



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: March 4, 2010

SUBJECT: Briefing and Post-City Council Briefing Agenda for March 8, 2010

PREPARED BY: J. Brent McFall, City Manager

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

Looking ahead to Monday night's Briefing and Post-City Council meeting briefing, the following schedule has been prepared:

<i>Dinner (<u>Please note earlier time</u>)</i>	5:30 P.M.
Council Briefing (<i>The public is welcome to attend.</i>)	6:00 P.M.
MMCYA Reception (<i>Upper Atrium</i>)	6:30 P.M.
CITY COUNCIL MEETING	7:00 P.M.
POST BRIEFING (<i>The public is welcome to attend.</i>)	

PRESENTATIONS

1. Siemens Energy Audit Phase II Update - Attachment
2. Proposed 2011/2012 City Council Budget Retreat Dates

CITY COUNCIL REPORTS

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

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY

1. Community Mediation Concepts Year End Report 2009 - Attachment
2. Westminster Economic Development Authority 4th Quarter 2009 Financial Update - Attachment
3. 2010 Citizen Survey Draft - Attachment

Items may come up between now and Monday night. City Council will be apprised of any changes to the post-briefing schedule.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager



WESTMINSTER

Staff Report

Post City Council Meeting
March 8, 2010



SUBJECT: Siemens Building Technologies' Energy Audit, Phase II Status Update

PREPARED BY: Jerry Cinkosky, Facilities Manager
Tom Ochterski, Energy and Facilities Projects Coordinator

Recommended City Council Action:

Direct Staff to proceed with contract negotiations and identify financing options for an energy performance contract with Siemens Building Technologies for energy reducing and other related improvements in City facilities and irrigated properties.

Summary Statement:

- In December 2005, City Council authorized a Phase I energy performance contract (EPC) with Siemens Building Technologies for the purpose of reducing energy costs, water usage, and adverse environmental impacts. This was accomplished by improving heating, ventilating, and air conditioning (HVAC) mechanical system efficiencies and installing energy efficient indoor lighting systems in many of the City facilities.
- In December 2006, energy savings retrofits and facility improvements were successfully completed, resulting in annual energy savings and operational cost avoidance of \$189,383 in 2007 and \$187,385 in 2008. Measurement and verification results for 2009 will be available April 1, 2010.
- In April 2009, with the successful reduction in energy consumption and associated energy costs of Phase I of the energy performance contract, the City entered into a Phase II energy audit contract with Siemens Building Technologies to evaluate additional energy and water savings opportunities in City parks and facility operations not previously included the Phase I EPC.
- Staff is prepared to share the results of the Phase II Energy Audit and is proposing the attached list of projects be included in a Phase II energy performance contract. Staff is seeking City Council's concurrence to proceed with negotiations for the Phase II EPC and in identifying required financing. If Council concurs, Staff will return in mid April with energy performance contracts and financing proposal for City Council's approval.

Expenditure Required: Approximately \$3,852,982

Source of Funds: \$2,691,682 (including estimated financing costs) over a 10 year lease-purchase period paid by General Fund operating budget energy and water savings annually to offset the annual financing cost plus a lump sum of General Capital Improvement Fund Building Operations & Maintenance major maintenance capital improvement funds for general, recreation and public safety facilities estimated in the amount of \$622,700 less Xcel Energy rebates in the approximate amount of \$69,900; and \$468,700 American Recovery Reinvestment Act (ARRA) Stimulus Funding through the City's Energy Efficiency & Conservation Block Grant (EECBG) allocation

Policy Issue:

Does City Council wish Staff to proceed with contract negotiations for the Phase II energy performance contract to further implement energy and water saving technologies in various City parks and City facilities?

Alternatives:

- Do not proceed with energy performance contract. This option is not recommended as energy and water savings opportunities exist that will potentially result in a savings of more than \$292,285 per year.
- City Council could direct Staff to proceed with contract negotiations for a performance contract for a lesser scope of work than is being proposed and direct Staff to include equipment replacements/upgrades to only those City parks and facilities that produce enough energy and water savings to efficiently offset the expense of the improvement measures. This alternative is not being recommended as several City parks and facilities have equipment that have surpassed their expected useful life and replacement costs would require capital improvement funds which currently are not available. In addition, this equipment is now requiring the use of creative technologies and increasingly expensive maintenance costs to keep the equipment operational.

Background Information:

Staff began placing a greater emphasis on energy savings opportunities in 2004 by exploring options that would aid the City in becoming more efficient in energy consumption as energy costs continued to escalate. In 2005, with the assistance of the Governor's Office of Energy Management, Staff began the selection of an energy services company (ESCO) for the purpose of conducting a comprehensive citywide facility energy usage audit. Ultimately, Siemens Building Technologies was selected from a field of three pre-qualified energy savings companies. In December 2005, City Council authorized a Phase I energy performance contract (EPC) with Siemens for the purpose of reducing utility costs and negative environmental impacts associated with City operations. The original EPC included improving HVAC mechanical systems in a number of facilities, installation of energy efficient lighting and other improvements to equipment and operations.

In December 2006, all energy savings retrofits and improvements were completed resulting in annual energy savings and cost avoidance of \$189,383 in 2007 and \$187,385 in 2008. Measurement and verification results for 2009 are due in April of this year and are expected to achieve the guaranteed annual savings of \$187,000.

Although utility rates fluctuate, the potential for energy cost increases remains. In June 2009, Staff contracted with Siemens Energy Technologies for a Phase II energy audit to investigate further energy-reducing enhancements not included in the Phase I EPC.

The traditional way that an ESCO conducts an audit is to assess all of the energy and water consuming systems or facilities in the City and then propose modifications and upgrades. Staff identifies projects to recommend for implementation, focusing on projects with a high rate of return in potential savings and/or greatest need based on age and stability of existing equipment. Projects that may be identified by an ESCO include the installation of central controls, lighting, electrical upgrades, HVAC upgrades, and irrigation improvements. The identified upgrades would be paid for with the savings in energy and water costs as outlined by the ESCO. The City pays for a project up front with financing, and pays back that financing with money from annual energy and water cost savings through a lease arrangement. The ESCO provides contractors through a formal and open bidding process, keeping in mind that projects need to be completed with minimal impact to City operations. It is important to

note that if projected savings are not achieved, the ESCO guarantees the savings by paying the difference. The end result is a low risk opportunity for the City to upgrade equipment while simultaneously reducing energy and water consumption, thereby reducing the City's ongoing operating costs.

Staff has worked with Siemens since June 2009, conducting an assessment of City facilities and identifying opportunities for energy and water saving enhancements as well as evaluating antiquated equipment. Siemens concluded their audit in November 2009 and has been working with Staff to identify the best performing projects should the City pursue a performance contract.

Staff is recommending an EPC with Siemens but structured as two separate energy performance contracts. The first EPC is proposed as a traditional energy performance contract financed over a 10 year period utilizing the energy and water cost savings for annual lease payments (noted on the attachments as "Capital Project Proforma"). The second EPC is proposed with no additional financing utilizing a portion of the City's EECBG allocation (noted on the attachments as "ARRA Project Proforma"). The use of EECBG funds was part of the City's Energy Efficiency and Conservation Plan approved by City Council in June 2009 and approved by the Department of Energy in September 2009.

Although both contracts are designed for the same purpose of implementing energy and water saving improvements, Department of Energy guidelines prevent the use of EECBG stimulus funds at aquatic centers and golf courses. As many of the upgrades and improvements are recommended for recreation centers with pools and golf courses, Staff separated facility improvement measures that comply with these federal guidelines and therefore can be funded with the federal stimulus funds. The EECBG funded energy performance contract was purposely designed for a one-time payment with use of the City's EECBG allocation in the amount of \$468,700.

The remaining facility improvement measures have been included in the energy performance contract by using energy and water cost savings to pay for energy and water conservation improvement measures over a 10 year lease-purchase payback period. This proposal also includes a capital contribution at the front of the project of \$622,700 plus a first year of financing capital contribution of \$263,944; these funds are proposed to be utilized from the existing GCIF Building Operations & Maintenance (BO&M) Major Maintenance project accounts for general, recreation and public safety facilities. These funds were scheduled to complete much of the work identified through the energy audit, allowing the work to be completed in a more timely fashion with one primary contractor guaranteeing the work and allowing BO&M to be more proactive in addressing some equipment needs not currently funded. These funding amounts may change based on the financing market and what interest rate is available.

Audit Highlights

The audit addressed lighting, vending, water, water delivery systems (irrigation) and mechanical systems in all BO&M maintained facilities with the exception of utility pump stations and plants. The Big Dry Creek Wastewater Treatment Facility was excluded because of their recent expansion and renovation; it now has a number of the latest energy saving technologies. The Northwest Water Treatment Facility was excluded as well because Staff has implemented a number of energy management improvements recently.

Attached are two separate energy performance project lists that include all of the projects proposed for inclusion in the proposed energy performance contract. There are two lists simply due to the fact that one list reflects the projects proposed to be financed through a traditional lease-purchase agreement utilizing the energy and water cost savings for annual lease-purchase payments and the second reflects the projects proposed to be funded using the ARRA/EECBG funds. They list facilities, projected

costs, projected savings and projected payback period. Not every project listed necessarily has a payback period; more information on this component is explained below.

In general, the recommended lighting retrofit will consist of the following types of measures:

- Replacing T-12 fluorescent lamps and magnetic ballasts with Super T-8 fluorescent lamps and electronic ballasts;
- Installing compact fluorescent lamps in existing incandescent fixtures or replacing the fixtures where appropriate;
- Replacing the incandescent or fluorescent exit signs with LED exit signs;
- Replacing light fixture lenses where they are damaged;
- Replacing outdoor HID pole lights with pulse start metal halide or induction (fluorescent);
- Reducing maintenance costs by having new lamps and ballasts, and by stocking the same types of lamps and ballasts for all the facilities; and
- Standardizing fixtures to Osram-Sylvania products whenever possible.

The 2009 audit reviewed potential energy and irrigation upgrades at 80 locations throughout the City. Locations included in the water audit were all City parks, irrigation systems at City facilities, golf courses and medians.

Irrigation system improvements recommended include energy efficient pumps and motors. The audit noted that many of the City's park irrigation systems underground infrastructure systems were 25 years or older. In several of the City's older parks, recommendations in the audit include major underground renovations because of rising maintenance costs and numerous leaks that contribute to an increase in water consumption. The audit recommends replacing aging time-clock watering devices and controllers with wireless web-based systems on the City's Maxicom-based irrigation system. The audit also noted the current time-clock control systems at some median and right of way locations do not allow for shutting down irrigation systems when they are not needed or during inclement weather.

Other major facility improvement projects in the EPC includes:

- Upgrading building automation systems at City Hall and the Public Safety Center;
- Installing golf cart charging optimization equipment;
- Implementing the use of liquid pool cover systems at the Swim & Fitness Center;
- Installing ice machine optimization equipment at Park Operations, Heritage and Legacy Ridge Golf Courses; and
- Replacing water heat-pump controls, flat-plate heat exchangers, seven boilers and adding destratification fans; installing supplemental heating in void spaces below the north facing City Hall offices; and replacing the three-way valve in the heating loop at City Hall.

Please note in the attached proposed project list that the building automation system (BAS) upgrades at Public Safety Center and City Hall do not reflect any energy savings. Although they reflect no quantifiable savings, this type of equipment and building upgrades have proven industry results in obtaining anywhere from 15–30 percent annual reduction in energy costs. An EPC cannot stipulate or guarantee this type of equipment performance as City Staff will have all programming rights for reducing heating and cooling loads in each facility. In addition to controlling space temperatures with automation, BAS can be programmed to reduce energy demand costs (load shedding), which typically account for 10 percent of each facility's energy charges.

During a 2007 facility needs assessment by BornEngineering, the BAS at the Public Safety Center was identified for replacement based on its remaining two years useful life before needing replacement. City Hall and the Public Safety Center presently have obsolete BAS. City Hall's BAS is outdated (22 years old) and City Staff has to rely on outside HVAC Technicians to program this type of software. Although the BAS system is approximately ten years old at the Public Safety

Center, parts have become obsolete and only Trane service technicians can repair and service the energy software program at a cost of anywhere from \$120-\$180 dollars per hour. The proposed BAS for City Hall and the Public Safety Center is a state of the art system that includes training for in-house maintenance Staff, thus eliminating the need to pay outside contractors for repairs and programming. With a new BAS in place at City Hall, the savings are estimated at \$24,000/year based on current energy costs. It is estimated that a new BAS in the City's Public Safety Center will save \$18,500/year.

Financing

The proposed scope of work outlined would be paid for through an Energy Performance Contract (EPC). An EPC is structured to provide the funding stream to pay for energy saving improvements. Siemens guarantees that the City will reduce energy and water consumption with savings achieved through performance and equipment improvements to cover costs associated with the improvements as part of the EPC. If the City should not realize energy and water savings per the contract, Siemens will reimburse the City the monetary difference between realized savings versus projected savings per the contract.

Staff is investigating the feasibility of cash funding a portion of the project, and financing the balance over a 10-year horizon. This financing term was chosen primarily to ensure that payments do not extend beyond the life expectancy of the equipment. If financing is utilized, the City would initiate a competitive bid process through Siemens from which the lowest most qualified bid would be recommended. Staff is proposing to pursue financing the capital energy performance contract project through a vendor specializing in EPC's and using savings identified in 2009 Capital Improvement Program projects as initial payments to help reduce the annual payments. The annual payments on the lease financing would be covered by the savings from energy and water consumption reductions projected and guaranteed by Siemens as part of the EPC. The 4.25 percent interest rate cost projections on the attached capital energy performance contract are estimates. With so much uncertainty and fluctuation in the today's financial market, interest rates can only be estimated until RFP bid information has been received and an actual rate has been established.

To fund the ARRA/EECBG energy performance project (i.e., the \$468,700 ARRA Funded Project Proforma list attached), Staff is proposing to use \$468,700 of federal stimulus funds through the EECBG allocation received in September 2009. City Council may note the recommended facility improvement measures included in the ARRA funded projects are estimated to achieve an annual energy savings of \$3,643, which translates to a long pay back period. If the facility improvement measures identified in the ARRA funded projects were to be combined with the capital energy performance contract improvements noted previously, the estimated savings would not be enough to generate an annual positive cash flow required by State regulations for financing energy performance contracts. Staff is therefore recommending a separate cash funded project with the use of federal stimulus dollars through the City's EECBG allocation. While there are not quantifiable savings projected through the Siemens audit for the ARRA funded projects, Staff does anticipate some energy savings as well as the ongoing maintenance savings as a result of these improvements.

In reviewing the proposed scope of the project, City Council will see that some components included within the scope do not have a payback time shown (reflected as "N/A" in the attachments). This is due to the fact that these items do not generate significant energy savings to offset the cost of the work within a reasonable time frame yet are critical to each facility's operation efficiencies. Staff is proposing that savings created by some equipment replacement (such as lighting and irrigation) be utilized to help fund the replacement of other outdated equipment that do not have similar energy or water savings (i.e., less than a 10 year payback period). Energy and water savings alone will not pay for the current proposed scope of the project. The current proposed scope of work has an approximate 14 year payback period if the energy and water savings alone are to be used to cover the entire project.

In order to get to a 10 year financing payback period, which Staff believes is more practical based on the potential useful life of some of the equipment included, some additional initial infusion of funding will be required to cover the costs associated with the project. Staff believes that combining the projects identified in the proposed scope of work is prudent to maximize the benefit of having one contractor completing the scope of work that impacts multiple facilities throughout the City.

The proposed upgrades and replacements would reduce the City's operating expenses. For example, as part of the performance contract, the City will not have to replace light bulbs or ballasts for five years; the Building Operations and Maintenance (BO&M) Division currently pays approximately \$10,000 a year plus soft costs for these items.

The benefits of the proposed scope of work will enhance the City's customer service by lessening the amount of down time of City operations by contracting through one provider to do these facilities improvements. In addition, these improvements will enhance the reliability of equipment, thus reducing the impact of indoor environmental issues in facilities, such as down time to the City's IT Department server room.

Performance Contracts

Siemens has a proven track record with EPC's in Colorado and around the nation. They have successfully completed EPC's with the City of Westminster Phase I, the City of Arvada, Thompson Valley School District (Loveland), Canyon City School District, Red Rocks Community College, and Colorado Department of Human Services.

The State of Colorado has strict laws governing how performance contracts may be designed and minimum requirements on amount of time for Measurement and Verification (M&V) and other components associated with EPC's. In entering an EPC, the City is required to retain Siemens under contract for a minimum of two years for M&V to ensure that the City is achieving the energy savings guaranteed within the EPC. The cost of the M&V is estimated to cost a total of \$34,447 in the first year and \$34,792 in the second year. Staff proposes utilizing some of the savings from reduced supplies and contractual maintenance costs resulting from this EPC in the BO&M Division operating budget to cover these two years of contract M&V costs.

The Phase II of energy facility improvement measures using energy performance contracting directly relates to the City Council's Strategic Goal of a "Financially Sustainable City Government Providing Exceptional Services" by identifying and pursuing a series of projects that will result in significant long-term energy and water cost savings. In addition, these actions coincide with global efforts to reduce dependence on fossil fuels and increase water conservation, which are in line with Council's goal of "Beautiful and Environmentally Sensitive City."

Staff will provide an overview of the proposed EPC scope of work at Monday night's post City Council meeting.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachments

City of Westminster
EPC Phase II Proforma and Cash Flow
3/2/10

Capital Project Proforma

FIM #	Y/N	Facility	FIM Description	Implementation Price	Energy Savings	Associated Savings	Incentive	Payback (yrs)
1.01	Y	Various	Lighting Retrofits - Int, Sensors, MH Outside, MH Parking	\$514,017	\$44,093	\$11,355	\$60,261	9.6
4.00	Y	Anim/Brauch/Pk Ops/Stand/West Hist	Water Conservation	\$0	\$439	\$0	\$800	(1.8)
5.01	Y	Parks	Irrigation System Upgrades	\$1,537,455	\$227,539	\$0	\$0	6.8
5.02	Y	Parks	Additional Irrigation Upgrades	\$0	\$0	\$0	\$0	N/A
6.02	Y	Countryside Rec Center	Pump Motor Replacement	\$1,905	\$51	\$0	\$400	29.2
6.03	Y	Various Parks	Irrigation Pump Motor Replacement	\$61,835	\$1,636	\$0	\$8,440	32.6
7.00	Y	Countryside/Heritage/Park Ops	Vending Misers	\$0	\$323	\$0	\$0	0.0
8.00	Y	Parks Ops / Heritage / Legacy Ridge	Ice Machine Optimization	\$4,786	\$1,440	\$0	\$0	3.3
9.02	Y	City Hall	Repl City Water Heat Pump Ctrl Valve	\$6,903	\$0	\$0	\$0	N/A
9.03	Y	City Hall	Replace Flat Plate Heat Exchanger Plates	\$30,557	\$0	\$0	\$0	N/A
9.05	Y	City Hall	Replace 3-Way valve in heating loop	\$5,656	\$0	\$0	\$0	N/A
9.06	Y	Park Operations Center	Interlock UH's at Veh Storage Bldg	\$4,658	\$158	\$0	\$0	29.5
9.07	Y	Parks Operation Center	Remote Prog T-Stat on 3 elec cab hrs	\$2,301	\$0	\$0	\$0	N/A
10.01	Y	Swim Fit	Liquid Pool Cover	\$2,684	\$4,283	(\$2,020)	\$0	1.2
12.00	Y	Heritage and Legacy Ridge Golf Course	Golf Cart Charging Optimization	\$31,510	\$6,627	\$0	\$0	4.8
13.00	Y	Heritage and Legacy Ridge Golf Course	Refrigerator Evap Fan Optimization	\$1,419	\$820	\$0	\$0	1.7
14.00	Y	Legacy Ridge Golf Course	Refrigerated Merchandise Optimization	\$23,138	\$1,075	\$0	\$0	21.5
15.01	Y	Public Safety Building	Building Automation Upgrades	\$211,500	\$0	\$5,050	\$0	141.0
15.02	Y	City Hall	Building Automation Upgrades	\$204,075	\$0	\$0	\$0	N/A
Base Construction Costs				\$2,644,399	\$288,484	\$14,385	\$69,901	8.9

#		Non Construction Items	Implementation Price	Energy Savings	Op Savings	Percentage of Total Cost	Payback (yrs)
1		Direct Labor	\$405,328	\$0	\$0	12.0%	N/A
1a		Engineering	\$103,619	\$0	\$0	3.1%	N/A
1b		Construction Management	\$239,600	\$0	\$0	7.1%	N/A
1c		Commissioning	\$58,654	\$0	\$0	1.7%	N/A
1d		Training	\$3,456	\$0	\$0	0.1%	N/A
2		Contract Development/O&Ms	\$106,560	\$0	\$0	3.1%	N/A
Non Construction Subtotal			\$511,888	\$0	\$0	15.1%	N/A

#		Owner Variable	Implementation Price	Energy Savings	Op Savings	Percentage of Total Cost	Payback (yrs)
1		Contingency	\$177,293	\$0	\$0	5.2%	N/A
2		Audit	\$27,000	\$0	\$0	0.8%	N/A
3		Bond	\$23,702	\$0	\$0	0.7%	N/A
Owner Variable Subtotal			\$227,995	\$0	\$0	6.7%	N/A

Total Project Cost				\$3,384,282	\$288,484	\$14,385	\$69,901	11.5
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Capital Project Cash Flow

Siemens Building Technologies, Inc.										
10 Year Cash Flow Projection										
Yr	Energy Savings	Associated Savings (1)	Capital Aid	Total	Liabilities			Net Annual Benefit	Cum Cash Flow	
					Payment	Ongoing Service and M&V	Non-M&V TSP			
1	\$288,484	\$14,385	\$28,944	\$331,813	(\$331,812)	\$0	\$0	(\$331,812)	\$1	\$1
2	\$297,138	\$14,529		\$311,668	(\$300,253)	\$0	\$0	(\$300,253)	\$11,415	\$11,416
3	\$306,053	\$14,820		\$320,872	(\$300,253)	\$0	\$0	(\$300,253)	\$20,620	\$32,036
4	\$315,234	(\$2,123)		\$313,111	(\$300,253)	\$0	\$0	(\$300,253)	\$12,859	\$44,894
5	\$324,691	(\$2,165)		\$322,526	(\$300,253)	\$0	\$0	(\$300,253)	\$22,273	\$67,167
6	\$334,432	(\$2,208)		\$332,223	(\$300,253)	\$0	\$0	(\$300,253)	\$31,971	\$99,138
7	\$344,465	(\$2,253)		\$342,212	(\$300,253)	\$0	\$0	(\$300,253)	\$41,959	\$141,098
8	\$354,799	(\$2,298)		\$352,501	(\$300,253)	\$0	\$0	(\$300,253)	\$52,248	\$193,346
9	\$365,443	(\$2,344)		\$363,099	(\$300,253)	\$0	\$0	(\$300,253)	\$62,846	\$256,192
10	\$376,406	(\$2,390)		\$374,016	(\$300,253)	\$0	\$0	(\$300,253)	\$73,763	\$329,955
Total	\$3,307,144	\$27,954	\$28,944	\$3,364,042	(\$3,034,087)	\$0	\$0	(\$3,034,087)	\$329,955	\$329,955
Total Project Cost:				(\$3,384,282)				Capital Aid Rate:	0.0%	
Other Credits (Utility Rebates/Incentives):				\$69,901				First Year Excess Payment:	\$ 235,000	
Capital Contribution (City Capital):				\$622,700				Guarantee Period(yrs):	10	
Net Financed Investment:				(\$2,691,682)				Service Inflation Rate:	1.0%	
Financial Term in Years:				10				Energy Inflation Rate:	Variable	
Interest Rate:				4.25%				Operational Savings Inflation Rate:	Variable	
Payment Period:				In Arrears				Cumulative Savings:	\$329,955	
No. of Payments:				40				Simple Payback (yrs):	10.20	
Annual Payment:				(\$331,812)						
Notes:										
1. Associated Savings include operational and cost avoidance savings.					7. Measurement and Verification costs to be paid out of City O&M cost center.					
2. Payment represents an annual sum of periodic payments.					8. Measurement and Verification costs for year 1 = \$30,660.00 and year 2 = \$30,967.00					
3. Technical Support Program (tsp) is escalated at Service Inflation Rate.					9. Model Cash Flow will not match financing amortization exactly					
4. Performance Assurance required during guarantee period only.										
5. Interest Rate Subject to Change.										
6. Simple Payback=(Total Project Cost)/(Yr1 Total Assets)										

ARRA Funded Project Proforma

FIM #	Y/N	Facility	FIM Description	Implementation Price	Energy Savings	Associated Savings	Incentive	Payback (yrs)
2.01	Y	Municipal Court	Boiler Replacement	\$0	\$1,451	\$0	\$0	0.0
2.02	Y	City Hall	Boiler Replacement	\$154,714	\$816	\$0	\$0	189.6
6.01	Y	City Hall	Pump Motor Replacement	\$14,994	\$557	\$0	\$0	26.9
9.01	Y	City Hall	De-stratification Fans	\$14,657	\$282	\$0	\$0	52.0
9.04	Y	City Hall	Provide heating in void space below offices	\$34,258	\$410	\$0	\$0	83.5
9.06	Y	Park Operations Center	Interlock UH's at Veh Storage Bldg	\$4,658	\$158	\$0	\$0	29.5
16.00	Y	Various	Utility Tracking Software System	\$38,330	\$0	\$0	\$0	N/A
17.00	Y	Municipal Court	Refrigeration System Conditioner	\$1,365	\$127	\$0	\$0	10.7
18.00	Y	Public Safety Building	Low Voltage for BAS	\$33,329	\$0	\$0	\$0	N/A
19.00	Y	City Hall	Low Voltage for BAS	\$69,831	\$0	\$0	\$0	N/A
Base Construction Costs				\$366,136	\$3,801	\$0	\$0	96.3

#		Non Construction Items	Implementation Price	Energy Savings	Op Savings	Percentage of Total Cost	Payback (yrs)
1		Direct Labor	\$57,222	\$0	\$0	12.2%	N/A
1a		Engineering	\$13,895	\$0	\$0	3.0%	N/A
1b		Construction Management	\$32,099	\$0	\$0	6.8%	N/A
1c		Commissioning	\$10,398	\$0	\$0	2.2%	N/A
1d		Training	\$830	\$0	\$0	0.2%	N/A
2		Contract Development/O&Ms	\$20,088	\$0	\$0	4.3%	N/A
Non Construction Subtotal			\$77,310	\$0	\$0	16.5%	N/A

#		Owner Variable	Implementation Price	Energy Savings	Op Savings	Percentage of Total Cost	Payback (yrs)
1		Contingency	\$19,205	\$0	\$0	4.1%	N/A
2		Audit	\$3,000	\$0	\$0	0.6%	N/A
3		Bond	\$3,007	\$0	\$0	0.6%	N/A
Owner Variable Subtotal			\$25,212	\$0	\$0	5.4%	N/A

Total Project Cost								
				\$468,659	\$3,801	\$0	\$0	123.3

ARRA Funded Project Cash Flow

Siemens Building Technologies, Inc.										
10 Year Cash Flow Projection										
Yr	Energy Savings	Associated Savings (1)	Capital Aid	Total	Liabilities			Total	Net Annual Benefit	Cum Cash Flow
					Payment	Ongoing Service and M&V	Non-M&V TSP			
1	\$3,643	\$0	\$0	\$3,643	\$0	\$0	\$0	\$0	\$3,643	\$3,643
2	\$3,752	\$0	\$0	\$3,752	\$0	\$0	\$0	\$0	\$3,752	\$7,395
3	\$3,865	\$0	\$0	\$3,865	\$0	\$0	\$0	\$0	\$3,865	\$11,259
4	\$3,981	\$0	\$0	\$3,981	\$0	\$0	\$0	\$0	\$3,981	\$15,240
5	\$4,100	\$0	\$0	\$4,100	\$0	\$0	\$0	\$0	\$4,100	\$19,340
6	\$4,223	\$0	\$0	\$4,223	\$0	\$0	\$0	\$0	\$4,223	\$23,563
7	\$4,350	\$0	\$0	\$4,350	\$0	\$0	\$0	\$0	\$4,350	\$27,912
8	\$4,480	\$0	\$0	\$4,480	\$0	\$0	\$0	\$0	\$4,480	\$32,392
9	\$4,615	\$0	\$0	\$4,615	\$0	\$0	\$0	\$0	\$4,615	\$37,007
10	\$4,753	\$0	\$0	\$4,753	\$0	\$0	\$0	\$0	\$4,753	\$41,760
Total	\$41,760	\$0	\$0	\$41,760	\$0	\$0	\$0	\$0	\$41,760	\$41,760

Total Project Cost:	(\$468,700)	Capital Aid Rate:	0.0%
Other Credits (Rebates/Incentives/Capital Cor.)	\$468,700	Guarantee Period(yrs):	2
Other Costs(Construction Interest net Escrow)	\$0	Service Inflation Rate:	1.0%
Net Financed Investment:	\$0	Energy Inflation Rate:	Variable
Financial Term in Years:	10	Operational Savings Inflation Rate:	Variable
Interest Rate:	0.00%	Cumulative Savings:	\$41,760
Payment Period:	In Arrears	Simple Payback (yrs):	128.67
No. of Payments:	0		
Annual Payment:	\$0		

Notes:

- Associated Savings include operational and cost avoidance.
- Payment represents an annual sum of periodic payments.
- Technical Support Program (tsp) is escalated at Service Inflation Rate.
- Performance Assurance required during guarantee period.
- Interest Rate Subject to Change.
- Simple Payback=(Total Project Cost)/(Yr1 Total Assets)
- Measurement and Verification costs to be paid out of City O&M cost center.
- Measurement and Verification costs for year 1 = \$3,787.00 and year 2 = \$3,825.00
- Model Cash Flow will not match financing amortization exactly



WESTMINSTER

Staff Report

Post City Council Meeting
March 8, 2010



SUBJECT: Proposed 2011/2012 City Council Budget Retreat Dates

PREPARED BY: Barbara Opie, Budget & Special Projects Manager

Recommended City Council Action:

Direct Staff on the date(s) for the 2011/2012 City Council Budget Retreat and the preferred format.

Summary Statement:

Each fall, the City Council conducts a retreat to review and discuss the proposed budget for the next two years. This Staff Report is to inquire as to possible dates for the 2011/2012 Budget Retreat. Please bring your calendar to Monday night's meeting so that the group can select the most workable date(s).

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue:

None.

Alternatives:

City Council could identify other dates for the City Council Budget Retreat, such as Thursday, September 23; Friday, September 24; Saturday, September 18; or Friday, September 25. Staff does not recommend moving into the month of October for the Retreat as this reduces the turn around time in getting the Budget Resolution prepared for City Council approval.

Background Information:

The City Council is required by the City Charter to adopt the annual budget no later than the fourth Monday in October, which is October 25 this year. The City Council will receive a copy of the proposed budget approximately two to three weeks prior to the Budget Retreat. In years past, the Retreat has been held during the week or on weekends depending on the Council's schedules. It has varied between a one-day or half-day retreat.

Staff has reviewed the budget preparation calendar and recommends holding the Retreat on Saturday, September 25. Staff anticipates delivering the Proposed 2011/2012 Budget to City Council on September 3. Staff does not recommend holding the retreat on Saturday, September 18 since the final public hearing on the proposed budget is scheduled for Monday, September 13, which may not provide enough time to address requests brought forward by citizens. In addition, scheduling the retreat on September 25 will allow City Council three full weeks to review the proposed budget. The budget retreat is typically the final review of citizen requests from the various public meetings/hearings, thus conducting the retreat prior to the final hearing is not recommended. The Retreat on the Proposed 2009/2010 Budget was held on a Saturday (September 27) in 2008 and a Mid-Biennial Budget Review with City Council was held last year as a Study Session on Monday (September 21) in 2009.

If September 25 does not work for City Council, other options available for the Budget Retreat include any of the following days/combinations:

- All day (8:30 AM-5 PM) OR afternoon and evening (1-8:30 PM) on Friday, September 17
- All day (8:30 AM-5 PM) on Saturday, September 18
- All day (8:30 AM-5 PM) OR afternoon and evening (1-8:30 PM) on Thursday, September 23
- All day (8:30 AM-5 PM) OR afternoon and evening (1-8:30 PM) on Friday, September 24

The Budget Adoption Resolution will be submitted to City Council for consideration at the October 11 meeting.

A copy of the current City Council Events Calendar for September is attached to assist City Council in selecting the date for the retreat.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachment



W E S T M I N S T E R

Staff Report

Information Only Staff Report
March 8, 2010



SUBJECT: Community Mediation Concepts Year End Report 2009

PREPARED BY: James Mabry, Neighborhood Outreach Coordinator

Summary Statement:

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

Community Mediation Concepts (CMC) provides mediation services to the City of Westminster. Mediation is a voluntary process where trained and qualified mediators sit down with Westminster citizens and businesses in conflict and help them work out their own solutions. CMC designs and implements a process for the successful and effective resolution of conflict.

The purpose of this report is to update City Council on Community Mediation Concepts activities during 2009.

Background Information:

Community Mediation Concepts (CMC) has provided mediation services for the City of Westminster, on a referral basis, since 1999. CMC works primarily with the Westminster Police Department, the City Prosecutor's Office and through Westminster citizen self-referrals. CMC mediation services are offered to the entire Westminster community at no cost to individuals and entities utilizing the services.

CMC helps individuals address disputes and issues including but not limited to neighborhood parking, juveniles, property and fence lines, noise and disturbing the peace, trees and landscaping, barking dogs, and other situations where citizens would expect City of Westminster Staff to resolve the problem.

In 2009, CMC was contracted to provide services for an anticipated 100 citywide mediations at a cost of \$12,500. CMC's \$12,500 retainer for mediation services stays in place as mediation numbers fluctuate up or down around the stated goal of CMC providing 100 annual mediations based on community need.

CMC mediated a total of 32 cases for citizens and the City of Westminster in 2009. Of the 32 cases, 17 were resolved through mediation. Eighteen (18) mediation referrals came from the Westminster Police Department, 6 from Animal Management, 3 from Code Enforcement, and 1 from citizen-police contact. Westminster residents self-referred two (2) times to mediation. The City Attorney's Office referred two (2) cases.

Thirteen (13) parties chose to not participate in mediation. Eight (8) of these parties were "unable to contact" for mediation intervention in 2009. "Unable to contact" mediation referrals are those individuals who are unable or refused to be contacted or that mediation would be inappropriate (e.g. the situation involved a more serious criminal matter).

CMC successfully contacted 53% of parties in cases referred to mediation. 41% of all parties were unable or refused to enter into mediation for resolution of a grievance. Fifty-three percent (53%) of mediation contacts (17 of the 32 opened cases) resulted in a positive resolution for the involved individuals. In cases where a party refused mediation or failed to attend a scheduled mediation, CMC offered solutions individuals could undertake on their own that were not dependent on another's cooperation and participation.

In 2009, mediation referrals decreased 40% compared to 2008. The number of referrals to CMC has varied widely over the ten years of this program's existence as shown on the attached summary of the mediation programs statistics. The attached table summarizes the thirty-two (32) cases mediated by CMC mediated for the City of Westminster in 2009 and a summary of mediation referrals from 1999 through 2009.

Internal and external promotion of the CMC mediation program is a priority. Internally, CMC met with City of Westminster Department Heads and Westminster Police to promote mediation as an alternative dispute or problem-solving response, when appropriate. Externally and internally, contact information for CMC mediation appears on the City of Westminster Municipal Court web pages, Cable Channel 8 and *City Edition*. Externally, CMC mediation is promoted at Mayor and Council Breakfasts/Desserts, homeowner association meetings, and other community gatherings throughout the year to increase awareness of this community program.

For ten years, CMC has successfully performed mediation services in the following areas:

- Providing a constructive, problem-solving forum where the alternative may be to resolve the issue in Municipal Court.
- Teaching resolution skills to residents for everyday and future use, which is particularly beneficial in the case of juvenile disputants.
- Preventing escalation in matters where ongoing hostilities appear a possibility.
- Encouraging residents to proactively address and resolve their own disputes.
- Saving repeated Police, Prosecutor's Office, Code Enforcement, and Animal Management staff contact with parties in mutual or ongoing conflict.
- Saving Staff time in matters where citizens expect City of Westminster Staff to resolve the problem.
- Improving Westminster citizen's quality of life and level of community control and responsibility.

2009 marked the completion of Community Mediation Concepts (CMC) current three-year (2007 – 2009) mediation services contract. A request for proposal for the mediation services contract was sent to three agencies in July 2009 including the City's current mediation service provider Community Mediation Concepts. Community Mediation Concepts was the only agency to respond to the RFP by the September 2009 deadline. As part of their proposal, Community Mediation Concepts offered to reduce their annual contract fee for 2010 to \$10,000 with the contract fee returning to \$12,500 for 2011 and 2012. CMC was awarded the mediation services contract for 2010 – 2012 with the amended compensation provision.

If you have any questions, please contact James Mabry at 303-658-2011 or at jmabry@cityofwestminster.us.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachment

City of Westminster Community Mediation Concepts Statistics											
	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Total Referrals	20	28	85	101	68	53	51	65	58	53	32
Parties Contacted	N/A	21	46	73	60	47	47	54	49	42	25
No Contact/Other	N/A	9	29	28	8	6	4	9	8	10	8
Agreed to Mediate	N/A	19	56	51	49	33	33	38	42	32	17
Refused to Mediate	N/A	12	29	22	11	11	5	15	7	11	13
Police Referral	N/A	5	28	46	38	22	23	41	27	38	18
City Attorney Referral	6	7	13	8	6	8	2	4	1	2	2
Self Referral	1	9	20	30	15	12	7	3	6	11	2
Other Referral	N/A	2	9	27	3	5	8	17	24	2	10



WESTMINSTER

Staff Report

Information Only Staff Report
March 8, 2010



SUBJECT: Westminster Economic Development Authority 4th Quarter 2009 Financial Update

PREPARED BY: Karen Creager, Special Districts Accountant

Summary Statement:

This report is for information only and requires no action by the Board. The report represents the unaudited financial position for each of the Westminster Economic Development Authority's (WEDA) Urban Renewal Areas (URA's) as of December 31, 2009.

City Council will note that several of the URA's had significantly increased debt service payments in 2009. This was due to the credit issued with the City's letter of credit bank forcing the bonds into bank bond status. These issues were worked out and the debt service is leveled out in 2010 and future years.

Background Information:

WEDA currently includes seven separate URA's. This report presents the financial activity as of December 31, 2009. Included in the report are the following for each URA:

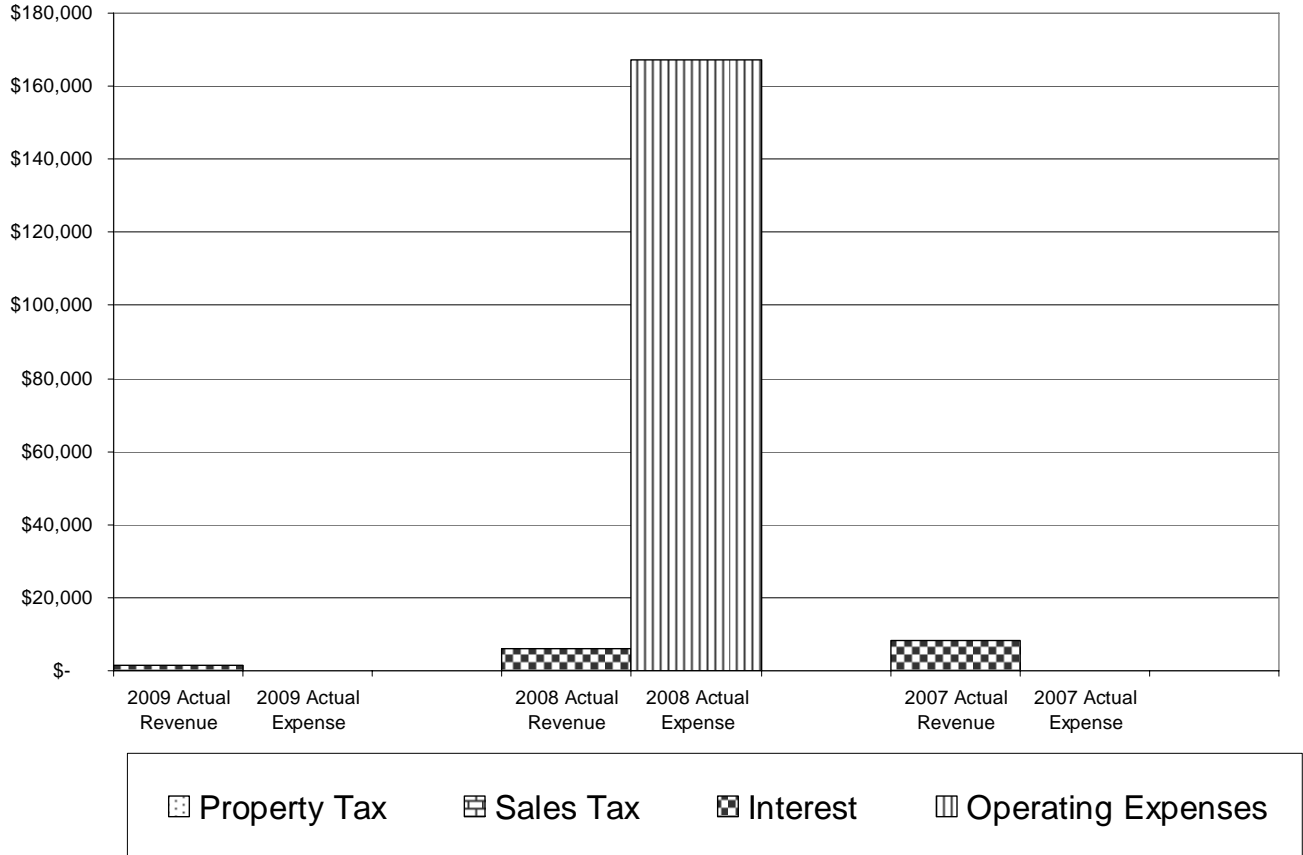
- Year-to-date comparative graphs showing three years of operating revenues and expenses and debt service, as of December 31, 2009, and
- A chart with an at-a-glance look at the changes in revenues and expenses from 2009 to 2008.

Additionally, attached are

- A chart summarizing the financial position as of December 31, 2009
- A list of all current outstanding obligations for the URAs

Holly Park URA

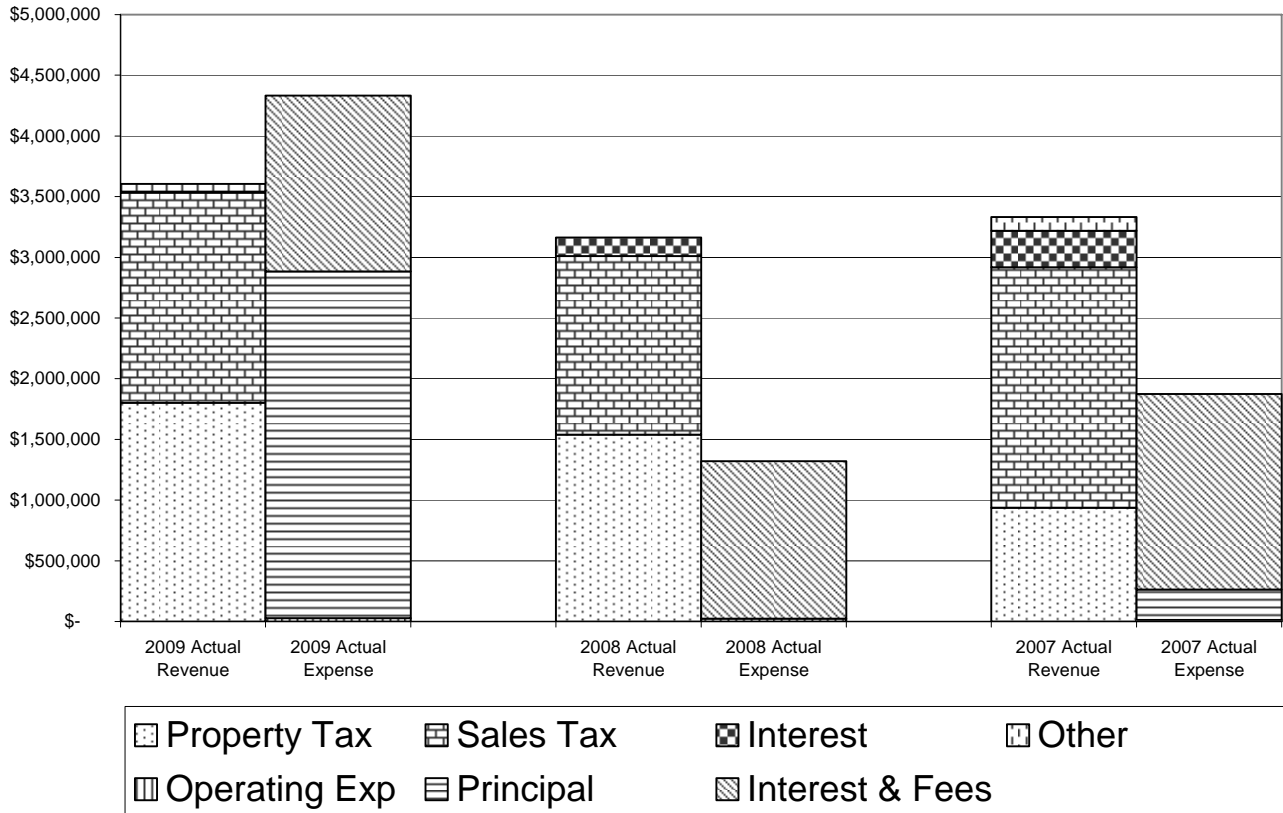
Holly Park URA Comparative Revenues vs Expenses as of 12/31/09



- The General Fund loaned \$1,245,000 to this URA to fund the capital project for the clean-up of the property to ready it for resale. It is anticipated that the interfund loan will be repaid once the property is sold.
- The only revenue recorded is interest earnings on the unspent project funds. Interest earnings decreased \$4,488 in 2009 from 2008 because the project funds continue to be spent and this URA receives no additional revenue.

Mandalay Gardens URA (Shops at Walnut Creek)

Mandalay Gardens URA Comparative Revenues vs Expenses as of 12/31/09



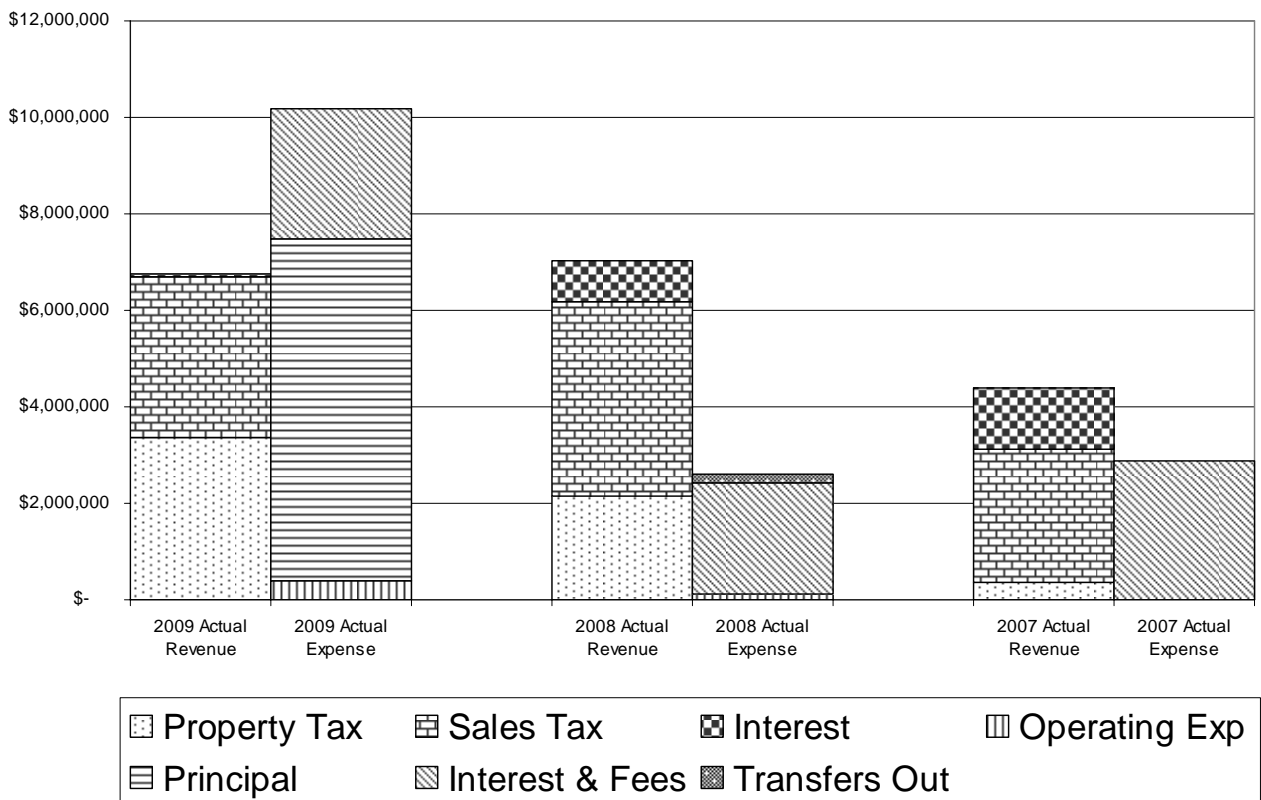
Description	2009	2008	Change
Property tax increment	1,800,635	1,538,908	261,727
Sales tax increment	1,732,692	1,471,485	261,207
Interest	9,386	153,790	(144,404)
Other	62,753	555,544	(492,791)
Operating Exp	27,010	23,084	3,926
Principal	2,857,875	0	2,857,875
Interest and Fees	1,448,303	1,298,745	149,558

- Property tax increment increased due to assessed valuation increases from newly completed development.

- 2008 was the first full year of the sales tax pledge reduction from 3.0% to 1.75%. The sales tax pledge increased to 3% in October 2009 as part of the bond refinancing, thereby increasing the sale tax increment through year end.
- Interest earnings decreased as a result of lower cash on hand due to accelerated debt service payments and declining interest rates.
- Other revenues decreased due to one-time revenues received in 2008.
- Operating expenses increased due to an increase in the property tax collection fee paid to the county treasurer, consistent with the increase in property tax revenues.
- Debt service costs increased due to the accelerated debt service schedule with the variable rate bonds becoming bank bonds. The bonds for this URA were refinanced in September 2009. The refinancing provides for a more even stream of debt service payments through the year 2028. Accumulated prior year incremental revenues have been used to supplement current year revenues to pay debt service due under the accelerated schedule.

North Huron URA

North Huron URA Comparative Revenues vs Expenses as of 12/31/09

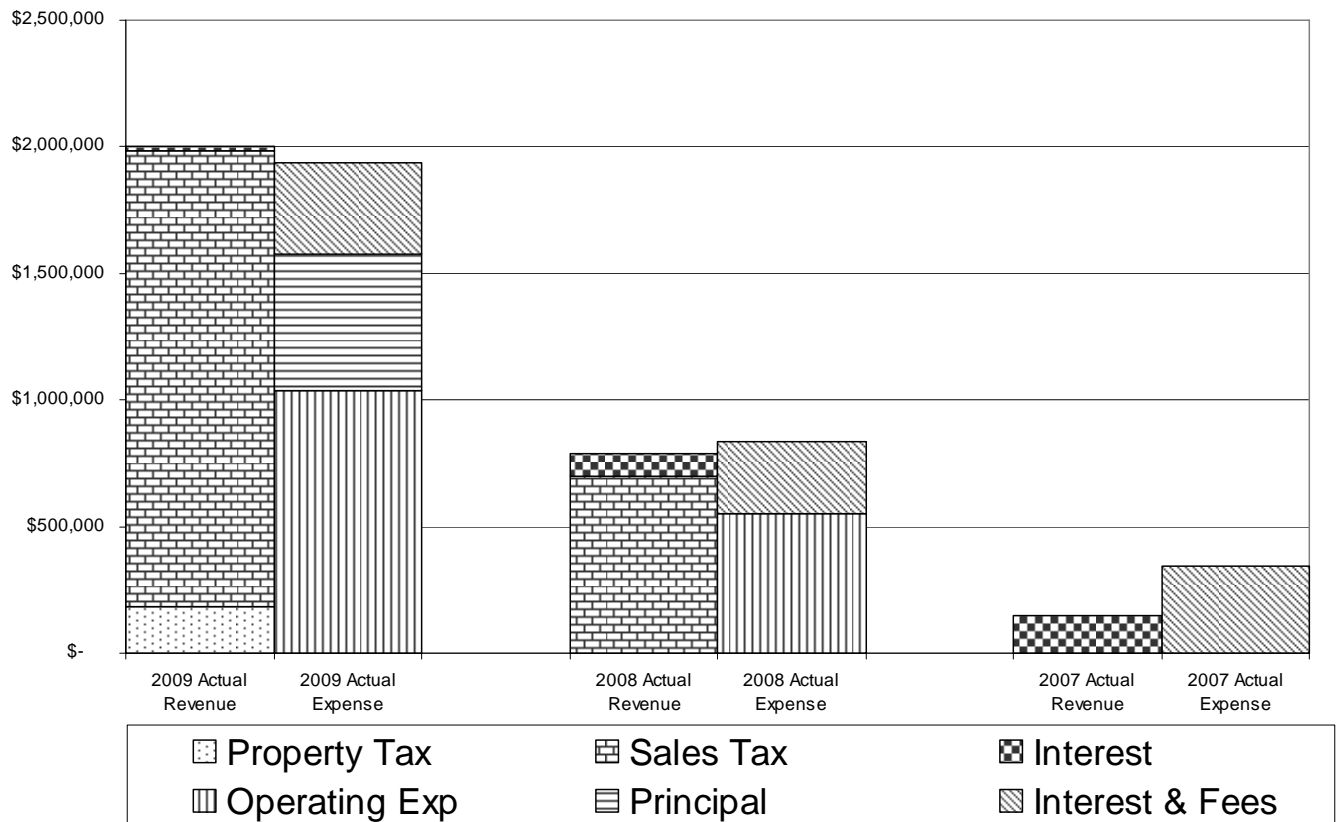


Description	2009	2008	Change
Property tax increment	3,368,173	2,142,701	1,225,472
Sales tax increment	3,319,573	4,029,502	(709,929)
Interest	80,987	847,422	(766,435)
Operating Exp	393,152	116,079	277,073
Principal	7,095,000	-	7,095,000
Interest and Fees	2,703,232	2,316,866	386,366
Transfers out	-	173,887	(173,887)

- Property tax increment increased as a result of increases in the assessed valuation due to continued development in the URA.
- Sales tax increment decreased due to the reduction in the sales tax pledge from 2% to 1% in June 2009 when the bonds were converted to a loan. The remaining 1% of the total 3% sales tax rate remained with the City.
- Interest earnings decreased as a result of lower project cash on hand due to project completions; pay down of principal when the bonds were refinanced, and declining interest rates.
- Operating expenses increased due to larger economic development agreement (EDA) expenses and an increase in the property tax collection fee paid to the county treasurer, consistent with the increase in property tax revenues.
- Debt service costs increased due to the accelerated debt service schedule when variable rate bonds became bank bonds, as well as the pay down of \$2,510,000 of principal as part of the refinancing completed in May 2009. The refinancing provides for a more even stream of debt service payments through the year 2029. Accumulated prior year incremental revenues have been used to supplement current year revenues to pay debt service due under the accelerated schedule.

South Sheridan URA

South Sheridan URA Comparative Revenues vs Expenses as of 12/31/09



Description	2009	2008	Change
Property tax increment	183,818	-	183,818
Sales tax increment	1,801,861	699,313	1,102,548
Interest	18,289	91,147	(72,858)
Operating Exp	1,038,907	550,629	488,278
Principal	536,000	-	536,000
Interest and Fees	364,806	282,866	81,940

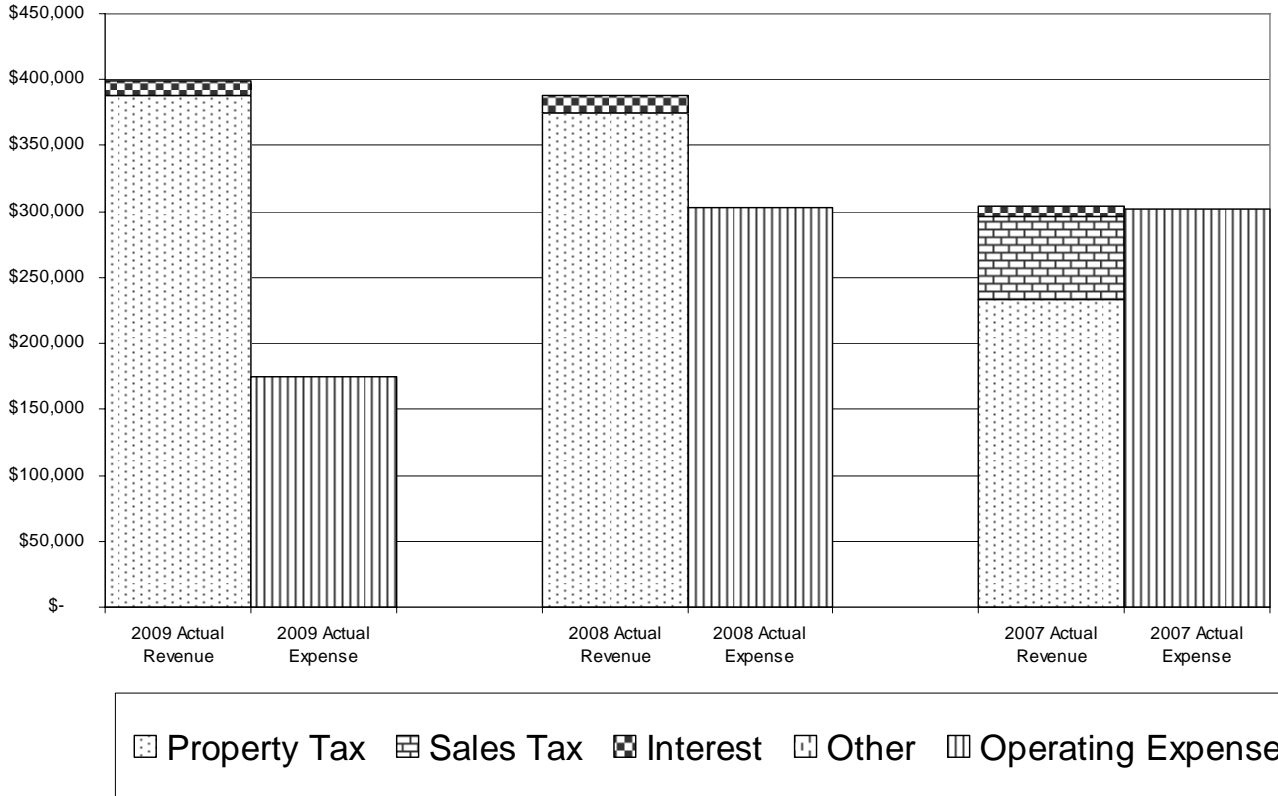
- Receipt of incremental property tax revenues began in 2009, which accounted for the increase in property tax increment.
- The sales tax base was met in the 1st quarter 2009 compared to the 3rd quarter 2008, resulting in a sales tax increment increase.
- Interest earnings decreased primarily as a result of lower cash on hand due to project completions and declining interest rates.
- Operating expenses increased due to larger EDA expenses in 2009.

Description	2009	2008	Change
Property tax increment	327,787	361,602	(33,815)
Sales tax increment	45,192	116,434	(71,242)
Interest	87,592	98,997	(11,405)
Transfers in	200,000	200,000	-
Operating Exp	29,917	364,424	(334,507)
Principal	265,000	330,000	(65,000)
Interest and Fees	155,133	206,828	(51,695)

- Although property tax receipts fluctuate from month-to-month in this URA, total property tax increment decreased in 2009 from 2008, as a result of declining property valuation.
- Sales tax increment decreased as a result of the current economic climate.
- Interest earnings decreased as a result of lower cash on hand due to the reduction of increment received in recent years and declining interest rates.
- Other revenue represents a transfer from the General Fund to assist the URA in meeting its obligations in both 2009 and 2008.
- Operating expenses decreased due to a reduction in EDA payments.
- Debt service costs decreased as a result of the refunding of the WEDA Series 97 Bonds with the City holding the bond in its investment portfolio.
- It is anticipated that current year revenues and existing available cash will be sufficient to fund the URA's obligations. Use of existing available cash will result in a further reduction in this URA's fund balance.

Westminster Center URA

Westminster Center East URA Comparative Revenues vs Expenses as of 12/31/09



Description	2009	2008	Change
Property tax increment	387,545	374,473	13,072
Interest	11,679	13,390	(1,711)
Other	56	41	15
Operating Exp	174,738	303,111	(128,373)

- Although property tax receipts fluctuate from month-to-month in this URA, total property tax increment increased slightly in 2009 from 2008.
- No sales tax increment was realized in 2009 or 2008 as property tax increment was sufficient to meet the URA’s obligations; therefore, the sales tax will remain with the City.
- Interest earnings decreased from 2009 to 2008 due to a lower cash balance.
- Other revenues in 2009 remained consistent with 2008.
- Operating expenses decreased due primarily to a reduction in EDA expenses.
- This URA has no bonded debt obligations.

Westminster Center Urban Reinvestment Project Area

Description	2009	2008	Change
Interest	1,897	-	1,897

- On April 13, 2009, City Council approved Resolution 12, Series 2009, which established the Westminster Center Urban Reinvestment Project Area (Area) and the Reinvestment Plan.
- Tax increment financing approval was not requested at that time.
- On December 14, 2009 Westminster City Council authorized the transfer of \$825,000 from the City's General Capital Improvement Fund (GCIF) as part of the City's participation in the redevelopment of the Westminster Mall site. The URA received interest in 2009 on the funds transferred until they were spent. This will be reflected in the Capital Project budget.

Respectfully submitted,

Stephen P. Smithers
Acting Executive Director of Authority

Attachments

**Westminster Economic Development Authority
Obligations at 12/31/09**

	URA	Outstanding Balance	2009 Expense
<i>Debt-Principal only</i>			
2009 WEDA Bonds	South Westminster	\$ 5,065,000	\$ 265,000
2009 WEDA Loan	N Huron	61,205,000	7,095,000
2009 WEDA Bonds	Mandalay	35,830,000	2,857,875
2009 WEDA Loan	South Sheridan	7,955,000	536,000
Total Debt		<u>\$ 110,055,000</u>	<u>\$ 10,753,875</u>
<i>EDA</i>			
Lowe's HIW, Inc. - 136th Avenue location	N Huron	\$ 456,665	\$ 144,397
Shoenberg Ventures assigned to Wal-Mart	South Sheridan	3,849,770	778,206
LaConte Real Estate Trust	South Westminster	25,000	25,000
Pappa's Restaurants, Inc.	Westminster Center	96,017	69,402
Total EDA		<u>\$ 4,427,452</u>	<u>\$ 1,017,005</u>
<i>Interfund loans</i>			
Gen Capital Improv Fund	Holly Park	\$ 1,125,000	\$ -
General Fund	Holly Park	120,000	-
Utility Fund	South Westminster	2,200,000	200,000
Total Interfund loans		<u>\$ 3,445,000</u>	<u>\$ 200,000</u>

Westminster Economic Development Authority
Unaudited Financial Statements
For the period ending December 31, 2009

	Holly Park	Mandalay Gardens	North Huron	South Sheridan	South Westminister	Westminister Center East	Westminister Center Urban Reinvestment Area	Total
Revenues								
<i>Property Tax</i>	\$ -	\$ 1,800,635	\$ 3,368,173	\$ 183,818	\$ 327,787	\$ 387,545	\$ -	\$ 6,067,958
<i>Sales Tax</i>	-	1,732,692	3,319,573	1,801,861	45,192	-	-	6,899,318
<i>Interest</i>	1,522	9,386	80,987	18,289	87,592	11,679	1,897	211,352
<i>Miscellaneous</i>	-	7	-	-	-	56	-	63
<i>Intergovernmental</i>	-	62,746	-	-	-	-	-	62,746
<i>Other Financing Source</i>	-	35,830,000	62,375,000	8,075,000	5,330,000	-	-	111,610,000
<i>Transfers In</i>	-	-	-	-	200,000	-	825,000	1,025,000
Total Revenues	1,522	39,435,466	69,143,733	10,078,968	5,990,571	399,280	826,897	125,876,437
Expenses								
<i>Operating</i>	-	27,010	393,152	1,038,907	29,917	174,738	-	1,663,724
<i>Capital Project -proj exp</i>	14,292	-	3,664,172	73,995	-	-	771,438	4,523,897
<i>Principal</i>	-	2,857,875	7,095,000	536,000	265,000	-	-	10,753,875
<i>Interest & Fees</i>	-	1,801,774	3,206,260	497,374	165,372	-	-	5,670,780
<i>Other Financing Uses</i>	-	35,347,125	62,375,000	7,904,000	5,330,000	-	-	110,956,125
<i>Transfers Out</i>	-	-	-	-	-	-	-	-
Total Expenses	14,292	40,033,784	76,733,584	10,050,276	5,790,289	174,738	771,438	133,568,401
<i>Revenues Over(under) Exp</i>	(12,770)	(598,318)	(7,589,851)	28,692	200,282	224,542	55,459	(7,691,964)
Beginning Fund Balance	(304,088)	7,118,786	21,526,255	1,425,825	283,861	95,930	-	30,146,569
Ending Fund Balance*	\$ (316,858)	\$ 6,520,468	\$ 13,936,404	\$ 1,454,517	\$ 484,143	\$ 320,472	\$ 55,459	\$ 22,454,605

* Ending fund balance includes the following reserved amounts that can be spent only as indicated in the line description:

Debt Service Reserve	\$ -	\$ 6,526,576	\$ 12,187,182	\$ 1,815,505	\$ -	\$ -	\$ -	\$ 20,529,263
Capital Project Reserve	42,631	-	1,550,773	69,295	-	-	55,459	1,718,158
Inventory	850,000	-	-	-	-	-	-	850,000
Total Reserved Fund Balance	\$ 892,631	\$ 6,526,576	\$ 13,737,955	\$ 1,884,800	\$ -	\$ -	\$ 55,459	\$ 23,097,421



WESTMINSTER

Staff Report

City Council Information Only Staff Report
March 8, 2010



SUBJECT: 2010 Citizen Survey Draft

PREPARED BY: Ben Goldstein, Management Analyst
Barbara Opie, Budget & Special Projects Manager

Recommended City Council Action:

Review the attached Citizen Survey draft and provide feedback to Staff by Friday, March 12, 2010.

Summary Statement:

A draft of the 2010 Citizen Survey is attached for Council's review. If Council has concerns/suggestions on any portion of the survey, please get them to Ben Goldstein by Friday, March 12, 2010.

Expenditure Required: \$16,395

Source of Funds: General Fund - Central Charges operating budget

Policy Issue:

None identified.

Alternative:

None identified.

Background Information:

Every two years, the City conducts a citizen survey to measure residents' satisfaction level with City services and gathers opinions on specific policy questions. As in previous years, the City has contracted with the National Research Center, Inc., (NRC) to conduct the survey. NRC is widely known throughout the United States as a preeminent citizen survey consulting firm. NRC developed the national citizen survey instrument that is endorsed by the International City/County Management Association (ICMA).

The City's contract with NRC stipulates that the survey instrument not exceed five pages, nor require a total overhaul of the 2008 instrument. In return, and thanks to a long-standing relationship, NRC agreed to conduct the City's customized survey at a cost that is lower than the cost NRC charges to conduct a version of the national citizen survey for other jurisdictions. NRC is charging \$16,395 for the 2010 Citizen Survey; the 2008 Citizen Survey cost \$15,445. A draft of Westminster's 2010 proposed survey is attached.

City Manager's Office Staff sought possible questions from all departments for the 2010 survey. The 2010 survey instrument was designed to collect year-to-year trend information and gather data on current issues. The 2010 survey poses many questions that are specifically designed to gather performance measurement data for the City's internal performance measurement program and its participation in the Center for Performance Measurement and the Colorado Performance Measurement Consortium. Staff is working concurrently with City Council review to refine word choice, layout, page length and readability and to make other minor changes.

The questions and response sets were designed by the NRC to promote scientific validity.

- Questions 1-7 are designed to assess the quality of the community, and are largely unchanged from last year, with the exception of questions one and two from the 2008 survey, which have been combined into a single question and slightly expanded for the 2010 survey that still ask residents to rate the quality of life in Westminster.
- Questions 8-16 assess the quality of service and is generally unchanged from the 2008 survey. Additionally, two questions were eliminated, questions 11 and 12 on the 2008 survey, which related to the availability and use of curbside residential recycling.
- Questions 17-24 assess communication with citizens, and includes the addition of question 24. This new questions is designed to capture residents use of social networking as a form of networking and information gathering.
- Question 25 assesses resident's priorities in choosing the City of Westminster as their preferred place to live. This new question is designed to better understand what residents think are priorities in the City as it relates to core services. It is anticipated that the results from this question may assist City Council and Staff in the future when prioritizing services provided.
- Questions D1-D13 ask each respondent to provide basic demographic information. This section largely reflects questions and terms used in the United States Census. This year's survey again

asks residents to indicate their home zip code. This piece of information will help NRC and City Staff cross-tabulate results and gain a better understanding of how residents' views compare across the City.

The survey will be mailed to a random sample of 3,000 residents. The first wave of surveys will be mailed on April 5 and the second wave will be mailed on April 12. Both waves will be sent to the same 3,000 residents. Residents who receive the surveys will be asked to complete the survey only one time. The surveys will be sent in equal numbers to residents in the City's three school districts. The two waves of mailings help to ensure a response rate that provides scientifically valid response data. Each wave will include a postage-paid return envelope addressed to the National Research Center, Inc. Residents will use the envelope to submit their completed surveys directly to the consultant. A cover letter accompanying the survey states very clearly that every response will be kept confidential.

During the week of May 26, Staff expects to receive a draft report of the survey results from Laurie Urban, a Research Associate with NRC who is conducting the study. Dr. Tom Miller, NRC Founder, and Ms. Urban will attend the June 28 Post City Council meeting to present the results of the survey to City Council.

Council is encouraged to read through the proposed survey instrument and, if there are concerns or suggestions on the survey questions, Councillors should submit concerns/suggestions to Ben Goldstein (bgoldstein@cityofwestminster.us or 303-658-2007) in the City Manager's Office by Friday, March 12, 2010. Final editing and printing will begin immediately after this date. The short turnaround time ensures that the results of the survey will be available for the 2011/2012 budget development process.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachment



Please have the adult household member (18 years or older) who most recently had a birthday complete this survey. Year of birth of the adult does not matter. Thank you.

Quality of Community

1. Please rate each of the following aspects of quality of life in Westminster.

Table with 7 columns: Aspect, Very good, Good, Neither good nor bad, Bad, Very bad, Don't know. Rows include: Westminster as a place to live, The overall quality of your neighborhood, Westminster as a place to raise children, Westminster as a place to work, Westminster as a place to retire, The overall quality of life in Westminster.

2. During the past 12 months, the overall quality of my neighborhood:

- Improved a lot
Improved slightly
Declined a lot
Declined slightly
Stayed the same
Don't know

3. When thinking about Westminster, please identify the three phrases that best describe your image of the City, where "1" best describes your image of the City, "2" is the next best and "3" is the third best description.

- Environmentally sensitive, Financially sound, Beautiful parks/open spaces, None of these, Innovative and progressive, Vibrant neighborhoods, Safe and secure

4. Thinking about new development in the City of Westminster in the past few years, please rate each of the following:

Table with 7 columns: Aspect, Very good, Good, Neither good nor bad, Bad, Very bad, Don't know. Rows include: The quality of new residential development, The variety of new residential development, The quality of new business/retail development, The variety of new business/retail development.

5. How would you rate the physical attractiveness of Westminster as a whole?

- Very good, Good, Neither good nor bad, Bad, Very bad, Don't know

6. How ethnically diverse, if at all, is your neighborhood?

- Not at all diverse, Somewhat diverse, Very diverse, Don't know

7. Please rate how safe or unsafe you feel from the following:

Table with 6 columns: Aspect, Very safe, Somewhat safe, Neither safe nor unsafe, Somewhat unsafe, Very unsafe. Rows include: Violent crimes (e.g., rape, robbery, assault), Property crimes (e.g., burglary, theft, vandalism, auto theft), Fires.

Quality of Service

8. For each of the following services provided by the City of Westminster, first please rate the quality of the service and then how important each of these services is in Westminster.

	Very good	Good	Neither good nor bad	Bad	Very Bad	Don't know	Essential	Very important	Somewhat important	Not at all important	Don't know
Snow removal.....	1	2	3	4	5	6	1	2	3	4	5
Street repair.....	1	2	3	4	5	6	1	2	3	4	5
Street cleaning.....	1	2	3	4	5	6	1	2	3	4	5
Sewer services.....	1	2	3	4	5	6	1	2	3	4	5
Recycling drop off centers at City facilities.....	1	2	3	4	5	6	1	2	3	4	5
Police traffic enforcement.....	1	2	3	4	5	6	1	2	3	4	5
Police protection.....	1	2	3	4	5	6	1	2	3	4	5
Fire protection.....	1	2	3	4	5	6	1	2	3	4	5
Emergency medical/ ambulance service.....	1	2	3	4	5	6	1	2	3	4	5
Land use, planning and zoning... ..	1	2	3	4	5	6	1	2	3	4	5
City code enforcement.....	1	2	3	4	5	6	1	2	3	4	5
Animal management.....	1	2	3	4	5	6	1	2	3	4	5
Economic development.....	1	2	3	4	5	6	1	2	3	4	5
Parks maintenance.....	1	2	3	4	5	6	1	2	3	4	5
Libraries.....	1	2	3	4	5	6	1	2	3	4	5
Drinking water quality.....	1	2	3	4	5	6	1	2	3	4	5
Recreation programs.....	1	2	3	4	5	6	1	2	3	4	5
Recreation facilities.....	1	2	3	4	5	6	1	2	3	4	5
Trails.....	1	2	3	4	5	6	1	2	3	4	5
Appearance of parks and recreation facilities.....	1	2	3	4	5	6	1	2	3	4	5
Preservation of natural areas (open space, greenbelts).....	1	2	3	4	5	6	1	2	3	4	5
Municipal court.....	1	2	3	4	5	6	1	2	3	4	5
Building permits/inspections.....	1	2	3	4	5	6	1	2	3	4	5
Utility billing/meter reading.....	1	2	3	4	5	6	1	2	3	4	5
Emergency preparedness.....	1	2	3	4	5	6	1	2	3	4	5

9. Overall, how would you rate the quality of the services provided by the City of Westminster?

- Very good
 Good
 Neither good nor bad
 Bad
 Very bad
 Don't know

10. In general, how well do you think Westminster city government operates?

- Very well
 Well
 Neither well nor poorly
 Poorly
 Very poorly
 Don't know

11. Overall, would you say the City is headed in the right direction or the wrong direction?

- Right direction
 Wrong direction
 Don't know

12. Please rate the following statements by circling the number that most clearly represents your opinion:

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Don't know
I receive good value for the City of Westminster taxes I pay.....	1	2	3	4	5	6
The Westminster government welcomes citizen involvement.....	1	2	3	4	5	6
City Council cares what people like me think.....	1	2	3	4	5	6

13. Have you had contact with a Westminster city employee within the last 12 months?

- Yes → go to question 14 No → go to question 15

14. What was your impression of the Westminster city employee in your most recent contact? (Rate each characteristic below.)

	Very good	Good	Neither good nor bad	Bad	Very bad	Don't know
Knowledge.....	1	2	3	4	5	6
Responsiveness	1	2	3	4	5	6
Courtesy	1	2	3	4	5	6
Overall impression	1	2	3	4	5	6

15. To what degree, if at all, are the following problems in Westminster:

	Not a problem	Minor problem	Moderate problem	Major problem	Don't know
Crime	1	2	3	4	5
Vandalism	1	2	3	4	5
Graffiti.....	1	2	3	4	5
Drugs.....	1	2	3	4	5
Too much growth.....	1	2	3	4	5
Lack of growth.....	1	2	3	4	5
Run down buildings	1	2	3	4	5
Taxes.....	1	2	3	4	5
Availability of convenient shopping.....	1	2	3	4	5
Juvenile problems	1	2	3	4	5
Availability of affordable housing.....	1	2	3	4	5
Availability of parks.....	1	2	3	4	5
Traffic safety on neighborhood streets.....	1	2	3	4	5
Traffic safety on major streets.....	1	2	3	4	5
Maintenance and condition of homes.....	1	2	3	4	5
Condition of properties (weeds, trash, junk vehicles)	1	2	3	4	5

16. To what extent are weed lots, abandoned vehicles, graffiti or dilapidated buildings currently a problem in your neighborhood?

- Not a problem Minor problem Moderate problem Major problem Don't know

Communication with Citizens

17. In general, how well informed do you feel about the City of Westminster?

- Very well Well Neither well nor poorly Poorly Very poorly Don't know

18. Among the sources of information listed below, mark a "1" next to the source you most often rely on for news about the City of Westminster and mark a "2" next to the source you rely on second most often. (Please mark only two choices.)

- | | | |
|---|--|---|
| <input type="checkbox"/> <i>Demer Post</i> (print version) | <input type="checkbox"/> <i>Westminster Window</i> | <input type="checkbox"/> Television News |
| <input type="checkbox"/> City's Web site (www.cityofwestminster.us) | <input type="checkbox"/> <i>Westsider</i> | <input type="checkbox"/> Cable TV Channel 8 |
| <input type="checkbox"/> Other online news sources | <input type="checkbox"/> <i>City Edition</i> | <input type="checkbox"/> Word of Mouth |
| <input type="checkbox"/> Your Hub | | |

19. *City Edition* is a newspaper published by the City that is mailed to all Westminster residents and businesses six times a year. Which of the following best describes how you use your copy of *City Edition*?

- Read it cover to cover
 Read only the headlines
 Glance over it
 Throw it away
 I have never received *City Edition*

20. Have you watched the City's municipal TV Cable Channel 8 in the last 12 months?

- Yes No

21. Have you used the City's Web site (www.cityofwestminster.us) in the last 12 months?

- Yes → go to question 22 No → go to question 23

22. If you used the City's Web site in the last 12 months, please rate the following aspects. Circle the number that best represents your opinion.

	Very good	Good	Neither good nor bad	Bad	Very bad	Don't know
Current information.....	1	2	3	4	5	6
Appearance.....	1	2	3	4	5	6
Online services offered.....	1	2	3	4	5	6
Ease of navigation.....	1	2	3	4	5	6
Search function.....	1	2	3	4	5	6

23. Please estimate the total amount of money, if any, that your household spent on online purchases during the last 12 months.

- \$0 \$1-\$100 \$101-\$500 \$501-\$1,000 \$1,001-\$3,000 \$3,001 or more

24. In a typical month, about how many times, if ever, have you used the following?

	Never	1-3 times a month	Once a week	Multiple times a week	Daily
Blog sites.....	1	2	3	4	5
Social networking site (i.e., MySpace, Facebook, Twitter, YouTube, Linked In, Google Buzz),.....	1	2	3	4	5

Fiscal Management and Planning

25. When thinking about why you choose to live in Westminster, please rate how important, if at all, each of the following attributes is to you as it relates to Westminster a place to live.

	Highly important	Moderately important	Not at all important
Physical appearance of development in the City.....	1	2	3
Quality/variety of neighborhoods.....	1	2	3
Convenience of shopping in City.....	1	2	3
Convenience of employment.....	1	2	3
Access to transit.....	1	2	3
Open space/trails.....	1	2	3
Recreation centers.....	1	2	3
Recreation programs/sports.....	1	2	3
Parks/playgrounds.....	1	2	3
Libraries.....	1	2	3
Sense of safety in the City.....	1	2	3
Services provided by the City.....	1	2	3

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

Demographics

D1. About how long have you lived in Westminster?
(Record 0 if six months or less)

_____ Years

D2. What is your home zip code?

- 80003 80030
 80005 80031
 80020 80234
 80021

D3. What city do you work in or nearest to? (Please check only one.)

- | | |
|---|---|
| <input type="radio"/> Arvada | <input type="radio"/> Lakewood |
| <input type="radio"/> Aurora | <input type="radio"/> Littleton |
| <input type="radio"/> Blackhawk | <input type="radio"/> Longmont |
| <input type="radio"/> Boulder | <input type="radio"/> Louisville |
| <input type="radio"/> Brighton | <input type="radio"/> Northglenn |
| <input type="radio"/> Broomfield | <input type="radio"/> Thornton |
| <input type="radio"/> Commerce City | <input type="radio"/> Westminster |
| <input type="radio"/> Denver | <input type="radio"/> Wheat Ridge |
| <input type="radio"/> Englewood | <input type="radio"/> All over Metro area |
| <input type="radio"/> Glendale | <input type="radio"/> Other |
| <input type="radio"/> Golden | <input type="radio"/> I work from home |
| <input type="radio"/> Greenwood Village | <input type="radio"/> I do not work
(student, homemaker,
retired, etc.) |
| <input type="radio"/> Lafayette | |

D4. Please check the appropriate box indicating the type of housing unit in which you live. (Please check only one.)

- Detached single family home
 Condominium or townhouse
 Apartment
 Mobile home

D5. Do you rent or own your residence? (Please check only one.)

- Rent Own

D6. How many people (including yourself) live in your household?

_____ People

D7. How many of these household members are 17 years or younger?

_____ People

D8. About how much was your HOUSEHOLD'S TOTAL INCOME BEFORE TAXES in 2009? Be sure to include income from all sources. Please check the appropriate box below.

- | | |
|--|--|
| <input type="radio"/> Less than \$15,000 | <input type="radio"/> \$100,000 to \$124,999 |
| <input type="radio"/> \$15,000 to \$24,999 | <input type="radio"/> \$125,000 to \$149,999 |
| <input type="radio"/> \$25,000 to \$34,999 | <input type="radio"/> \$150,000 to \$174,999 |
| <input type="radio"/> \$35,000 to \$49,999 | <input type="radio"/> \$175,000 to \$199,999 |
| <input type="radio"/> \$50,000 to \$74,999 | <input type="radio"/> \$200,000 or more |
| <input type="radio"/> \$75,000 to \$99,999 | |

D9. How much education have you completed?

- 0-11 years
 High school graduate
 Some college, no degree
 Associate degree
 Bachelors degree
 Graduate or professional degree

D10. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

- White/European American/Caucasian
 Black or African American
 Asian or Pacific Islander
 American Indian, Eskimo, or Aleut
 Other

D11. Are you Hispanic/Spanish/Latino?

- Yes No

D12. Which category contains your age?

- | | | |
|-----------------------------|-----------------------------|-----------------------------|
| <input type="radio"/> 18-24 | <input type="radio"/> 45-54 | <input type="radio"/> 75-84 |
| <input type="radio"/> 25-34 | <input type="radio"/> 55-64 | <input type="radio"/> 85+ |
| <input type="radio"/> 35-44 | <input type="radio"/> 65-74 | |

D13. What is your gender?

- Female Male

Thank you very much for completing this survey! Please return the survey in the enclosed pre-addressed, postage-paid envelope to: National Research Center, Inc., 3005 30th St., Boulder, CO 80301