



# WESTMINSTER

## Staff Report

TO: The Mayor and Members of the City Council

DATE: April 11, 2007

SUBJECT: Study Session Agenda for April 16, 2007

PREPARED BY: J. Brent McFall, 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

6:30 P.M.

1. Lobbyist Update (*verbal*)
2. Update on Public Works and Utilities Capital Improvement Projects

### EXECUTIVE SESSION

1. Obtain direction from City Council re Proposed Economic Development Agreement with Synchroness, Inc. pursuant to WMC 1-11-3 (C)(4), WMC 1-11-3 (C)(7) and CRS 24-6-402 (4)(e)
2. Obtain direction from City Council re Proposed Economic Development Agreement with The Alternative Board pursuant to WMC 1-11-3 (C)(4), WMC 1-11-3 (C)(7) and CRS 24-6-402 (4)(e)
3. Obtain direction from City Council re Proposed Economic Development Agreement with Crosswalk, Inc. pursuant to WMC 1-11-3 (C)(4), WMC 1-11-3 (C)(7) and CRS 24-6-402 (4)(e)

### INFORMATION ONLY ITEMS – Do not require action by City Council

1. Center for Performance Measurement Article on Annual Performance Measurement Reports to City Manager
2. Bishop Square Park Restroom Renovation Change Orders
3. Monthly Residential Development Report (Attachment)

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,

J. Brent McFall  
City Manager



WESTMINSTER

## Staff Report

City Council Study Session Meeting  
April 16, 2007



**SUBJECT:** Update on Public Works and Utilities Capital Improvement Projects

**PREPARED BY:** Abel Moreno, Capital Projects and Budget Manager

### Recommended City Council Action

This item is for information only; no City Council action is requested. Department of Public Works and Utilities Staff will present the current status of the capital improvement projects (CIP) program.

### Summary Statement

- Staff will be present at the April 16, 2007, City Council Study Session to present the current status of the Department's CIP program.
- In April 2005, the Department of Public Works and Utilities centralized the Department's CIP program under what is now called the Capital Projects and Budget Management Division. In 2007, the Council adopted a more aggressive \$18.5M CIP program.
- Staff's presentation will include a summary of the revamped consultant selection process, current CIP status update, and information on how the CIP program is meeting City Council's goals.

**Expenditure Required:** \$0

**Source of Funds:** N/A

**SUBJECT:** Update on Public Works and Utilities Capital Improvement Projects

April 16, 2007

Page 2

### **Policy Issue**

Does City Council support and concur with the direction of the Department of Public Works and Utilities CIP program?

### **Alternatives**

City Council could make adjustments to the CIP program. The Public Works and Utilities Department is off to a good start on the more aggressive Capital program adopted by City Council with the 2007/2008 Budget. Adjustments to the CIP program are not recommended at this time.

### **Background Information**

In April 2005, the Public Works and Utilities Department's capital improvement projects management was reorganized by centralizing all authorized Public Works and Utilities engineering employees, which at the time was 3.0 FTEs, in the newly created Capital Projects and Budget Management Division. In May 2005, City Council authorized the restructuring of the Department of Public Works and Utilities capital improvement project accounts. At the time, the Department had approximately 73 Utility Fund projects funded, in various stages of progress. As part of the creation of the Capital Projects and Budget Management Division, Staff was directed to review all project schedules and budgets and determine the relative need and merit of the projects. Today there are 77 active projects with many projects being recommended for closeout by the end of 2007.

The completion of the water, wastewater and reclaimed water infrastructure master plans in 2006 established the need for the more aggressive capital improvement projects program included in the adopted five year Utility Fund Capital Improvement Program. The focus of the master plans was to develop a replacement and rehabilitation plan for the City's aging water and wastewater systems, which is valued at over \$800 million. In order to keep the water and wastewater systems operating with minimal disruptions, the consultants recommended a CIP program that focuses on replacing and rehabilitating the City's aging infrastructure.

The Capital Projects and Budget Management Division is currently staffed with four full-time Senior Engineers. In order to keep up with the objective of getting all planned projects started in 2007, City Staff has also relied on outside consulting assistance to provide some project management services to the City. Currently, J&T Consulting, Inc., is providing the City project management services, on five projects. All outside consulting services costs are included in the adopted 2007 CIP project budgets.

Staff will be present at the April 16, 2007 City Council Study Session to present the Department's revamped CIP program and to answer any questions City Council may have.

Respectfully submitted,

J. Brent McFall  
City Manager



# WESTMINSTER

## Staff Report

Information Only Staff Report  
April 16, 2007



**SUBJECT:** Center for Performance Measurement Article on Annual Performance Measurement Reports to City Manager

**PREPARED BY:** Barbara Opie, Budget & Special Projects Manager

### Summary Statement:

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

Attached is an article about the City of Westminster Performance Measurement Program published on the International City/County Management Association (ICMA) Center for Performance Measurement (CPM) website and promoted through their monthly newsletter "Performance Measurement Insider."

### Background Information

This electronic newsletter is published by ICMA and distributed to CPM member participants, which includes 211 cities and counties nationwide. The newsletter is being published to promote the knowledge and use of performance measures to help organizations find ways to make the data meaningful and have practical applications.

Staff was contacted by CPM staff after learning about the strides made within City departments' accountability through annual performance measure reporting to the City Manager. These annual reports highlight departmental improvements through the use of performance measurement, including identifying where opportunities for improvement exist and low performance measurement is being integrated into departmental operations. These reports are utilized by City Manager's Office staff in compiling the annual report to City Council and the public called *Take a Closer Look: How Performance Measures Build a Better City*.

City Manager Brent McFall and Budget & Special Projects Manager Barbara Opie were interviewed for this article published on April 3, 2007. The City continues to receive national recognition for its efforts to develop and utilize meaningful performance measures in operations. Last month, the Fire Department and Communications Center were highlighted on how they utilized performance measures to improve the Fire Department's response times.

Respectfully submitted,

J. Brent McFall  
City Manager

Attachment



**ICMA**

*Leaders at the Core of Better Communities*

## **Using Performance Measurement: Annual Performance Measurement Reports and the City of Westminster, Colorado**

Jurisdiction: Westminster, Colorado

Population: 109,671

Square Miles: 33.5

Form of government: Council-manager

Topic: Reporting and applying performance measurement information

In order to assure that the city's performance measurement efforts constitute a management tool and not just a data collection exercise, Westminster's city manager requires department heads to submit annual performance measurement reports (and has been doing so since 2003). The purpose of the reports is to convey what the departments learned from comparing their data against internal benchmarks and CPM peer communities. Although the report requirements change slightly each year, department heads must always link their performance results to goals enumerated in the city's strategic plan.

For the 2006 reports, City Manager, Brent McFall, asked department heads to examine the following:

- How do this year's performance measures reflect progress toward the Strategic Plan Goals and Objectives?
- What are notable trends, exemplary accomplishments and achievements, and areas for improvement?
- How have performance measures been used to evaluate and direct operations during the year? How have performance measures been used to make improvements or validate current practices?
- How has performance measurement been integrated into your department?

Although department heads themselves maintain primary responsibility for putting together their reports, they often turn to division heads and members of the city's performance measure team for help in drafting their reports. The city's performance measure team is composed of representatives from each department who act as champions promoting performance measurement within each department. Performance measure team members also provide subject matter expertise in the area of performance measurement within their departments, consulting with the department heads and other staff as needed.

Each division within a department contributes two to three performance measures for their department's report—so depending upon the number of divisions within a department, department reports may range from a few to nearly twenty pages.

The city manager and performance measurement team review each department's report in detail. The reports are then used in three ways:

1. The city manager reviews the departments' use of performance measures with the city's primary coordinator and department heads, providing feedback on their progress in understanding and utilizing performance measures within their operations. The primary

coordinator in turn shares this feedback with the performance measure team and has candid discussions about the city's successes and failures during the year.

2. The primary coordinator uses the department reports to draft the city's annual report to the city council called, *Take a Closer Look: How Performance Measures Build a Better City*. This document incorporates both internal benchmarks and external comparisons (from CPM data) in a brief, easy-to-read format highlighting areas where the city is doing well and where opportunities for improvement exist. In even numbered years, the report is heavily weighted with information from the city's biennial citizen survey. A copy of this annual report may be found on the city's website at <http://www.ci.westminster.co.us/gov/pm.htm>.
3. The annual reports are also used to evaluate and make operational changes where appropriate. In their reports, department heads will often identify an area where they would like to improve operations in the upcoming year. The city manager works with them during the year, monitoring progress updates and providing feedback, especially on items with a policy or service impact that will need the city council's final direction or authorization.

The city manager also discusses the use and application of performance measures within department operations during the annual appraisal of department heads.

City manager, Brent McFall, asserts, "When examining our performance measures, we must ask ourselves: 'So what?' Performance measurement is not merely a data collection exercise, but rather a management practice to understand, justify and improve operations. We must focus our efforts and measure what really matters." Through its annual performance measurement reports, the city of Westminster seeks to answer this "So what?" question by identifying relevant department trends and attending to specific community needs. The result they seek from this effort is a more responsive government that brings increased value to those it serves.

For more information, please contact Barbara Opie, Budget and Special Projects Manager at [bopie@ci.westminster.co.us](mailto:bopie@ci.westminster.co.us). Does your jurisdiction have a similar example of how performance measurement has been helpful in answering a question or improving service in your local government? Please contact Kira Hasbargen at [khasbargen@icma.org](mailto:khasbargen@icma.org) or 202-962-3606 to share your story.



# WESTMINSTER

## Staff Report

Information Only Staff Report  
April 16, 2007



SUBJECT: Bishop Square Park Restroom Renovation Change Orders

PREPARED BY: Julie M. Meenan Eck, Landscape Architect II

### Summary Statement:

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

On October 24, 2005, City Council authorized the City Manager to execute a contract with White Construction Group in the amount of \$165,000 for the renovation of the existing Bishop Square Park restroom structure and approved a 15% contingency in the amount of \$24,750, for a total project budget of \$189,750. The actual construction cost for this design build project was \$191,052, which is 15.8% over the original contract price or an additional \$26,052. Westminster Municipal Code 15-1-7 provides that the City Manager is authorized to sign change orders greater than 10% but less than \$50,000. Money for this additional cost is available in the Park Renovation account in the 2007 Capital Improvement Fund.

### Background Information

The renovation of the Bishop Square Park restroom project was bid as a design build contract because of the uncertainty of what might be discovered once the building was opened up. Staff requested a 15% contingency in anticipation of above-normal expenditures.

The project encountered a delayed start due to issues with the original architect and design. White Construction Group was then hired as the architect and was commissioned under the design build contract to complete the drawings. This delayed the project enough that construction would have occurred during the 2006 summer season. Since Bishop Square Park is one of the City's reserveable and heavily-used parks, Staff decided to hold up construction until the "off season." This delay led to some increased costs of construction and materials that utilized a portion of the original contingency.

The electrical portion of the Bishop Square Park structure was assumed to be in good condition when the construction began, but exterior lines to the basketball and tennis courts were found to be old and damaged so rewiring to the those facilities was needed. Also during the course of construction, Public Service decided to install a new transformer, requiring the existing electrical panel to be removed from the building. This changed the electrical code requirements for the project from a renovation to new construction and required further electrical work to the electrical control room. This also resulted in an additional increase in cost and depletion of the original 15% contingency plus an additional one percent.



The Bishop Square Park restroom renovation is now complete with the exception of the landscaping, which will be completed in the spring 2007 by Park Services Staff.

Respectfully submitted,

J. Brent McFall  
City Manager

Attachment



Hooker Street

Bishop Square Park  
8150 Hooker Street

81st Avenue



Staff Report

Information Only Staff Report
April 16, 2007



SUBJECT: Monthly Residential Development Report

PREPARED BY: Shannon Sweeney, Planning Coordinator

Summary Statement:

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

- The following report updates 2007 residential development activity per subdivision (please see attachment) and compares 2007 year-to-date totals with 2006 year-to-date figures through the month of March.
The table below shows a slight overall decrease (-2.0%) in new residential construction for 2007 year-to-date compared to 2006 year-to-date totals.
Residential development activity so far in 2007 reflects a decrease in single-family detached (-32.4%), an increase in single-family attached (78.6%), and no changes in multi-family or senior housing development when compared to last year at this time.

NEW RESIDENTIAL UNITS (2006 AND 2007)

Table with 7 columns: UNIT TYPE, MARCH (2006, 2007), % CHG., YEAR-TO-DATE (2006, 2007), % CHG. Rows include Single-Family Detached, Single-Family Attached, Multiple-Family, Senior Housing, and TOTAL.

**Background Information**

In March 2007, service commitments were issued for 42 new housing units within the subdivisions listed on the attached table. There were a total of 18 single-family detached, 24 single-family attached, and no multi-family or senior housing utility permits issued in March.

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,

J. Brent McFall  
City Manager

Attachment

**ACTIVE RESIDENTIAL DEVELOPMENT**

**Single-Family Detached Projects:**

	<b>Feb-07</b>	<b>Mar-07</b>	<b>2006 YTD</b>	<b>2007 YTD</b>	<b># Rem.*</b>	<b>2006 Total</b>
Bradburn (120th & Tennyson)	0	1	3	3	99	31
CedarBridge (111th & Bryant)	0	0	0	0	6	0
Country Club Highlands (120th & Zuni)	0	3	0	3	115	0
Countryside Vista (105th & Simms)	0	0	0	0	9	0
Huntington Trails (144th & Huron)	4	5	2	9	175	26
Hyland Village (96th & Sheridan)	0	0	0	0	111	0
Legacy Ridge West (104th & Leg. Ridge Pky.)	0	0	1	0	7	15
Lexington (140th & Huron)	0	0	0	0	4	1
Meadow View (107th & Simms)	0	0	0	0	5	4
Park Place (95th & Westminster Blvd.)	0	4	6	4	74	21
Ranch Reserve (114th & Federal)	0	0	2	0	4	5
South Westminster (Shoenberg Farms)	0	5	0	5	59	0
Various Infill	1	0	2	1	7	8
Village at Harmony Park (128th & Zuni)	0	0	21	0	0	41
Winters Property (111th & Wads. Blvd.)	0	0	0	0	8	0
Winters Property South (110th & Wads. Blvd.)	0	0	0	0	10	0
<b><i>SUBTOTAL</i></b>	<b>5</b>	<b>18</b>	<b>37</b>	<b>25</b>	<b>693</b>	<b>152</b>
<b><u>Single-Family Attached Projects:</u></b>						
Alpine Vista (88th & Lowell)	0	0	0	0	84	0
Bradburn (120th & Tennyson)	1	0	12	1	4	38
CedarBridge (111th & Bryant)	0	0	0	0	0	2
Cottonwood Village (88th & Federal)	0	0	0	0	72	0
East Bradburn (120th & Lowell)	0	0	0	0	117	0
Highlands at Westbury (112th & Pecos)	0	11	0	11	36	24
Hollypark (96th & Federal)	0	0	0	0	20	0
Hyland Village (96th & Sheridan)	0	0	0	0	165	0
Legacy Village (113th & Sheridan)	0	8	0	8	62	24
South Westminster (Shoenberg Farms)	0	5	0	5	55	0
Summit Pointe (W. of Zuni at 82nd Pl.)	0	0	0	0	58	0
Sunstream (93rd & Lark Bunting)	0	0	2	0	18	4
Walnut Grove (104th & Wadsworth Pkwy.)	0	0	0	0	0	66
<b><i>SUBTOTAL</i></b>	<b>1</b>	<b>24</b>	<b>14</b>	<b>25</b>	<b>691</b>	<b>158</b>
<b><u>Multiple-Family Projects:</u></b>						
Bradburn (120th & Tennyson)	0	0	0	0	54	0
Hyland Village (96th & Sheridan)	0	0	0	0	150	0
Mountain Vista Village (87th & Yukon)	0	0	0	0	24	0
Prospector's Point (87th & Decatur)	0	0	0	0	29	0
South Westminster (East Bay)	0	0	0	0	64	0
South Westminster (Harris Park Sites I-IV)	0	0	0	0	12	0
<b><i>SUBTOTAL</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>333</b>	<b>0</b>
<b><u>Senior Housing Projects:</u></b>						
Covenant Retirement Village	0	0	0	0	26	0
Crystal Lakes (San Marino)	0	0	0	0	7	0
<b><i>SUBTOTAL</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33</b>	<b>0</b>
<b>TOTAL (all housing types)</b>	<b>6</b>	<b>42</b>	<b>51</b>	<b>50</b>	<b>1750</b>	<b>310</b>

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

**City of Westminster City Council Study Session  
April 16, 2007**

Mayor McNally called the Study Session to order at 6:33 PM. All Council was in attendance.

City Staff in attendance included: City Manager Brent McFall; Assistant City Manager Steve Smithers; City Attorney Marty McCullough; Deputy City Manager Matt Lutkus; Acting Public Works and Utilities Director Ron Hellbusch; Capital Projects and Budget Manager Abel Moreno; Senior Engineer Mike Wong; Senior Engineer Dan Strietelmeier; Senior Engineer Stephanie Bleiker; Senior Engineer Kent Brugler; Public Information Specialist Carol Jones; and Management Analyst Aric Otzelberger.

The guests in attendance were Danny Tomlinson and Robert Ferm with Tomlinson and Associates; and Rachel Ceccarelli with the Westminster Window.

**Lobbyist Update**

The City of Westminster's lobbyist, Tomlinson and Associates, provided a verbal update of legislation that has been introduced in the Colorado General Assembly. Danny Tomlinson and Robert Ferm discussed bills that City Council has taken an official position on, along with bills that have the potential to impact the City of Westminster and its residents. This presentation was informational in nature and no action was necessary from City Council.

**Update on Public Works and Utilities Capital Improvement Projects**

Acting Public Works and Utilities Director Ron Hellbusch and Capital Projects and Budget Manager Abel Moreno were present to discuss the current status of the Department's Capital Improvement Program (CIP). In 2007, City Council adopted an aggressive \$18.5 million CIP program. Staff's presentation included a summary of the revamped consultant selection process, which is a qualification-based system that also takes cost into account. Staff also delivered a CIP status update and information on how the CIP program is meeting City Council's goals. There are currently 77 water, wastewater, and reclaimed water capital improvement projects in process, with 36 of those projects being added in 2006 and 2007. Major projects include the renovation and expansion of the Big Dry Creek Wastewater Treatment Facility, which is currently 64% complete. Other projects include a raw water system interconnect into the reclaimed water system, improvements to the Municipal Service Center, water pressure zone improvements, and water and wastewater line replacements.

The presentation was informational in nature and no action was necessary from Council.

Mayor McNally adjourned the Study Session at 7:45 PM.