



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: March 14, 2012

SUBJECT: Briefing and Post-City Council Briefing Agenda for March 19, 2012

PREPARED BY: Barbara Opie, Acting 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:

Dinner 6:00 P.M.

Council Briefing (*The public is welcome to attend.*) 6:30 P.M.

POST BRIEFING (*The public is welcome to attend.*)

PRESENTATIONS

1. Municipal Court Year-End Report
2. Proposed 2012 Citizen Survey Review
3. Westminster Mall Site Visioning and Scoping

CITY COUNCIL REPORTS

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

EXECUTIVE SESSION

1. Discuss strategy and progress on the sale, acquisition, trade or exchange of property or property rights for the Heritage Golf Course, pursuant to WMC section 1-11-3 (C)(2), (C)(7) and (C)(8) and CRS 24-6-402 (4)(a) and (e)

INFORMATION ONLY

1. 2012 Water & Sewer Tap Fees
2. Monthly Residential Development Report
3. 2012 Golf Course Fees

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

Respectfully submitted,

Barbara Opie
Acting City Manager



WESTMINSTER

**2011
MUNICIPAL COURT REPORT**



**3030 Turnpike Drive
Westminster, CO 80030**

TO: Mayor and City Council

FROM: John A. Stipech, Presiding Judge
Carol J. Barnhardt, Court Administrator

DATE: March 19, 2012

SUBJECT: Municipal Court 2011 Annual Report

A MESSAGE FROM PRESIDING JUDGE JOHN STIPECH

This report is a compilation of the activities of the Municipal Court from January 1 through December 31, 2011.

We faced many challenges and accomplished many achievements during 2011. Some of the challenges included, but are not limited to, implementation of a new fines and fees schedule, the on-going Adams County Jail issues, implementation of the 2010 Model Traffic Code, delayed implementation of an upgrade to the records management system, a 2.8 FTE staffing shortage from June through November due to two retirements and a resignation, and return of the filings of domestic violence cases. Throughout the year, cross-training continued and enabled the administration to move personnel around to cover the staffing shortage, vacations, illnesses, and City and outside training. Deputy City Manager Matt Lutkus resigned after 30 years of service to the City and Court. There is a detailed summary of all accomplishments and achievements towards the end of this report.

We have a highly trained and motivated staff that works well together, with the public, and with other City departments and employees. The Court and staff remain sensitive to the concerns of City Council and the City Manager's Office, and welcomes any inquiries or suggestions that either may have.

CASELOAD



SAFE AND SECURE COMMUNITY

City Council Objectives:

§ Citizens are safe anywhere in the City

Performance Measurement Goal: *Process cases in a timely and efficient manner. Effective case flow management helps ensure that every litigant receives procedural due process and equal protection and is safe within our City.*

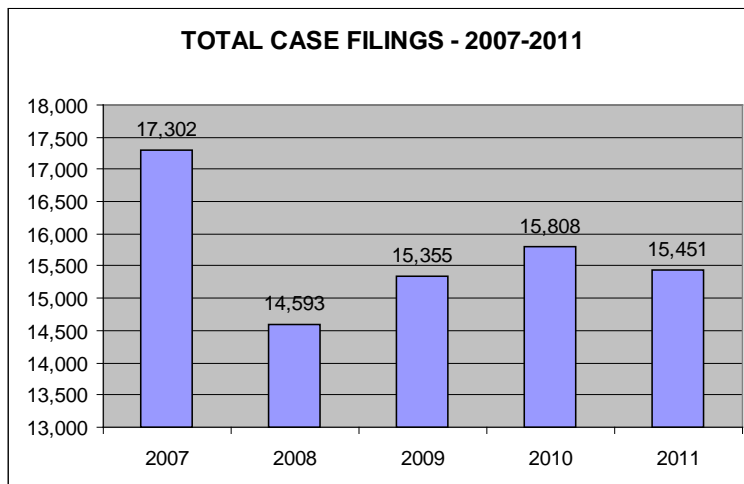
Effective case flow management makes justice possible not only in individual cases but across judicial systems and courts. Effective case flow helps ensure that every litigant receives procedural due process and equal protection.

Case flow management is the process by which courts move cases from filing to closure. This includes all pre-trial phases, trials, and events that follow disposition to ensure the integrity of court orders and timely completion of post-disposition case activity. Once cases are filed, the clerks and judges monitor the case progress from the time of filing to disposition and from event to event. Summonses are issued by the Westminster police officers, and the Court does not have any control over the number of summonses issued. As the City continues to grow, it is anticipated that the caseload will also continue to increase.

In summary, we were able to maintain a steady case flow, and we are processing cases in a timely manner. We closed more than the recommended National Center for State Court's clearance rate, and we do not have a backlog at this time.

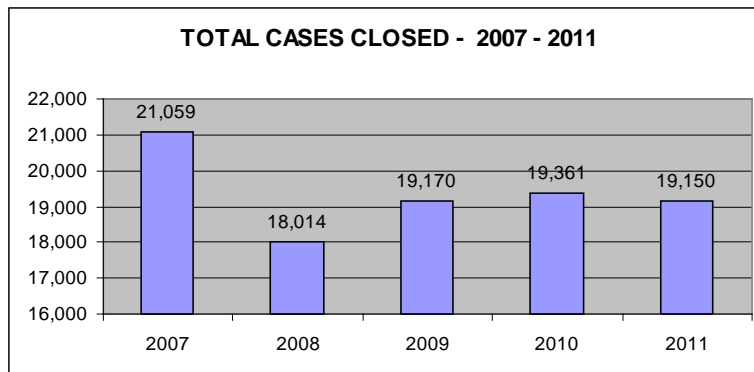
CASES FILED: In 2011, we experienced a -2% decrease or 367 fewer case filings than in 2010. Increases in filings were in the domestic violence cases, no proof of insurance, and parking violations. In August 2011, the Westminster police officers began filing some Adams County municipal ordinance violations in Adams County Court. Even with this decrease, we saw an increase in filings for domestic violence cases, no proof of insurance, and parking violations.

CASE COMPARISONS OF NEW FILINGS FOR LAST FIVE YEARS



CASES CLOSED: It is the recommendation of the National Center for State Courts that courts should aspire to close at least as many cases as were filed in a period by having a clearance rate of 100 percent or higher. In the table below, for the year 2011, the year-to-date information indicates that -1% or 211 fewer cases were closed than for the same period in 2010. The cases filed measured against the cases closed helps us assess how well cases are being processed from filing to closure. This measure takes into account cases closed from 2003 through 2011. If cases are not closed in a timely manner, a backlog of cases increases. In 2011, we closed 3,699 more cases than we received in filings. This is in part due to our on-going audits of cases and administrative reviews.

CASE COMPARISON OF CASES CLOSED FOR LAST FIVE YEARS



COLLECTION EFFORTS



The Court’s reputation, integrity and public trust depend in part on how well Court Orders are observed and enforced in cases of non-compliance. In particular, restitution for crime victims and accountability for enforcement of monetary penalties imposed by the Judges are issues of concern. The Court enforces its orders and requires that payment in full is due at the time of sentence. If defendants are indigent or financially unable, the Court imposes alternative sentences including work release, home detention and/or community service. The financial obligations of defendants are monitored closely by staff through the records management system.

When defendants do not pay as required, the case is referred to the private collection agency, and the defendants automatically incur an additional 25% fee based on the amount owed. This additional fee covers the cost of collection with no expense to the City. Monitoring delinquent accounts greatly enhances and improves the case flow management. Additionally, monitoring supports the integrity of court orders and holds the defendants accountable to pay the judgments imposed by the Court. Consequently, the number of outstanding cases closed is substantially increased.

Collection Summary

Staff reported that for the year 2011, a total of 1,288 cases were exported to the collection agency. Total payments received from collection efforts were \$129,546. Of that, \$25,909 was the fee paid to the collection agency. The Court collected \$103,637 in payment of fines, costs, restitution and other fees.

Collection History

| YEAR | COLLECTED THRU EFFORTS | NUMBER OF CASES RESOLVED THRU COLLECTION EFFORTS |
|-------------|-------------------------------|---|
| 2007 | \$ 84,756 | 1,100 |
| 2008 | \$ 104,983 | 1,800 |
| 2009 | \$ 108,377 | 1,475 |
| 2010 | \$ 103,443 | 1,700 |
| 2011 | \$103,637 | 1,553 |

JURY TRIALS, WITNESS AND JURY FEES



Jury trials are scheduled every Thursday in Courtroom B and every other Thursday in Courtroom A. This schedule enables the Court to dispose of at least six cases per month. With the increased number of available jury trial days, we have been able to process cases timely and avoid dismissals as a result of speedy trial timelines.

During this past year, the court administrator, deputy court administrator, an IT engineer, and the TeleWorks vendor partnered and implemented the Court Partnership Calling Project (CPCP). On June 6, 2011, we implemented the CPCP and jurors began receiving an automated phone call on Monday evenings between the hours of 6 p.m. and 8 p.m. reminding them of their upcoming jury service that week and reminding them to call the Court number on Wednesday evening after 6 p.m. for a message regarding their Thursday jury trial service.

Prior to this program, staff was tasked with calling the prospective jurors which was labor intensive and time consuming. Statistical information reflects that from June 6 through December 19, there were 39 jury trials scheduled. Total minutes for the Teleworks system to make 1,039 calls during this six-month period were 15 hours. Using this automated system provided a substantial savings in staff time of over 42 hours and a substantial salary savings for the six-month time period. Short jury surveys are provided to the reporting jurors regarding the automated reminder system. Overall, the responses were very positive and the majority of the jurors appreciated the reminder calls. In summary, it takes the automated system approximately 48 minutes to place 67 calls where it would have taken the clerks over three (3) hours to make these calls. The new calling system has proven to be an efficient and effective tool for the Court and prospective jurors.

At the conclusion of jury trials, the selected jurors are provided with a Jury Exit Questionnaire asking them to voluntarily rate their jury experience in the areas listed below. Jurors may also provide comments. On a monthly basis, the information is forwarded to the court administrator for review and the summary is then forwarded to the judges and staff for their information.

Westminster Municipal Court - Jury Service Exit Questionnaire Summary
January 1 through December 31, 2011

| RATINGS ON THE FOLLOWING: | Excellent | Good | Adequate | Poor |
|--|------------------|-------------|-----------------|-------------|
| Initial Notification Process | 76 | 37 | 5 | 0 |
| Jury Information Brochure (January thru May) | 32 | 10 | 3 | 0 |
| Automated Call Reminders (June thru September) | 17 | 8 | 3 | 3 |
| Orientation (video presentation) | 67 | 42 | 7 | 2 |
| Treatment by Court Personnel | 104 | 11 | 2 | 1 |
| Overall Jury Trial Experience | 65 | 51 | 1 | 0 |

JURY STATUS CONFERENCES AND JURY TRIALS

Every Wednesday, jury status conferences are held for all cases scheduled for jury trial that week. At this scheduled hearing, the defendant and/or his/her attorney are required to attend. Witnesses do not appear at this hearing. The purpose of this hearing is to rule on pending motions, to accept a plea or amended plea, or to continue a case, if necessary. The jury status conference reduces calling in jury panels unnecessarily, and resolves preliminary matters before the jury trial date. The total number of potential jurors appearing during the 2011 year for jury services was 1,099.

GENERAL INFORMATION ABOUT JURY TRIALS

| YEAR | NUMBER OF JURY TRIALS SCHEDULED WITH JURORS APPEARING | ACTUAL NUMBER OF JURY TRIALS HELD |
|-------------|--|--|
| 2007 | 49 | 37 |
| 2008 | 45 | 32 |
| 2009 | 48 | 42 |
| 2010 | 59 | 45 |
| 2011 | 61 | 49 |

WITNESS FEES AND JUROR EXPENSES

| YEAR | BUDGETED EXPENSES | ACTUAL EXPENSES |
|-------------|--------------------------|------------------------|
| 2007 | \$8,068 | \$7,121 |
| 2008 | \$8,068 | \$6,600 |
| 2009 | \$8,068 | \$8,261 |
| 2010 | \$7,568 | \$7,785 |
| 2011 | \$7,568 | \$7,193 |

* 2011 budget totals not finalized at the time of this report.

GENEROUS JUROR INFORMATION

The Generous Juror Program began in 2002 offering jurors the opportunity to donate their jury service fees to a City selected charity. Annually, a new charity is selected by City Council. Organizations chosen include:

- Have-A-Heart Project (July 2002 to September 2003)
- The Link (October 2003 to December 2004)
- Westminster Burn Fund (2005)
- Light for Life / Yellow Ribbon Foundation (2006)
- District 50 Education Foundation (2007)
- Have-A-Heart Project (2008)
- Westminster Legacy Foundation for use as scholarship funds for Armed Services Memorial Garden bricks for veterans (2009)
- Have-A-Heart Project (2010)
- Westminster Legacy Foundation - the total donated was \$3,087 (2011)
- The charity selected by City Council for 2012 is Growing Home.

APPEALED CASES

An appeal is a request usually filed by a defendant and filed in the Adams County 17th Judicial District Court requesting the appellate court to review the ruling of a Westminster Municipal Court judge. The review is based solely on the record of the hearing or trial held in the Westminster Municipal Court and is not a new trial.

Appeals must follow State Statutes and Colorado Rules of Criminal Procedures Rule 37, and Colorado Municipal Court Rules, and Procedures Rule 237.

In 2011, there were six (6) cases appealed. One (1) case was remanded for re-trial, the five (5) remaining are pending in the appellate court.

PROBATION SECTION



SAFE AND SECURE COMMUNITY

City Council Objectives:

§ Citizens are safe anywhere in the City

Performance Measurement Goal: To effectively supervise criminal offenders by reducing recidivism and increasing successful completion of probation.

Westminster Municipal Court Probation Section provides a myriad of services to individuals, the Court, the City Prosecutor's Office, and defendants from pre-sentence information to supervision of probationers. Failure to comply with probation terms and conditions may result in the revocation of probation and the imposition of sentence including the possibility of a jail sentence. Juveniles face up to ten days in detention and up to a \$1,000 fine. Adults can receive up to one year in jail and up to a \$1,000 fine. Costs are assessed in addition to fines.

A Pre-Sentence Investigation (PSI) is ordered when a judge requests more information about a defendant before imposing sentence. A probation officer interviews the participants in the incident, checks the defendant's prior criminal record and personal background, compiles the information in a report and provides a sentencing recommendation to the judge. A clerk schedules the date the defendant is to attend the pre-sentence interview and the date for the sentencing. During 2011, the Probation Section completed 55 Pre-Sentence Investigations at the request of the judges.

The judges have the option of sentencing a defendant to supervised probation or unsupervised probation. Supervised probation is a more intensive option that requires defendants to report in person to their probation officer a minimum of one time per month for adults or every other week for juveniles. Unsupervised probation requires defendants to attend a 45-day review; and if they are in compliance, they are allowed to report via monthly reporting forms that they return to the Probation Section.

The Probation Section has a volunteer program that allows interested citizens to apply to become Volunteers In Probation (VIP) to learn to supervise cases and gain experience in the probation field while giving back to the community. Training for new Volunteers In Probation is held each spring and fall, as needed, and involves 16 hours of initial training followed by monthly training and staffing.

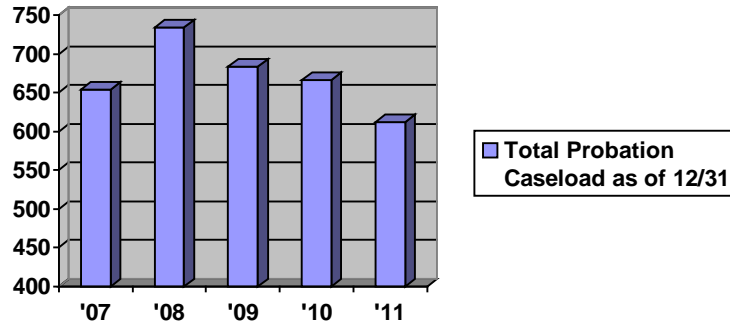
Caseload statistics are tracked on a monthly basis instead of a year-to-date basis to most accurately reflect the current workload of the Probation Section by documenting the number of active probation cases at the end of each month. This number changes daily as new probationers are placed on probation while others successfully or unsuccessfully complete probation.

During 2011, the Probation Section responded to violations of probationers in two (2) days or less, 96% of the time, which is above their target of 95%. In 2011, the Probation Section had a 62% successful completion rate for cases that closed. This is above their target success rate of 60%.

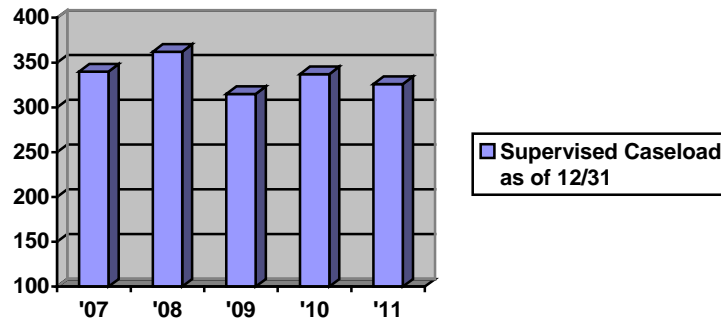
The total probation caseload, consisting of both supervised probation and unsupervised probation, as of December 31, 2011, was 612 which is just below the monthly average of 615. This is lower than the previous four (4) years. Contributing factors for the decrease were the filing of domestic violence cases into County Court during the fourth quarter of 2010 and the filing of adult criminal citations into Adams

County Court during the fourth quarter of 2011. In lieu of the decreased overall caseload, the supervised probation caseload has only decreased 3% over the past year.

Graphical and statistical information for the Probation Section follows. The first chart is a historical reflection of the total number of both supervised and unsupervised probation cases.



The second chart is a historical reflection of the total number cases that are on Supervised Probation.



The month-end statistical data and a comparison to 2010 for the Probation Section follows.

| | MTD Dec-11 | MTD Dec-10 | Difference |
|------------------------------------|---------------|---------------|------------|
| PROBATION | | | |
| Total active caseload in probation | 612 | 666 | -8% |
| Total active DV on probation * | 197 | 209 | -6% |
| Number of active VIP ** | 8 | 11 | -27% |
| Cases currently supervised by VIPs | 7 | 9 | -22% |
| Supervised probation caseload | 326 | 337 | -3% |
| Unsupervised probation caseload | 279 | 320 | -13% |
| Total adult caseload | 448 | 502 | -11% |
| Total juvenile caseload | 164 | 164 | 0% |

* DV = domestic violence

** VIP = Volunteers In Probation

JAIL TRANSPORTS

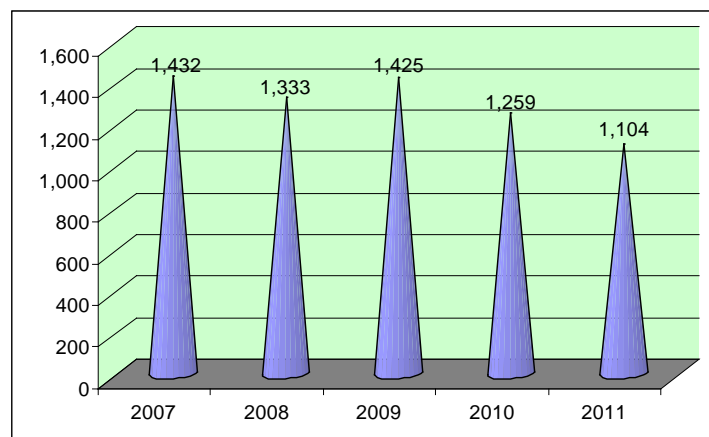


Every business day, the three court marshals (Westminster police officers assigned to Court) transport prisoners arrested on original warrants, bench warrants, or are in-custody from other jurisdictions that have to appear at our Court. The court marshals are highly trained and experienced officers that substantially contribute to the smooth functioning of the judicial system.

The caseload and necessity to transport numerous prisoners impacts every aspect of the Court operation. It also directly impacts the City Prosecutor's Office, the victim advocate, the court marshals, and the Court's dockets including interpreter hearings and public defender cases.

The total transports for 2011 were 1,104. This statistical information was provided by the court marshals.

JAIL TRANSPORTS - FIVE YEAR COMPARISON



SECURITY



SAFE AND SECURE COMMUNITY

City Council Objectives:

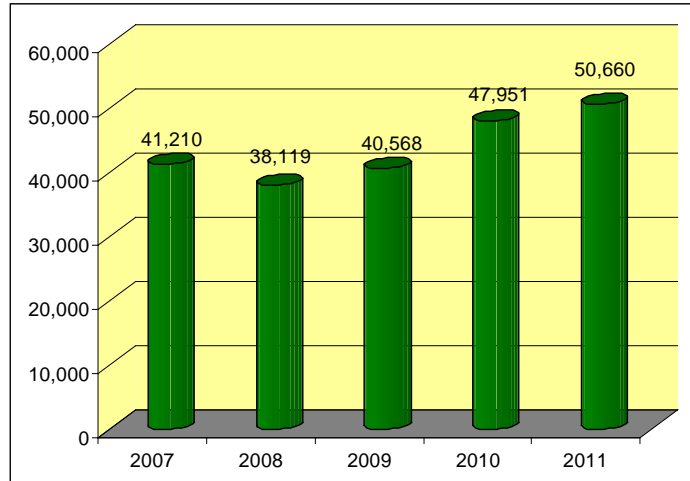
§ Citizens are safe anywhere in the City

Performance Measurement Goal: Staff, citizens and customers are safe and secure when at the Court building.

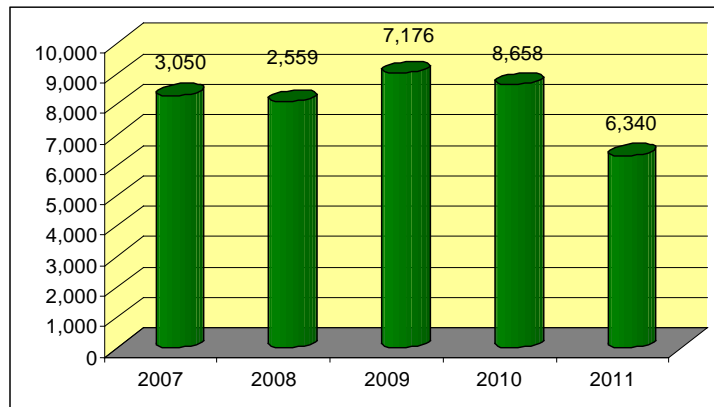
Our customer service includes a security screening process conducted by a private security company. All individuals entering the Court facility must pass through a metal detector, must have all bags and coats checked, and are hand scanned, if necessary. The security guards also check for contraband, weapons and other prohibited items or paraphernalia as part of their screenings. This process is similar to airport security and most other court facilities.

The three charts below give a historical comparison for the past five years.

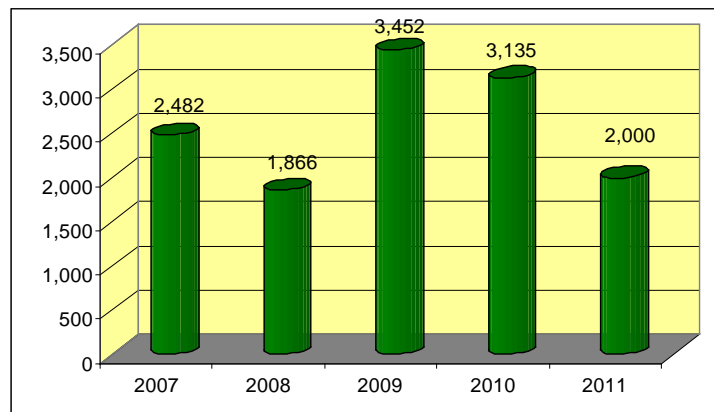
CUSTOMERS – FIVE YEAR COMPARISON



HAND SCANS – FIVE YEAR COMPARISON



CONFISCATED ITEMS – FIVE YEAR COMPARISON



CONFISCATED ITEMS BY CATEGORIES

The following information is a breakdown, by category, of the different types of items that were confiscated or returned to the customer's vehicle.

| | | | |
|----------------|-----|--|-------|
| Knives | 329 | Handcuffs | 4 |
| Scissors | 25 | Handcuff keys | 24 |
| Screwdrivers | 1 | Firearms | 0 |
| Razors | 6 | Ammunition | 2 |
| Mace Canisters | 41 | Cameras | 274 |
| Tools or clubs | 110 | Audio / Video Recorders | 14 |
| Chains | 151 | Other prohibited items (nail files, combs, hair picks, sharpies, alcohol, glass, knitting needles, etc.) | 1,019 |

CUSTOMER SERVICE

Our top priority is to service the public in the most professional, efficient, and effective manner possible. The Court is different from other City departments or divisions. Usually, individuals appear at City facilities because they are seeking information or a service. Those appearing at Court have either been issued a summons or a subpoena to appear. We realize that few individuals want to appear at Court, and if we can make the experience tolerable, if not enjoyable, we have reached one of our goals.

Our primary concern is to assure that customers have a fair Court experience. Our customers include the judges and staff, City staff and divisions, defendants, witnesses, victims, jurors, victim advocates, police officers, attorneys, parents, children, various service vendors, volunteers, consulting agencies, and citizens. We strive to have everyone feel they were treated with respect and dignity. Staff does an outstanding job in processing the caseload in an expeditious, courteous and efficient manner.

In order to facilitate the large number of Spanish speaking individuals, we utilize the services of two or more interpreters who are available during the arraignments, pre-trial conferences, probation conferences, dispositions, and trials. Interpreters are available for Russian, Chinese, Bulgarian, Hmong, Vietnamese, Laotian and various other languages. The Court also utilizes the services of a telephonic interpreter company that can provide interpreters for numerous languages.

EMPLOYEE RECOGNITIONS

LENGTH OF SERVICE AWARDS

The City hosts luncheons to recognize employees who have reached 5, 10, 15+ years of service with the City. At the luncheon, each department head recognizes employees in their department with a short recap of what they have accomplished at the City and the individuals' hobbies and interests outside of work. All employees receive a certificate and a pin designating the number of years they have been with the City.

10 Year Recognition



Matt Lutkus, Carol Barnhardt, Brent McFall



Matt Lutkus, Tracy Cutshaw, Brent McFall

5 Years Recognition



Matt Lutkus, Kim Lif, Steve Smithers



Matt Lutkus, Judy Smith, Brent McFall

TEAMS IN ACTION – OPEN FILE AUDIT



The court administrator, two supervisors and five deputy court clerks completed the annual open file audit. Results of the eight week audit reflected 5,271 files reviewed, 137 problem files found, a 98% accuracy rate in open files and the audit was completed with a minimal 22.5 hours of overtime.

Bottom left to right – Michelle Ramos, Debbie Clayton, Carol Barnhardt

Top left to right – Regina Stephenson, Nevada Torres, Gail Reynolds

SPIRIT AWARD



On June 14, Probation Supervisor Brian Poggenklass and Court Administrator Carol Barnhardt attended a luncheon where several City employees were recognized for their demonstration of SPIRIT. Brian was nominated by Probation Officer Tracy Cutshaw and Probation Clerk Mary Schaefer.

Left to right - Brent McFall, Brian Poggenklass, Carol Barnhardt

KEY FOUNDATIONS CERTIFICATION



On June 28, Matt Lutkus presented Gail Reynolds (left) with a Key Foundations Certification. On December 14, Carol Barnhardt presented Regina Stephenson (right) with a Key Foundation Certification. To earn this certification, Gail and Regina completed a list of courses including Performance Measures, Strategic Planning, Mission Statement and SPIRIT Values, Westminster 101, 202 and 303, and completed an Implementation Question. A “Key Foundation” certificate identifies an exceptional organization in knowing, understanding and embracing the organizational mission and values.

Employees exemplify who we are, what we value, and how we deliver services by understanding the City’s strategic plan, how we measure performance and by being ambassadors for the organization. The City embraces this business strategy through the Key Foundations Certification Program.

JUDICIARY

The Court has one (1) full-time judge, one (1) .8 FTE judge, and four (4) pro-tem judges. Jeffrey Cahn, one of our former prosecutors and current Boulder Municipal judge, heads up our list of pro-tem judges. Randall Davis, former Broomfield County Judge and now the Broomfield Municipal judge, Emil Rinaldi, former Adams County Judge, and attorney Dennis Wanebo are our other pro-tem judges. The pro-tem judges are available to cover for vacations, illnesses, conferences, meetings, and other situations as needed.

- The Honorable **John A. Stipech** has served as Presiding Judge since 1996.
- The Honorable **Paul Basso** has served as Associate Judge since February 2003.

PRO TEM JUDGES

- The Honorable **Jeffrey Cahn** has served as Pro-Tem Judge since April 2003.
- The Honorable **Randall Davis** has served as Pro-Tem Judge since December 2006.
- The Honorable **Emil Rinaldi** has served as Pro-Tem Judge since January 2009.
- The Honorable **Dennis Wanebo** has served as Pro-Tem Judge since January 2011.

COURT ADMINISTRATOR AND SUPERVISORS

The court administrator, supervisors, support staff and volunteers are outstanding individuals who continue to go above their assigned duties to promote customer service and exemplify SPIRIT.

The administration of the Court is led by Court Administrator **Carol Barnhardt**. Her supervisory team includes Deputy Court Administrator **Nevada Torres**, Probation Supervisor **Brian Poggenklass**, and Collections Supervisor **Susan Wooster**. This team does an admirable job in keeping the Court operations running smoothly and efficiently.

The court administrator and her supervisory team continue to develop new and innovative procedures that have and will continue to make the Court more effective and responsive to the needs of the Court and the City.

The court works in partnership with all City departments. They have an excellent working relationship with the judges and have been invaluable in conducting the day-to-day proceedings and operations. They continue to formulate and implement new procedures and methods to more effectively support the Court system.

DEPUTY COURT CLERKS

The Court is staffed with well trained and skilled employees who work diligently to process the caseload. The deputy court clerks are assigned and cross-trained on the following positions: probation clerk, cashiers, data entry clerks, collections clerk, motions clerk, phone and jury clerk, CBI (Colorado Bureau of Investigations) clerk, criminal clerk, and courtroom clerks.

The deputy court clerks are:

- **Debbie Clayton**
- **Myra Couture** (resigned August 2011)
- **Chuck DiGiacomo** (retired August 2011)
- **Art Gomez**
- **Vanessa Hamilton**
- **Lucienne Lyons** (started October 2011)
- **Loretta Martinez** (retired July 2011)
- **Shannon Psenicka** (started November 2011)
- **Michelle Ramos**
- **Gail Reynolds**
- **Mary Schaefer**
- **Amanda Seamons** (started October 2011)
- **Judy Smith**
- **Regina Stephenson**
- **Bernadette Tedesco**
- **Valerie White**

PROBATION SECTION

- **Brian Poggenklass** , Probation Supervisor
- **Tracy Cutshaw** , Probation Officer
- **Kimberly Lij**, Probation Officer
- Probation Clerk is a rotating Deputy Court Clerk position

COURT VOLUNTEERS

We are very appreciative of all of our volunteers and the hours they donate. All of the volunteers are very dedicated to their tasks. For 2011, these Court volunteers donated **586 hours of service**.

- **Doree McCall** continues to assist with docket pulling and various other duties. Doree has been a volunteer since September 1992.
- **Renee Sheeder** scanned closed cases. Renee resigned in June to attend law school. She was a volunteer from August 31, 2010 thru June 22, 2011.
- **Penny Bernstein** scans closed cases. Penny has been a volunteer since March 23, 2011.
- **Kris Maestas** was a volunteer from March 23, 2011 thru June 2, 2011.

- **Denise Pachello** scans closed cases. Denise has been a volunteer since September 20, 2011.
- **Melissa Irwin** scans closed cases. Melissa has been a volunteer since November 7, 2011.

VOLUNTEERS IN PROBATION (VIP)

For 2011, the Probation Section had 14 Volunteers in Probation who donated a total of **241 hours of service**. These volunteers help enforce Court orders and provide limited mentoring to probationers and monitor compliance with the terms and conditions of probation by meeting with probationers twice per month at the Court. The volunteers also write brief reports and attend monthly hearings and trainings. We again are very appreciative of the time, effort and energy expended by these individuals.

The volunteers are listed in alphabetical order below:

- **Tammie Badjar**
- **Don Cook**
- **Vikki Ehrhart**
- **Ryan Evans**
- **Amber Gentry**
- **Hannah Hauso**
- **Mindy Heu**
- **Linas Kerbalis**
- **Janis Landers**
- **Amy Muehlemeyer**
- **DeChanta Robinson**
- **Carole Schultz**
- **Dawn Velasquez de Perez**
- **Marty Wukich**

REVENUES AND OPERATING EXPENSES

The revenues and operating expenses for 2007 through 2011 are listed below.

REVENUES

| | 2007 | 2008 | 2009 | 2010 | 2011 |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| Projected Revenue | \$2,101,250 | \$2,143,275 | \$2,000,000 | \$2,050,000 | \$2,120,000 |
| Actual Revenue | \$1,947,776 | \$1,784,340 | \$1,855,673 | \$1,875,617 | \$2,083,973 |

OPERATING EXPENSES UPDATE

| | 2007 | 2008 | 2009 | 2010 | 2011 |
|--------------------|-------------|-------------|-------------|-------------|-------------|
| Projected Expenses | \$1,346,686 | \$1,434,346 | \$1,517,098 | \$1,503,280 | \$1,480,381 |
| Actual Expenses | \$1,333,999 | \$1,416,652 | \$1,445,968 | \$1,445,022 | \$1,409,499 |

* 2011 totals not finalized at the time of this report.

2011 PROJECTS, CHALLENGES AND ACCOMPLISHMENTS

* **Adams County Jail Issues** – The presiding judge and court administrator participated in numerous meetings and discussions regarding the Adams County Municipal prisoner inmate issues. This has been an extremely time consuming and laborious issue and the outcome is crucial to our (Court and City) operations. In August 2011, the Westminster Police Department (WPD) began writing municipal ordinance Adams County violations into County court.

* **Annual Report** – Detailed report prepared and presented to City Council March 7, 2011.

* **CJIS Security and Awareness Training and Testing** – The court administrator coordinated with the WPD records supervisor to have all court staff and judges, including pro-tem judges, to be trained, tested and to complete the CJIS requirements (part of CCIC/NCIC). This is a new requirement that all users and/or anyone with access to or that comes in contact with CCIC/NCIC/CBI information must complete.

* **Cross Training and Rotation** – Limited rotation completed in January and complete rotation in October.

* **Court Visits** – Court supervisors coordinated with supervisors in Arvada, Lakewood, Thornton and Boulder courts for all clerk staff to visit these four court operations. During staff meetings, all of the clerks reported on their visits, observations, and learning experiences. Staff reported that they appreciated the opportunity to observe other courts, found it very interesting, and after observing other court operations, they reported that “it’s easier to appreciate the ways in which our court is more efficient, and to open our imaginations to see different ways in which things are done.”

* **Domestic Violence Case Filings** - On January 1, 2011, we resumed acceptance of the filing of domestic violence cases. Due to a staffing shortage in the prosecutor’s office from August 1 through December 31, 2010, domestic violence cases were filed in the respective Adams and Jefferson Counties. Partners included the city attorney, city prosecutor’s staff, the police chief, police commanders, police officers, victim advocates, court marshals, court staff, judges, and staff from Jefferson and Adams Counties.

* **Fine Schedule** - The new fines and fees schedules were effective January 1, 2011. To implement these changes, partnerships included City Council, city managers, court administrator, staff and judges, the entire Westminster police department (all divisions and staff), and the city prosecutor’s staff.

* **Focused Work Week** – In April, the court administrator sent out a small survey to all staff in the building (including court marshals, prosecutors and victim advocate), showing the results as being favorable to remain on the focused work week. In May, Council approved the focused work week as permanent.

* **Full Court Enterprise (computer software system)** – Staff spent 2011 working on the implementation of the Full Court Enterprise software system for case management. Complete system implementation is anticipated in early 2012.

* **Model Traffic Code and Ordinance Revision** – This large project was a joint effort of the court administrator, Police Department commanders and the records supervisor, City Attorney’s Office staff and City Prosecutors Office staff. Staff drafted revisions to the 2010 Model Traffic Code which were adopted by Council in September 2011. These adoptions affected all of the court’s tables and orders. All new orders and tables were implemented November 15, 2011.

* **New Summonses** – With the model traffic code and ordinance changes, the court administrator worked together with WPD staff on new summonses implemented on November 15, 2011.

* **Open Collection Accounts Audit** – This audit reconciles all open, pending cases in a “collections” status with the records in our records management system compared to those that the collection agency has pending. Results of this four week audit consisted of 2,664 cases audited, identifying 92 problem cases being resolved. This audit was supervised by the collection supervisor and one court clerk.

* **Open File Audit** – In conjunction with supervisors and five clerk staff, the annual open file audit was completed. Results of the eight week audit reflected 5,271 files reviewed, 137 problem files found, a 98% accuracy rate in open files and the audit was completed with a minimal 22.5 hours of overtime.

* **Open Warrant Audit** – This audit verifies all open warrants listed in our records management system and is compared to all open warrants listed in CBI (Colorado Bureau of Investigations). This is a partnership audit with two of the WPD records staff. During the three week audit, 1,346 files and entries were reviewed with 62 various differences confirmed and resolved.

* **Open Protection Order Audit** – This audit verifies all open protection orders listed in our records management system and is compared to all open protection orders listed in CBI (Colorado Bureau of Investigation). During the 30-day audit, 279 files were reviewed with eight minor differences confirmed and resolved.

* **Ordinance Revision to 1-22-14** – In conjunction with the implementation of new summonses, fine schedule and reviews of other court operations, Ordinance 1-22-14 was amended by Council effective August 22 to eliminate the early pay discount.

* **Pro-Tem Judge** – Dennis Wanebo was sworn in as our fourth pro-tem judge on January 19.

* **Record Retention** – The court administrator coordinated with the records management software vendor and IT staff to destroy records past the required retention schedules.

* **Scanning (Laserfiche) Project** - Since scanning began in 2006, to the end of the first quarter of 2011, staff scanned over 1.8 million pages in the last five years. The coordination of this operation is a constant work in-progress and is successful as a result of our partnerships with court staff, volunteers and IT staff.

* **Upgraded Phone System** - In January, an upgraded phone system and all new phones were installed in the Court building. The IT staff worked diligently to get everyone up and running smoothly. This task took about three weeks to accomplish.

* **WPD SWAT training** – The court administrator coordinated and partnered with the WPD SWAT team to conduct a court building hostage training scenario.

2012 OUTLOOK

We will approach and proceed into 2012 with a positive and proactive approach. We will utilize our Strategic and Vision Plan as a guide, and we will accept and face the unforeseen challenges that lie ahead of us.

The major projects we will be working on in 2012 are:

- Upgrade the records management system software and conversion of all current data;
- Conduct and complete numerous audits to verify the data transfer from the conversion upgrade; and
- Review and update all desk manuals and procedures.

SUMMARY

The Court is appreciative of the support we receive throughout the year from City Council, former Deputy City Manager Matt Lutkus, the staff of the General Services Department, Building Operations, City Manager's Office, City Attorney's Office, the Departments of Police and Fire, Information Technology, and other city departments and divisions.

The Municipal Court is prepared to provide continued services to our citizens in a fair and impartial manner, and to provide a fair venue and experience to all parties and participants, and will arrive at decisions based upon the law and evidence presented at trial.

We look forward to 2012 and will continue partnering with various departments, agencies and entities.



WESTMINSTER

Staff Report

Post City Council Meeting
March 19, 2012



SUBJECT: Proposed 2012 Citizen Survey

PREPARED BY: Ben Goldstein, Management Analyst

Recommended City Council Action

Review the attached Citizen Survey draft and provide feedback to Staff.

Summary Statement

Staff is proposing to conduct the Biennial Citizen Survey for the 10th consecutive time. A draft of the 2012 Citizen Survey is attached for Council's review. This is intended to be an opportunity for Council to make suggestions for changes to voice any concerns about the proposed survey, policy questions and survey format.

Expenditure Required: \$16,400

Source of Funds: General Fund - Central Charges operating budget

Policy Issue

Does City Council want to conduct a mail survey in 2012? Does City Council concur with the basic format and proposed questions?

Alternative

There are several alternatives available to City Council for the proposed 2012 Biennial Citizen Survey. The most sweeping alternative would be to not conduct a survey in 2012. Other alternatives could involve making significant changes to the proposed questions or survey format, such as conducting the survey via telephone interviews. Staff does not recommend these alternatives, as citizen feedback provided by the survey provides important information to policy makers and management. Plus, conducting the survey in a similar fashion with similar questions provides critical year-to-year comparisons.

Background Information

Every two years, the City has conducted a citizen survey to measure residents' satisfaction level with City services and gather 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).

To ensure that the City of Westminster was utilizing the highest quality firm at the most competitive pricing, the City conducted an Request For Proposals (RFP) in late 2011 to select a vendor for the 2012 Biennial Citizen Survey, with an option for the City to use the vendor for the 2014 and 2016 Surveys. Bids for the RFP were solicited by advertising on national sites and through the direct solicitation of five vendors who had expressed interest in the past to do business with the City. The City received two completed bids; both firms were national leaders in conducting citizen surveys. After an extensive review process including conducting interviews with both firms, NRC was selected based on their ability to provide excellent customer service, comparative data and affordability. Staff looks forward to continuing nearly 20 years of working with NRC and appreciates the work and creativity that both firms put into their bids.

As in previous years, City Manager's Office Staff sought possible questions from all departments for the 2012 survey. The 2012 survey instrument is designed to collect year-to-year trend information and gather data on current issues. The 2012 survey poses many questions that are specifically designed to gather performance measurement data for the City's internal performance measurement program. Staff is working concurrently with City Council review to refine word choice, layout, page length and readability.

The questions and response sets were designed by the NRC to promote scientific validity. Below is a summary of each set of questions:

- Questions 1-5 are designed to assess the quality of the community and are largely unchanged from last year. The one exception is question 3, which has been modified to be a grid style question (on an agree/disagree) scale from a ranking-style question where respondents were asked to mark a "1," "2" and "3" next to the phrases that best describe their image of the City. NRC and Staff believe that modifying the structure of this question will provide the City with better and more useful data, as it should be easier for respondents to answer and want to

complete. Additionally, questions 4 and 6 from the 2010 survey were eliminated which related to the quality and variety of new development in the City and ethnic diversity in neighborhoods. Due to the economy, the amount of new development (either residential or business/retail) has been limited, thus asking about the quality and variety would not provide relevant information. As for the ethnic diversity question, given the 2010 census data recently released, Staff believes this information is readily available through this other source.

- Questions 6-13 assess the quality of service and are generally unchanged from the 2010 survey. Question 8 was expanded to include rating the operations of each level of government, not just the City government. One question from the 2010 survey was removed that asked about the problem of code enforcement issues in neighborhoods as this issue is addressed in question 13.
- Questions 14-18 assess communication with citizens and remained mostly unchanged, except for the addition of a couple of items in question 15 (social media and Weekly Edition). Three questions were eliminated related to use of the City Edition newspaper, Channel 8, and the amount of money spent on online purchases.
- Question 19 was a new question in 2010 and remains on the 2012 survey to assesses residents' priorities in choosing the City of Westminster as their preferred place to live.
- Questions 20-23 are a new proposed set of policy-related questions about a variety of topics including curbside recycling, allowing chickens and bees to be kept on residential property, and how residents would allocate \$100 dollars among five City services. The results from these questions may assist City Council and Staff in future planning and prioritization discussions.
- 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.

Staff evaluated additional potential policy questions, like a revamped internet taxation question and something related to commuter rail along US36. In both cases, the difficulty lay in crafting questions that were brief, without long introductions explaining the issues, and/or questions that might be perceived as "leading" the person completing the survey to certain responses. The space constraints of the survey instrument (i.e., keeping the survey length to 5 pages) also complicate including these types of questions. Also, with any potential commuter rail questions, the challenge lies in being timely with current events (e.g., new developments with RTD, the railroad, etc.) and getting the survey results back quickly enough to utilize any information gained. As such, City and NRC staff decided not to pursue questions on these issues through this survey at this time.

The survey will be mailed to a random sample of 3,000 residents. A pre-notification postcard will be mailed to the selected residents on April 16. The first wave of surveys will be mailed on April 23 and the second wave will be mailed on April 30. The post card and 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.

During the week of June 18, 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 July 16 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 come prepared to discuss suggestions or concerns on the survey, policy questions, and survey format at the Post City Council Meeting on March 19. Laurie Urban, from NRC, will be in attendance along with Staff to answer any questions.

Given the breadth of questions being proposed and the importance that Citizen Survey data plays in the Citywide performance measurement process, the 2012 Biennial Citizen Survey furthers all of City Council's Strategic Plan goals. These include a Financially Sustainable City Government Providing Exceptional Services; Strong, Balanced Local Economy; Safe and Secure Community; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

Barbara Opie
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: 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. To what extent do you agree or disagree that each of the following statements describes your image of the City of Westminster?

Table with 5 columns: Strongly agree, Somewhat agree, Somewhat disagree, Strongly disagree. Rows include: Environmentally sensitive, Financially sound, Beautiful parks/open spaces, Innovative and progressive, Vibrant neighborhoods, Safe and secure, Business-friendly environment.

4. 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

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

Table with 5 columns: 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

6. 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 |

7. 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

8. In general, how well do you think each of the following operates?

| | Very well | Well | Neither well nor poorly | Poorly | Very poorly | Don't know |
|------------------------------|-----------|------|-------------------------|--------|-------------|------------|
| The Federal Government..... | 1 | 2 | 3 | 4 | 5 | 6 |
| The State Government..... | 1 | 2 | 3 | 4 | 5 | 6 |
| The County Government..... | 1 | 2 | 3 | 4 | 5 | 6 |
| The City of Westminster..... | 1 | 2 | 3 | 4 | 5 | 6 |

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

- Right direction
- Wrong direction
- Don't know

10. 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 |

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

- Yes → go to question 12 No → go to question 13

12. 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 |

13. 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 |

Communication with Citizens

14. 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

15. 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"/> Denver Post (print version) | <input type="checkbox"/> Westminster Window | <input type="checkbox"/> Your Hub |
| <input type="checkbox"/> City's website (www.cityofwestminster.us) | <input type="checkbox"/> Westsider | <input type="checkbox"/> Television News |
| <input type="checkbox"/> Other online news sources | <input type="checkbox"/> City Edition (print newsletter) | <input type="checkbox"/> Cable TV Channel 8 |
| <input type="checkbox"/> Social media (Facebook, Twitter, etc.) | <input type="checkbox"/> Weekly Edition (e-newsletter) | <input type="checkbox"/> Word of mouth |

16. Have you used the City's website (www.cityofwestminster.us) in the last 12 months?

- Yes → go to question 17 No → go to question 18

17. 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 |

18. 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

19. 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 as 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 |

Policy Topics

20. How interested are you, if at all, in being able to recycle at home via curbside collection?

- Very interested Somewhat interested Not at all interested Don't know

21. Depending on the hauler in your area, curbside recycling could increase your trash collection bill by a couple dollars a month or so (exact costs are not yet known). Knowing this, how interested are you, if at all, in signing up for curbside recycling at your home?

- Very interested Somewhat interested Not at all interested Don't know

22. To what extent do you support or oppose the City permitting residents in your neighborhood to keep each of the following on their property?

| | Strongly support | Somewhat support | Somewhat oppose | Strongly oppose | Don't know |
|-----------------|------------------|------------------|-----------------|-----------------|------------|
| Chickens..... | 1 | 2 | 3 | 4 | 5 |
| Honey bees..... | 1 | 2 | 3 | 4 | 5 |

23. If it were up to you (and assuming each costs about the same), how would you allocate \$100 among each of the following City services? (You can allocate all \$100 to one item, or spread it among the items.)

- \$ _____ Police
- \$ _____ Parks/recreation facilities
- \$ _____ Fire/ambulance
- \$ _____ Roads/bridges
- \$ _____ Water/sewer
- = \$ 100 TOTAL

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"/> Littleton |
| <input type="radio"/> Aurora | <input type="radio"/> Longmont |
| <input type="radio"/> Blackhawk | <input type="radio"/> Louisville |
| <input type="radio"/> Boulder | <input type="radio"/> Northglenn |
| <input type="radio"/> Brighton | <input type="radio"/> Superior |
| <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 | |
| <input type="radio"/> Lakewood | |

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 2011? 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., 2955 Valmont Rd., Suite 300, Boulder, CO 80301



WESTMINSTER

Staff Report

Post City Council Meeting
March 19, 2012



SUBJECT: Westminster Mall Site Visioning and Scoping

PREPARED BY: Sarah Nurmela, Senior Urban Designer

Recommended City Council Action

Listen to the Staff presentation on the Westminster Mall redevelopment project and provide comments.

Summary Statement

- An initial vision for the Westminster Mall site was presented to City Council in early 2008. The mall site was envisioned as a “downtown” style district with a transit-supportive mix of retail, residential, and office uses.
- The assumptions and overall vision for the site have evolved over the past four years, particularly with respect to the City’s acquisition of the majority of the site. As a result, although the primary vision for the site has not changed, there will be more flexibility in the design and planning of the site than for the original concept. This is primarily due to the acquisition of the large retail anchors (JC Penney, Sears, Macy’s, Dillards).
- The planning process is expected to extend into the first quarter of 2013, with refinement of the plan vision and plan development occurring over the next few months. Plan approvals are expected by the end of the year, with construction beginning in summer 2013.
- Public outreach during the planning process will include several check-ins with City Council as well as community-wide meetings. The www.westminstercenter.us website will act as a main portal for project information and will provide additional opportunity for public input throughout the planning process.
- City staff will provide a brief presentation of the project background, base assumptions, and initial project vision for the Westminster Mall site. Discussion with the City Council over key topics will follow, including refinement of the project vision, urban design and character, land use mix, and open space and the public realm. Input from the City Council from this discussion will be folded into the visioning and plan development process over the next several months. Further input from the public and City Council is expected during this timeframe through City Council meetings, community-wide meetings, the project website, and social networking venues.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

Discuss whether the vision originally presented for the Westminster Mall site in 2008 is still appropriate in terms of land use mix, building intensity and density, and building heights as the City moves into the public outreach and planning phase of the project.

Alternative

City Council should consider whether the land use mix of retail, office, and residential uses with building intensities discussed four years ago are still appropriate for the Westminster Mall site. Lower or higher intensities and densities, as well as additional land uses, could be located on the site depending on Council's vision. Building heights could also be lower or higher than the four to 12-story building envelope originally considered. Additionally, Council should consider that pushing for additional density would need to be evaluated in terms of market conditions as a part of this process.

Background Information

Process

The planning process for the Westminster Mall site has begun and is expected to extend into the first quarter of 2013. Initial plan development with concurrent public outreach will occur over the next several months, with plan approvals expected before the end of the 2012. Construction on the site is expected to begin in the summer of 2013, with a potential opening date of the first phase of development by the summer of 2015.

Project Vision

As the City begins to develop a plan for the site, it will be important to ensure that the plan vision is consistent with the direction provided by City Council. An initial vision for the Westminster Mall site was developed in concert with City staff and the consulting firm of Van Meter Williams Pollock and presented to City Council in early 2008. The concept for the site envisioned change of the site with a mix of retail, residential, and office uses. Development principles emphasized higher-intensity, transit-supportive development with a walkable, pedestrian-oriented building scale and public realm. Key assumptions and design concepts for the site included maintaining the original four mall anchors (Macy's, JC Penney's, Dillard's, and Sears) and maximizing internal views to the mountains with taller buildings (primarily office) lining the eastern portion of the site. The proposed concept for the site is shown in Attachment A.

Since the 2008 vision was produced, some underlying assumptions and circumstances have changed that will affect the overall design and planning for the site. The City has acquired 95% of the mall property, with the exception of Brunswick Bowling and the McMurtry & Bench dental office. While these remaining uses will likely remain in their existing locations, there will be greater flexibility in planning the remainder of the site. Anchor retail locations, as part of a mixed-use district, will be located to best serve and shape the public realm and activity within the site. The existing traffic signal locations will also influence planning of the site.

Building on the initial vision for the site, design concepts that encourage urban, walkable, mixed-use development have been drafted by City staff to help guide further refinement of the vision. These concepts encourage a:

- Vibrant mix of land uses;
- Urban district with active frontages;
- Visual and physical center of Westminster;
- Pedestrian-oriented environment;
- Walkable, interconnected vehicular circulation network;
- Multi-faceted open space, trail and park network;
- Direct, convenient access to transit; and
- Convenient, integrated parking.

Many of these design concepts are evident in the design and public realm of successful downtowns and urban centers throughout the state of Colorado and country. Some examples of these types of urban districts include:

- Cherry Creek North
- Portions of LoDo and Platte River Valley
- Downtown Boulder
- Pearl District in Portland, OR
- Country Club Plaza in Kansas City, KS
- Columbia Heights in Washington, D.C.
- Carlyle Neighborhood in Alexandria, VA
- Downtown Walnut Creek in CA
- Clarendon, VA

Public Outreach

This visioning session with the City Council marks the beginning of public outreach during the plan development phase of the planning process. Two community-wide visioning meetings will follow this meeting at the end of March. Both meetings will focus on refining the vision for the site with interactive opportunities for input and discussion with City staff. The content and activities presented at the meetings will also be available on the Westminster Mall website, www.westminstercenter.us, links to which will be provided on the City website main page and Facebook page. Interactive activities from the meetings will be available online, to the extent feasible, for an additional week following the meetings.

The project website, City website, and the City's social networking sites will play an important role in providing ongoing opportunities for public input throughout the planning process. While additional meetings will be held with City Council and the community, providing opportunities for focused input at key project milestones, community members will be able to access these sites to view project materials and status updates, as well as to provide input at any time in the planning process.

As mentioned above, the next public outreach opportunities are both planned for the last week in March in the Community Room at the City Park Recreation Center:

- Wednesday, March 28, at 5:30 to 7:30 p.m., and
- Saturday, March 31, at 9:00 to 11:00 a.m.

Subsequent City Council and community meetings are planned for mid and late summer of this year. Dates for these meetings have not yet been finalized.

Consistency with the Strategic Plan

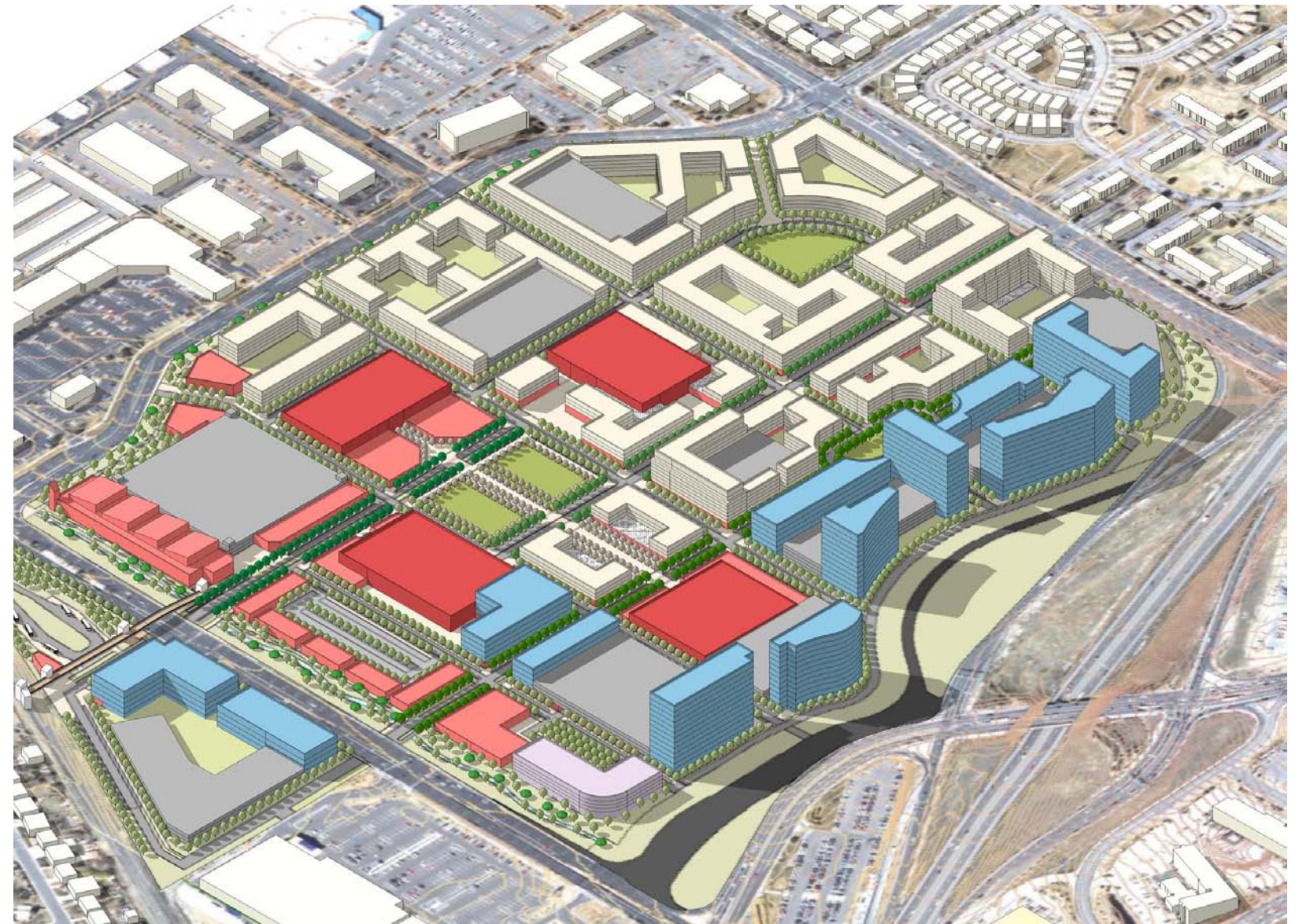
Staff considers the development of a cohesive vision and plan for the Westminster Mall site as furthering many of the City Council's Strategic Plan goals. These include a Strong, Balanced Local Economy; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City; all of which encourage the development of an active, livable, transit-oriented and urban environment within the heart of the City.

Respectfully submitted,

Barbara Opie
Acting City Manager

Attachment A – Original Site Plan

SITE DETAILS



RETAIL:
540,000 sf. Retail; 510,000 sf. Four 2-Story Anchors (5/1,000=5250 req. spaces)
75,000 sf. restaurant (14/1,000=1050 req. spaces)

OFFICE:
2,010,000 sf. (3/1,000=6,030 req.spaces); 250 Room Hotel (250 req. spaces)
+300,000 sf. on Transit Site

RESIDENTIAL:
2,300 UNITS 1:1.5 PARKING RATIO = 3,450 REQ. SPACES)

REQUIRED PARKING:
6,280 Office/Hotel
6,300 Retail/Restaurant/
720 Theater
700 Transit
14,000 Total Spaces

SHARED PARKING REDUCTIONS:
-12% = 12,274 DECEMBER WEEKDAY PEAK (HIGHEST MONTH)
-22% = 10,970 NOVEMBER WEEKDAY PEAK (SECOND HIGHEST MONTH)
-24% = 10,611 MARCH WEEKDAY PEAK (MEDIAN MONTH)
-27% = 10,165 JANUARY WEEKDAY PEAK (LOWEST MONTH)

STREET PARKING:
160 OFFICE
520 RETAIL + 160 SURFACE LOT
360 RESIDENTIAL
1,040 STREET SPACES

STRUCTURED PARKING:
4,824 OFFICE
3,090 MIXED-USE [OFFICE/RETAIL/HOTEL/RES(108)]
2,050 RETAIL/TRANSIT(700)
9,964 STRUCTURED SPACES

TOTAL PARKING:
4,984 OFFICE
6,020 MIXED-USE/TRANSIT
11,004 TOTAL SPACES



WESTMINSTER MALL | DRAFT PLAN

WESTMINSTER, CO | DECEMBER 8, 2008 | CITY OF WESTMINSTER; WESTMINSTER, CO



WESTMINSTER

Staff Report

Information Only Staff Report
March 19, 2012



SUBJECT: 2012 Water and Sewer Tap Fees

PREPARED BY: Mike Smith, Director of Public Works and Utilities
Mike Happe, Utilities Planning and Engineering Manager
Stu Feinglas, Water Resources Analyst

Summary Statement

This report is for City Council information only and requires no action by City Council. This report provides information on the annual adjustment to water and sewer tap fees effective April 1, 2012.

Background Information

City Code requires Westminster’s tap fees to be increased annually on April 1, in accordance with the Consumer Price Index (CPI) for the previous calendar year as established for the Denver metropolitan area.

Water tap fees

The City’s water tap fees and the sewer transport tap fee will be increased for 2012 because the Denver/Boulder metropolitan area CPI for 2011 increased by 3.7 percent:

| | |
|----------------------------------|-------------|
| 2011 single family water tap fee | \$16,054 |
| 2012 CPI increase | 3.7% |
| 2012 single family water tap fee | \$16,647 |

Individual components of tap fees include a connection charge, a water treatment charge and a water resources charges. Increases to these components are calculated individually and are rounded down to the nearest dollar.

Sewer tap fees

There are two components to sewer tap fees, which include treatment and transport fees. Sewer treatment tap fees were increased on January 1, 2012, to coincide with sewer tap fee increases to the City from the Metro Wastewater Reclamation District from \$2,890 to \$3,310 or 14.5%. The sewer transport tap fee will be increased for 2012 on April 1, 2012, because the Denver/Boulder metropolitan area CPI for 2011 increased by 3.7 percent:

| | |
|--|-------------|
| 2011 single family sewer transport tap fee | \$1,538 |
| 2012 CPI increase | 3.7% |
| 2012 single family sewer transport tap fee | \$1,594 |
| 2012 total sewer tap fee (treatment & transport) | \$4,904 |

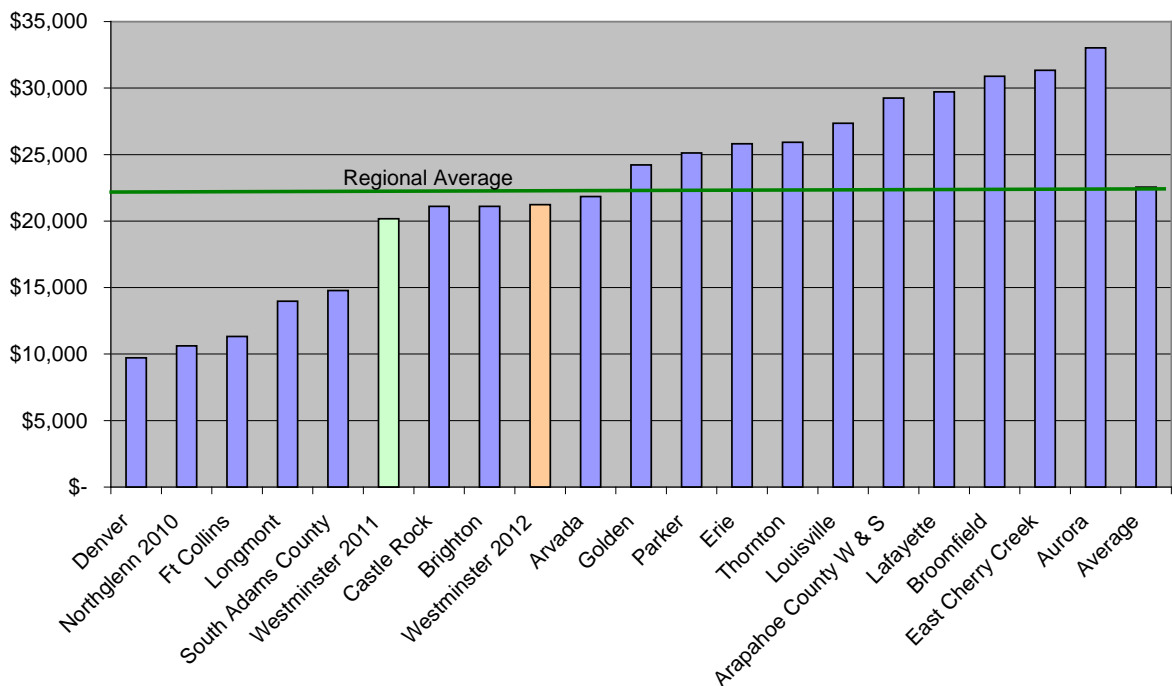
Combined water and sewer tap fees

| | |
|-------------------------------------|-----------------|
| 2012 single family water tap fee | \$16,647 |
| 2012 single family sewer tap fee | <u>\$ 4,904</u> |
| 2012 combined single family tap fee | \$21,551 |

The City is only raising water tap fees and the sewer transport tap fees at this time.

Staff has performed a survey of regional combined single family water and sewer tap fees.

2012 Single Family Water and Sewer Tap Fee Survey
 Not including connection fees



A notice explaining the tap fee increase has been posted in the Building Division for developers as well as on the City's Web site. The Home Builder's Association has been notified of the increase by phone.

Maintaining equitable tap fees that recover costs required to serve new connections helps to maintain a sustainable utility infrastructure and allows the City to develop adequate resources to meet long term water demands that support the City Council's Strategic Plan Goal of "Financially Sustainable City Government Providing Exceptional Services."

Respectfully submitted,

Barbara Opie
 Acting City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
March 19, 2012



SUBJECT: Monthly Residential Development Report

PREPARED BY: Walter G. Patrick, Planner II

Summary Statement

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

- The following report updates 2012 residential development activity per subdivision (please see attachment) and compares 2012 year-to-date totals with 2011 year-to-date totals.
• The table below shows an overall decrease (-74.1%) in new residential construction for 2012 year-to-date totals when compared to 2011 year-to-date totals (15 units in 2012 vs. 58 units in 2011).
• Residential development activity for the month of February 2012 versus February 2011 reflects a decrease in single-family detached (7 units in 2012 versus 10 units in 2011), a decrease in single-family attached (0 units in 2012 versus 6 units in 2011), a decrease in multiple-family (0 units in 2012 versus 40 units in 2011), and no change in senior housing (0 units in both years).

NEW RESIDENTIAL UNITS (2011 AND 2012)

Table with columns for UNIT TYPE, FEBRUARY (2011, 2012), % CHG., YEAR-TO-DATE (2011, 2012), and % CHG. Rows include Single-Family Detached, Single-Family Attached, Multiple-Family, Senior Housing, and TOTAL.

Background Information

In February 2012, Service Commitments were issued for 7 new housing units.

The column labeled “# Rem.” on the attached table shows the number of approved units remaining to be built in each subdivision.

Total numbers in this column increase as new residential projects (awarded Service Commitments in the new residential competitions), Legacy Ridge projects, build-out developments, etc. receive Official Development Plan (ODP) approval and are added to the list.

Respectfully submitted,

Barbara Opie
Acting City Manager

Attachment – Residential Development Report

ACTIVE RESIDENTIAL DEVELOPMENT

Single-Family Detached Projects:

| |
|--|
| Bradburn (120th & Tennyson) |
| CedarBridge (111th & Bryant) |
| Country Club Highlands (120th & Zuni) |
| Countryside Vista (105th & Simms) |
| Huntington Trails (144th & Huron) |
| Hyland Village (96th & Sheridan) |
| Legacy Ridge West (104th & Leg. Ridge Pky.) |
| Lexington (140th & Huron) |
| Meadow View (107th & Simms) |
| Tuscany Trails (95th & Westminster Blvd.) |
| Ranch Reserve (114th & Federal) |
| Savory Farm Estates (109th & Federal Blvd.) |
| Shoenberg Farms (72nd & Sheridan) |
| Various Infill |
| Winters Property (111th & Wads. Blvd.) |
| Winters Property South (110th & Wads. Blvd.) |

| Jan-12 | Feb-12 | 2011 YTD | 2012 YTD | # Rem.* | 2011 Total |
|----------|----------|-----------|-----------|------------|------------|
| 1 | 2 | 0 | 3 | 31 | 10 |
| 0 | 0 | 0 | 0 | 3 | 0 |
| 1 | 1 | 0 | 2 | 94 | 0 |
| 0 | 0 | 0 | 0 | 9 | 0 |
| 2 | 3 | 8 | 5 | 58 | 44 |
| 0 | 0 | 0 | 0 | 105 | 0 |
| 0 | 1 | 0 | 1 | 1 | 2 |
| 0 | 0 | 0 | 0 | 3 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | 0 | 2 | 1 | 19 | 14 |
| 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 24 | 0 |
| 3 | 0 | 2 | 3 | 33 | 9 |
| 0 | 0 | 0 | 0 | 10 | 0 |
| 0 | 0 | 0 | 0 | 8 | 0 |
| 0 | 0 | 0 | 0 | 10 | 0 |
| 8 | 7 | 12 | 15 | 408 | 79 |

SUBTOTAL

Single-Family Attached Projects:

| |
|--|
| Alpine Vista (88th & Lowell) |
| Bradburn (120th & Tennyson) |
| CedarBridge (111th & Bryant) |
| Cottonwood Village (88th & Federal) |
| East Bradburn (120th & Lowell) |
| Eliot Street Duplexes (104th & Eliot) |
| Highlands at Westbury (112th & Pecos) |
| Hollypark (96th & Federal) |
| Hyland Village (96th & Sheridan) |
| Legacy Village (113th & Sheridan) |
| South Westminster (East Bay) |
| Shoenberg Farms |
| Summit Pointe (W. of Zuni at 82nd Pl.) |
| Sunstream (93rd & Lark Bunting) |

| | | | | | |
|----------|----------|----------|----------|------------|-----------|
| 0 | 0 | 0 | 0 | 84 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 62 | 0 |
| 0 | 0 | 0 | 0 | 117 | 0 |
| 0 | 0 | 0 | 0 | 10 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 20 | 0 |
| 0 | 0 | 0 | 0 | 153 | 0 |
| 0 | 0 | 0 | 0 | 54 | 0 |
| 0 | 0 | 0 | 0 | 58 | 0 |
| 0 | 0 | 6 | 0 | 28 | 20 |
| 0 | 0 | 0 | 0 | 58 | 0 |
| 0 | 0 | 0 | 0 | 14 | 0 |
| 0 | 0 | 6 | 0 | 658 | 20 |

SUBTOTAL

Multiple-Family Projects:

| |
|--|
| Bradburn (120th & Tennyson) |
| Hyland Village (96th & Sheridan) |
| Mountain Vista Village (87th & Yukon) |
| Orchard Arbour Square |
| Prospector's Point (87th & Decatur) |
| South Westminster (East Bay) |
| South Westminster (Harris Park Sites I-IV) |

| | | | | | |
|----------|----------|-----------|----------|------------|------------|
| 0 | 0 | 0 | 0 | 233 | 0 |
| 0 | 0 | 0 | 0 | 54 | 0 |
| 0 | 0 | 0 | 0 | 144 | 0 |
| 0 | 0 | 40 | 0 | 244 | 300 |
| 0 | 0 | 0 | 0 | 24 | 0 |
| 0 | 0 | 0 | 0 | 28 | 0 |
| 0 | 0 | 0 | 0 | 6 | 0 |
| 0 | 0 | 40 | 0 | 733 | 300 |

SUBTOTAL

Senior Housing Projects:

| |
|--------------------------------|
| Covenant Retirement Village |
| Crystal Lakes (San Marino) |
| Legacy Ridge (112th & Federal) |

| | | | | | |
|----------|----------|----------|----------|-----------|----------|
| 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 7 | 0 |
| 0 | 0 | 0 | 0 | 91 | 0 |
| 0 | 0 | 0 | 0 | 98 | 0 |

SUBTOTAL

TOTAL (all housing types)

| | | | | | |
|----------|----------|-----------|-----------|-------------|------------|
| 8 | 7 | 58 | 15 | 1897 | 399 |
|----------|----------|-----------|-----------|-------------|------------|

* This column refers to the number of approved units remaining to be built in each subdivision.



WESTMINSTER

Staff Report

Information Only Staff Report
March 19, 2012



SUBJECT: 2012 Golf Course Fees
PREPARED BY: Ken Watson, Regional Parks and Golf Manager

Summary Statement

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

- Golf course and administration staff from the Parks, Recreation and Libraries Department and the City Manager's Office evaluate fees and policies utilizing survey data from local golf courses, usage/revenue reports and new marketing ideas to determine if the golf course fees or policies need to be adjusted. The purpose of this annual review is to assist with the goal of producing maximum revenue, offering competitive fees and providing exceptional guest service.
- Resolution No. 50, series 1993, adopted October 11, 1992, grants authority to the City Manager to adjust golf fees up to 10% annually and adjust other fee categories, such as cart fees and tournament fees, as necessary.
- Golf fees were last adjusted in 2011 with several categories being increased based on fee surveys and rounds reports.
- The 2012 golf fee adjustments that have been reviewed by the City Manager and approved will become effective April 1, 2012, unless otherwise directed by City Council.

Background Information

Staff begins the process of reviewing fees and policies in November/December each year. Fee surveys are conducted in January to help determine what other local golf courses are planning to do with their respective fees.

Staff also utilizes end of year reports that usually are available in January and February to assist with a thorough review of how the City's golf course fees, policies and marketing offers were successful during the previous year. After reviewing all data available, Parks, Recreation and Libraries golf course staff recommended the following changes/additions for 2012:

1. Increase the golf cart rental fees by \$1 for 18-hole play and a similar percentage adjustment for other cart rental fees, i.e., 9-hole, twilight, specials, etc. The new cart fee would be \$15 for 18 holes.

2. Decrease the twilight rate at The Heritage Golf Course at Westmoor from \$35 to \$30. Usage reports indicate the \$35 rate was not generating as much play compared to previous years. Legacy Ridge's twilight rate will remain at \$35 since their play number has not significantly changed.
3. Do not adjust any other fees. The survey data indicates other golf fees are competitive for the 2012 season.
4. Golf staff will offer a Family Play Package—Juniors (18 years and younger or still in high school) will play for free after 6 p.m. if playing with a paying adult. This program will be offered during the peak season (April 1 – Oct 31) seven days per week.

Other marketing plans include membership in the Denver Convention and Visitors Bureau advertising program to market tournaments and daily play opportunities to visitors to the metro area.

Staff is updating the www.golfwestminster.com Web pages to simplify the process to obtain information from the City's two golf courses. Staff is also increasing the number of newsletters on the golf courses "cyber golf" links and the Web pages. By using the cyber golf link, golfers can join the courses' SPIRIT Club and receive notification of special discounts, upcoming events, maintenance schedules, etc., via the e-newsletters, articles and e-blasts.

A few years ago, The Heritage Golf Course was featured on a television broadcast on the Altitude Channel called "Golf at Altitude." Legacy Ridge was featured on a similar video several years ago. Staff is negotiating a new video on the Altitude Channel for Legacy Ridge. If that is successful, Legacy Ridge would be featured on the TV show and the golf course would also receive DVDs that could be added to the Web site and included in tournament packets sent to prospective tournament organizers.

All of these programs make up Staff's ongoing effort to help with the goals of revenue production, guest satisfaction and high-quality golf course operations. This program meets the City's Strategic Plan Goal of "Financially Sustainable City Government Providing Exceptional Services."

Respectfully submitted,

Barbara Opie
Acting City Manager