



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: December 31, 2008

SUBJECT: Study Session Agenda for January 5, 2009

PREPARED BY: Steve Smithers, Acting City Manager

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

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

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

CITY COUNCIL REPORTS

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

PRESENTATIONS

1. Recommendations from the City's Green Team
2. 2008 Business Retention Visit Report (Attachment)

6:30 P.M.

EXECUTIVE SESSION

1. Discuss Strategy and Progress on Negotiations related to the Westminster Urban Center Redevelopment and provide instructions to the City's Negotiators as authorized by WMC 1-11-3(C)(4), WMC 101103(7) and CRS 24-6-402(4)(e)

INFORMATION ONLY ITEMS – Does not require action by City Council

None at this time

Additional items may come up between now and Monday night. City Council will be apprised of any changes to the Study Session meeting schedule.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachment – Minutes for the December 15, 2008 Study Session



Staff Report

City Council Study Session Meeting
January 5, 2009



SUBJECT: Recommendations from the City's Green Team

PREPARED BY: Rachel Harlow-Schalk, Environmental and Administrative Services Officer

Recommended City Council Action

City Council is requested to hear a presentation on the short-term and long-term goals in the "Green Plan" recommended by the City's Green Team.

Summary Statement

- On October 8, 2007, City Council approved the signing of the U.S. Mayor's Climate Change Agreement. By signing this agreement, the City affirmed its support for a number of environmental efforts.
- In April 2008, City Council revised their Strategic Plan goal of "Beautiful City" to "Beautiful and Environmentally Sensitive City." Later that month, the City Manager announced the creation of a City employee environmentally-focused task force known as the Green Team.
- The Green Team was given the responsibilities of increasing employee awareness on how employees can implement environmentally sensitive practices in their daily activities, making recommendations on practices to reduce the impact of City operations on the environment, serving as a resource to City departments in their efforts to adopt more environmentally sound approaches to their operations, and educating the community on the City's current and new greening efforts. Employees were also asked to submit their ideas on how the City can be greener. The eighteen-member Green Team is comprised of staff from every City department.
- Between June and October 2008, the Green Team educated themselves on current environmentally-friendly practices at the City, participating in training to better understand the breadth of issues and requesting the input of subject matter experts to provide recommendations on how the City can be greener. Based on this work, the Green Team recommended that in the short-term, environmentally-oriented practices be adopted by all departments and identified goals for a long-term Green Plan.
- Staff from Environmental Services along with fellow members of the Green Team will be at the Study Session to provide a presentation on the Green Team recommendations.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

Does the City Council support the City's employee task force recommendations for short and long-term goals to address environmental-related issues facing the City organization and the community?

Alternative

City Council could decide not to support or could modify the recommendations of the Green Team. Staff is open to Council's input and will incorporate any changes or additional ideas that Council directs Staff to pursue.

Background Information

The City has had a long standing commitment to adopting measures that mitigate the impacts that the City organization and the community have on the environment. Some of the examples of these practices are preservation of open space and creation of bike and pedestrian trails, retrofit of existing City facilities to significantly increase energy efficiency and reduce gas emissions, ongoing citizen environmental education programs promoted by the Environmental Advisory Board, promotion of recycling efforts both in the community and at all City facilities and monitoring of all City operations to ensure compliance with Federal and State environmental regulations.

Steps that the City Council has taken to further establish the City's environmental leadership role are its approval of the US Mayor's Climate Protection Agreement in 2007 and its inclusion of the goal of Beautiful and Environmentally Sensitive City in the City's Strategic Plan.

During the past year, the City undertook another step in its efforts to promote environmentally sensitive practices with the creation of a City employee Green Team. The Green Team was given the responsibility of heightening the awareness of employees on how they can implement environmentally sensitive practices in their daily activities, making recommendations on practices to reduce the impact of City operations on the environment, serving as a resource to City departments in their efforts to adopt more environmentally sound approaches to their operations and educating the community on the City's current and new greening efforts.

The Green Team is comprised of representatives from every City department. The Green Team members are:

City Manager's Office – Public Information Officer Katie Harberg

City Attorney's Office – Assistant City Attorney II Jane Greenfield

Community Development – Open Space Coordinator Heather Cronenberg, Economic Development Specialist John Hall, General Building Inspector Glen Matthewson, Planning Technician Brian Potts, Management Intern I Chuck Trout

Finance – Financial Analyst Rachel Kammerzell

Fire Department – Fire Marshal Gary Pedigo, Fire Paramedic Scott Wilmes

General Services – Fleet Manager Jeff Bowman, Facilities Manager Jerry Cinkosky, Environmental and Administrative Services Officer Rachel Harlow-Schalk (chairperson), Environmental Analyst Carey Rangel

Information Technology – Software Engineer II Brent Lyon

Parks, Recreation & Libraries – Park Supervisor Rod Larsen

Police Department – Senior Police Officer Joel Kennedy

Public Works & Utilities – Water Quality Administrator Mary Fabisiak, Laboratory Analyst Brian Donahue

The first meeting of the Green Team took place on June 2, 2008. Prior to this meeting, members had been sent a number of other cities' environmental plans to review. The Team immediately felt they

did not have enough information to create a plan for Westminster, but were able to create the following mission statement:

Lead an ethic of waste reduction and foster environmentally sensitive practices to change behaviors personally, operationally and within the community.

Between June and October 2008, the Green Team educated themselves on current green practices at the City, participating in training to better understand the breadth of issues and requesting the input of subject matter experts to provide recommendations on how the City can be greener. Staff requested presentations on the City's energy audit, recycling in the community and in City buildings, Building Code requirements, Open Space Program operations, economic development impacts on greening, flexible employee scheduling, water quality, air quality and a presentation from the City of Fort Collins on their Sustainability Program. Every presentation was provided by subject matter experts who also provided feedback on how they felt the City could be greener.

When the Green Team first began, seventeen ideas on how the City could be more green had been submitted. To date, over 160 ideas have been submitted by employees Citywide. Staff were able to implement some ideas including a new contract for City facility trash collection, the testing of a "no trash can" program in offices and a fuel conservation/idling policy. However, to encourage further creativity of employees and possibilities for the many ideas, the Team requires a short-term and long-term plan.

In November, the Green Team formulated short-term and long-term plan recommendations that were provided to the department heads. The department heads provided feedback and the following short-term policy has been recommended for adoption by all departments:

Daily, employees will make every effort to seek out information on and implement ways they can:

- protect and preserve natural resources;
- educate themselves on environmental sustainability practices at work and at home;
- and
- partner with the community to become more environmentally sustainable.

Within this short-term policy, the Green Team can work with employees to evaluate and implement green ideas submitted by employees. Specifically, to protect and preserve natural resources, ideas focusing on reduction of the City's operational reliance on petroleum products will be implemented. City offices will discontinue the use of styrofoam products, stop the sale and distribution of drinks in plastic bottles (not including plastic reusable drink containers) at events and in buildings and all City departments will be challenged, wherever possible, to match the previous year's fuel consumption in City vehicles.

Employees will also be asked to take it upon themselves to learn about environmental sustainability practices at work and at home. We know that The Green Team cannot implement green practices alone—all employees must participate. The Green Team will create a universal education program on recycling to be made available at every facility. Currently, there is no one universal recycling system for all facilities; and at some facilities, staff must transport their recyclables to collection containers. All employees will also begin to implement a message at the end of every email similar to "please consider the environment before printing this email" to help remind them of the importance of not wasting natural resources. Further exploration of forms and other documents that can be made electronic will be undertaken.

The City will also increase its partnership with the community to become more environmentally sensitive. The Department of Community Development will support a fast tracking program for development projects seeking LEED (Leadership in Energy and Environmental Design) certification

or equivalent. Remedies will also be employed for projects that do not receive appropriate certifications since most occur after construction is completed. Educational efforts will be implemented to emphasize the City's current greening practices, collect information on Westminster businesses employing green practices and inform the community on how to build green including cost savings ideas.

The long-term action plan the Green Team recommends establishes the following goals:

- Protect areas within the City as green space;
- Aggressively pursue increased use of renewable energy resources in City facilities where possible;
- Revise City Codes to support community waste reduction; and
- Educate the community on how they can be more environmentally sensitive.

The Green Team stresses the importance of ensuring that current green practices incorporated in the Green Plan include incorporation of the City's current goal of protecting at least 15% of the City's land area as Open Space. This Plan will also work to maintain the current 33% of land area that is green space. Green space includes Open Space, parks, golf courses and private land holdings including Hyland Hills, homeowner association common areas and school open areas.

City facilities currently receive 84% of energy from non-renewable energy sources (coal and natural gas). The long range plan calls for Staff to aggressively seek out cost effective renewable energy sources to support City facilities and operations. Additionally, under the Team recommendations for long-term goals, all new municipal buildings would be required to achieve energy efficiency and environmental sensitivity comparable to LEED certification. Proactive green operations and building will help the City lead greening in the Westminster community.

Solid waste collection and the recycling of materials within Westminster continues to be a struggle. There are currently seven licensed trash haulers, all of which are required to provide recycling to residential customers. The actual rate for trash disposal, diversity of recycling and system for collection are not universal. Homeowner associations are considered businesses and can choose not to provide recycling to their residents. Residents in multi-family areas and businesses are not required to have recycling services provided. In the long-term plan, Staff would like to engage stakeholders and make recommendations to change the Code to provide incentives for recycling as part of the trash collection services in Westminster. Any changes to the Solid Waste Code will obviously need to take into account the overall market for recycled materials and the economic feasibility of mandating recycling for specific materials.

Staff will review other changes to the City Code that will support citizen waste reduction, including landscape regulations encouraging techniques that minimize water use. Staff will also be exploring a Bicycle Master Plan that would be integrated within the streets transportation plan. City Council will be asked to continue adoption of the International Energy Conservation Code efficiency standards for new residential and commercial construction. These international standards continue to tighten energy efficiency requirements and it is anticipated that by 2012 these requirements will have become 30% more restrictive than they are today.

The recommended Green Plan will also incorporate a full educational effort to partner with businesses, recognize those businesses that employ green practices, educate the community on green businesses and identify how the City can accept donations to support the City's green efforts. Staff will add to the Residential Service Commitment Competition to maximize sustainable development practices. The Plan will also require the engagement of education and outreach stakeholders like the Environmental Advisory Board, the Open Space Board and the Parks, Recreation and Libraries Board.

Because no one office can successfully implement the Green Plan, identification of shared responsibilities for success will be identified in the Plan. For example, the staff liaisons to the Environmental Advisory Board, Open Space Board and Parks, Recreation and Libraries Board will be requested to communicate with their respective boards on education activities and deliver feedback to the Green Team. Monitoring the successful implementation of the short-term policy and long-term Green Plan will be completed through the City's current performance measurement program with data collection baselines established for the year 2008.

By supporting a proactive Green Plan, City Council will support their Strategic Plan Goal of Beautiful and Environmentally Sensitive City and specifically the objective to have energy efficient, environmentally sensitive City operations. Values-driven buying is an ever growing trend, even with the poor economics of today. Mega Trends 2010 identifies the values-driven consumer who seeks out companies that match their value systems. In Westminster, six of the seven major retailers have environmental sustainability practices in their marketing. Clearly, Westminster retailers seeking consumers see the need for communicating green practices in order to gain sales. In 2008, the Green Building Survey on development found that corporations are willing to pay on average 4% more for LEED certified buildings and one in four developers have found favorable financing terms for green projects. There has also been a growing national focus on energy and environmental stewardship, including the incoming Presidential Administration's focus on investment in alternative energy and Colorado's New Energy Communities Initiative. By being proactive, Westminster will be poised to capture grants, resources and information that will support green practices.

Staff from Environmental Services and other members of the Green Team will be at the Study Session to provide a presentation on the Green Team recommendations.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager



WESTMINSTER

Staff Report

City Council Study Session Meeting
January 5, 2009



SUBJECT: 2008 Business Retention Visit Report

PREPARED BY: Becky Chandler, Economic Development Specialist

Recommended City Council Action

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

Summary Statement

The goal of the Business Retention Visit Program relates directly to Goal #3 of the City's 2007-2012 Strategic Plan, which calls for *building a balanced, sustainable local economy through retention and expansion of current businesses.*

Over 60 businesses were visited during the 2008 retention visits. The businesses interviewed include Westminster's primary employers, major employers, and non-retail businesses with the exception of the City's anchor retailers.

Economic Development staff has prepared a report that identifies the goals and objectives of the City's Business Retention Visit Program, reviews the trends and issues that were recognized during the visits, and makes recommendations based on those results.

Staff will present during Study Session to review the report with City Council.

Expenditure Required: \$ 0

Source of Funds: N/A

Policy Issue

Should the ED staff incorporate recommendations from the report into the City's Economic Development efforts?

Alternatives

- Accept the report and recommendations as submitted.
- Provide alternative suggestion to the recommendation contained in this report.

Background Information

In 1990, the City initiated a Business Retention Visit Program. The creation of this program was based on the well-documented results of business retention programs across the country, which indicates that strong relationships with the business community can lead to greater economic development success and more effective economic development and planning strategies. Historically, Westminster Economic Development staff has utilized information gathered from the visits for fine tuning the Existing Business Services Program

Economic Development staff and members of the Business Advisory Group will be in attendance at the January 5, 2009 study session to present the Business Retention Report to Council.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachment

2008 BUSINESS RETENTION VISIT REPORT



WESTMINSTER

City of Westminster
Economic Development Office
December 2008

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PROGRAM BACKGROUND

In 1990, the City initiated a Business Retention Visit Program. The creation of this program was based on the well-documented results of business retention programs across the country, which indicated that strong relationships with the business community can lead to economic development success and more effective economic development and planning strategies. Studies continually show that as much as 80% of new jobs in a community are generated by the growth and expansion of existing businesses.

The following report identifies the goals and objectives of the City of Westminster Business Retention Visit Program, describes the 2008 retention visit process, summarizes the 2008 trends and issues that were identified, and makes recommendations based on those results. A list of the businesses visited, the interview questions posed to businesses, and consolidated responses are included in the appendices of this document.

PROGRAM GOALS

The goal of the Business Retention Visit Program relates directly to Goal #3 of the City's 2007-2012 Strategic Plan, which calls for *building a balanced, sustainable local economy through retention and expansion of current businesses*. The program also supports the Mission Statement of the Economic Development Office, which is to *create and maintain a vital economy and sustainable community through retaining and expanding business, promoting the city, and preparing for the future*. The objectives of the Business Retention Visit Program include the following:

- Keep businesses from relocating to other areas outside of the City
- Ensure that the needs of local businesses are heard and addressed
- Better understand the City's business environment and the perceptions of doing business in Westminster
- Assist businesses with expansions, which add new jobs
- Help businesses survive economic difficulties
- Express appreciation to business for choosing to locate and to stay in Westminster
- Explore new ideas from the local business community
- Create and maintain mutually beneficial relationships with local businesses
- Educate local business about projects and activities in the City
- Increase Westminster businesses competitiveness in the wider marketplace

RETENTION VISIT PROCESS

Of the 120 businesses selected for visits in 2008, 62 interviews were completed, 10 interview appointments have been postponed to 2009, 44 businesses declined visits or did not respond to Staff's meeting requests, two businesses moved out of Westminster, one is out of business and one business sold. Please see Appendix I for a list of the businesses that were visited in 2008. The total number of visits completed in 2008 is significantly higher than the number of completions in previous years.

The summary and compiled responses that follow are intended to provide a general sense of the issues and concerns of the business leaders that were visited. As in previous years, the 2008 retention visits focused on primary and major employers, and non-retail businesses with the exception of the City's anchor retailers. Criteria for selecting businesses to visit in 2008 included the following:

- Businesses that are considered Westminster's primary employers
Primary Employer: a business that provides the main source of economic growth for the community by delivering more than 50% of their revenue from outside the City of Westminster.
- Businesses that are considered Westminster's major / largest employers
Major Employer: a public or private employer that employs 100 or more full-time employees at a single worksite.
- Non-retail businesses
- Westminster's anchor retailers

City interview teams met with the chief executive officer, business owner, or senior representative from the businesses visited. In most cases, the interview teams are composed of one member of the City's Management Team (CMT) and one member of the City's Business Advisory Group (BAG). Members of City Council are invited to attend most retention visits. Interviewers are provided with a list of questions and issues to address over the course of the interview, and then report on the responses gathered. Please see Appendix II for the interview questionnaire. The businesses' responses are the basis for this report.

Although the interviewing process is the primary method of obtaining information from businesses and gaining insight into the business environment, thorough follow-up is critical to successful relationship building. In the instances where follow-up was appropriate, the CMT representative who conducted the interview coordinated with the Economic Development Office to ensure that the follow-up tasks were properly assigned. The Economic Development Office staff maintains a master list of follow-up tasks in order to facilitate and ensure thorough follow-up.

SUMMARY OF 2008 RESULTS

The 2008 retention visit reports were reviewed for recurring themes and the issues surrounding these themes were examined and compiled for this report. Please note that the interview process is structured as a method to gather information and is not intended to be a survey from which a statistically valid sample could be generated. Below are summaries of the responses gathered, please see Appendix III for a compiled listing of responses.

- Most notable in this round of retention visits is the ominous outlook on general economic recovery.
- Of the 62 responses gathered, 32 indicated positive revenue growth, 19 indicated they were in a growth phase with regard to physical space, and 24 indicated they were increasing staff size.
- The struggling economy and the distressed residential market/construction were noted as the primary barriers to growth.
- The strength of the US 36 Corridor and hospitality development on Church Ranch Boulevard were identified as positive trends for the businesses interviewed.
- The negative trends identified by businesses were reflective of the national market; weakened economy including mortgage, housing, and banking industries, high energy prices, additional federal certifications, and slow retail activity and development.
- Many businesses interviewed had planned transitions in their executive-level management. Additionally, three businesses interviewed were acquired within the last year.

- One-half of the businesses interviewed saw little changes to their customer base while slightly less than one-half expanded into new markets or experienced growth in their base.
- Community Development, Fire, City Manager's Office, and Police Department were the City departments who had the most contact with businesses interviewed.
- Most comments on where the City is doing well were with regard to various Community Development efforts, Parks, Recreation, and Libraries, and the Police and Fire Departments.
- Comments on areas where the City needs improvement were varied. Some areas that were identified were improved public transportation, inconvenience of road construction, graffiti removal efforts, improved telecommunications, revitalization efforts, and more efficient fire inspection process.
- Comments on how the City can assist businesses were focused primarily on assistance in business to business networking, continued retail development, and continued communications from the City (such as business retention visits).
- Recommendations regarding the types of businesses the City should attract include hospitality, high tech, medical device and retail.
- Most capital improvement suggestions dealt with improvements to City roads. It was recommended that the City continue pursuit of Westminster Mall redevelopment. Other capital improvement recommendations include telecommunication improvements and a reduction in property taxes.
- Comments regarding telecommunications and technology issues were primarily positive; however, some businesses were dissatisfied with the quality, availability, and timeliness of Qwest's services. Two businesses commented on the quality and inconsistency of Xcel's power supply.
- Employees for the majority of businesses interviewed live in Westminster, Broomfield or Denver.
- Half of the businesses communicated that employees receive specialized training.
- A small number of businesses (less than 10) expressed difficulty recruiting employees.
- A small number of businesses (less than 10) have employees that rely on public transportation.
- Twelve of the businesses interviewed have relocation/expansion plans between now and 2011. Most have expiring leases and follow-up has been assigned to economic development staff to assist these businesses.
- Businesses interviewed identified current global business activity mainly with Canada and European countries.
- There were 15 recommendations for potential Business Advisory Group representatives when vacancies occur.

2008 RECOMMENDATIONS

The following recommendations are based on the information gathered via the interviews and observations regarding the purpose of the Business Retention Visit Program.

BUSINESS SPECIFIC RECOMMENDATIONS

It is recommended that the City maintain close contact with businesses that were acquired by non-local entities, experienced significant changes in management or business structure, as well as businesses that indicated potential relocation, expansion, or contraction. A number of these businesses and their individual circumstances are discussed below:

- # 2047401: Their lease expires in two years. They expressed that they would like to stay in the current location but will be looking for competitive space. The City ED staff should maintain contact with the business and provide assistance in identifying relocation options within the City.
- # 2391901: The parent company is looking to cut costs, their lease will expire in 2010 and they will be looking for competitively priced space. The City ED staff should maintain contact with the business and provide assistance in identifying relocation options within the City.
- # 1479001: The business is expanding as they “go along.” As they continue to expand, they will be considering growth into more of their current space. The City should maintain the relationship with this business and assist when needed in their on-site expansion.
- # 1058801: Relocation is being considered due to the anticipated noise of FastTracks trains. The studio is investigating alternative locations. City ED staff should contact the business to offer assistance in their Westminster relocation considerations.
- # 2775001: The business will be looking for new space within the next 12 months due to expansion and the high price of rent in their current location. The company representative mentioned more warehouse/industrial space will potentially be needed. City ED staff should contact the business to offer them assistance as they consider relocation within the City.
- # 2729101: The company needs to be out of their current location by 2011. They are looking to stay in Westminster. City ED staff should contact Cushman Wakefield (representing company) to open the line of communications prior to the relocation. City ED staff should maintain contact with the local office to offer relocation assistance within the City.
- # 2419301: The company has had a management reshuffling over the last year and has recently filed for chapter 11 bankruptcy. City ED staff should maintain contact with the business through their restructuring.
- # 2232901: The company mentioned that they “might” need more space in the future. As one of the state's strongest bioscience firms, the City ED staff should follow-up with them to offer expansion assistance to keep them in the City.
- # 2283101: The business is looking at the possibility of expanding into neighboring business suites. City ED staff should contact them to gather more information relating to the expansion.
- # 2626501: They are seriously considering closing the store. ED staff should make immediate contact with them to offer assistance.
- # 2729501: The company reported no current changes but shared that there is disharmony among stock holders and board members about the current management. ED staff should follow-up in 2009 to get status on the situation.
- # 1179101: The company will be considering expansion in an estimated two years. City ED staff should maintain contact with the business and provide assistance as needed.

- # 1025001: The business requested that we review how we charge use tax on computer equipment that is brought into the Westminster facility only to be shipped to other locations. In efforts to retain, ED staff should research what can be changed in taxation on computer equipment. The company stated that Westminster is the only location in their operations that assesses the tax this way. A meeting with the City Sales Tax Administration and the business should be arranged to discuss the matter.

INDUSTRY NETWORKING

Several businesses interviewed expressed interest in business-to-business networking opportunities with other businesses in the City or among their industry.

- Incorporate industry clustering into the overall strategic plan of the ED office. Local businesses within those clusters should be invited to periodic meetings, hosted by ED office, to discuss the current position and the future of the industry(s). These industry cluster meetings will help ED staff identify how to better serve these cluster industries while encouraging communications and synergy among them.
- Incorporate networking opportunities targeted for specific industries. Recommendations from the 2008 Business Appreciation Event identified 5-minute networking with a targeted approach. ED staff plans to incorporate this into the 2009 event.

BUSINESS RESOURCES

- Many businesses identified the weak national market as having a negative impact on their business. Information should be included in newsletter communications that provides resources specific to helping businesses survive the difficult economic times. Resources should include: business counseling, and financial and technical assistance.
- 23 businesses communicated international business functions. International resources should be included in newsletter communications so that businesses are aware of the trade and state associations available to assist them in their global ventures.

BUSINESS RECRUITMENT

- Hospitality, high tech, medical device, and retail businesses were identified as industries that the City staff should actively attract to Westminster. ED staff should incorporate these comments into recruiting efforts and consider in the overall strategic plan.

LABOR FORCE

- A small number of businesses communicated difficulty recruiting employees locally. It is recommended that the ED staff incorporate updates from the local workforce center into the monthly newsletter. ED staff should identify those businesses that expressed difficulty and contact them to connect them to the local workforce center.

INFRASTRUCTURE

- Identify those businesses experiencing problems with services and encourage Qwest to enhance the availability and quality of services for area businesses.
- Identify those businesses experiencing problems with services encourage Xcel to enhance the availability and quality of services for area businesses.

ADDITIONAL RECOMMENDATIONS

- Businesses identified public transportation, road construction, graffiti removal, telecommunications, revitalization efforts and fire inspection process as areas where the City

needs improvement. ED staff will communicate with the proper City divisions to ensure the suggestions are heard.

- Businesses communicated the following capital improvements: improvements to City roads, continued pursuit of the Westminster Mall redevelopment, improved telecommunications and reduction in property taxes. ED staff will review capital improvement suggestions and take appropriate action.
- Economic development staff maintains a master list of follow-up tasks. It is recommended that ED staff strictly track these follow-up items to ensure that the tasks are completed.

CONCLUSION

The goal of the Business Retention Visit Program relates directly to Goal #3 of the City's 2007-2012 Strategic Plan, which calls for *building a balanced, sustainable local economy through retention and expansion of current businesses*.

62 business retention visits were completed in 2008. Several recommendations were made as to how to address the concerns that arose from this year's round of visits. Next steps taken will be to complete follow-up where not yet done and to have staff review these recommendations, and consider where action needs to be taken or policy changes need to be considered.

Economic development staff will approach the 2009 Retention Visit process with more aggressive goals concerning the number of businesses visited. The goal for 2009 should be an increase from 2008.

APPENDIX I: BUSINESSES SELECTED FOR 2008 RETENTION VISITS

3COM Corporation	Visited
Accent Windows Inc.	Visited
Activant Whlsl Dist Sltns Inc.	Visited
ADS Alliance Data Systems	Visited
Allos Therapeutics Inc.	Visited
Alpine Lumber Company	Visited
Amer Inst of Prof Geologists	Visited
Anthony's Pizza & Pasta	Visited
Applegate Group Inc	Visited
Art-O-Graph Publications	Visited
Avanquest Software USA Inc	Visited
Avaya Inc.	Visited
Ball Corporation	Visited
Biogenesis LLC	Visited
BJ's Restaurant & Brewhouse	Visited
Bonefish Grill	Visited
Bornengineering	Visited
Camp Stone Company	Visited
Cleasby Mfg of Denver	Visited
Cobb Associates Inc.	Visited
Colorado Litho Inc.	Visited
Colorado Sound Studios	Visited
CPS Distributors Inc.	Visited
Derryberry Audio Inc.	Visited
Digital Info Security Company	Visited
Dillard's	Visited
Energy Emplys Resource Center	Visited
Ergonomic Design Inc.	Visited
Evergreen Natural Products Inc.	Visited
Flatline Audio	Visited
G Baker Steeves Corp	Visited
Global Crossing	Visited
Hacienda Colorado	Visited
Halt & Hass Systems Inc.	Visited
Hunter Company Inc.	Visited
Hurt Machine & Tool Inc.	Visited
IDEXX Veterinary Services Inc.	Visited
Isotec Inc.	Visited
JC Penney Corporation #2876-1	Visited
JC Penney Corporation #2160	Visited
Joseph M Fortunato CO	Visited
Kaiser Medical Sheridan	Visited
KD Kanopy Inc.	Visited
Kirmeier Laboratories Inc.	Visited
LGS Innovations - Lucent Technologies Inc.	Visited
Linear Medical	Visited
Lynx Aviation	Visited
Macy's Dept Stores Inc. (The Orchard)	Visited

Macy's Dept Stores Inc. (Westminster Mall)	Visited
Melco Industries Inc.	Visited
Microtek	Visited
Nexgen Technologies Inc.	Visited
Octagon Systems Corp	Visited
Pro Forma West LLC	Visited
Project Time & Cost Inc.	Visited
Protogenic Inc.	Visited
Regus Management Group LLC	Visited
Romano's Macaroni Grill	Visited
Sears Roebuck & Co	Visited
Specialty Enterprises Inc.	Visited
Sun Edison	Visited
Tri-State Generation & Trnsmsn	Visited

Completed Visits	62
Declined Visits	44
Postponed to 2009	10
Moved Out of Westminster	2
Went Out of Business	1
Business Sold	1

Appendix II – Interview Questions

A. State of the Business

- 1.Sales/ performance (circle one):
 - a.Positive
 - b.Negative
 - c.No change
- 2.Is the company growing/retracting/not changing in the last year in terms of:
 - a.Revenue
 - b.Physical Space
 - c.Employees
- 3.If not growing, what are your barriers/challenges to expansion?
- 4.National ties/business: Yes No
- 5.International ties/business:Yes No
 - a.Comments on national or international ties:
- 6.Have there been any recent changes in ownership or management in the company? Comments:
- 7.Positive or negative trends occurring that may affect the business locally or beyond Westminster?
- 8.Has the customer base changed in recent years? If so, how?
- 9.Identify the top issues that are most important to the success of the company:

B. Contacts with the City

- | | | | | | |
|---------------------|-----|----|-----------------------|-----|----|
| 1.City Attorney | Yes | No | 9.IT | Yes | No |
| 2.City Clerk | Yes | No | 10.Library | Yes | No |
| 3.General Services | Yes | No | 11.Courts | Yes | No |
| 4.Fire | Yes | No | 12.Parks & Recreation | Yes | No |
| 5.City Council | Yes | No | 13.Police Department | Yes | No |
| 6.City Manager | Yes | No | 14.Public Works Admin | Yes | No |
| 7.CD/Plng/Bldg/Engr | Yes | No | 15.Street Crews | Yes | No |
| 8.Finance | Yes | No | 16.Water Crews | Yes | No |

C. How is the City Doing?

- 1.Comments about where City is doing well:
- 2.Comments about where City needs improvement:
- 3.Comments about how the City can assist businesses:
- 4.Companies that the City should attract (specific companies or general types of business):

5.Suggested capital improvements:

6.Comments on adequacy of access to high-speed service or other technological problems:

D. Labor & Employees

1.Current average # of FTE employees:

2.The top 3 cities where most employees live:

3.Do significant #s of employees use public transport? If so, any issues?

4.Do employees get specialized training?

5.Is it difficult to recruit employees?

E. Relocation, Expansion, Contraction Plans

1.Relocation plans in the next 24 months? Comments:

2.Plans to contract or expand in the next 24 months? Comments:

F. BAG

1.Is this business a good candidate for the BAG group when there is a vacancy? Name and contact information of recommended candidate:

APPENDIX III – COMPILED INTERVIEW RESPONSES & DATA SUMMARY

It should be noted that the responses compiled in this section of the report are a summarization of the original retention visit reports filed.

A. State of the Business

1.Sales/ performance:

Total number of responses: 60

a.Positive:..... 31

b.Negative:..... 13

c.No change:.....16

2.Is the company growing/retracting/not changing in the last year in terms of:

	Growing	No Change	Retracting
<i>Total number of responses</i>	28	17	16
Revenue	27	17	15
Physical Space	11	17	0
Employees	16	17	6

3.If not growing, what are your barriers/challenges to expansion?

Total number of responses: 41

- Gas and energy prices are a major problem.
- The business growth is occurring however not at this location.
- The lack of growth in the residential construction industry is preventing multiple businesses to grow.
- Multiple businesses are affected by the weak national economy and some have implemented hiring freezes.
- The U.S. market is fairly saturated. Growth is coming from Europe and South America.
- The current state of private development has caused a minor negative performance over the past year.
- Lack of strong local arts community.
- The national retail market and decline of Westminster Mall.

- Business lost big account to company who outsources and had to layoff.
- The price of the essential oils used to produce product has increased.
- Internal issues going on that have put them in a challenging financial position.
- The most significant barrier to growth is low-quality imports.
- Increasing number of uninsured.
- Business financing is the biggest barrier.
- Lack of growth in the medical device industry.
- Lack of quality labor.
- Challenges associated with developing additional power generation capacity in the face of increased environmental concerns.

4.National ties/business: 47

5.International ties/business: 23

Comments on national or international ties:

- Business dealings in Canada and Belgium.
- International only includes Canada.
- Their parent company is located in Paris, France.
- Business owns container plants in a number of European countries and has recently opened a plant in Brazil. They are looking at expanding into India, Poland, Russia, & China.
- Products are distributed through a network of distributors around the world.
- Have sold minimally in Canada. Cost of travel is limiting to a small business.
- Most customers are from throughout the world and the company originated in Canada.
- They sell their equipment worldwide currently but believe they need to narrow their efforts to a more regional and local focus.
- Corporate facilities world wide.

- Suppliers of raw materials and dealers around the world.
- Company is a manufacturer of custom made medical tables and devices with a national and international customer base.
- Parent company in Switzerland. 40% of business international, 60% domestic.
- 20 of 65 total employees are located in Pakistan.
- Russian contractor doing 35% of their business.
- UK based company with over 900 locations in 400 cities in 70 countries.
- In contract to support network functions with the government of Thailand.
- Much of their equipment now comes from overseas. They are forced to purchase electricity from other sources nationally when they do not have sufficient generating capacity.

6. Have there been any recent changes in ownership or management in the company?

Total number of responses: 27

- Complete management shuffling in the last 12 months. Significant internal issues "that needed to be dealt with."
- No change in management
- Planned transitions in executive-level management.
- Went from a publicly traded company to a privately held company.
- Efforts are underway to replace executives.
- New staff brought in to do some restructuring in efforts to make business more profitable.
- The business is an independent and wholly-owned subsidiary of larger North American operations.
- New director of sales.
- Business acquired by larger firm in 2008.

7. Positive or negative trends that may affect the business locally or beyond Westminster?

Total number of responses: 56

- The economy and energy prices are having major negative impacts.
- Decrease in business due to slow residential construction.
- There is limited day time population. Weekend traffic is the best. They are working hard to generate more opportunities.
- No comment
- Though the business saw declines in revenue after 9/11, the sales have been trending upward since.
- Sees the new hotels coming to Church Ranch Boulevard as very positive.
- Roofing markets are changing due to environmental compliance issues and the "Green Movement", especially with regard to asphalt roofing and application. Moving from asphalt to newer reflective systems to improve energy efficiency.
- There is a movement to have press shops all be certified under a green certification program.
- Clients wanting professionally recorded work. Weak national economy.
- Economy and Energy prices are both negatives. Expect to see improvement in mid-2009.
- Lack of passing legislation for ergonomically safe business equipment requirements is a negative trend.
- The increased demand for vegetable oil as an alternative fuel adversely affected the essential oils commodities market.
- Difficulty gaining access to capital.
- Local crime, including dumping, graffiti, theft rings, chop shops, and drugs.
- Growth is dependent on the growth of clients needing medical testing for animals.
- National retail trends which have been negative have generally affect sales.
- New positive culture in the workplace.
- Business is up 10% over last year. Increase in business as companies increase their marketing during an economic downturn.
- Fuel, economy and competition.

- They expect that the store will see sales increase as the shopping center is further completed and more development occurs in the area.
- The down turn of the Westminster mall is having a very negative affect. They have seen significant sales declines over the past years.
- The national economic downturn has affected overall business.
- Upcoming new programs that will assist the company with growth.
- Positive trends for the future, involving mergers and acquisitions.
- Government contracts keep the company busy.
- The current strength of activity in the US 36 corridor has positively affected business.
- Parent company filed for bankruptcy protection in July 2008 and worry that it may lead to local closing.
- None
- They foresee the future as bright since they provide security for computer networking.
- The difficulty of getting new generation plants permitted and built has the industry in a state of turmoil.

8.Has the customer base changed in recent years? If so, how?

Total number of responses: 58

- Fewer customers in the current economy.
- Want to maintain a diverse customer base so they are constantly looking for opportunities.
- No change
- They recently picked up business in routers. Because more families are using multiple computers and internet connections, they are providing a software solution to provide multiple routers within each household.
- Previously mentioned European, Asian and South American expansion.
- New lines of roofing products being explored that are more energy efficient and meet "green" standards.
- Many clients who have home studios have started to seek out professional assistance to achieve a recording quality they are unable to obtain in their home set up.

- No longer supplying local retail outlets like Bed, Bath and Beyond, and King Soopers because of their inventory practices. He found it impossible to make a profit with their national regulations.
- Business is repositioning to offer higher end products that are in demand by higher income customers. They cannot compete with the less expensive product due to overseas competition.
- Customer base is expected to change in August 2009 when a new store opens locally.
- The customer base is growing as the shopping center continues to fill out.
- More diverse member group - more Hispanic and Southeast Asian members.
- Bookings are down.
- Local competition results in a decrease of customers.
- Have approached federal contracts rather than local.
- Current customer base includes domestic major medical centers including; Denver, Salt Lake, SF Bay Area, Southern California, Minnesota, Texas and the East Coast.
- They are getting ready to start focusing on colleges and educational institutes that never saw the need for the security until now.
- The customer base continues to grow as does the general demand for electricity.

9. Identify the top issues that are most important to the success of the company:

Total number of responses: 55

- They have a significant investment in their building and equipment that is currently significantly underutilized. They need to grow their market in the next 12 months or they will face some tough decisions about possibly downsizing.
- The customers and employees are the most important to their success. They believe that the employees are very valued and as a result they are motivated to create and expand.
- There is a very large turn over rate with employees. Having the ability to advertise job openings will contribute to success.
- No comment
- Increased office development and installation of better telecom services.
- Government contracts

- None identified
- Recognition within the technical community.
- Developing new products for both the domestic and foreign markets.
- Negative Economic Conditions will have affect on the success of the business.
- Healthy residential/commercial development activity.
- Level of construction and level of taxation.
- The top issue that is most important to the success of the company is residential construction.
- Printing activity.
- Expanded arts community. Quiet facility location.
- The weather – main product is irrigation equipment. Attracting qualified workers. Economic improvement and stabilization of oil prices.
- Finding ways to affordably and effectively advertise and market services to a broader clientele within and outside Westminster.
- Increased marketing opportunities.
- Redevelopment of the Westminster Mall.
- Education on ergonomics. Participation in trade shows and developing a personal relationship with clients.
- Business to Business communications increase in the past two years.
- The economy and employment growth.
- Ability to control overhead costs. Access to competitive data communication services.
- Local and national clients that utilize medical testing for animals.
- Finding a building with appropriate size for growth.
- The most important factor is the overall vitality of the Westminster Mall.
- The store is reliant on the success of the overall retail health in Westminster. Also the economic climate affects sales.

- Customer service & competitive price.
- Federal taxation and mandatory healthcare for business owners.
- Concerned that the industry is aging and they need to recruit young students to apprentice.
- Most important to the company's success in Westminster is identifying a space (in Westminster) to move into.
- Credit situation has led the business to look for investors.
- Sales volume.
- Local quality of life in Westminster, health care costs, availability of City services and amenities to attract and keep quality employees and staff.
- The ability to recruit and retain quality labor.
- Having adequate finances to handle changes in the economy.
- Will not sell a business that will ship jobs overseas.
- Finding new projects and agencies to work with.
- Continued growth in the medical industry and the availability of quality labor.
- General economic growth locally, regionally, and nationally.
- Daytime and nighttime population growth.
- The economy and ability to attract customers.
- Generating more electricity to meet their customer's needs. Exploring alternative energy sources to generate electricity. Distribution systems are also hard to permit and build.
-

B. Contacts with the City

Total number of responses: 104

Department	Contact Count
City Attorney	0
City Clerk	8
City Council	7
City Manager	10

Community Development (Planning, Economic Development, Building, Engineering)	20
Courts	0
Finance	8
Fire	32
Information Technology	2
General Services	3
Library	1
Parks & Recreation	6
Police Department	15
Public Works Administration	6
Street Crews	2
Water Crews	4

C. How is the City Doing?

1. Comments about where City is doing well:

Total number of responses: 60

- They are very pleased overall with the City, and in particular appreciate the help they have received from the PD and FD.
- Happy with the City overall.
- "9.5 out of 10" 10 being the highest. Mentioned the frustration with being able to advertise the hiring sign.
- City Park Recreation Center & good choice of restaurants in the vicinity of CirclePoint Business Park.
- Public infrastructure.
- They like the open and green space. Use of the trails and recreation facilities. Pleased that 128th was made a four lane. Feels City is responsive.
- Impressed with the City's Water Resources staff and the care that the City takes in planning for our future needs in this area.
- They have high praise for Westminster. They are very complimentary regarding how the city is managed. They like the city's stability and responsiveness.
- The quality of life and general quality of the City is rated as high and the City is seen as a great location for the company's needs.

- Thankful for the commuter rail project.
- Business is pleased with the City services and plans to continue at this location pending any RTD Light Rail impacts on this specific location.
- Very pleased and positive about contact with the Police department.
- Applauds the City in developing alternatives to the Westminster Mall.
- The City is doing a good job in upkeep and keeping the community clean and desirable.
- Fire department has been very helpful.
- Feels that the City is doing a great job. Cited construction projects and low taxes.
- The City's image is great. Staff had several positive comments about the City.
- Appreciates that the streets are well plowed during the winter.
- Uses and likes College Hill Library.
- Everything is going well. The arts initiative is exciting. The emphasis on historic preservation is great.
- The overall quality of living is good and the property taxes have remained low. Very happy with the addition of the Orchard.
- Work to keep taxes low.
- Not much experience with the City, but are looking forward to talking to Economic Development about space and capital needs.
- He appreciated assistance in the past from Susan Grafton and Eric Knopinski.
- Only contact with City is renewing business license.
- Expressed no concerns about services that the City has offered to the business. Good workforce in the area.
- No contact with the City but pleased with experiences to date.
- Company is very pleased with Westminster. They feel safe and appreciate amenities.
- Impressed by the City's efforts to reach out to local business as part of City operations.

- Great trail system, commercial shops and plowed streets.
- Enjoys City Edition.
- No real contacts with the City. Their office is in Westmoor and they enjoy the perks to being located in that area.
- Facilitating the development of commercial centers like The Shops at Walnut Creek.
- Roads, i.e. keeping potholes filled, keeping vandalism down, road crews are always working - Not leaning on their shovels.
- Staff in Sales Tax is very helpful.
- They are very happy overall with the City and love the expansion in the Walnut Creek area.
- They appreciate the new interchanges on I-25 and the improvements to Huron.

2. Comments about where City needs improvement:

Total number of responses: 59

- Indicated that he and some of his employees have been frustrated with what seems like a lot of construction and street issues. Advance warning would make everyone much happier and easier to plan ahead.
- None
- Potholes
- Complaints that the property taxes on their building had risen 37% in the past year.
- Review how we charge use tax on computer equipment that is brought into the Westminster facility only to be shipped to another location.
- Not happy with how they were handled by PW&U staff - reclaimed tap issue.
- Better transit service.
- Knows the City is not responsible, but wishes School Districts were stronger. Feels this is one of the most negative aspects of the community.
- He would like to see the Fire Department on their annual safety inspections confirm that businesses have a current license. In Idaho Springs, the Fire Dept would inspect an entire business area, verifying that all were up to code, instead of skipping those without

licenses. They then issued notification about the need for business licensing.

- Graffiti removal on private property is the owner's responsibility which causes the graffiti to stay unpainted longer. Handicapped access to facility. He would like to look at alternatives especially since there is no general public access to his business and it is difficult to retrofit the historic building.
- The crime situation is getting worse every year, including dumping, graffiti and other vandalism, theft of both a trailer and a motorcycle during the day from business site, and more serious crime in the neighboring area. He feels that the personal safety of all employees is at risk and several employees carry weapons with concealed weapons permits.
- Complete sidewalks and more designated bike paths along North Huron corridor. Improved crosswalks at 122nd and 124th Avenues.
- Improvements to the Fire Inspections. The operation is only 7 employees with limited space. Their fire suppression system consists of a bunch of extinguishers. It was noted that it costs a great deal to contract with a company to punch a hole in his extinguishers cards and noted the company doesn't test them, just check that they are full. The contention is that he can check if they are full himself. As a small business, this was just an example he used to discuss the struggle of meeting requirements that affect profit.
- Qwest service is terrible. Phone lines have gone down at least 3 times within the past 3 weeks. Phone trouble is worse when it rains or snows. Per a comment by a Qwest worker, the phone lines are very old. The nearby Qwest utility box has 25 connections, but only 4 are operational. Xcel service used to also be poor but has improved in the last several months, possibly because of the recently installed higher capacity lines.
- Communicate what City is doing in terms of pandemic planning.
- Further develop South Westminster.
- He thought we should keep the more artistic graffiti instead of spending so much effort and money on removing all of it.
- What more of a high tech vision for the City.
- Cell phone coverage is very poor in the area around the business.
- Make the street light shorter into the business complex.
- More public transportation options beyond the bus, including rail.
- Improvements to road snow removal and the Railing on Wadsworth Bridge over US 36. More city events.
- Slow response on main water system. Wishes there was more sophisticated, rapid way

of determining a meter problem.

3. Comments about how the City can assist businesses:

Total number of responses: 58

- Identifying business financing.
- Continue the open communication and it will develop enough of a reputation with other managers to want to move to the city.
- Allow the businesses to place job opening signage when necessary.
- Availability of 5-star hospitality.
- Interested in using City meeting space.
- Asked that the City help them get DSL service.
- Provide more contracts for Water Resources consulting services.
- They requested that we provide assistance to them in their move / expansion to Westminster.
- None
- Lower taxes.
- More creative business - book stores, music stores in the area.
- Keep taxes and regulations under control.
- Ideas or assistance in marketing or co-marketing business to other Westminster businesses. Work with State of Colorado Film Commission to bring more of the film and video industry to Westminster and Colorado.
- The business would like presentations by City Staff at building management meetings on such matters such as FastTracks, US 36 improvement plans, planned developments, etc. They would appreciate any help ED staff could give them on marketing and business to business contacts.
- Redevelop the Westminster Mall.
- Develop a business resource center for small-mid size employers to share marketing, sales lists, health care. Group could be volunteer based and support local area needs.

- Ensure that surrounding businesses are up to the Fire Code. Enforce codes about too many trucks overflowing from a neighboring business.
- Keep making these contacts so businesses know that the City is available to help.
- Their main concern was crime. Perhaps the City can help them devise a plan to secure their property.
- A larger variety of restaurants and hotels on the North Huron corridor for entertaining clients.
- Continue outreach activities.
- Redevelop the Westminster Mall.
- Assist with traffic mitigation and control during mass flu clinics.
- The company needs to be out of their current space by 2011. The City can forward any properties that fit their needs.
- Liked the idea of topic specific round table discussions to facilitate business networking. Suggested HR, Finance and Safety as topics.
- They asked the City to explore with the mall ownership ways to reduce their operating cost. Suggestions made included property tax reduction, CAM charge abatement (approximately \$250,000 / year), and tax credits.
- Build a northern corridor (north of 120th Avenue) recreation center to attract employees and assist with Melco's own health wellness programs for staff.
- Sales Tax is too high.
- Marketing and providing assistance to businesses that have grown and are considering locating to sites outside the city.

4. Companies that the City should attract (specific companies or general types of business):

Total number of responses: 10

- 5-star hotel (Hotel/Motel)
- Printing (Retail)
- Vehicle maintenance (Retail)
- Oerlikon, Golden, CO

- Flextronics Broomfield, CO
- High Tech Firms
- Medical Device

5.Suggested capital improvements:

Total number of responses: 56

- Keep the roads in good shape.
- No comments
- The business observes a dangerous situation in which southbound vehicles exiting I-25 at 120th Avenue cut all the way across the width of westbound 120th Avenue in order to make the left-turn into Wagon Road Park-n-Ride. Business feels that the entrance to the park-n-ride is too close to the I-25 exit ramp.
- Employees all use the Park & Ride at various times. Now the Parking lot is full. They were interested in what RTD might be doing as far as expansion up the I-25 corridor.
- Appreciate street resurfacing last year.
- Tax breaks for arts/small businesses. A change to the real and personal property tax ordinances affecting small business owners in Westminster.
- Redevelop the Westminster Mall.
- On-street parking and cable replacement.
- Work with Qwest on expanding access to DSL Work on getting the BNSF underpass improved on Wadsworth Blvd.
- Bridge improvements on 92nd. Traffic is terrible.
- Northern Corridor Recreation Center
- Continue fiber optic infrastructure and wireless improvement efforts.
- Additional hotels in the area.
- Improvements to US 36 and rail transit.

6. Comments on adequacy of access to high-speed service or other technological problems:

Total number of responses: 55

- No comments
- Upset with Qwest's inability to provide services in a timely manner.
- Access is limited. Very few choices. No competition.
- Very problematic for them.
- No problems
- They have no problems with access to high-speed service.
- They have experienced occasional power outages.
- High speed services impacted by inadequate phone service by Qwest. This impacts not only calling capability but high speed internet access.
- Better service would help in this area. Better and more consistent Xcel power supply with three phase power instead of two phase power for studio applications.
- Disappointed in the local area service. High speed fiber optic needed in the area to assist business.
- Phones, Fax, and internet have been down for as many a two-three consecutive days having great impact disruption of service and impact on high phone and internet sales.
- The Qwest phone line on Newton St regularly fails. Business installed wireless Internet and uses a cell phone to avoid the problem. Neighboring businesses rely on landlines so are very frustrated.
- Qwest a problem.
- Peak to Peak ISP. Not happy with the consistency of service
- Using voice over IP - have had minor glitches.
- Cell phone reception is poor. Apparently in the entire area.
- Comcast does not provide service to Westmoor, therefore no access to broadband service.

D. Labor & Employees

1.Current average # of FTE employees:

Total number of responses: 52

Range: 1 to 400 FTE

Average: 46 FTE

2.The top 3 cities where most employees live:

Total number of responses: 42

Response Frequency:

Westminster: 21

Broomfield: 15

Thornton: 11

Denver: 10

Arvada: 9

Boulder: 9

Metro Area: 6

Northglenn: 3

Golden: 2

Fort Collins: 1

Louisville:1

Evergreen: 1

Lafayette: 1

Lakewood: 1

Loveland: 1

North Metro Area: 1

Highlands Ranch: 1

3.Do significant #s of employees use public transport? If so, any issues?

Total number of responses: 47

42 answers were “no” for the use of public transportation.

5 answers were “yes” for the use of public transportation.

4.Do employees get specialized training?

Total number of responses: 45

Yes: 25

No: 20

5.Is it difficult to recruit employees?

Total number of responses: 46

Yes: 11

No: 35

E. Relocation, Expansion, Contraction Plans

1. Relocation plans in the next 24 months?

Total number of responses: 8

Comments:

- Business mentioned that the current lease would expire in June of 2008. Within weeks following the interview, we learned that the business relocated within Park Center. John Hall was instrumental in providing information that assisted in making the decision to relocate within the City of Westminster.
- Lease expires up in two years. They would like to stay where they are but will be looking for competitive space.
- Looking to move to Westmoor to establish their new headquarters as well as R&D and assembly operations. Relocation will occur within six months.
- The parent company is looking to cut costs. The lease will be up in 2010 and they will be looking to lower their rent.
- This business is expanding as they go. Their expansion happens on site, gradually moving into more of a share of their building.
- Introduction of Fast Tracks and the noise of trains will have studio investigating alternative locations.
- Need more space in the next 12 months - current space is too expensive.
- The company needs to be out of their current space by 2011. The City can forward any properties that are a fit. They want to stay in Westminster.

2. Plans to contract or expand in the next 24 months?

Total number of responses: 8

Comments:

- The company might take more space within the current building in the future. The company will open another office in New Jersey soon.
- Are looking at a Broomfield location as well as Westmoor. Currently in 10,000 sf in Park Centre. Need to move into 50,000 sf. Plan to hire 100 people in 2008 and expect to have as many as 325 employees in five years.
- The store is being considered for closure though no timeline was provided.

- Company will expand when feasible.
- Remodeling interior to accommodate expanded recording studio.
- If sales goals are met in 2009 the business will need more warehouse/industrial space.
- Looking at the possibility of expanding into neighboring business suites.
- Company won a large government contract for a nuclear facility in California. The system they are building will require separation of security areas based on criteria that evaluate not only security access, but nuclear material transport.
- Company recently signed five to seven year lease on two additional suites to expand production area.
- They are seriously considering closing this store. Decisions will be made about the store by year end 2008.
- In approximately 2 years the business would like to expand.
- The business is expected to continue to expand nationally but is not sure about the Colorado office.
- Will continue to grow in employees, but has adequate space to accommodate.

F. BAG

1. Is this business a good candidate for the BAG group when there is a vacancy? Name and contact information of recommended candidate:

CPS DISTRIBUTORS INC	JACK BENTLEY
DIGITAL INFO SECURITY COMPANY	NEAL FINGER
LYNX AVIATION	GARY HAMRICK AND PAT SEXTON
MICROTEK	SCOTT ADAMS
NEXGEN TECHNOLOGIES INC	KAMAL TAMTON
OCTAGON SYSTEMS CORP	MARK BRENNER
PRO FORMA WEST LLC	DAVE LEWIS
PROJECT TIME & COST INC	DREW MADSEN
REGUS MANAGEMENT GROUP LLC	ANGELA TROUPE

**City of Westminster City Council Study Session
December 15, 2008**

Mayor McNally called the study session to order at 6:35 PM. All council was in attendance except Mary Lindsey.

Staff in attendance included City Manager Brent McFall, Assistant City Manager Steve Smithers, City Attorney Marty McCullough, Deputy City Manager Matt Lutkus, Police Chief Lee Birk, Finance Director Tammy Hitchens, Information Technology Director David Puntenny, Human Resources Administrator Dee Martin, Retirement Administrator Kim McDaniel, Information Systems Manager Scott Rope, Management Analyst Aric Otzelberger, and Management Analyst Phil Jones

The guests in attendance were Caroline Kipp with the Westminster Window and Brian Nash, Senior Police Officer with the Westminster Police Department

Conversion of existing Police Pension Plan to the state Fire and Police Pension Plan

City Manager McFall, Police Chief Birk, and Finance Director Hitchens discussed the recent examination of changing retirement plans for sworn police officers. The change would potentially move sworn personnel from the City's retirement fund to the state's Fire and Police Pension Plan. Independent retirement advisors gave presentations to all sworn police officers, and discussed the differences between defined benefit plans like FPPA and defined contribution plans like the City's current retirement system. After the education process, an informal straw vote of the officers was conducted and only 28% of plan participants expressed an interest in taking the next steps to move to the FPPA plan.

With so little support for moving forward with a transition in pension systems, Westminster Staff recommended that the City no longer research the transition from the existing City-sponsored retirement plan to the FPPA plan, but to continue to use the City's retirement plan for sworn police officers.

Council concurred with the Staff recommendation regarding the retirement plans, and directed staff to not spend any more time or resources on the issue of switching retirement plans for certain portions of the City's employment base.

Update and Review of the Information Technology Department

Information Technology Director David Puntenny gave a presentation on various aspects of the Information Technology department, including network security, future technology trends, current cost-saving measures, and more.

Council appreciated the information and asked questions about certain systems and end-user technology.

Mayor McNally adjourned the study session at 8:00 PM.