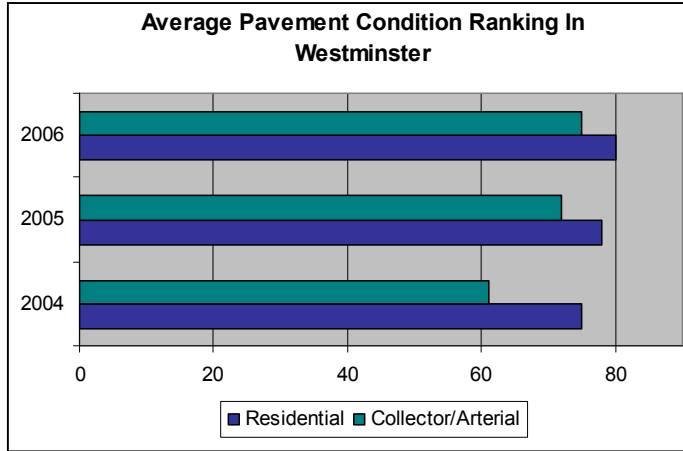
Safe public gathering places and secure city facilities

Citizens are safe anywhere in the city

Timely response to emergency calls

Citizens taking responsibility for their own and community safety and well-being

Expand community safety, public education, prevention and outreach



example, in a recent study it was estimated that the actual replacement value of the City's water and wastewater system was between \$800 million to \$1 billion. In order to ensure all Utility Fund

owned assets reach their useful life, it is critical that performance measures are developed and followed. A renewed emphasis has been placed on the City's utility asset repair and replacement

capital improvement program. This has resulted in increased maintenance funding from approximately \$6 million to \$20 million annually.

In a specific example of infrastructure maintenance, Westminster has accomplished its goal of maintaining at least 65% of arterial, collector and residential roadways at a pavement condition ranking of 70 or above. Over the last several years, the City has improved the overall pavement condition of its streets. This outcome is the result of a re-evaluation of practices and improvements in street maintenance techniques, along with an overall aggressive street rehabilitation program in 2005 and 2006.

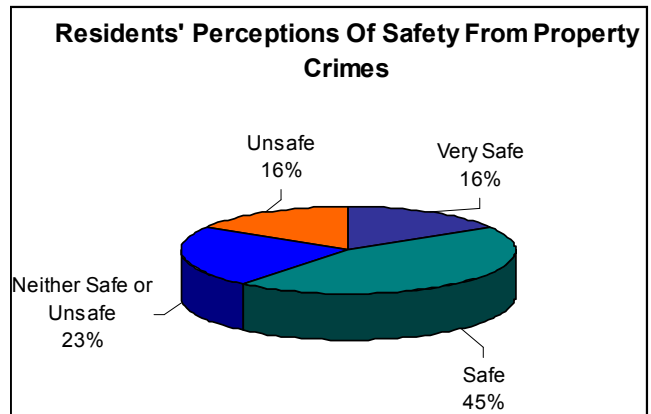
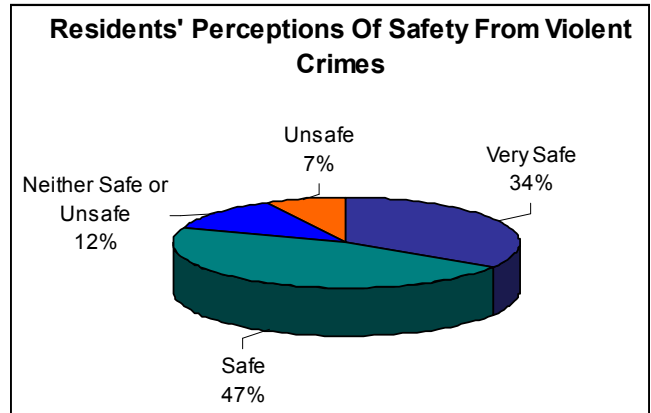


Goal: Safe and Secure Community

Based on the 2006 Citizen Survey,

residents feel safe overall in Westminster. 60% of respondents reported that they feel "very safe" or "safe" from violent crimes, while 61% said that they feel "very safe" or "safe" from property crimes. When compared to other cities across the nation, Westminster residents feel safer from violent and property crimes. In the Front Range, Westminster residents feel safer than average from violent crimes, but they feel less safe from property crimes. However, when compared to the four Colorado cities that participated in ICMA's CPM in 2005, Westminster had the lowest number of property crimes reported per 1,000 population (Denver = 53.9, Longmont = 52.3, Colorado Springs = 50.8, Westminster = 47.2).

Timely responses to emergency calls help to build a Safe and Secure Community. When looking at comparable cities that participated in



ICMA's Center for Performance Measurement in 2005, the average police response time for an emergency call was 6:11. In Westminster, the average response time of

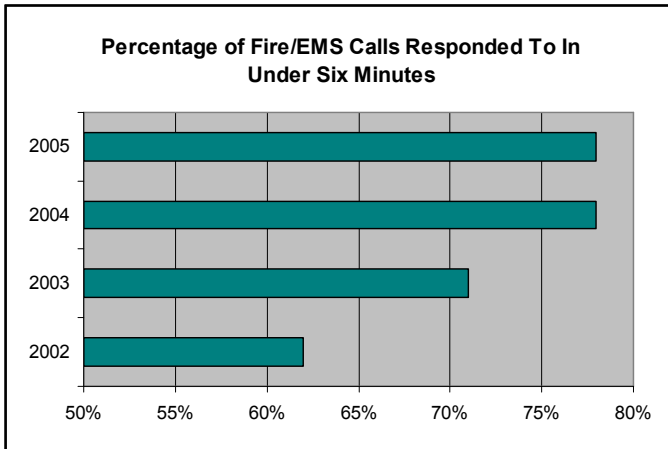
5:48 beat that average. However, the Police Department plans to continue to work at achieving their performance measurement goal to have an average response time on

emergency calls of no more than five minutes.

The Fire Department continued to provide an average response time under five minutes. However, the Department experienced a slight increase from 4:44 in 2004 to 4:53 in 2005. The Department continues to focus on improving response times through a focus on call processing, turnout time and travel time. Despite a two second increase from 44 seconds in 2004 to 46 seconds in 2005, Westminster continues to enjoy a call processing time below the national average of one minute. The Fire Department continues to monitor and work with

performance measures in 2005 to ascertain the effectiveness of personnel in emergency situations. One new measure looks at what percentage of fires are confined to the room where the fire started. The Department had projected to confine fires to the room of origin in residential occupancies 68% of the time, but emergency personnel have been able to achieve this outcome 85% of the time. Various factors can affect this measure, such as how quickly the fire is discovered, but the measure helps to evaluate the effectiveness of the initial actions performed by the fire crews. A second measure looks at what percentage of cardiac arrest patients are

complaints coming from the Department's on-line traffic complaint system. Furthermore, the unit has written over 3,650 citations and has logged over 2,000 hours patrolling residential areas in the City. The traffic section has begun receiving positive comments from citizens on their visibility in the neighborhoods. Regarding outreach, four educational programs were provided to area elementary schools in 2005 and four have been provided so far in 2006. Plus, a traffic representative from the Department regularly attends Community Oriented Governance (COG) meetings to discuss citizen concerns.



Emergency Dispatch staff to maintain and improve this time. Turnout Time remained essentially constant with a slight increase from 1:03 in 2004 to 1:04 in 2005. The Department continues to use the national recommended goal of one minute for turnout time and has taken steps to improve this time. For safety reasons, the Department does not have a specific performance measures for travel time. However, the Department continues to monitor travel time for efficiency.

While response time is important, what happens once emergency personnel are on scene is critical. The Fire Department created new per-

delivered to a medical facility with a pulse. The Department had projected to deliver 18% of cardiac arrest patients to a medical facility with a heartbeat, but it actually achieved a delivery rate of 27.6%.

On the police side of public safety, traffic concerns continue to be a high priority of residents. In 2005, the Police Department implemented the citywide "Drive Wise" Program to improve traffic enforcement and traffic education in residential neighborhoods while promoting neighborhood safety. Since the beginning of the year, the Department's traffic section has processed over 280 traffic complaints, with many of the

In addition to traffic, street conditions are another element that comprises the total safety that residents experience out on the roads. The City's Street Division continues to repair all potholes within 24 hours of notification. The total number of potholes repaired decreased from 3,180 in 2004 to 2,694 in 2005. One interpretation of this result is that the City's robust street rehabilitation efforts are successfully improving road conditions. During pothole season, another concern is snow. Based on the 2006 Citizen Survey, 75% of respondents rated the snow removal in Westminster as "very good" or "good." Compared to other Front Range cities, Westminster's ratings for snow removal were above average. In 2005, City crews were able to respond to all 17 snow routes within 45 minutes of notification.

When not on the streets, residents want to feel safe in their homes. The Community Development Department's Rental Housing Inspection Program tracks the number of re-inspections (units that fail the initial inspection) required for rental properties across the City. Over the last several



***Vibrant
Neighborhoods
and Commercial
Areas Objectives:***

*Rehabilitation of
deteriorating commercial
areas*

*Citizens taking
responsibility for their
neighborhoods*

*Maintained and
improved neighborhood
infrastructure*

*Revitalization plans
developed and
implemented*

*Appropriate infill
upgrading the quality of
the neighborhoods*

*Preservation and
restoration of historic
assets*

years, this figure has increased, thereby showing the effectiveness of the program to identify safety violations and require that property owners make changes to improve the safety of rental housing in the City. However, the City hopes to reverse this trend through education and greater voluntary compliance. In addition, a new performance measure was implemented in March of 2006 for the Rental Property Inspection program that will track life safety or critical violations as a percentage of overall violations. This measurement will provide a better understanding of the scope of the most severe problems within the rental community.

A final example of performance measures working to track the City's ability to provide a *Safe and Secure Community* can be found in the City's Water Resources Division. Water Treatment operations are performance driven per State and Federal regulations that must be met. Automation employed in both the Semper and Northwest Water Treatment facilities records data for dozens of water quality parameters that can be trended back for several years in time. These parameters are evaluated on a daily, weekly, monthly and annual basis looking for opportunities to control process costs and improve water quality.

In late 2005, two water quality monitoring stations were installed on Clear Creek, from where the City derives approximately 80% of its water supply. These stations include samplers that monitor water quality, while also testing for solids, nitrogen and phosphorus loading. These samplers are accessed remotely, and the data provides information about the quality of water entering Standley Lake. The stations can also be used as an early warning system in case of spills or other events that could potentially threaten water quality. This would allow managers to divert water away from Standley Lake.

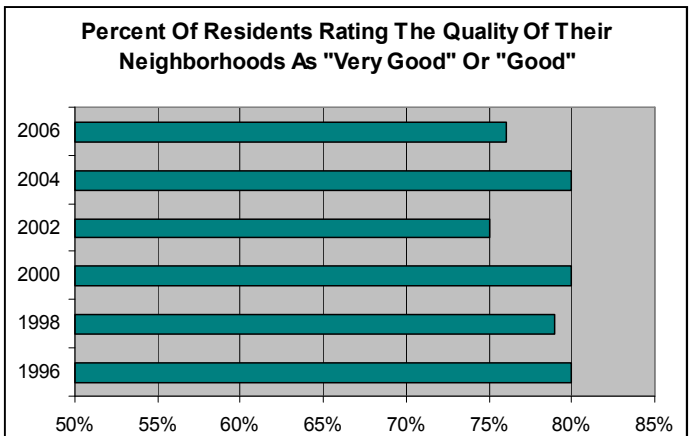


Goal: Vibrant Neighborhoods and Commercial Areas

The City of Westminster works to achieve *Vibrant Neighborhoods and Commercial Areas* through a three-pronged approach of revitalization, rehabilitation and preservation. As in other areas, the 2006 Citizen Survey provides excellent data regarding citizens' perceptions of achievements in this goal area.

Nearly one-quarter of survey respondents said the quality of their neighborhood was "very good," and over half said the quality of their neighborhood was "good." Compared to cities across the nation, Westminster's ratings for quality of neighborhood were close to average. Compared to 2004, the percentage of residents that reported the quality of their neighborhood as "very good" or "good" decreased slightly. This is evidence of the need to maintain a continued focus on the various factors that affect the quality of neighborhoods.

In the 2006 Citizen Survey, residents were also asked



how their neighborhood has changed over the past 12 months. More than half of residents (54%) said that the quality of their neighborhood had "stayed the same," while 15% reported that the quality had improved and 31% said that the quality had declined. This data shows why neighborhood preservation is a critical concern of City Council and City staff.

Code enforcement concerns, such as weeds, abandoned vehicles, graffiti and dilapidated buildings lead to perceptions of neighborhood deterioration. In the Citizen

Survey, nearly half of all respondents reported that these problems were not concerns in their neighborhood. However, 33% of respondents said that these code concerns were minor problems, 13% said they were moderate problems and 9% said that code concerns were major problems in their neighborhoods.

Accordingly, the Police Department has seen an increase in the number of code enforcement calls per 1,000 population from 106.7 in 2004 to 118 in 2005. Plus, complaint calls for graffiti

increased dramatically from 47 in 2004 to 105 in 2005. While these performance measures show evidence of increasing code concerns, code enforcement in the Neighborhood Services section experienced a positive increase in effectiveness. The percentage of code enforcement cases gaining voluntary compliance increased from 82% in 2004 to 91% in 2005. This is a very positive outcome.

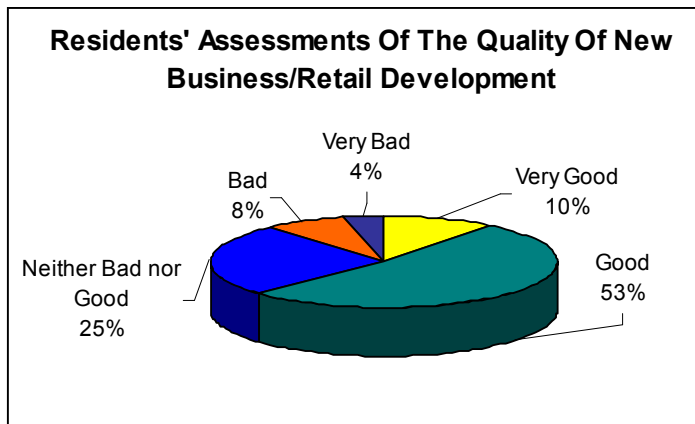
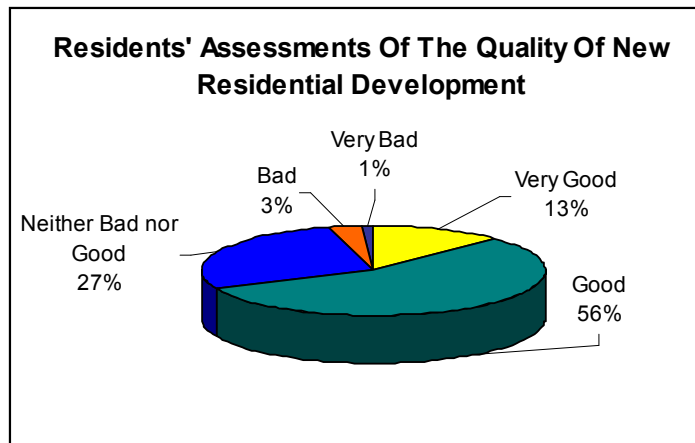
To further address code enforcement concerns, the Police Department is pursuing a new graffiti enforcement strategy and further code enforcement improvements. Elements of these forthcoming efforts include an administrative hearing process for code violations, as well as a new graffiti removal program. A staff position is being reassigned to oversee the new graffiti removal program.

New development and redevelopment are important components in creating and maintaining *Vibrant Neighborhoods and Commercial Areas*. In the 2006 Citizen Survey, residents were asked about the quality and variety of new development in Westminster. The quality of new residential development was rated "very good" or "good" by 69% of respondents. 54% said the variety of new residential development was at least "good." 63% of respondents rated the quality and variety of new business development as at least "good," and 58% felt the same way about retail development.

While the City is still developing more pertinent performance measures that relate to this Strategic Plan goal, the following highlights from the Community Development Department over the previous year show completed actions directed at achieving *Vibrant Neighborhoods and Commercial Areas*:

- **Opened the first retail phase of The Orchard lifestyle center with JC Penny's and Super Target**
- **Completed development guidelines draft relative to South Westminster Transit Oriented Development**
- **Opened 144th Avenue/I-25 Interchange on time and under budget**
- **Acquired title to the abandoned Holly Park town-home project and demolished the unsafe abandoned structures**
- **Implemented a review and inspection process for individual lot grading**
- **Completed master plan for park area associated with Rodeo Market/Grange Hall community arts center**
- **Completed the restoration of Savery Savory Mushroom Farm Water Tower**

The City's Community Development Department has also been working on other projects aimed at rehabilitating deteriorating commercial centers, using appropriate infill to upgrade the quality of neighborhoods and preserving historic assets. Currently, City staff is working on the second phase of the redevelopment of the LaConte Center (72nd & Federal), along with the commercial development in Shoenberg Farms (72nd & Sheridan). The City is also reviewing the third phase of the Harris Park development in South Westminster. Efforts are also underway for transit-oriented development in South Westminster.



**Balanced,
Sustainable Local
Economy
Objectives:**

*Healthy retail base,
increasing sales tax
receipts*

*Attracting new targeted
businesses, focusing on
primary employers and
higher paying jobs*

*Business-oriented mixed
use development along I-
25 and US 36 corridors*

*Retention and expansion
of current businesses*

*Transportation system
that provides access to
shopping, to employment
centers*



Goal: Balanced, Sustainable Local Economy

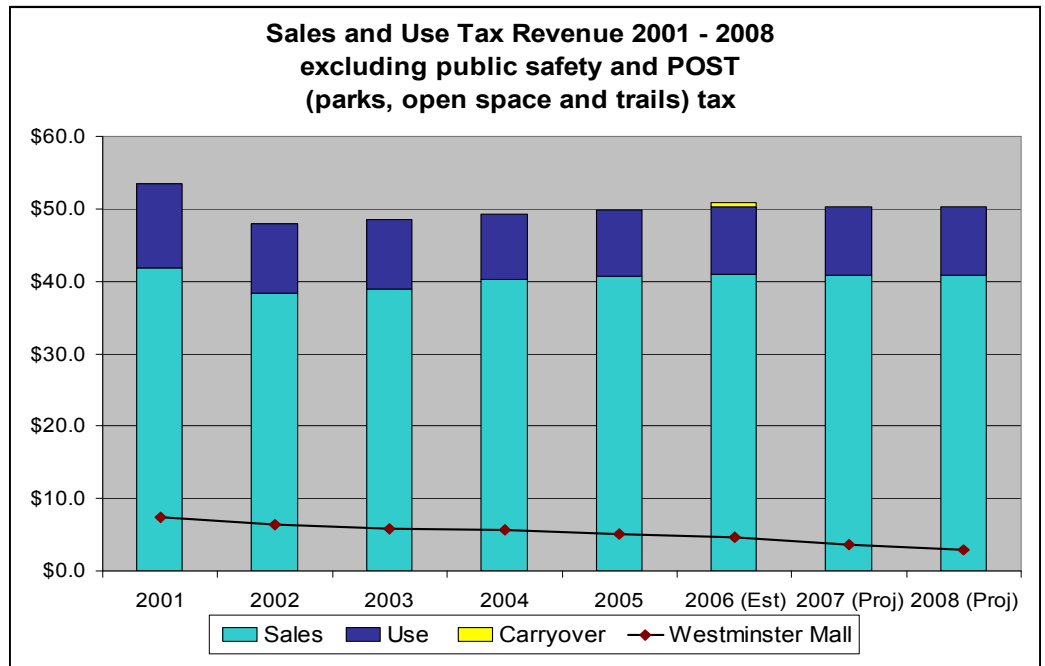
In Colorado, the primary source of revenue for most municipalities is sales and use tax revenue, and the City of Westminster is no exception. Sales and use tax revenue comprises approximately 67% of the City's total General Fund revenues. Since 2002, collections from the City's 3.0% general sales tax have in-

creased slightly each year. However, this revenue remains below collections made in 2001. The future is filled with promise, including the development of the Orchard Town Center at I-25 and 144th Avenue, which will bring 1.2 million square feet of retail and entertainment to the City. Other economic development projects include the Shops at Walnut Creek, 136th and I-25 retail, and redevelopment at 72nd and Sheridan. However, the Westminster Mall continues to experience decreased retail activity. New development is essentially creating "replacement revenue" for the Westminster Mall. The City is actively exploring rede-

velopment opportunities for the Westminster Mall with a broad range of stakeholders. Less than 5% of the City's total General Fund revenues are generated by property taxes. Westminster's property tax mill levy has not changed in fifteen years, and remains one of the lowest in the State of Colorado.

Town Center along Huron Street, including Orchard View with 70 acres of mixed use development, and Westminster Crossing with 300,000 square feet of retail uses.

Redevelopment of the Schoenberg Center and the Schoenberg Farm at the corner of 72nd Avenue and



velopment opportunities for the Westminster Mall with a broad range of stakeholders. Less than 5% of the City's total General Fund revenues are generated by property taxes. Westminster's property tax mill levy has not changed in fifteen years, and remains one of the lowest in the State of Colorado.

At the forefront of commercial development in the City is The Orchard Town Center, a 1.2 million square foot regional mixed use retail center with national anchors located on the northwest corner of I-25 and 144th Avenue. The Orchard's grand opening is scheduled for the fall of 2007 and anchors include a 12-screen AMC theater, Macy's, JC Penney's, and Super Target. JC Penney's and Super Target opened in October of this year.

A number of smaller retail centers are also planned or under construction for the area south of The Orchard

Sheridan Boulevard is also underway. Once developed, this area will be home to a Super Wal-Mart and approximately 400,000 square feet of retail uses.

With the implementation of RTD's FasTracks program, the City is solidifying plans for Transit Oriented Developments (TOD) at rail stations that will be located in South Westminster, Westminster City Center and The Shops at Walnut Creek. Redevelopment plans for the Westminster Mall area will be included with development of the City Center TOD. The northern most rail station will be adja-

2006 Property Tax Rate Comparisons				
City	City Levy	Fire Protection District Levy*	City and Fire Levy	Property Taxes \$250,000 Home
Northglenn	11.597	8.635	20.232	\$402.62
Broomfield (City)	11.457	8.635	20.092	\$399.83
Fort Collins	9.797	9.301	19.098	\$380.05
Lakewood	4.711	11.458	16.169	\$321.76
Littleton	6.662	7.678	14.340	\$285.37
Arvada	4.310	9.480	13.790	\$274.42
Longmont	13.420	-	13.420	\$267.06
Boulder	11.981	-	11.981	\$238.42
Aurora	10.958	-	10.958	\$218.06
Thornton	10.210	-	10.210	\$203.18
Loveland	9.564	-	9.564	\$190.32
Westminster	3.650	-	3.650	\$72.64

*Northglenn, Broomfield, Fort Collins, Lakewood, Arvada, and Littleton use fire protection districts to provide fire suppression services to their residents.

cent to, and integrated with the Shops at Walnut Creek. The Shops at Walnut Creek are anchored by SuperTarget, with an underpass connecting the center to the Westminster Promenade. The Shops at Walnut Creek will feature 394,000 square feet of available retail space at build out.

During the summer of 2006, detailed planning for the Myananda project, a hotel and condominium complex featuring the Rocky Mountain Chopra Center & Spa, commenced. The development is estimated to be completed in late 2007 and will be adjacent to the Westin Hotel at the Westminster Promenade.

In addition to sustaining a healthy retail sales tax base, Westminster is working to retain businesses and attract new ones, with the objective of creating primary (non-retail) jobs in the City. Since January of 2004, businesses have committed to creating over 500 new jobs in the City of Westminster. Lafarge North America located its western division headquarters in Westminster. Other new businesses include Lowe's Home Improvement, Roving Planet and the Reed Group.

The largest employers in the City of Westminster include Avaya (1,624), Ball Corpora-

tion (659), Centura Health/St. Anthony's Hospital (463), Alliance Data (400) and Access Distribution/GE Access (320). In 2005, the office vacancy rate in the City decreased by 10%.

The total number of businesses in the City increased from 1,814 in 2004 to 1,858 in 2005. In addition, the total number of business expansions in the City increased from only two in 2004 to twelve in 2005. Overall, the net business growth in the City from 2004 to 2005 was 4%.

Beautiful City

Objectives:

Increased green space (parks, open space, etc.)

Expanded, developed and well-maintained parkland

Well-designed and maintained city facilities

Increased public and cultural arts

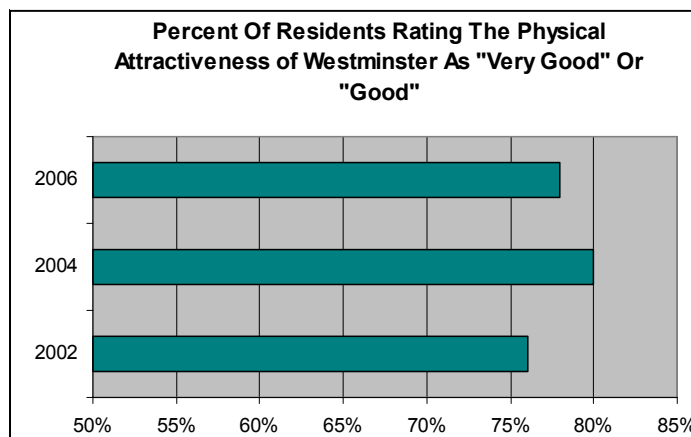
Active, low water use landscaping

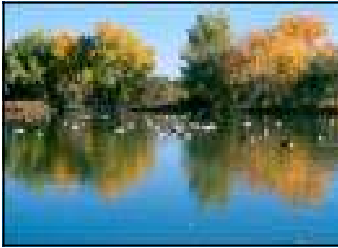
Well-designed and maintained private development



Goal: Beautiful City

In the 2006 Citizen Survey, residents were asked to rate the physical aesthetics of the City of Westminster. Over three-quarters of respondents rated the physical attractiveness as "very good" or "good." Westminster residents reported the physical attractiveness of their City higher than other adults across the nation and the Front Range.





Thank you for taking the time to *Take a Closer Look* at the City of Westminster's performance measurement report. City Council and City staff remain committed to achieving the Strategic Plan Goals, and performance measurement is one way to gage progress towards attainment of these Goals. *Take A Closer Look* is an annual publication. It appears on the City's website every year and in the Adopted Budget document every two years.

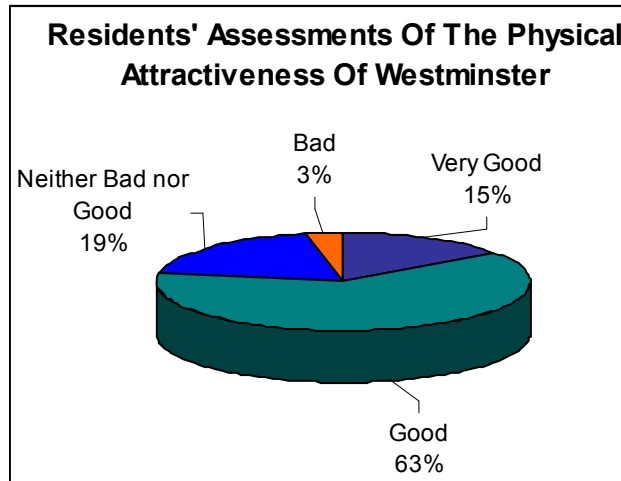


In addition, survey participants were asked for the first time in 2006 to choose a phrase that they felt best described their image of Westminster. 61% of respondents said "beautiful parks/open spaces" described their image of the City. This was the most common response.

from the Adams 12 Five Star School District. This will bring the City close to 2,700 acres of preserved open space.

Westminster continues to work with Broomfield on the management and planning for the Metzger Farm, which provides 150 acres of open

there has been a noticeable decline in some of the individual ratings. A total of 9% of respondents were not satisfied with the pavilion cleanliness, and 13% were not satisfied with the trash removal. In addition to the survey responses, Staff fielded many phone calls with similar complaints.



One major component of this outcome is the City's Parks, Open Space and Trails (POST) Program, which celebrated its 20th anniversary in 2005. Since 1985, a 0.25% sales tax has been dedicated to funding open space acquisitions, along with park, trails and recreation center development and maintenance. On November 7, 2006, Westminster voters overwhelmingly voted in favor of extending the POST sales tax through 2032. This will give the City bonding capacity of up to \$20 million dedicated to the development and acquisition of parks and open space.

space land at 120th Avenue and Federal Boulevard. The Broomfield-Westminster Open Space Foundation has selected a contractor for environmental cleanup and is currently reviewing bids for master planning.

In response to this, Staff will be making changes to the pavilion reservation system for 2007. Currently, the City's reserveable pavilions may be rented for two different time slots each day: 9 am to 3 pm, or 4 pm to 10 pm. This schedule allows only one hour for Parks Staff to clean and empty trash at each pavilion. Staff will be evaluating options to improve upon this prior to the 2007 season.

Lastly, increased public and cultural arts lead to a *Beautiful City*. While there are no specific performance measures to track arts, the City's Arts Initiative has made several achievements and is looking to take further action in 2007. The City has completed a comprehensive regional survey of housing and workspace needs of local artists and initiated a space study for an affordable rental artist live-work housing project based on the survey results. In addition, staff has completed floor plan, elevation and costs estimates for Rodeo Market/Grange Hall community arts center. In 2007, the City plans to complete the artist housing project space study and identify potential sites for an artist housing project.

The City Council has an established goal of preserving 15% of the City as natural open space and the program continues to strive to reach this goal. Currently, the City owns 2,661 acres, which is 12.7% of the City's land area. This is an increase of 160 acres since last year. In addition, approximately 30 to 35 acres of the Tanglewood Creek property are anticipated to be acquired by the end of 2006

While support for open space in the City is evident by the outcome of the ballot issue, the City's parks and recreation facilities also receive high marks. In the 2006 Citizen Survey, 91% of respondents rated the appearance of parks and recreation facilities as "very good" or "good" and 84% rated parks maintenance in the same manner. Since 2002, facilities in 13 parks have been renovated as part of the City's Capital Improvement Program (CIP).

Another practical application of performance measurement with a goal of maintaining a *Beautiful City* centers around the City's picnic shelter reservation system. Although overall satisfaction with the shelter system remains high,