



## WESTMINSTER

### Staff Report

TO: The Mayor and Members of the City Council

DATE: January 27, 2010

SUBJECT: Study Session Agenda for February 1, 2010

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

1. Legislative Update with Danny Tomlinson – *Verbal*
2. 2009 Business Retention Visits Report

6:30 P.M.

#### EXECUTIVE SESSION

None at this time.

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

1. Capital Improvement Program (CIP) Project Status Report – 2009 Third Period

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  
February 1, 2010



SUBJECT: 2009 Business Retention Visit Report

PREPARED BY: Becky Nelson, 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 45 businesses were visited during the 2009 retention visits. The businesses interviewed include Westminster's primary employers, major employers, and non-retail businesses, and those businesses considering relocation.

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 be 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 to further develop services offered to businesses and to assist in recruitment efforts.

Economic Development staff will be in attendance at the February 1, 2010 study session to present the 2009 Business Retention Visit Report to Council.

Respectfully submitted,

J. Brent McFall  
City Manager

cc: Susan Grafton  
Economic Development Manager

Attachment:  
2009 Business Retention Visit Report

# 2009 BUSINESS RETENTION VISIT REPORT



WESTMINSTER

City of Westminster  
Economic Development Office  
December 2009

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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 2009 retention visit process, summarizes the 2009 trends and issues that were identified, and makes recommendations based on these 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
- Educate local businesses about City programs & services that can provide assistance
- 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 85 businesses selected for visits in 2009, 46 interviews were completed, 12 interview appointments have been postponed to 2010, 24 businesses declined visits or did not respond to Staff's meeting requests, and three are out of business. Please see Appendix I for a list of these businesses.

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. This is not a statistically accurate survey. As in previous years, the 2009 retention visits focused on primary and major employers, and non-retail businesses. Criteria for selecting businesses to visit in 2009 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 75 or more full-time employees at a single worksite.*
- Those businesses at risk of relocating

City interview teams met with the chief executive officer, business owner, or senior representatives 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 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 2009 RESULTS

The 2009 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.

- Seven businesses expressed immediate need for relocation assistance. Five of those businesses were successfully retained in the City of Westminster, and two are continuing their search in Westminster and other locations.
- Half of the businesses that responded have future product or service developments planned.
- When discussing achievements over the past 12 months, six reported that surviving the economic recession was their greatest achievement in the last three years. Others reported business growth, product success, and client retention as their greatest achievements.
- In discussions concerning sales performance and growth, responses included:
  - 27 reported positive sales performance.
  - 13 reported negative sales performance.
  - 6 reported no change in sales performance.
  - 30 indicated positive revenue growth.
  - 19 indicated they were in a growth phase with regard to physical space.

- 27 indicated they were increasing staff size.
  - 21 indicated a decrease in sales performance.
  - 7 indicated a decrease with regard to physical space.
  - 17 indicated a reduction in staff size.
- One-third of the City's businesses are exporting/importing, managing operations, or are part of an entity outside of the United States.
  - Businesses interviewed identified current global business activity mainly with Canada, European and Asian countries.
  - The growth of the renewable energy market was noted as a positive trend for the businesses interviewed.
  - The negative trends identified by businesses were reflective of the weakened economy and upcoming federal legislation.
  - One-half of the businesses interviewed experienced fluctuations in their customer base, that mirrored fluctuations in economic stability. As a result, businesses stressed that relationships with existing customers were nurtured and strengthened.
  - The distressed economy, taxes, and federal spending were noted as primary barriers to growth.
  - City utilities, Police & Fire protection, Parks, Recreation & Trails received high City service ratings.
  - Location, quality of life, City responsiveness, and open space were noted as City's strengths as a place to do business.
  - Planning and permitting, sales and use tax, empty retail, and availability of specific office space were noted as areas of improvements for the City.
  - Recommendations regarding the types of companies that would benefit existing business operations include:
    - general manufacturing
    - medical manufacturing
    - corporate headquarters
    - hospitality
    - businesses representing the renewable energy industry
  - Most capital improvement suggestions were focused on redevelopment of the Westminster Mall, and continued open space and trail developments.
  - Employees for the majority of businesses interviewed live in Westminster, Broomfield or Denver.
  - A small number of businesses (less than 10) expressed difficulty recruiting employees.
  - 18 of the businesses interviewed have relocation/expansion plans between now and 2011. Some expect growth in their staff size or have expiring leases. Economic Development staff is working with these specific businesses.
  - There were 12 recommendations for potential Business Advisory Group representatives when vacancies occur.



## 2009 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:

- #1603101: Their lease expired in November and the company worked with Economic Development to find new space. They needed additional office space and an upgrade in the type of office space occupied. Continue communications with the business to confirm they are content in their new space.
- #1752201: The business is considering terminating their current lease & operating out of a home office. Economic Development should work with the business to either 1) find suitable office space, or 2) provide information on licensing a home business as opposed to a general business license.
- #2523901: Their lease is nearing expiration. Economic Development has communicated with the business, and will continue to, regarding their lease renewal or relocation within the City.
- #1041901: The business has plans to complete landscaping and repavement projects on their property. Use of Capital Project Grant funds was discussed. ED staff will continue communications regarding grant application.
- #2599501: The business would like to move onto a 1-acre site in the distant future. The site would ideally have small storage and would be used for scaffold testing. Economic Development should work with the business to gauge the availability and legalities of a site and activity such as this.
- #1969701: Business is looking for a new location with more storage space and better access to delivery routes. Economic Development met with business to discuss options. ED staff will continue communications with the business to gauge their relocation plans.
- #2755301: The business is currently engaged in a site search for new office space and is comparing Westminster against Broomfield and Louisville. Economic Development has been in contact many times with the company regarding the City's willingness to provide limited assistance. ED staff will continue communications as the company moves forward with their search.
- #2707401: The business' parent company was purchased by another firm. Headquarters have been relocated from Colorado to another state. The future of the Westminster subsidiary is not clear at this point. Lay-offs and ultimate buy out are possibilities. ED staff has met with the business numerous times to express the City's support. ED staff will continue communications with the business as their future becomes known.
- #2453001: They are attempting to sub-lease 6,000 square feet of lab space. Economic Development has met with the business, along with appropriate industry association, to assist in finding a user for the space. Continue communications with the business to ultimately sub-lease the space.

- #1167101: The business is considering more affordable, smaller retail space in neighboring cities. ED staff met with the company to explore all options within the City of Westminster (including relocation to alternate space or renegotiating current lease agreement). There was no space in the City that was a perfect fit for the specialized-retail store. The business will remain in current space for the time being, however Economic Development will follow-up with them if they reconsider relocation.
- #2467601: The company's lease expires in 2012. In addition, the Westminster location will become home to additional business operations as a result of recent business acquisitions. Economic Development will maintain contact with the business as their operations expand and lease expiration approaches.
- #1992701: The business would like to find a site with more office space available. Economic Development staff has supplied the business with sites that meet their criteria. ED staff will work with the business as their relocation plans move forward.
- #2602501: Economic Development staff is currently working with this organization to find more appropriate office space. It is their interest to stay with the City of Westminster.

### **BUSINESS RESOURCES**

- Many of our businesses identified the growth of the renewable energy industry as a trend that will impact their business in the future. Economic Development should develop & maintain relationships with existing renewable energy companies to gain additional knowledge about the industry, to create synergy among these businesses in Westminster, to better understand the industry agenda, and to assist the industry in overcoming barriers to growth locally, regionally, & statewide.
- Many businesses identified the weak national market as having a negative impact on their business. Information should be included in the Economic Development communications that provides resources specific to helping businesses survive the difficult economic times. Resources should include: business counseling, and financial and technical assistance. These resources should be communicated to businesses when the opportunity arises, as well as inclusion in newsletter.
- Many businesses mentioned that potential growth was in the near future. It is recommended that ED staff continue publicizing the programs that are available to assist Westminster businesses to encourage their growth in the City (i.e. Capital Project Grant, Scholarship Program, and Real Estate Data Base).

### **BUSINESS RECRUITMENT**

- General manufacturing, medical device manufacturing, corporate headquarters, hospitality, and businesses representing the renewable energy industry were identified as industries that the City staff should actively attract to Westminster. Economic Development staff should consider these suggestions in the overall recruiting efforts.

### **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; and work with those businesses that expressed difficulty to connect them to the local workforce center.

- In addition, ED staff should maintain relationships with Jefferson County & Adams County Workforce Centers and consider co-hosting or sponsoring specialized trainings or informational sessions.

### **INDUSTRY NETWORKING**

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

- It is recommended that networking opportunities targeted for specific industries be incorporated into the ED outreach efforts.
- The 5-Minute Networking, or something similar, should be continued in conjunction with the Business Appreciation Event.
- Industry clustering efforts should be incorporated into the overall ED strategic plan. These efforts could include inviting local businesses within certain clusters 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.

### **CONCLUSION**

Overall, the City of Westminster is seen as having a very positive business environment. Because of the Retention Visits, staff was able to facilitate relocations and expansions within the City. Issues always arise around the regulatory matters such as taxes and permitting. But even those concerns were not numerous. Many of the other comments and requests made by the businesses visited have already been addressed. Next steps taken will be to complete follow-up where not yet done and to address changes as needed.

**APPENDIX I: BUSINESSES SELECTED FOR 2009 RETENTION VISITS**

Access Venture Partners	Postponed to 2010
Advanced Mechanical Technologies	Visited
Allos Therapeutics	Postponed to 2010
Alphatrac Inc.	Visited
Alpine Artisans	Visited
Antech Corporation	Visited
Artisan Fabricating Inc.	Visited
ASCS Inc.	Visited
ASDS Computer Company	Visited
Aspen Electronics Manufacturing Inc.	Visited
Bonfils Blood Center	Postponed to 2010
Brothers Iron Works	Declined Visit
Campstone	Visited
Cintron Medical Technologies	Visited
Clear Technology Inc.	Business Closed
ColorStep	Visited
Computer Research Inc.	Declined Visit
Convergys Corporation	Declined Visit
CSG Systems	Postponed to 2010
DH Glabe & Associates	Visited
EAI Technologies	Postponed to 2010
Energx LLC	Declined Visit
Energy Services of Colorado	Declined Visit
Engineered Data Products Holdings	Visited
Factory Motor Parts	Visited
Fair Isaac Corporation	Declined Visit
Fire Detection Systems LLC	Visited
HID Global	Visited
Hisco Inc.	Visited
Interact - TV Inc.	Declined Visit
Isotec Security	Declined Visit
Izzie Digital LLC	Visited
JR Engineering LLC	Business Closed
Lafarge West Inc.	Postponed to 2010
Lake Arbor Automotive	Visited
Larson Financial	Visited
Lightolier / Genlyte	Declined Visit
LPS Asset Management Solutions/Fidelity	Visited
Lynx Aviation	Visited
Magpie	Visited
Market Direct Inc.	Visited
Mckesson Information Solutions	Postponed to 2010
Media Breakaway	Visited
Metalcraft Industries	Visited
Metro North Chamber of Commerce	Visited
Microtek	Visited
Mizelle	Visited
MWH Americas	Visited
Polycom Inc.	Visited
Protomed Inc.	Postponed to 2010
PSA Security Network	Declined Visit
Radiant Lighting Services Inc.	Declined Visit

REC Solar Inc.	Postponed to 2010
Release Team	Visited
Revive Inc.	Declined Visit
Roche Constructors Inc.	Declined Visit
RockSol Consulting Group	Visited
Roes Internet	Declined Visit
Sales Partnerships	Visited
Serpentix Conveyor Corporation	Declined Visit
Smith Environmental and Engineering	Visited
Southern Cross Engineering Int'l Inc.	Declined Visit
Sports Ink Inc.	Business Closed
Starfield Controls	Visited
Sterling Lumber & Investment Co.	Declined Visit
SunCorp	Declined Visit
Synconess	Visited
System Pavers	Postponed to 2010
System Plumbing	Visited
Tarpon Energy Services LLC	Visited
TEKsystems	Postponed to 2010
Temple - Inland	Visited
Thin Print Inc.	Declined Visit
TIDF LLC	Visited
Timberline Energy	Declined Visit
Trimble Navigation LTD	Visited
TTI Inc.	Declined Visit
Twinstar Inc.	Visited
University of Phoenix	Declined Visit
Verint Systems	Postponed to 2010
Western Electronics	Visited
Western Integrated Technologies	Visited
Western Region Marketing Inc.	Visited
Westwood College Online	Declined Visit

<b>Completed Visits</b>	<b>46</b>
Declined Visits	24
Postponed to 2010	12
Went Out of Business	3

## Appendix II – Interview Questions

### A. STATE OF THE BUSINESS

1. What is the company's greatest achievement in the last three years?
2. What is the company's main product or service?
3. Future product developments planned?
4.  Positive sales/Performance     Negative Sales Performance     No Change
5. Is the company growing or retracting in the last year in terms of:  
    Revenue                                     Growing     Retracting     No Change  
    Physical Space                             Growing     Retracting     No Change  
    Employees                                    Growing     Retracting     No Change
6. Who is your primary competition? Where are they located?
7. Is the business exporting / importing, managing operations, or part of an entity outside of the United States?
8. Where are the export/import markets?
9. Are export sales as a percentage of total sales:  
     Increasing             Stable                     Decreasing             No Exports
10. Is the percentage of products/components imported by the company:  
     Increasing             Stable                     Decreasing             No Imports
11. Has there been any recent change in ownership or management in the company?  
     Yes             No
12. Positive or negative trends occurring that may affect the business locally or beyond Westminster?
13. How has your customer base changed in recent years?
14. Identify the top issues that are most important to the success of the company:
15. Is there new technology emerging that will substantially change either your company's primary product/service or how it is produced?

**B. Contacts with the City**

1. What services within the City does the business have contact?  
Rate the quality of the service provided by the community on a scale of 1 to 5, 5 being high.

	low 1	2	3	4	high 5	
A) Police Protection						DNA
B) Fire Protection						DNA
C) Sales & Use Tax						DNA
D) Planning & Permitting Process						DNA
E) Libraries						DNA
F) Public Transportation						DNA
G) Traffic Control						DNA
H) Streets and Roads (local)						DNA
I) Highways (state & federal)						DNA
J) Parks, Recreation & Trails						DNA
K) Other						DNA

If low rating, please provide explanation of concern.

2. Would you be interested in receiving the Westminster Business eNewsletter?

Email Address: \_\_\_\_\_

**C. Business Environment**

1. What are the City’s strengths as a place to do business?
2. What are the City’s weaknesses as a place to do business?
3. Are there any barriers to growth in the City, County, or State?
4. What types of companies would benefit and/or compliment your business operation in the City of Westminster?
5. Suggested capital improvements in the City of Westminster (i.e. road improvements, bridge work, park improvements):

Please rate the following:

	low 1	2	3	4	high 5	
A) Water						DNA
B) Sewage						DNA
C) Natural Gas						DNA
D) Internet Access						DNA
E) Telecom						DNA
F) Cellular Service						DNA
G) Traffic Control						DNA
H) Cable						DNA

**D. Labor & Employees**

1. Is the company experiencing recruitment problems with any employee positions or skills?  
If yes, What problems? What positions? What skills?
2. Current average number of FTE employees:
3. The top 3 cities where most employees live:

**E. Relocation, Expansion, Contraction Plans**

1. Plans to expand or contract in the next 24 months?  
 Yes    No

Expansion/contraction plans:

**F. BAG (Internal Questions)**

1. Is this business representative a good candidate for the Business Advisory Group when there is vacancy?  
 Yes    No



## 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. The number of comments will not necessarily match the number of responses.

### A. STATE OF THE BUSINESS

#### 1. What is the company's greatest achievement in the last three years?

- Improved capability to not only design but manufacture specialized medical / surgical equipment specific to use by doctors, surgeons and technicians.
- The company is very proud of significant technical developments that they have achieved in the development of nuclear measurement and monitoring devices. Also, they are glad to be surviving in a difficult economy.
- Retaining (albeit declining) market share in the face of new domestic and international consulting and training competitors.
- The company is building a new facility in Westminster, increasing their size from 10,000 sq ft to 24,000 sq ft and hiring an additional 25 employees.
- The company has been profitable every year.
- Realizing increased revenue (over the past three months) during the current economy.
- Surviving this downturn and diversifying their business to stay profitable.
- Keeping and maintaining its network of business contacts intact in the current economic climate.
- Multiple mergers to eliminate competition and new product developments.
- Opening business and making it very successful. Was doing "gangbuster" business until 2008.
- The growth of the business. Being voted small businessman of the year by the Metro North Chamber.
- Business has grown by 25 employees in the past two years.
- Keeping up with the pace of foreclosures.
- Being named "Best Place to Work" Starting spin-off.
- Surviving! Printing was considered a "recession proof" industry. Not so with the current recession. Sales are down 40 percent so far this year. They have reduced staff by 30 percent to a current level of 15 employees.
- Significant growth in operations with some retraction of business and number of employees in the last 24 months.
- Recognition as Colorado Company to Watch Expanding product line & services.
- Increasing online sales and eBay success.
- Growing the business. Being recognized as an Inc 500 business.
- Continuing to emphasize their 'renewable' product to commercial buildings. The awareness of LEED building / points has increased awareness of products.
- They have continued to grow. They have expanded their space and employees. They are making inroads into the medical equipment business, and think that is going to be very productive for them.
- They have been able to differentiate themselves from other contractors through their processes/efficiencies.
- Their recent expansion into the US market and being selected by Shell as a vendor.
- The stabilization of revenue and employment in the middle of an economic downturn.
- The relationships built with distributors.

## 2. What is the company's main product or service?

*Total number of responses: 45*

- Specialized Medical equipment.
- Consulting services; hazards analysis, atmospheric dispersion modeling, consequence and risk assessment, emergency response.
- Decorating businesses for the holidays.
- The company's main focus is on developing and selling nuclear monitoring and measuring devices.
- Laser manufacturing things like bricks and tile & etching services.
- Delivering working drawings for building permit review at various cities and counties in the Denver area.
- Custom-configuration and training for ACT database software.
- Computer circuit boards.
- Landscaping products: flagstone, moss rock, crushed rock, etc.
- Operation tables & medical supply.
- Printing services.
- Construction engineering services, specializing in consulting services, training and expert witness services related to construction scaffolding.
- Technical office furniture and paint line services.
- Auto parts, tires, batteries and accessories. They are the largest distributor for AC Delco a former GM product line that has now expanded to a number of other auto lines.
- Fire detection and notifies products for buildings.
- Contactless cards and readers for access control systems.
- Warehousing and Distributor of electronic supplies.
- Video and video-on-web for training, marketing, sales, etc.
- Vehicle service, repair shop, & retail.
- Disposing of properties in foreclosure or that have been taken back by the bank.
- Providing connecting flights & commuter service to 13 destinations with 11 turbo prop engine planes.
- Software development.
- Direct mail marketing/mailing.
- Electronic media marketing through the internet email, electronic advertisements, affiliate marketing, mobile marketing.
- They sell metal pieces that can be turned into components in other products.
- The company specializes in providing an array of products and services to educational institutions and businesses. These products and services include: assembling & supplying custom computer systems and products for learning institutions of all types; supplying graphic design supply and toolkits to institutions large and small (largest clients are Westwood College & Colorado Art Institute); supplying trade-specific toolkits; building specialized computer kits for hands-on learning in electronics, computer repair certification, and information technology curricula; and supplying mass storage devices to educational institutions.
- Model train cars & components.
- Municipal consulting services for water/waste water treatment plants and distribution systems; Dept. of Defense consulting services for water/waste water systems; Industrial (mining industry) consulting services for water/waste water systems; and Hydropower design services.
- Conference calling and video conference equipment.
- Computer software development & consulting services. They have a small product line that allows IBM programs to interface with one another. Majority of contracts are with Government agencies or suppliers.
- Civil, geotechnical, structural, and environmental consulting.
- Sales outsourcing services.
- Environmental engineering and consulting services to municipalities, governmental agencies, developers, private land-owners, mining companies, and industry throughout Colorado and the western United States.

- Digital lighting control systems. Recently they've done more installation than manufacturing.

3. Future product developments planned?

*Total number of responses: 38*

- New services offered. The business is looking for more space. New tech products.
- The company has started offering nuclear data evaluation services as well. They will continue to explore opportunities in this area.
- Own line of products that they can sell.
- Possible landscaping & parking lot repaving.
- Expand into new markets as a result of the merge.
- Expand into the field of scaffolding testing.
- They want to open a second paint line so that they can fully utilize their production capacity.
- The company plans to stay with its present product lines but is actively buying out their competitors with the most recent purchase being US Auto Force. This is expected to expand business in the future.
- Future products are planned as client and building fire codes evolve.
- IDS - identification solution technologies. E.g. passport biometrics.
- Moving into warehousing and distributing of solar products.
- Expansion planned over next 5 years. Was curious to know if his expansion plans coincide with development plans for the Westminster Mall.
- They are investigating the possibility of expanding into commercial real estate foreclosures.
- The company would like to broaden its reach into mobile device marketing as the segment grows.
- A joint conference calling, computer and video conferencing service.
- At the present time they have no plans for further product development.
- Continuing to take advantage of the renewable awareness.
- They are looking at more product development for the medical equipment industry.
- Yes, as they are not an asset based company, they may expand into the public arm of service and are interested in providing solar thermal and radiant floor heating.
- Plans to work with new business development opportunities to establish partnerships. One company he is currently working with is a company called Tallas and that is where there will be some growth in employees.
- The company wants to provide products to the renewable industry (wind energy), and waste water treatment.

4. Sales / Performance:

*Total number of responses: 42*

- a. Positive: 26
- b. Negative: 12
- c. No Change: 4

5. Is the company growing or retracting in the last year in terms of:

	<b>Growing</b>	<b>Retracting</b>	<b>No Change</b>
Revenue	30	21	3
Physical Space	27	7	3

Employees	27	17	3
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6. Who is your primary competition? Where are they located?

*Total Number of Responses: 30*

- Protogenic and other automation design build companies.  
Location: Lakewood
- Canberra Industries and Parida Scientific.  
Location: Canberra: Meridan, CT Parida: Santa Fe, NM
- Peak - contract manufacturer.  
Location: Denver, CO
- International firms located on the west coast of the US and in Europe. No local competition.
- Many boutique-type individuals, working from home offices, who can undercut me because of overhead costs.  
Location: Hundreds of them all over the metro area. There are a few people like me who have a "public" office.
- Asset Link First America, Integrated Asset Management.  
Location: Lakewood. The other two firms are located outside the Denver region.
- Sky West & Mesa Airlines.
- CH2M-Hill (locally).  
Location: Denver
- Tandburg and Cisco were noted as the biggest competition.  
Location: Polycom is headquartered in California with more than 15 offices in the US, Canada and Central and Latin American. They also have offices throughout Europe, Russia, South Africa, Australia, India, Japan Thailand and many other countries.
- In house R&D shops. They don't really have much competition from contract shops in this area.  
Location: Most of their competition from other contract shops like theirs is on the west coast (California). They face competition from "off shoring" to India and China, but feel that they can compete with this in terms of quality and less hassle for the customer.
- LPA Note: They have lost 5-6 "competitors" in the last year.  
Location: Federal Heights
- Sturgeon Electric, Elkhorn and Pyramid.
- They indicated their competition is a worldwide concern and making sure that their product is still cutting edge and needed. They didn't seem too concerned about other "companies" and their products at this point.  
Location: They weren't concerned about local competition. See above.
- A few large, national companies and several smaller local firms.  
Location: Large companies are located on the coasts, but have local offices, while the smaller firms are located throughout the metro area.
- Vickers - US company Rexroth - Germany company.  
Location: Vickers - US company Rexroth - Germany company

7. Is the business exporting/importing, managing operations, or part of an entity outside of the US?

*Yes:13*

*No:33*

8. Where are the export/import markets?

- Europe, South Africa, Canada.
- Exporting to Germany.
- They import batteries from Korea.
- Worldwide, but primarily Europe and Asia.
- India, Malaysia, China and Mexico.
- World-wide (hydropower and water/waste water projects).
- Canada, Central and Latin American, throughout Europe, Russia, South Africa, Australia, India, Japan, Thailand and many other countries.
- Import products from all over.
- They are importing equipment from Canada and service western US region.
- Westminster branch only handles west of Mississippi.
- Primarily Europe; then Far East Asia, and then the remainder of the world.
- Canada, Hong Kong, and Macau.
- Exporting to Hong Kong. Importing from China.

9. Are exports sales as a percentage of total sales:

*Total number of responses: 18*

	<b>Increasing</b>	<b>Decreasing</b>	<b>Stable</b>	<b>No Exports</b>
<i>Exports</i>	4	n/a	6	8

10. Has there been any recent change in ownership or management in the company?

*Total number of responses: 10*

- Bought out by competitor.
- Merged with partner company.
- Family business is stable and expected to continue with second generation family ownership.
- Company is employee owned.
- Company declared bankruptcy and was bought by larger firm.
- The company has been stable and is weathering current economic shifts well with minimal downsizing.
- Bought three years ago by large company in industry.

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

*Total number of responses: 38*

- Emergency Preparedness - positive trend.
- The United States' overall reluctance to further explore nuclear power as a viable energy option is detrimental to business, as is the U.S. Government's delays with pursuing the opening of Yucca Mountain Nuclear Waste repository.
- Many of their larger accounts are having problems financially and they have lost many of these accounts over the past year.

- Due to the national economic situation, the company has been adversely impacted by the lack of technology investment by its customers. They are hopeful that they will see a turn around in business by early 2010.
- Changes in the economy and residential construction slow.
- New healthcare legislation will hurt the business ... increase costs the company pays for employee benefits.
- They have lost some federal government contracts that have hurt them.
- Manufacturers closing down up north.
- Negative: Because of the overall economy, many of my former clients/contacts have been laid off, gone out of business. Main client has lost almost all of his customers. Business is mostly word of mouth since I don't work with the general public.
- It's difficult to find affordable office space in the area that has a good image.
- Their business in counter-cyclical and directly benefits from downturns in the economy locally and nationally.
- Legislation known as "Call to Action," which is pilot mandated and is a safety measure for the airlines (good affect). Mandated capacity reduction on flights has decreased sales.
- The renewable/cleantech industries.
- The economy - because they support postsecondary education, and attendance tends to increase during a down economy, their business has increased.
- They experience an approximate 6% employee turnover rate annually.
- Video conferencing was noted as very much the growth portion of the business.
- Large companies cutting back on consultants to keep their employees. Loss of Government funding for some of major clients.
- The economy. Construction on transportation projects. Government contracts. Stimulus funding.
- Energy development is a real opportunity for them because it is bringing a host of new environmental issues that will create demand for their firm's services. In particular, they are going after wind energy work.
- Awareness of renewable practices in building management/building construction. Legislation that assists companies in renewable installations.
- The biggest negative trend is the move to off shoring of R&D. India and China are their biggest threats. They have a strategy to deal with this.
- Housing and lending markets have a major impact. Incentives for builders to build also has a positive and direct impact on their business. Having processes that do not impede builders is important.
- Expansion into wind industry monitoring equipment.
- The economy at large. However, the Westminster branch is down only 3% over last year while the rest of the industry is averaging a 9% decrease.
- The company depends heavily on contracts with government entities and that segment has been in decline over the past 12 months.
- Yes. Power generation is down 30% across the country.
- There is less manufacturing overall within the U.S.

## 12. How has your customer base changed in recent years?

*Total number of responses: 38*

- Customers are more aware of the need for emergency preparedness.
- Due to the completion of nuclear clean-up efforts such as Rocky Flats, the company performs less

work and sells fewer instruments in the United States. Due to Europe's interest in expanding nuclear power, more business has shifted overseas.

- Their customer base has grown smaller. They have also come to rely on the laser machine for most of their business needs.
- Contracted - fewer users of software platform and more competition among consultants.
- The company relies on relationships with long-time customers. This has helped them through the recent tough times.
- Through product growth/development & the merge # of customers has increased to 12 active contracts.
- Customer base has been and continues to be contractors who specialize in structures that require scaffolding for construction.
- Significant drop off due to overall economic decline.
- Expanded as they grow. Movement toward auto repair and away from new car dealer push due to recent events in auto industry.
- Customer base has expanded within and across sectors, and geographically as company has expanded its product offerings.
- Same types of customers + renewable energy.
- The customer base has not changed, but the volume of work has increased significantly.
- Consistent - business travelers.
- The customer base has fluctuated as the economy. Some customers have left and new customers have been added.
- Adding new services has expanded their customer base.
- Increase in online sales.
- Many of their customers are no longer are in business or have filed Chapter 7 or 11.
- Have a contract with Shell and are expanding into "Green Industries" with their equipment lines.

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

*Total number of responses: 36*

- Finding the highly qualified people needed in this field.
- Currently - increasing the company's image. Their location and professional space.
- U.S. Government support of nuclear power Opening of Yucca Mountain Nuclear Waste Repository Nuclear Power Growth Oversees Nuclear Security.
- The top issue he seemed to have the most heartburn with was the slowing/crawling nature of the development industry, which is creating problems for him and his business in getting new work.
- 100% dependent on the number of users of the ACT software platform.
- The continued growth of the technology sector, specifically by those companies that need to or choose to buy American.
- Economy, Residential construction, Customer Relationships, Good Product.
- A base of successful corporate or retails businesses that would utilize digital printing services to promote their internal and external services through print media.
- Construction activity & Changing OSHA regulations.
- The existence of manufacturing companies that can utilize our services.
- Finding qualified engineers locally.
- The state of the economy.
- Find suitable space.

- The ability to diversify the types of services they provide and the types of property they handle.
- Creating innovative products and leveraging these products in areas of the expanding electronic media market.
- Quality Labor. Maintaining relationships with vendors. Sales.
- Retail Sales. Store recognition.
- Continued reliance upon hydropower.
- Maintaining client base. Keeping their product updated. Not allowing client base to be eroded by newly produced software.
- Finding out about contracts up for bid. Winning those contracts. Many with local, state, federal government.
- Press. Getting brand recognition and continuing to be a leader in the industry.
- Improved economy Health care cost containment Office space issues - currently in a two year lease, may look at moving.
- Being price competitive so that they can compete with off shore R&D facilities.
- Adapting to change, market conditions and the ability to change revenue streams.
- The economy at large -- manufacturing needs to be producing and retail selling for box demand to increase.
- Continued marketing and visibility.
- The most important things to the success of the company appear to be the continued success of their equipment, which they believe is superior to other items on the market.
- The single most important factor is growth in the overall economy.
- Obtaining and maintaining clients. New contracts.
- Strength in the industrial distribution industry.

14. Is there new technology emerging that will substantially change either your company's primary product/service or how it is produced?

*Total number of responses: 30*

- Continued improvements in instrument design and manufacturing equipment.
- Refinements are always being made in nuclear monitoring and measurement and minor technological advancements are being made.
- Laser machines can now use color. However, he does not think this is catching on in the real world.
- The brake pad industry is changing as it moves more toward ceramic products.
- Renewable energy.
- They are constantly monitoring changes in tax law and State Depts. of Revenue/IRS procedures.
- Regulatory changes in the home loan industry could substantially alter their business, but it is unclear at this time what specific changes might occur.
- Biofuels are emerging. Better/new technology will improve operations.
- Increasing emphasis on digital versus offset printing. In 10-15 years, inkjet will be primary printing mode.
- Mobile devices and the expansion of use and services on these devices.
- Wind Energy - see above.
- Change has been a constant for this company/industry in the past decade. Materials and type of products are very different than in the past, i.e. PVC vs copper. The industry is more energy



efficient and are finding ways to minimize costs.

- Green Industries were mentioned, especially wind power generation systems.
- Not addressed specifically, although he spoke at length about the industry needing to do a better job promoting itself as green. He said 70% of corrugated boxes are recycled in the U.S. This is done by the retailers as an additional revenue stream. Pine trees are grown in the South to supply materials needed.
- Part of the challenge for this company is keeping up with changing technologies and integrating them into the document management services they provide to their clients. In addition they are expecting that the advent of more artificial intelligence technology will greatly affect how they do business and the services they provide.
- Computer Systems & electro-mechanical products.

**B. CONTACTS WITH THE CITY**

1. Rate services within the City according to quality, scale of 1 to 5.

*Total number of responses: 45*

	low				high
	1	2	3	4	5
A) Police Protection			1		18
B) Fire Protection			2	4	18
C) Sales & Use Tax			2	1	7
D) Planning & Permitting Process	3	1	5	3	5
E) Libraries				1	7
F) Public Transportation	1		2	3	8
G) Traffic Control				5	7
H) Streets and Roads (local)			1	5	11
I) Highways (state & federal)			1	5	10
J) Parks, Recreation & Trails					17
K) Other	-	-	-	-	-

If low rating, please provide explanation of concern:

*Total number of responses: 13*

- Concerns were expressed about the administrative burden for a small office in processing certain use tax payments. However, business did state that it is "not that big of a deal."
- Concerns about the City's Community Development Department, mostly the City's Planning process and how cumbersome/lengthy the process is. He went into detail about two or three projects that he processed and described concerns with the City Building Inspector changing his mind and not being clear about what was required. Overall, he was dissatisfied with his experience in plan review.
- Comment about the City's taxing of small businesses. He also mildly complained about the City's practice of setting utility manholes a couple of inches below the grade of the street.
- They would like to see a direct public transportation link to Westmoor and asked specifically about the alignment of proposed commuter rail. Took "forever" to receive their building permits for their most recent expansion.
- Concern about City taxation on items purchased outside City that are vital to their operations that are unavailable within the City.

- Concern over length of time taken to get building permits for their next expansion.
- Would have appreciated a notification of the inspection prior to showing up.
- Open Space - Likes entrance monuments. Westminster is "quality" and he likes that.
- He had a difficult time getting approval for rebuilding his building. Especially related to parking requirements.

### C. BUSINESS ENVIRONMENT

#### 1. What are the City's strengths as a place to do business?

*Total number of responses: 42*

- One-on-One assistance. Location to owner's home.
- Location. Colorado and the Denver Metro are great places to live and work.
- He didn't seem to have evaluated the City in any way in terms of deciding to do business here. He said that his location choice was basically because he was tired of driving to Downtown Denver, and really wanted to be closer to his home, in Broomfield. He said that his location choice was somewhat central to the turnpike, so it looked ok.
- Location, environment, quality of life.
- High quality of life for residents and workers.
- Good relationship with businesses. Community feel.
- Access to I-25, amenities, near DIA, near hotels, low shipping costs, available workforce.
- Geographic location. NW Corridor.
- Good location with excellent major highway access. Educated workforce.
- Location.
- That the City does not hassle Fire Detection Systems needlessly. A deep trust was established when the company installed a new fire detection system in the old police department and old city hall buildings.
- Quality of life and freeway access.
- Location - Close to downtown and up north.
- Strong sense of community. Programs & Services available.
- A good location on the freeway and the ability to find good workers.
- They enjoy being in a quality office park and the quality of life in Westminster.
- Taxes. Proximity. Location. Responsiveness from the City. Sales tax and economic development very helpful and resourceful.
- Location. Quality of life for employees.
- Happy with the City, especially the ease of commuting as many of the staff reside in near by communities.
- City maintenance. Trails & Open Space.
- Ease of access to hotels, restaurants, US 36 and the City's trail system that is provided by this office building.
- City services and good location.
- Easy access to highway. Location between Denver and Boulder.
- Great access to highways. Public transportation on 36.
- Good communication. Good support for business.

- Positive business atmosphere.
- The City "stays out of his way".
- Good location. Not that familiar with what the City offered.
- He likes the quality of life. He has a neat drive from Sheridan Park down Lowell to Whispering Pines. It has a country feel.
- They appeared to like the Westmoor business area. They liked access to the trail system; they have several European clients and staff and felt that that location was a great place to take advantage of the biking/running opportunities. They thought it was a nice business park and liked the proximity to Boulder/Denver.
- Good freeway access, safe neighborhoods, and quality housing.

## 2. What are the City's weaknesses as a place to do business?

*Total number of responses: 32*

- While the City is not perfect, it is pretty good.  
The business stated "if it isn't broke, don't fix it!"
- The permitting and planning processes are long and difficult.
- Use tax.
- Empty Retail. Westminster Mall.
- Telecomm and Electric Utilities are not strong. Need more manufacturing business.
- Clients recognize the Denver name, not the Westminster name as a location.
- Lack of adjacent commercial support services and proximate hotel/motel space.
- No Weaknesses except for identity. "Where is Westminster?"
- It is difficult to find good, affordable office space.
- Lack of proximate support services, primarily retail, for their employees.
- More networking opportunities would be nice.
- Sales tax on manufacturing equipment makes for unlevel playing field for companies looking to invest in new equipment to keep pace with new tech. Also double tax on pre-press supplies (he says the state no longer taxes, and Westminster is one of the few cities that does).
- Niche office space that fits their particular needs.
- Difficult to find the kind of flex space they need. They are happy where they are and plan/hope to expand there.
- Inspection/permit process-causes delays and the amount of time to process costs him time and money.
- He would like to see quality events where Business Executives (C-level) could network.
- Poor quality of their existing office space and the Sheridan Park office park.
- Difficult to get approvals from the City.

## 3. Are there barriers to growth in the City, County, or State?

*Total number of responses: 32*

- If higher taxes are contemplated, this would be an impediment to growth.
- Worried about the Federal level and over-spending.
- Permitting process.

- Component manufacturing.
- Slow Retail.
- The economic recession.
- The lack of manufacturing companies that can utilize our services.
- Qualified labor.
- Fuel tax in Colorado is high as well as software tax. Other locations offer lower taxes and more incentives.

4. What types of companies would benefit and/or compliment your business operation in Westminster?

*Total number of responses: 31*

- Medical manufacturers and pharmaceutical companies.
- Tech-based.
- Companies that utilize customized computer chip and micro processor units.
- Residential construction.
- Large corporate headquarters.
- Auto repair businesses. Also interested in bidding on parts, batteries and other automotive supplies with City Fleet Department. I told him I would put him in touch with our Fleet Manager.
- Any firms requiring access control systems.
- Manufactures of electronics and renewable energy.
- Hi tech companies would definitely benefit me.
- Retail services and lodging.
- Anyone who buys printing, direct marketing.
- Anyone that produces components/parts.
- More businesses who need environmental consulting services.
- Hotel rooms in the immediate area because of all their travel needs.
- Manufacturing companies.

5. Suggested capital improvements in the City of Westminster (i.e. road improvements, bridge work)?

*Total number of responses: 27*

- Continue open space and parks improvements.
- One capital project that should NOT be constructed is a pedestrian underpass between City Hall and the new park to the north.
- Westminster Mall redevelopment.
- Double-left turn lanes on bridge from eastbound Church Ranch Boulevard to westbound US 36.
- Bike path along US 27.
- Slow down growth and do not increase water rates further.
- More Outdoor Pools and complete the trail around Standley Lake

6. Please rank the following City services:

*Total number of responses: 45*

	low				high
	1	2	3	4	5
A) Water			1		22
B) Sewage			1		20
C) Natural Gas			1	2	17
D) Internet Access	1	2	1	3	20
E) Telecom	2		2	2	19
F) Cellular Service		2	3	5	15
G) Traffic Control			2	2	17
H) Cable			1	1	14

*Comments:*

- Concerns with access to fiber optic data network and limited choice of providers.
- There is a cell service dead zone by the airport.
- For internet access -- they can't get fiber optic lines in their building.
- Traffic-related to traffic lights and the 120th and Lowell intersection-which is now under construction and will hopefully, address the traffic issues.
- AT&T has some dead zones.

**D. LABOR & EMPLOYEES**

1. Is the company experiencing recruitment problems with any employee positions or skills?

*Total number of responses: 45*

- Yes – Qualified engineers.
- Yes – Engineering positions.
- Yes – Entry level positions.
- Yes – Labor positions.
- Yes – General positions.
- Yes – Specialized/technical positions.

2. Current average # of full-time employees (FTE):

*Total number of responses: 45*

Range: 1 to 500 FTE

Average: 40 FTE

3. The top three cities where most employees live:

*Total number of responses: 45*

Response frequency:

Westminster: 32  
Broomfield: 16

Loveland: 2  
Lakewood: 1

Thornton: 8	Fort Collins: 1
Denver: 12	Brighton: 1
Arvada: 7	Golden: 1
Boulder: 3	Dacono: 1
Northglenn: 5	

## E. RELOCATION, EXPANSION, & CONTRACTION PLANS

### 1. Plans to expand, contract or relocate in the next 24 months?

*Total number of responses: 22*

- Lease expires in November. The company is looking for new and exciting space. An additional 1500 square feet, and an upgrade in facility.
- He may stop leasing the property and operate out of his house.
- Move to new facility and hire 25 new FTE.
- Find a one-acre site with a garage/small storage building for the purpose of testing scaffolding. The garage would store his testing equipment. Scaffolding (20 or more feet tall) to be tested would be erected outside of the garage and would be demolished during the testing process.
- Hope to add a number of employees to get back to production levels of 2007.
- Looking for new location. More space and better business access.
- The company hopes for expansion that goes with its annual growth of 30% over the past 13 years.
- Plan to increase employment by 35 persons over the next five years. Plan to increase payroll from \$3.5 million to \$5.2 million over the next five years.
- Continuing to expect double digit increases in employment for the next couple of years (as measured in percentage terms) and an accompanying increase in space.
- Potential employee & space reduction. Determined by future of parent company.
- There may be some contraction based on slow business.
- Looking for smaller space at a more reasonable price. Too much inventory and too much space in current location.
- They expect to combine Boulder office (200 employees) in Boulder with the office in Westminster. It is anticipated that they will all be located in the Westminster office since they are only at 65% capacity. There will be a slight reduction in workforce as a result of the combination of offices.
- The company is looking for larger space. Their current space is too small and is not contiguous. The hope to hire additional employees over the coming years and need a larger space.
- Are hopeful to get back to where they were 12 months ago - 20 employees, in the next two years.
- Plan to grow by as many as 30 employees in next year.
- Market sensitive and economy driven, but they do want to become more involved in solar panels and public facilities.
- Hope to hire new staff in next year as US business grows.
- Would like to find better offices, with slightly more space, but not necessarily an increase in employment.

**F. BUSINESS ADVISORY GROUP (BAG)**

1. Is this business representative a good candidate for the BAG group when there is a vacancy?

Aspen Electronics Mfg Inc.	Giao Le
Camp Stone Company	Mike Lockwood
Hisco Inc	Dawanna Nieto
Lake Arbor Automotive & Truck	Dana Tepoel
Magpie Telecom Insiders Inc.	Debora Langer
Microtek	Mike Rozek
Sales Partnerships Inc.	David Parsons
Synchroness Inc.	Mark Henault
Systems Plumbing LLC	Bruce Kraynak
TIDF LLC	Scot Smeester
Trimble Navigation	Jurgen Kleim
Western Region Marketing Inc	Garth Goodwin



W E S T M I N S T E R

## Staff Report

Information Only Staff Report  
February 1, 2010



**SUBJECT:** Capital Improvement Program (CIP) Project  
Status Report – 2009 Third Period

**PREPARED BY:** Aric Otzelberger, Senior Management Analyst

### **Summary Statement:**

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

Attached is the third period status report for 2009 on Capital Improvement Program (CIP) projects. The project name, a brief description and status update is provided for each project. If City Council has questions about any of the projects included in this report, Staff will follow up with additional information.



**Background Information:**

Staff has compiled the attached status report on Capital Improvement Program (CIP) projects for activities through the third reporting period of 2009, ending December 31.

The “Updated” column on the far left side of the attached report will have a mark (▶) in it denoting that the project information (such as the description, status, budget, projected completion date or percent complete) has been updated, or it will have “NEW” typed in to identify any new projects added to the CIP Status Report since last period, or it will have “TO BE CLOSED” typed in to identify projects that have either been closed in the financial management system or about to be closed. If a project does not have a mark designating that an update has been provided, it does not necessarily mean that no work has been conducted on the project during the most recent period; it simply means that nothing substantial enough to report to City Council has occurred that warrants providing an update.

The definition for each of the columns included in the report is noted on the attached document (“Attachment A: Definitions – Capital Improvement Program (CIP) Project Status Report”). The definitions are utilized internally to ensure that staff is reporting information as consistently as possible.

The project name, a brief description of the project, project status, project budget, project expenditures as of December 31, 2009, the project manager(s), engineering firms/contractors, start date, projected completion date and percent complete is provided for each project on the “Capital Improvement Program – Major Projects” pages (Attachment B), and “Capital Improvement Program – Ongoing Projects” pages (Attachment C).

The projects are sorted based on whether they are ongoing in nature or have a definitive beginning and completion date. Some projects may include funding from both the General and Utility Funds but are listed only once, reflecting the consolidated total in this report. Those projects on the Ongoing Projects pages (Attachment C) do not include a start date, projected completion date or a percent complete due to the nature of these projects (i.e., they are continuing projects from year to year).

Please note that due to an accounting change directed by the City’s auditor, Major Projects are now being expensed each year rather than waiting until each project is substantially complete. As such, for continuity in this report, Staff is reporting the revised budgets for each project, excluding any expensing required by the auditors, so that City Council and the public may see the full cost of the project rather than an annually modified amount that does not accurately reflect the full cost and scope of the project. On the Ongoing Projects pages, the capitalized/expensed amounts will continue to be shown so that City Council and the public may see what funds are actually available for these projects that are continuous in nature.

Staff will continue to provide this report to City Council three times per year on a trimester basis. If City Council has questions about any of the projects included in this report, Staff is available to meet individually with City Council members and provide additional information on the projects included within this document or provide appropriate information as requested.

Respectfully submitted,

J. Brent McFall  
City Manager

Attachments

## – DEFINITIONS –

**Capital Improvement Program (CIP) Project Status Report**

**Updated** – The Updated column is intended to simplify the review of the report by drawing attention to those projects with new updates since the last report. The column will have a ► mark in it denoting that the project information has been updated, or will include “NEW” to identify any new projects that may have been added since the last report via supplemental appropriations (such as from carryover, the receipt of a grant or the subdividing of a larger project into smaller components), or will include “TO BE CLOSED” if the project will be closed before the next report. If a project does not have a mark designating that an update has been provided, it does not necessarily mean that no work has been conducted on the project since the previous report; it simply means that nothing substantial enough to report to City Council has occurred that warrants providing an update.

**Project Title/Description** – The Project Title is common name utilized by Staff in identifying the project. The Project Description is a brief description of the project, specifically focusing on the scope of the project for which funds are budgeted (i.e., are the funds appropriated for the full project, from design to construction, or simply the design/engineering component of the project).

**Project Status** – A brief update as to the progress made on this project, providing information such as how much work has been completed, if the project is on schedule, ahead or behind, if any challenges have developed as a result of contractors or the weather, etc.

**Budget** – For Major Projects, this is the total amount City Council has appropriated via the current and/or prior years’ budgets. Some projects have funding from multiple sources, i.e., the General and Utility Funds; in these cases, the combined total for the project is shown in this report.

For Ongoing Projects, this is the amount that has been entered into the financial management system that City Council has appropriated via the current or prior years’ budgets. This amount may be different from the total amount that has been appropriated over the years, since many projects that are ongoing have received funding for many years, in some cases over ten years. Showing the cumulative budget since project inception is not only difficult to gather given the conversion to a new financial management system, but is not representative of the funds actually available to spend on these ongoing projects. Some projects may include open contracts from which some expenditures have been made but the “Spent” column reflects only those actual expenditures, and therefore the associated encumbrances (i.e., financial obligations) are not necessarily reflected in these figures.

**Spent** – Actual expenditures made to date, *excluding* encumbrances.

**Project Manager(s)** – The City staff member(s) overseeing the completion of the project. Regardless of having an external project manager, a City staff member will always oversee City projects.

**External Project Manager Utilized** - This column identifies if the primary project lead is a City staff member or an outside contractor. On complex construction projects of approximately \$3-5 million or more, the City is likely also to hire a professional project manager on a contracted basis (in addition to an independent project construction inspector) to provide overall project management under the direction of City staff. If an external project manager is utilized, the name of the contractor is listed in this column.

**Engineering Firms Or Contractors** – Lists all outside firms the City has hired to work on this project, excluding the external project manager if applicable.

**Start Date** – Identifies the month and/or year in which the project was initiated (noted on the Major Projects’ pages only).

**Projected Completion Date** – The projected/targeted date for which the project is anticipated/scheduled to be complete (noted on the Major Projects' pages only).

**Percent Complete** – Identifies the amount of the overall project, as funded via City Council appropriations and defined in the Project Title/Description that is complete. It is based solely on what has been funded to date and may not include actual completion/construction of the project. There will not necessarily be a one-for-one correlation between the percent complete and the amount expended. (For example, City Council may have funded the design only of a project and based on this funding level, the project may be 75% complete, which would be reflected in the Percent Complete column. However, when looking at the overall project, which might be for the construction of a new bridge, the design component is only 5% of the overall project; however, City Council has not appropriated the construction funds as of yet and therefore this percent complete would remain at 75% until the total project funds are appropriated. Once the entire project budget is appropriated, the percentage complete column would be adjusted to 5%, reflecting the percentage of the total project that the design work represents. Some projects may be 100% complete but may reflect some funds remaining in the project and the project remains on this report due to warranty work that is yet to be completed; once warranties expire, the project will be closed.)

## CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE/DESCRIPTION	PROJECT STATUS (as of 12/31/09)	BUDGET	SPENT (12/31/09)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
<b>GENERAL CAPITAL IMPROVEMENT FUND</b>										
To Be Closed	<b>72nd Avenue Streetscape</b> - This project involves the design efforts for extending the 72nd Avenue improvements from Meade Street westerly to Raleigh Street, which will serve as a gateway to South Westminster from the west. The improvements include street widening, wide sidewalks, new curb and gutter, planters, utility underground and decorative lighting.	The final planning study was received in 4Q 2009. One component of this planning effort is a proposed realignment of Bradburn Boulevard and Raleigh Street. Per City Council's direction at a recent Study Session, Council directed Staff that the Bradburn/Raleigh realignment should be a candidate for CDBG funding in the next few years. Staff will start to look a potential scope, schedule and cost for this project. This planning project can be closed.	\$150,000	\$142,343	Steve Baumann (CD)	TBD	Jacobs--Carter Burgess	10/2007	12/2009	100%
▶	<b>80th Avenue and Federal Boulevard Intersection Improvements</b> - Project to widen Federal Blvd and 80th Avenue to provide for northbound double turn lanes, southbound right turn lane and pedestrian facilities. Funding for the project includes participation by Adams County and the State, along with Federal Aid funds.	Construction of this project was completed in 2008 and a final apportionment of the project costs to the sponsoring agencies (Westminster, Adams County, State and Federal) has been developed by CDOT. Once the City makes final payment to CDOT, this project can be closed.	\$1,541,435	\$1,233,175	Steve Baumann (CD)	CDOT	CDOT Staff for design engineering	4/2004	3/2010	95%
▶	<b>80th Avenue Bridge/U.S. 36 Enhancements</b> - This project will upgrade the standard plain bridge that CDOT typically installs with architectural enhancements similar to those installed on other recent bridges in the City.	Design work on the bridge (by CDOT) and on the enhancements (by the City) is complete. The project will be bid in 1Q 2010, and construction will begin in March or April 2010. This projected construction commencement date is one to two months later than originally anticipated due to delays caused by CDOT's demands with other 2009 American Recovery and Reinvestment Act projects.	\$600,000	\$81,648	Dave Downing (CD)	N/A	DTJ Design	9/2008	12/2010	100% design; 0% construction
▶	<b>104th Avenue and Sheridan Boulevard Intersection</b> - This project will provide double left turns for both north-bound and south-bound Sheridan Boulevard and three through lanes for east-bound 104th Avenue approaching Sheridan Boulevard and through the intersection. The project also includes channel improvements to Hylands Creek immediately south of 104th Avenue. The channel improvements will be partly funded by the Urban Drainage and Flood Control District.	The project is complete. The project account is still active in order to fund future wetland monitoring requirements under the terms of the City's permit with the Corps of Engineers. A wetland monitoring report was submitted in 2009. The project will remain active so a wetland monitoring report can be prepared in 4Q 2010.	\$3,089,708	\$2,983,732	Dave Loseman (CD)	City Employee	Burns & McDonnell (design); Castle Rock (construction)	8/2001	12/2008	100%
▶	<b>112th, Federal to Huron</b> - This project includes the design and construction of roadway improvements to 112th Avenue between Federal Boulevard and Huron Street. The design includes the widening of 112th to minor arterial standards within the limits mentioned to accommodate increased traffic from the City's recently completed 112th and Federal intersection improvements and The City of Northglenn's 112th "flyover" of I-25. This project will also replace the existing 4-foot wide attached sidewalk and will install a new 8-foot wide sidewalk between Navajo Street and Huron Street on the north side of 112th Avenue.	Construction began in June 2009 and the project was completed in October 2009. The project account will remain open during the warranty period. A portion of the funds that were placed in "Budget Hold" in this project account as part of the City's 2009/2010 recession strategy were released to address deteriorated roadway conditions that were not evident until the roadway was milled for a final overlay. This deteriorated roadway section was removed and patched with asphalt before the final overlay was placed. The "Budget Hold" funds that were released to help fund this project were more than offset by additional savings from the City's 144th Avenue widening project. The project is in a 1-year warranty period and can be closed once that period is complete.	\$1,401,050	\$1,379,116	Dave Loseman (CD)	City Employee	JR Engineering (design)	7/2004	10/2009	100%
▶	<b>124th &amp; Huron Intersection Improvements</b> - This project is jointly funded by the City and the Adams 12 Five Star School District to improve roadway turning movements, add lanes and to add the west bound leg to the existing traffic signals. The City and the School District have agreed to share the estimated project cost of \$418,000 equally (\$209,000 each). The City is responsible for the project management including design, construction management and contracting for the construction.	Construction of the intersection improvements was completed in 4Q 2008. Minor corrective work is pending under the warranty provisions of the construction contract. Staff anticipates that these warranty issues should be resolved in early 2010.	\$700,874	\$582,317	Steve Baumann (CD)	City Employee	Design: Stofus & Associates, Inc. Construction: Goodland Construction	11/2007	4/2010	95%
▶	<b>144th Avenue: Zuni to Huron</b> - This project will fund design and construction for the widening 144th Avenue between Huron and Zuni Streets. With the opening of The Orchard at Westminster, it is anticipated that a significant increase in traffic will occur along 144th Avenue between Huron Street and the western City limits at Zuni Street. The existing two-lane road will be widened to arterial street standards.	Construction began in January 2009 and the roadway widening work was substantially completed in October 2009. Due to a favorable bidding climate, the City realized \$2.7 million of savings with this project. This \$2.7 million in savings is an important component of the City's 2009/2010 financial strategy in addressing the current recession. The next effort in this project is to annex the right-of-way for 144th Avenue between Tejon Street and Zuni Street, which is an obligation outlined in the City's IGA for this project with Adams County. This right-of-way annexation will also allow annexation of the City's open space parcel at the southeast corner of 144th Avenue and Zuni Street. Staff is moving forward on the annexation and has hired a surveyor. Maps should be completed by the end of February and then the annexation will be scheduled for a City Council meeting in March for Council's consideration.	\$4,811,685	\$4,011,011	Dave Loseman (CD)	City Employee	Felsburg, Holt & Ullevig	1/2007	3/2010	95%
▶	<b>Armed Forces Tribute Garden</b> - This park honors the six armed services (Army, Navy, Air Force, Coast Guard, Marine Corps and Merchant Marine) and is located at City Park. The design includes a fountain, brick pavers, seating, shade structures, irrigation and plant material.	Fundraising efforts continue. Phase One of the project is complete. Staff is applying for a Jefferson County Joint Venture Grant to help fund a second phase of the project, which would add at least two shade structures to the Armed Forces Tribute Garden.	\$1,490,797	\$1,443,525	Bill Walenczak (PR&L)/ Becky Eades (PR&L)	City Employee	DHM Design Corp. Goodland Construction	3/2006	Phase 2: TBD	Phase 1: 100%; Phase 2: 0%

## CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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▶	<b>Big Dry Creek Trail at Old Wadsworth Boulevard</b> - This project includes the construction of a bridge on Wadsworth Boulevard over Big Dry Creek for a grade separated pedestrian crossing.	Construction of this project was completed in July 2009. The project will remain active to pay for wetland monitoring until the end of 2012. The City has received its anticipated Federal reimbursement of \$2,144,800 for this project.	\$5,046,725	\$4,884,474	Dave Loseman (CD)	City Employee	Muller (design); J.F. Sato (construction engineering)	8/2005	7/2009	100%
To Be Closed	<b>Big Dry Creek Trail Extension - 128th Avenue</b> - Trail extension toward Bull Reservoir and Huron Street.	From 2004 to 2007, Staff used project funds to build a trail connection from the Big Dry Creek underpass at 128th Avenue over to Huron Street. The remainder of funds were proposed by Staff to be used toward extending a loop trail around the Bull Reservoir, which would require several easement agreements, four bridges and significant civil engineering work. Based on numerous site constraints and issues, Staff has made the determination that this project is cost-prohibitive and these costs far outweigh the public benefit that could be gained from the loop trail's completion. It is also important to note that even if a loop trail were completed around the Bull Reservoir, the water itself would not be visible from the trail or any overlook that could be reasonably completed. This project is not feasible at this time and is to be closed.	\$150,000	\$24,997	Becky Eades (PR&L)	City Employee	n/a	6/2002	Phase 1: 12/2007; Phase 2: N/A	100%
▶	<b>Bradburn Boulevard, 73rd Avenue to Turnpike Drive Sidewalk Project</b> - This project includes the replacement of the existing 4-foot wide sidewalk along the east side of Bradburn Boulevard with an 8-foot wide sidewalk. Additional features include a new pedestrian bridge over the Allen Ditch and curb ramps at all intersection crossings. This project is being funded by the Federal Government under the American Reinvestment and Recovery Act (ARRA) with City participation in the amount of \$30,000.	Construction began in June 2009 and the project was completed in September 2009. Anticipated Federal reimbursement funds in the amount of \$244,195 have been received by the City. A final Federal reimbursement of \$9,174.30 is anticipated in 1Q 2010. The project will remain open until final reimbursement is received and until after the project's one-year warranty period has expired.	\$30,000 City; \$260,000 Federal	\$285,249	Dave Loseman (CD)	City Employee	Felsburg, Holt & Ullevig	3/2009	10/2009	100%
▶	<b>CEP Master plan</b> - Phase II - Funds to be used as match with Adams County School District No. 50 funds to plan for and make physical improvements to the District Career Enrichment Park (CEP).	Preliminary concept plans are under Staff review. The final plan is expected to be presented for City Council review and input in 2Q 2010.	\$69,976	\$33,211	Tony Chacon/Patty McCartney (CD)	City Employee	Perry-Rose, LLC.	6/2002	6/2010	50%
▶	<b>City Park Playground and Shelter</b> - This project consists of adding a play lot and shelter near the fields at City Park. Citizens have been requesting a playground and these funds will allow this playground to become a reality and allow for a small picnic shelter to be constructed. The location of the playground has been shifted to the NE corner of the soccer fields after an extensive site evaluation.	Design work has commenced. Staff has submitted a Jefferson County Open Space Grant application to help fund this project. Staff will make a presentation to Jefferson County on the grant request in January 2010. City Council approved shifting \$50,000 from the Park Renovation project account to this project as part of the City's Amended 2010 Budget.	\$150,000	\$0	Kathy Piper (PR&L)	City Employee	TBD	10/2009	TBD	25% design
▶	<b>City Park Recreation Center Aquatic Enhancement</b> - Funded in part by the 2007 POST bond issue, this project is for the renovation of the City Park Rec Center aquatics area and locker rooms, to include additional amenities into the pool area to increase the play-ability of the pool area, including a lazy river feature, a new waterslide and an outdoor splash pad. Locker room renovation will include the addition of family changing rooms.	The locker room renovation is complete and the locker rooms are open to the public. Staff is working with the contractor on minor punch list items for the locker rooms. The pool area renovation is well over 50% complete. Final completion is anticipated for February of 2010. A soft opening of the renovated aquatics area is planned for February 2010, with a grand opening anticipated for March 2010.	\$6,793,881	\$5,212,512	Becky Eades (PR&L)	City Employee	Sink Combs Dethliefs/ Adolphson Peterson Construction	11/2007	2/2010	100% design; 70% construction
▶	<b>Community Development Building Division Operating Computer System Software</b> - This project is for the replacement of antiquated software currently being used to manage building permits, inspection information and rental property maintenance records.	Staff is currently testing mobile field units for building inspections. Accela is introducing new mobile building inspections software in the coming months, so Staff is awaiting that release versus purchasing the current software. This will avoid having to transition to the new software shortly thereafter.	\$120,000	\$8,619	Dave Horras (CD)	City Employee	Accela, Inc.	1/2007	12/2010	50%
NEW	<b>Energy Efficiency and Conservation Block Grant (EECBG) Projects</b> - This project is funded by the federal 2009 ARRA stimulus package to improve energy efficiency & conservation efforts at the local level. Projects include an energy performance contract, residential & commercial rebates administered by the Governor's Energy Office (GEO), a bicycle master plan, an update to the City's Energy Code, support of the US36 Commuter CASH program, the hiring of a new Energy & Facilities Project Coordinator and education outreach efforts in the community. All funds must be expended by 9/29/2012 per Federal requirements.	Funds were appropriated with initial award notice and the City's submittal of a proposed Energy Efficiency & Conservation Strategy (EECS) in June. The City received official notice of award on 9/30/2009. Staff negotiated agreement with US36 Commuting Solutions and commenced financial support of the US36 Commuter CASH incentive program in October. The new Energy & Facilities Project Coordinator was hired and started work 12/1/09. Discussions/negotiations with the GEO are continuing to work out details of residential and commercial rebate programs that the GEO will administer on behalf of the City. Staff anticipates bringing a contract with the GEO to City Council for approval during 1Q 2010. The rebate programs would then commence during 2Q 2010.	\$952,800	\$7,737	Barbara Opie (CMO)/ Tom Ochterski (GS)	City Employee	N/A	9/2009	9/2012	2%

## CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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To Be Closed	<b>Eldorado Mountain Radio Microwave Upgrade/Replacement</b> - The City's 800 MHz trunked radio system utilizes a 6 GHz microwave hop between the Public Safety Center and the main radio transmit site located on Eldorado Mountain. The replacement of this microwave radio will provide the radio system with a more dependable uplink to the primary radio site for the next ten years. Since the City shares its radio system with the City of Arvada, and this is a shared component of the overall system, Arvada will cover 50% of the cost of microwave replacement. The project cost listed is the City of Westminster's share of this project to replace the radio equipment.	The new 6 GHZ Microwave system was fully installed in October 2009 at both the Public Safety Center and at the Eldorado Mountain radio transmit site. The installation included full realignment and performance testing. The Microwave system has been online since installation and has provided a stable, trouble-free microwave link to Eldorado Mountain. This project is complete and can be closed.	\$39,000	\$35,506	Russ Bowers & Nelson Martinez (PD)	City Employee	Frontier Radio Communications	4/2009	10/2009	100%
	<b>FasTracks Local Match</b> - This project is to fund the City's anticipated FasTracks local match associated with RTD's commuter rail line through Westminster. While the total cost to the local jurisdictions remains unknown at this time, it is anticipated that the City of Westminster's share will be significant. The current projections are \$706.9 million for the total corridor construction cost. The local match is 2.5%, which will be approximately \$17.7 million for the entire U.S. 36 corridor.	This project will hold funds for a future local contribution to the FasTracks project.	\$250,000	\$0	Matt Lutkus (GS)	N/A	N/A	N/A	TBD	0%
▶	<b>Fire EMS Field Reporting (Hardware)</b> - Purchase and install field reporting tablets (laptops) and software, which will be integral components to the Fire Department's records management system. Field tablets will permit fire personnel to complete all required EMS, fire and inspection reports in the field, thereby reducing the need for paper reports and improving the efficiency of operations.	The RFP has been issued and Fire/IT Staff is responding to vendor inquiries. Staff anticipates purchase of devices, hardware and software in 1Q 2010. System should be operational by 2Q 2010.	\$200,000	\$0	Doug Hall (FD)/Rich Welz (FD)/ Rick Spahn (FD)	City Employee	TBD	3/2008	6/2010	25%
	<b>Firefighting Simulator/Burn Building</b> - This project is for the design and construction of a firefighting simulator/burn building. Plans for a new simulator include 2 burn rooms, roof chop outs, forcible entry simulator, smoke distribution system and moveable maze partition panels. (The total project is estimated to cost \$500,000; the balance of funding is scheduled for approval in 2009 - 2011).	Fact finding for this project continues. This project was delayed in 2008 due to flood plain concerns. Alternative sites and flood plain mitigation alternatives are being investigated. Actual construction of the structure will probably not take place until 2011 when necessary funds are anticipated to be available.	\$225,000	\$0	Bill Work (FD)/ Dennis Bishop (FD)	City Employee	TBD	6/2007	12/2011	10%
▶	<b>Fire Station Alarm Notification</b> - This project will replace and upgrade the fire station alerting system at all six fire stations. This system "awakens" personnel at night when a call for service is dispatched to a station. The existing system has been in place since 1992 and is utilizing outdated technology that is presenting reliability issues. The new system will utilize the City's computer network for increased reliability and would offer specialized notification features so only those personnel assigned to a particular type of call would be notified.	Staff is postponing the start of this project until all funding is secured, which is anticipated to be in 2010. Requested funding for this project totals \$248,000.	\$117,000	\$0	Tim Burandt (FD)/Rich Welz (FD)	City Employee	TBD	TBD	TBD	0%
▶	<b>Golf Course Restrooms</b> - Funded mostly by the 2007 POST bond issue, this project will install four permanent restrooms/comfort stations (replacing portable san-o-lets) out on the two City golf courses (two per golf course).	Contractor began construction in June 2009 and completed work in December 2009. The contractor built the golf course restrooms as well as the Standley Lake restroom. Per City Council on 4/13/09, funds were transferred into this project from the following CIP accounts: Golf Course Improvements (\$40,000), Park Renovation Program (\$165,263) and Big Dry Creek Park (\$30,284). Staff still has one payment remaining for the architect. Staff also still needs to resolved several minor items before this project can be closed out.	\$736,003	\$710,976	Lance Johnson (PR&L)/ Sarah Washburn (PR&L)/ Ken Watson (PR&L)	City Employee	CG Construction, Inc.	3/2008	1/2010	95%
	<b>Greenlawn Traffic Mitigation</b> - This project was created to address a large number of concerns from residents over traffic issues associated with the development of Cambridge Farm and Asbury Subdivisions in the area bounded by Wadsworth Boulevard, 92nd Avenue, Pierce Street and 96th Avenue. A citizen task force identified the extension of 96th Avenue between Pierce Street and Teller Street as a solution to these concerns.	The construction of the 96th Avenue connection was completed in 2001. Remaining funds in this project will be used to pay for a specified amount of City water through 2011 to replace a small pond that was taken for the roadway construction. The completion date (2011) indicates the last year in which the City will be responsible for the payment of water to the owner of one of the parcels of right-of-way taken for this project.	\$9,377	\$0	Mike Normandin (CD)	City Employee	Nolte (design) Asphalt Specialties (construction)	6/2000	12/2011	95%
	<b>Heritage Golf Course Expansion</b> - The project is to eventually construct an additional 9 holes to the Heritage Golf Course and involves negotiations with Ball Corp and the Rocky Mountain Metropolitan Airport/County staff. Phase one of the project is for the design of a 9-hole golf course expansion, which includes research and analysis, land survey, environmental assessment, schematic and design development including a grading plan.	Staff is in preliminary discussions with the Airport and Jefferson County to regain an interest in the project, but officially the project remains on hold. The Airport and the City completed a land appraisal, but Jefferson County has not taken any action on this appraisal or expressed any interest in this potential expansion. Funds have been spent on basic design work.	\$75,000	\$41,897	Bill Walenczak (PR&L)/ Ken Watson (PR&L)	City Employee	Hurdzan Fry GC Design	1/2004	TBD	50%

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▶	<b>Historical Marker Program</b> - This project is for the design and installation of markers throughout the City to record historical events, people and places from Westminster's history.	All 24 markers have been cast. Fourteen have been installed. Three more are expected to be installed in 2010. All remaining funds will be used to pay for installation costs. Markers will be placed as street projects are completed in order to avoid the need to remove or cut concrete.	\$30,000	\$25,581	Vicky Bunsen (CD)	City Employee	Quinby Clune Designs; Arapahoe Sign Arts	11/2000	TBD	85%
▶	<b>Holly Park</b> - Funds to clear the existing deteriorating buildings and other costs for redevelopment on the Holly Park site. These funds are in anticipation of such redevelopment.	The site has been stabilized and is being maintained until the real estate market improves. The only remaining expenditures include maintenance of the vacant property. The City previously retained a residential broker in an attempt to sell the property, but based on general market inactivity and the fact that Staff has generated the only leads for the project, that broker is no longer being engaged in 2010.	\$1,125,000	\$1,082,341	Aaron Gagne (CD)	City Employee	n/a	7/2005	TBD	60%
▶	<b>Huron Street from 129th to 140th Avenues (phase one) and Huron Street from 140th Avenue to 150th Avenue (phase two)</b> - The project is for the design and construction of a total of nearly two and a half miles of Huron Street.	Construction of the major components of these two projects is now complete. The project account is being held open for some follow-up items, including modifications to sidewalks at 148th and Huron, several landscaping tasks and ongoing wetlands monitoring under the permit from the Corps of Engineers.	\$18,821,737	\$18,050,215	Steve Baumann (CD)	City Employee	Felsburg Holt Ullevig and Hamon Contractors	6/1998	12/2010	95%
▶	<b>IP PBX Phone System Upgrade</b> - The Internet Protocol Phone Bank Exchange (IP PBX) Phone System Upgrade is designed to consolidate the management and vendor deployment of all voice systems within the City of Westminster. The overall scope will touch almost every City location, and provide a standardized 4-digit dialing structure to the entire organization. This will remove the multiple, disparate systems that exist today, allowing for all City employees to utilize the same voicemail system, as well as use the same process and procedures when using the phone system regardless of location.	Phase 1 installation is complete at City Hall, City Park Recreation Center, City Park Fitness Center, Swim and Fitness Center, Christopher Fields and Standley Lake. City Council appropriated funds in the Amended 2010 Budget for Phase 2 of this project.	\$166,000	\$165,997	Scott Magerfleisch (IT)	City Employee	Axess Communications	1/2009	12/2011	Phase 1: 100%; Phase 2: 0%
To Be Closed	<b>JDE Upgrades/Maintenance/Enhancements</b> - This project uses savings from the original J.D. Edwards (JDE) financial and human resources management software system implementation project to implement upgrades to the software application. These upgrades include enhancements to the system's self service functions, timesheets and payroll functions. In addition, this project will automate personnel action forms.	Staff has upgraded and extensively tested the development environment of Oracle's JD Edwards EnterpriseOne ERP application to 8.11. Staff upgraded IBM Websphere to 6.0 and implemented the IBM Portal. Staff completed updates to the Personnel Action Management module. This project is complete and can be closed out.	\$100,000	\$82,981	Tammy Hitchens (FIN)/ Debbie Mitchell (GS)/Larry Garlick (IT)	City Employee	N/A	4/2006	9/2009	100%
▶	<b>Lowell Boulevard Corridor Enhancement</b> - This project funds the partial construction of new curb and gutter and sidewalks, asphalt repaving, undergrounding of overhead utility wires and installation of landscaping along Lowell Boulevard. Besides City funds, the project will also be funded by CDBG funds (\$443,000), ARRA funds (\$135,000) and New Development Participation funds (\$370,600).	The most recent phase of improvements to Lowell Blvd, from 77th Avenue to US 36, went into service in December 2009. Some landscaping and other surface improvements will be completed in 2Q 2010.	\$1,195,299	\$684,298	Steve Baumann (CD)	City Employee	SEH Inc. (Engineer); New Design Construction, Inc.	2004	5/2010	80%
▶	<b>McKay Lake Outfall Drainage</b> - This is a joint project between the cities of Thornton and Westminster. It includes the planning, cost apportionment, design and construction of improvements to reduce the significant floodplain between Huron Street and Washington Street, north of 136th Avenue.	Construction of the portion of this project from I-25 east to Big Dry Creek in Thornton began in 3Q 2009 and should be completed in the 2Q 2010. The phases of the project upstream of I-25 in Westminster await developer and property owner commitments that are associated with those properties.	\$7,818,527	\$3,547,039	Steve Baumann (CD)	City Employee	WHPacific (Engineer); American West Construction, Inc.	1999	5/2010 (Phase 3)	80%
▶	<b>Metzger Farm Improvements</b> - This is a joint project with the City and County of Broomfield through the Broomfield-Westminster Open Space Foundation. The specific parameters of the Master Plan for the Metzger Farm are being refined. These funds are for the first phase of implementation of the Master Plan once it is agreed upon, which is anticipated to include building trails and making improvements to the structural integrity of the buildings.	The master plan for Metzger Farm is almost complete. Final cost estimates are being prepared and the project consultant is working on completing the document. Staff will bring the master plan to Council for final approval in early 2010. Staff is planning to apply for Adams County Open Space funds to begin construction of trails and improvements to the farm in the spring of 2010. Building stabilization measures have been put on hold until research can be conducted on historic grant opportunities that could potentially help fund these measures.	\$190,000	\$0	Heather Cronenberg (CD)	City Employee	Wenk Associates (master planning)	2008	12/2010	95% design; 0% construction
▶	<b>Municipal Service Center Renovation</b> - The project renovates the facility to address space needs at the Municipal Service Center for Public Works & Utilities and BO&M Staff.	Construction was completed in December 2008. Landscape warranty work was delayed to spring and summer of 2009. Staff is working to resolve the City's claim with Architect Fisher Associates to provide as-built drawings and other site and drainage reports for final approval of the ODP. Staff anticipates the claim will be resolved in 1Q 2010. Once this claim is resolved, the project can be closed.	\$8,923,993	\$8,550,803	Mike Wong (PWU)	City Employee	Fisher Associates/JHL Constructors	10/2000	1/2010	95%

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▶	<b>Open Space Land Purchase Reimbursement</b> - This project is for the reimbursement of the Open Space Fund for rights-of-way acquired over several open space properties purchased with open space sales tax funds. The rights-of-way were acquired prior to July 2004 and reimbursement has been deferred until 2007, with funding recommended over the next five years for a total of \$860,000 being repaid to the Open Space Fund.	City Council approved the payment of \$100,000 in 2007 and \$150,000 in 2008. The \$180,000 payment for 2009 was originally frozen as part of the City's 2009/2010 financial management strategy to address the current recession and revenue shortfalls. However, this payment was approved as part of City Council's 2008 carryover appropriation into 2009.	\$180,000	\$180,000	Heather Cronenberg (CD)	City Employee	n/a	2007	12/2012	60%
▶	<b>Photovoltaic Solar Panel System</b> - The City entered into a power purchase agreement with Main Street Power for the installation of photovoltaic solar panels on four facilities at the July 13, 2009 City Council meeting. Pursuant to that agreement, the City needs to set aside the first six years of energy purchase funds as a guarantee to Main Street Power and their financiers that they will be receiving the income stream from the City's energy payments. At the conclusion of the six-year period, should the City decide to exercise the option to purchase the system, these funds could be utilized towards that purchase.	Main Street Power's structural and electrical engineering work is complete. The photovoltaic systems have been installed on the Municipal Service Center Administration Building, City Park Recreation Center, West View Recreation Center and the Public Safety Center. Solar power generation will commence in 1Q 2010. Installation of educational kiosks is scheduled for January 2010. No expenditures have been made to date as these funds will be utilized to purchase energy from Main Street Power once the system is fully operational.	\$110,000	\$0	Jerry Cinkosky (GS)	City Employee	Main Street Power/Simple Solar	7/2009	3/2010	95%
▶	<b>Pool Disinfectant &amp; Monitoring System</b> - This project will convert all four city pools from gas chlorine and update and automate outdated equipment, which is needed due to safety and liability issues.	The first phase of this project was completed in 2007. The remaining items will be completed during the City Park Recreation Center Aquatics renovation. Per City Council on 4/13/09, \$50,000 was transferred from this project to the City Park Aquatics project. This account is being left open to address several minor outstanding items.	\$100,000	\$94,156	Peggy Bocard (PR&L)	City Employee	TBD	11/2005	3/2010	95%
To Be Closed	<b>Promenade Improvements</b> - This project will address various capital improvement needs throughout the Promenade that is owned and operated by the City. Planned improvements include repairs to the compass rose in front of the AMC theater, concrete and paver work throughout the area, painting and repairs, and updates to maps and signage.	The electrical repairs and upgrades to the pop-jet fountain lights are complete. The kiosk map, the compass rose and other signage have been updated. Painting of the stanchions and site furniture is complete. Brick pavers have been purchased and Staff is replacing old pavers as time permits. This project can be closed out.	\$125,000	\$124,897	Rich Dahl (PR&L)	City Employee	Specialized Electric; Arapahoe Sign Arts; Great Panes Glassworks; Cogan	8/2008	12/2010	100%
	<b>Promenade Parking Garage</b> - This project is for the construction of a 600-700 space parking deck to serve the Promenade Office Building and Promenade East.	Project is on hold but may be incorporated as part of future development efforts at the Promenade.	\$1,500,000	\$0	Steve Smithers (CMO)	City Employee	TBD	TBD	TBD	0%
▶	<b>Railroad Crossing Surface Replacement Program</b> - This program will replace railroad crossing surfaces at several crossing locations throughout the City with concrete crossing pad materials. These crossings are rated poor to very poor. This program is proposed to be funded over several years.	Burlington Northern Santa Fe (BNSF) replaced crossing pads at the 112th Avenue crossing in November. Street Division Staff paved approaches to the tracks as part of this project. Other crossings to be replaced in the future are located at Bradburn Boulevard at 72nd Way, Lowell Boulevard at approximately 71st Avenue, and at 76th Avenue between Winona Court and Stuart Street.	\$62,000	\$0	Dave Cantu (PW&U)	City Employee	BNSF Railroad	8/2009	12/2012	25%
▶	<b>Railroad Quiet Zone Study</b> - Funds to conduct a quiet zone study associated with the FasTracks commuter rail project.	Staff accompanied RTD and railroad personnel during onsite evaluations in August 2008. During 2009, RTD announced that they will install quiet zones at various railroad crossings as part of the FasTracks project, including all such crossings within Westminster.	\$100,000	\$0	Dave Downing (CD)	City Employee	URS (evaluations)	1/2008	1/2015	1%
▶	<b>Records Management</b> - This project is for the creation of customized retention schedules and development of City-wide policies and standards to manage documents of all media for the City of Westminster.	Individual department review of retention schedules will be completed in January 2010. Updated schedules will be returned to consultant for finalization by the end of January 2010. Staff is planning to present updated schedules for City Council's consideration during 1Q 2010. The schedules will need the approval of the State Archivist and Attorney General after Council's adoption. Following Council adoption, Staff will follow the schedules and abide by the Citywide policy for document management to be approved by Administrative Memorandum.	\$65,000	\$54,167	Linda Yeager (GS)/ Tami Cannon (CAO)	City Employee	Graham Information Management Associates	11/2007	4/2010	85%
▶	<b>Salt Storage</b> - Facility is to provide a northern location for storing road salt, truck-mounted snow plows and equipment for the Street Division. The planned location is near the Big Dry Creek Wastewater Treatment Facility.	This project is complete and currently in a one-year warranty period. Once that is complete, this project can be closed out.	\$799,556	\$799,556	Kent Brugler (PW&U)	City Employee	J&T Consulting JHL Constructors, Inc.	5/2007	10/2009	100%



## CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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▶	<b>Sheridan Widening at 72nd Avenue</b> - This project is for street improvements on Sheridan Boulevard from 69th Avenue to 74th Avenue and 72nd Avenue from Depew Street to Wolff Street. Generally, these improvements will result in six "through" lanes on Sheridan Blvd. with raised medians, a landscaped area and detached sidewalk on the east side of Sheridan Boulevard between 70th and 72nd Avenues, and intersection improvements at 72nd Avenue to allow double left hand turns in every direction.	Through negotiations with the developer of the Shoenberg Farms Commercial development, the City will take cash-in-lieu for the construction of the 3/4 turn into the commercial site and re-stripe Sheridan Boulevard to create 3 northbound and southbound lanes on Sheridan Boulevard all the way up to 80th Avenue. The City is still waiting for payment from the developer. Once this is received, work on this final portion of the project will commence.	\$1,605,531	\$1,545,990	John Burke (CD)	City Employee	CRCC (contractor); S.E.H. (engineering inspector)	10/2005	6/2010	95%
▶	<b>Shoenberg Farm Restoration</b> - This project will help facilitate the acquisition of historic properties located at the former Shoenberg Farm site by commercial and non-profit users.	Shoenberg Farm partial acquisition was completed in 2Q 2009. The Shoenberg Farm dairy barn restoration is scheduled for completion by 3Q 2010. Grants have been awarded to fund construction documents for rehabilitation of the milk and ice house, the concrete silo, the farmhouse and the carriage house (garage).	\$1,034,621	\$681,809	Vicky Bunsen (CD)	City Employee	TBD	1/2009	TBD	15%
▶	<b>South Westminster TOD</b> - This design project will assist with the redevelopment projects and land acquisitions necessary to assist the forward movement of the FasTracks efforts for the RTD commuter rail station near 71st Avenue and Irving Street and the appropriate development of the surrounding area.	The consultant has completed and submitted several alternative development scenarios relative to the South Westminster Transit Station Area Plan. Staff has evaluated the options and worked with the consultant to narrow the concepts down to one preferred alternative. Staff is sharing the preferred concept with RTD and affected property owners to further refine the plan. A final draft of plan is expected to be ready for presentation to City Council in 1Q 2010.	\$1,170,000	\$65,000	Tony Chacon (CD)	N/A	IBI Group, Van Meter, Williams, Pollack	12/2008	TBD	75% Design
▶	<b>Swim &amp; Fitness Center Renovation</b> - Funded by the 2007 POST bond issue, this project is for the renovation of the Swim and Fitness Center to include enhancements to the locker rooms and possible additions to the aquatics area.	Per City Council on 4/13/09, \$750,000 was transferred from this project to the City Park Recreation Center Aquatics project. A conceptual master plan for a Swim and Fitness Center renovation will be completed in 2010. Proposals are now being reviewed for consultant selection. Staff is also examining major maintenance needs for the facility and potential grant opportunities for the project. Per City Council action on 8/24/09, \$327,200 in 2008 carryover was appropriated into this project.	\$579,205	\$0	Kathy Piper (PR&L) Peggy Boccard (PR&L)	TBD	TBD	2/2009	12/2011	2%
To Be Closed	<b>Tape Library Backup System Replacement</b> - The project is recommended to upgrade the City's existing tape backup system with disk-based technology. The backup system captures the data on critical computer systems to ensure the ability to recover data in the event of a disaster. The system then replicates the captured data from City Hall to the City's disaster recovery facility providing an additional copy of the data. This will reduce the need for backup tapes and decrease the time it takes to recover missing data.	The City purchased and implemented Archive IQ from Dell and Equal Logic SAN from Lewan. The project is complete and can be closed out.	\$150,000	\$145,740	Scott Rope (IT)	City Employee	N/A	2/2009	11/2009	100%
▶	<b>Westminster Commemorative 100th Anniversary Photo Book</b> - At City Council's 2008 Budget Retreat, City Council directed Staff to fund this project at the end of 2008 through a contingency transfer from the General Fund. The Photo Book project is a 2008 citizen budget request. Members of the Westminster 100th Anniversary Book Committee, including Bob Briggs, Wilbur Flachman, and Linda Cherrington, requested funding to hire a professional editor for the project. City Council gave direction to Staff to provide \$10,000 as the City's contribution to this project.	Work continues on this project with a proposed publication date of October 2010. The Centennial Book Committee hired an editorial team, Kimberly Field and Kelly Kordes Anton, in October 2009 to complete the project. An outline and extended table of contents was reviewed and approved by the Committee. The next step will be the delivery of sample chapters in February 2010. Work continues to sell advertising into the book to pay for the production. The budget amount for this project represents the City's contribution to the project.	\$10,000	\$5,000	Katie Harberg (CMO)	N/A	N/A	7/2009	10/2010	15%
▶	<b>Westminster Center Park</b> - This project will develop the 9.5 acre park located directly across the street from City Hall. Funded mostly by the City's 2007 POST bond issue, this project will attempt to implement the following improvements (funding permitting): amphitheater, plaza, shelters, play area, walking paths, open turf areas, parking water feature and restroom facilities.	Construction commenced in May 2009 and the completion date is anticipated in April 2010. The park's grand opening is tentatively scheduled for May 2010. Weather permitting, sod and irrigation is scheduled for installation in 1Q 2010. Playground surfacing installation is scheduled for late March or early April 2010.	\$3,218,021	\$2,634,485	Kathy Piper (PR&L); Rich Dahl (PR&L)	City Employee	Arrow J Landscape	12/2007 design; 5/2009 construction	4/2010	85%
	<b>Westminster Center TOD</b> - This project will assist with the redevelopment projects and land acquisitions necessary to position this commuter rail station for approval by RTD to be built as a part of the Northwest Corridor Commuter Rail line.	Due to City Council's 2008 carryover appropriation on 8/24/09, \$400,000 was released from budget hold. Funds will continue to be accrued in this account to address future needs associated with the development of the FasTracks Station and surrounding area.	\$1,400,000	\$0	Steve Smithers (CMO)	N/A	TBD	TBD	TBD	0%

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To Be Closed	<b>Westminster Center Urban Reinvestment Project (formerly City Center Redevelopment)</b> - Funds to be used for redevelopment efforts in the City Center area.	This project, also known as WURP, remains one of City Council's highest priorities. Staff continues to work with the Westminster Mall owners and development interests in planning and pursuing redevelopment of this area. Following review of redevelopment proposals, Staff is pursuing an exclusive negotiation agreement with a single developer. However, no final selection has been made. WEDA acquired the Trail Dust property and is currently in negotiations to purchase another major property. Staff is proposing to transfer the funds in this project to a new project account in WEDA. This project account would then be closed.	\$8,152,262	\$489,052	Brent McFall (CMO); Susan Grafton (CMO)	City Employee	N/A	6/2006	TBD	3%
<b>UTILITY CAPITAL IMPROVEMENT FUND</b>										
▶	<b>10" Replacement Main, 80th Avenue under US 36</b> - This project is to replace a 10-inch main along 80th Avenue under US Highway 36. The Colorado Department of Transportation (CDOT) is constructing a new 80th Avenue bridge over US 36 and the new bridge is anticipated to conflict with the 10" water main that crosses the Turnpike. This bridge project will likely require complete replacement of the main along with replacement of portions of the pipeline on the east side of the US 36 in the vicinity of 80th Avenue, Osceola Street and Newton Street.	Discussions ongoing with CDOT. Construction was programmed to begin in 1Q 2010, but the ad date for the project is delayed until February 25, 2010 due to right-of-way items that CDOT is currently working on to resolve.	\$1,300,000	\$0	Andy Walsh (PW&U)/Dave Downing (CD)	City Employee	CDOT / CH2M-Hill	1/2010	TBD	2%
▶	<b>94th Avenue &amp; Quitman Lift Station Elimination</b> - The project is for the construction of a gravity sewer system to divert flow away from the City's current 94th Avenue and Quitman Lift Station to Sheridan Boulevard via a gravity sewer. The change in the system will remove approximately 0.5 million gallons per day from the Little Dry Creek interceptor that flows to the Metro District and add it to the Big Dry Creek interceptor that flows to the Big Dry Creek Wastewater Treatment Facility.	Construction was fully completed in September 2009. The contract with AUI, Inc. was settled and closed and the payment to Hyland Hills was resolved. Remaining issues include quit claim deeds to 3 citizens, an overlay Carroll-Butts parking lot, a contract amendment with URS and street cut impact fee payments.	\$2,504,349	\$1,836,901	Mike Wong (PW&U)	City Employee	URS Corp AUI, Inc.	4/2007	3/2010	95%
▶	<b>144th Avenue Sanitary Sewer Extension (Pecos to Tejon)</b> - This project includes water and sewer extensions to fulfill a 2001 Annexation Agreement executed by the City. This requires the construction of approximately 1,200 feet of both water and sanitary sewer mains from the intersection of 144th Avenue and Pecos Street west to the two affected properties.	This sanitary sewer line was constructed as part of the 144th Avenue, Zuni Street to Huron Project. Project is complete and was placed in service in 3Q 2009. Staff anticipates making final payment in the coming weeks and then the project will enter a one-year warranty period.	\$160,000	\$75,439	Dave Loseman (CD)	City Employee	TBD	1/2009	1/2010	95%
▶	<b>Airport Creek Stormwater Improvements</b> - There is a 48" diameter raw water line that is exposed in this section of Airport Creek just upstream of Sheridan Boulevard at approximately 110th Avenue. This project was identified in the top 3 priority projects in the 2007 storm drainage study.	Through an IGA approved by City Council on 8/24/09, UDFCD and the City have hired an engineering consultant to design the channel improvements to protect all existing utilities, including a City sewerline. This work will take an individual permit through the Corps of Engineers. Construction began late in the 4Q 2009. Full payment has been made to UDFCD, as they are managing the project.	\$300,000	\$300,000	John Burke (CD)	City Employee	Muller Engineering	11/2008	4/2010	100% Design/ 5% Construction
▶	<b>Big Dry Creek Waste Water Treatment Facility Renovation &amp; Expansion</b> This project involves the expansion and upgrade of the existing treatment facility to meet future needs as mandated by the State Department of Health, to replace aging equipment, to improve odor control and to improve the operating and maintenance efficiency of the facility.	The project has reached final completion and is now in the warranty stage. Staff is currently in negotiations with the contractor to resolve outstanding contractual issues.	\$45,946,669	\$45,030,086	Kent Brugler (PW&U)	City Employee	CDM Lillard & Clark	7/2003	10/2009	100%
To Be Closed	<b>Big Dry Creek Wastewater Treatment Facility Site Fencing</b> - This project was created as a change order issued for the original contract, which included fencing at the SWTF Clearwell site, the NWTF site and the RWTF site. As this was a wastewater facility project, it was issued its own Wastewater CIP project account. As with the water facility sites, the new fencing replaced the existing fence with a secure and visually-pleasing product.	This project is complete and can be closed out.	\$95,651	\$95,651	Tim Woodard (PWU)	City Employee	Greater Western Fence	7/2009	9/2009	100%
▶	<b>City Hall Cashier System Replacement</b> - This project is to install a new cashier system at City Hall. The existing system will no longer be supported after 12/31/10 and due to reliability issues, Staff requested and Council approved 2007 carryover to fund this project on August 11, 2008.	Several outstanding items still need to be resolved, including the integration of the system with Accela, the creation of a module to verify miscellaneous account numbers and the addition of a device to automatically read bills.	\$150,000	\$93,309	Robert Byerhof (FIN)	City Employee	Active Network	12/2008	2/2010	80%

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►	<b>City Park Channel Improvements (Lowell to Big Dry Creek)</b> - This project includes the construction of the City Park Channel on the south side of 120th Avenue between Lowell Boulevard and Big Dry Creek. This realignment of the existing channel will reduce the size of the structure crossing needed across Lowell Boulevard north of 120th Avenue. This plan is in accordance with the updated Master Plan being prepared by the Urban Drainage and Flood Control District (UDFCD). Staff is working towards a cost sharing agreement between UDFCD, Broomfield and Westminster. The funding is Westminster's share.	Construction of the first phase of this project is complete and out of the one-year warranty period. The first phase included a box culvert crossing of Lowell Boulevard and channel improvements for approximately 500 feet east and west of Lowell Boulevard. Design of the second phase of this project will begin in 1Q 2010 once an IGA between the City, UDFCD and the City and County of Broomfield is completed. Construction of the second phase is anticipated in 2010. Construction in the second phase includes an 8-foot wide concrete trail and pedestrian bridge over Big Dry Creek.	\$658,000	\$450,000	Dave Loseman (CD)	UDFCD	CH2MHILL	4/2006	12/2010	100% construction of Phase 1; 0% Design of Phase 2
►	<b>Comprehensive Water Supply Plan (CWSP) - Raw Water Improvements</b> - This project will provide for a feasibility study and design of the Standley Lower Bypass Pipeline that will allow Clear Creek water to bypass Standley Lake and thus provide an alternative means of delivering water to Westminster. This project will provide redundancy, protect water quality and reduce vulnerability. Staff is pursuing studies and assessments of the City's raw water supply system in order to develop additional water supply, promote system efficiencies, and maximize resources.	Staff continues to review the Bypass Pipeline proposal from Deere & Ault Consultants, Inc. The cities of Northglenn and Thornton have been offered the opportunity to participate jointly in this project. Thornton has declined and Northglenn has not yet responded. The Raw Water Study is intended to address the components of the raw water system that are the City's responsibility. Staff has been working with the respective ditch companies to develop the scope and begin this project.	\$375,000	\$0	Josh Nims (PW&U)	City Employee	Deere & Ault Consultants, Inc.	3/2009	12/2010	5%
►	<b>Comprehensive Water Supply Plan (CWSP) - South Westminster Non-Potable System</b> - This project consists of pursuing the development of non-potable water sources for irrigation purposes in the southern area of the City, which includes planning, design and construction of the system in conjunction with south Westminster development and redevelopment. This project will begin with an analysis of non-potable options including ditch water and City wells. In addition, the project will identify demands, evaluate the feasibility of a dual water system and focus on maximizing system efficiency.	URS was contracted to develop a study of the feasibility of developing a non-potable irrigation water system to the southern portions of the City. Work under this study will assist the City in planning for the necessary improvements to provide that service. The system would use sources of water that the City has rights to but cannot incorporate into the potable water system. The system would be separate and distinct from the Reclaimed Water System. Staff is reviewing the final draft of the study.	\$225,000	\$37,753	Josh Nims (PW&U)	City Employee	URS	5/2008	12/2010	25%
►	<b>Comprehensive Water Supply Plan (CWSP) - Wattenberg Gravel Lakes Storage</b> - In order to meet the City's build out raw water demand, the City is pursuing construction of reservoirs from reclaimed gravel mines along the South Platte River near Wattenberg in Weld County. This project is unique in that the mining company Aggregate Industries is constructing the reservoirs for Westminster as part of the mining reclamation plan. Westminster is responsible for constructing inlet and outlet facilities. The project is anticipated to take 17 years to complete.	Due to permitting issues and a drastically slowed construction environment, Staff has negotiated new agreements with Aggregate Industries (AI) with updated timelines and delivery dates for each component's completion. Staff has also negotiated lease agreements with AI. The agreements are awaiting signatures by AI.	\$2,610,846	\$2,195,017	Josh Nims (PW&U)	City Employee	Aggregate Industries; Various Engineering Firms	2000	12/2017	17%
►	<b>Countryside Pump Station Improvements</b> - This project is for improvements to the Countryside Pump Station located at 100th Avenue and Simms Street, which will enhance the distribution of water in the far western edge of pressure zone 5.	Improvements include eliminating confined space by adding stairway access and improving ventilation. Also, the electrical components and controls of the facility will be brought above grade in the new facility. Other site improvements will include landscaping enhancements.	\$1,000,000	\$95,867	Stephanie Bleiker (PW&U)	City Employee	J&T Consulting, Inc.	1/2009	4/2010	20%
To Be Closed	<b>Cozy Corner Tributary No. 5 Channel Improvements (Sheridan Boulevard to Big Dry Creek along the 116th Avenue alignment)</b> - This project includes the construction of the Cozy Corner Tributary No. 5 Channel on the north side of the 116th Avenue alignment between Sheridan Boulevard and Big Dry Creek. Council approved an IGA with the Urban Drainage and Flood Control District which defines an equal cost sharing for the project. The funding shown is Westminster's share.	This project is complete and out of the one-year warranty period. This project can be closed.	\$600,000	\$600,000	Dave Loseman (CD)	UDFCD	ASCG Incorporated	6/2006	9/2008	100%
►	<b>England WTF Decommissioning</b> - This project consists of demolishing and disposing of the former England Water Treatment Facility (WTF) buildings and structures in anticipation of development to the south Westminster corridor. Also, this project is related to the development of a south Westminster non-potable water system that may use this site.	This project has been delayed until a plan is developed for the South Westminster non-potable irrigation system as part of the Comprehensive Water Supply Planning process. Plan recommendations developed by URS Consultants, which include the potential future use of the England WTF site, are currently being evaluated.	\$300,000	\$0	Dan Strietelmeier (PW&U)	City Employee	TBD	6/2009	6/2010	0%
►	<b>GIS Mapping/Modeling Improvements - Water &amp; Wastewater Systems</b> - This project will provide assistance in completing and updating geographic information system (GIS) data with sewer pipe age, slope, material, etc. where documents do not exist or field data need to be obtained. Also, upon updating the GIS data, the City will model the systems to determine future data needs and cleanup. This project will be a repetitive process until the model software and GIS software are unified. Future updates are expected to be accomplished in-house once the data work is completed.	Some of these funds will be used to pay for additional hydraulic modeling that is being performed by URS. On August 11, 2009 City Council approved a contract with URS for engineering design and construction management services for the Water and Sewer Infrastructure Master Plan Revisions and Updates. The project has been delayed in order to resolve future demand issues related to emerging redevelopment projects.	\$350,000	\$162,081	Richard Clark / Josh Nims (PW&U)	City Employees	URS	9/2008	3/2010	50%

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▶	<b>Gregory Hill Pump Station Improvements</b> - This project consists of rebuilding the pump station walls due to the water pipe failure that the City experienced at the facility (located at 82nd Avenue and Meade Street) in late 2006.	Construction commenced in April 2009 and was substantially complete at the end of 3Q 2009. Staff will pursue final settlement with the contractor in January 2010.	\$609,213	\$575,784	Mike Wong (PW&U)	City Employee	Stantec Consulting; Velocity Constructors, Inc.	6/2008	1/2010	95%
▶	<b>Hyland Village Sewer Upsizing-McStain/98th Ave &amp; Sheridan</b> - This project included City participation of upsizing the sanitary sewer interceptor at 98th Avenue and Sheridan Boulevard. New pipeline was also designed upstream of the Hyland Village sewer. The new and upsized pipelines accepts flow from the diversion of 94th Avenue and Quitman Lift Station. The new pipeline ties into the existing trunk sewer located in City Open Space, north of the Hyland Village site. The new sewer adds depth to the City's sewer system and allows gravity sewer service to adopted Hyland Village project located at 98th Avenue and Sheridan Boulevard.	Construction is complete and final payment to the contractor has been processed. The City is delaying final payment to McStain Homes for the sanitary sewer upsizing project. While City Council authorized the payment to McStain Homes in April 2009, payment is being held pending resolution of McStain's bankruptcy issues.	\$706,070	\$506,544	Stephanie Bleiker (PW&U)	City Employee	McStain Homes; Nolte Associates, Inc.; J&T Consulting; Twin Peaks	6/2007	9/2008	100%
To Be Closed	<b>Kershaw Ditch Non-Potable Water Pump Station Improvements</b> - This project consists of improving the Kershaw Ditch Non-Potable Water Pump Station located at 60th Avenue and Tennyson in unincorporated Adams County. This would fund the replacement of the roof, along with an improved electrical control system and security enhancements at the site.	Project is complete and can be closed.	\$190,787	\$152,535	Mike Wong (PW&U)	City Employee	Stantec Consulting; Velocity Constructors, Inc.	6/2008	12/2009	100%
▶	<b>Lift Station Improvements (wastewater lifts)</b> - This project consists of wet well lining, impeller replacements, spare pump purchases, access hatch replacements, emergency force main connections and preliminary investigation of emergency overflow connections to adjoining agencies collection systems.	Approximately \$25,000 expended for spare pump for 87th/Wadsworth and 88th/Zuni lift stations. Additional \$5,000 spent for wet well mixer valves. Proposals are being sought for programming and electrical changes at North Huron lift station to accommodate increasing flows. Replacement transfer switch for 87th/Wadsworth complete. Electrical upgrades for North Huron Lift Station completed in 4Q 2009. An emergency generator has been delivered for this lift station as well. This project is substantially complete except for some final equipment purchases.	\$175,000	\$79,682	Richard Clark (PW&U); Bob Booze (PW&U)	City Employee	Various	4/2008	2/2010	95%
▶	<b>Little Dry Creek Regional Detention</b> - This project is located between Federal and Lowell on the south side of the BNSF railroad. This project will create a regional detention area to help facilitate the re-development of the triangular area north of the BNSF railroad between Federal and Lowell Boulevards south of 72nd Avenue. The project will also create an open space amenity for the neighborhood and the proposed train station that is located between Federal and Lowell Boulevards.	Adams County has signed the IGA with the City and the Urban Drainage and Flood Control District (UDFCD). Adams County still needs to sign the IGA between just the City and Adams County. Staff is now starting the design process for this regional detention facility and drainageway improvements project. Muller Engineering was selected to complete the design.	\$915,000	\$150,000	John Burke (CD)	City Employee	Muller Engineering	9/2009	12/2014	1%
▶	<b>JBR Aeration System Replacement</b> - This project is to replace the existing aeration system located approximately in the eastern section of Jim Baker Reservoir (JBR), located south of 60th Avenue between Tennyson Street and Lowell Boulevard. Westminster owns the reservoir property and attendant water rights and share parks facilities at this location with Adams County. The compressor pumps, cooling system and air lines to the reservoir have exceeded their anticipated useful life and are in need of major repair and/or replacement. This aeration system is an important part of the site operations and provides valuable water quality benefits to the reservoir.	Staff has been reviewing the scope of work and identifying options for completing the project. Projected completion date modified to 4Q 2010 to reflect current status of the project and division priorities.	\$50,000	\$4,000	Josh Nims (PW&U)	City Employee	TBD	9/2007	12/2010	25%
▶	<b>Maintenance Management Computer System</b> - This project funds the purchase of a Total Enterprise Asset Management (TEAM) Program for eventual City-wide use. The City will utilize the latest technology for asset and resource management, improved customer service and better management of all maintenance tasks. This will also assist in performance measurement efforts.	All groups part of the original project have been converted and implemented/upgraded into the new web based Accela Automation application. A punch list of items has been created that document issues that need to be completed or fixed by the vendor. The vendor is actively completing these items with project completion expected in 2Q 2010.	\$361,970	\$164,325	Keith Alvis (PW&U)	City Employee	ACCELA Inc.	1/2002	6/2010	90%
▶	<b>Northridge Tank Improvement</b> - This project consists of modifying and updating the Northridge water tanks (located at 90th Avenue and Yates Street) cathodic protection system. This includes switching the system from a suspended anode system with access ports to a submerged buoyed anode system and improving security at the site.	Heating/cooling equipment has been purchased and installed at the tanks. Staff is currently in the process of evaluating proposals to determine if the City's needs are being met.	\$100,000	\$24,895	Mike Wong (PW&U)	City Employee	TBD	12/2008	5/2010	5%

## CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE/DESCRIPTION	PROJECT STATUS (as of 12/31/09)	BUDGET	SPENT (12/31/09)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
►	<b>NWTF Major Repair and Replacement</b> - The Northwest Water Treatment Facility (NWTF) is in need of two major repairs to the facility in 2009. The projects include HVAC Improvement and Filtrate Header Replacement. The HVAC project is intended to improve the current heating system for the membrane room in order to improve efficiencies with the calibration of instrumentation. The NWTF Filtrate Header Replacement is intended to implement the best solution for the 24" stainless steel header pipe that collects the final filtered water from the membrane filters that has developed numerous pinhole leaks.	The contract with Burns & McDonnell has been fully executed. As of 12/08, alternative evaluation was completed and reviewed. Epoxy-lined carbon steel pipe replacement was recommended. Final design is complete. Improvements to the HVAC system are underway (\$45,000). The filtrate header replacement component of this project (\$215,000) will be constructed in coordination with the NWTF Membrane Expansion project in 2010.	\$336,970	\$67,515	Kent Brugler (PW&U)	City Employee	Burns & McDonnell; Contractors TBD	8/2008	12/2010	15%
To Be Closed	<b>Pressure Zone 15 Water System Improvements</b> - This project consists of installing a pumping station and additional water distribution piping to create a new pressure zone 15. The new pressure zone 15 would increase water pressures in the western Countryside neighborhood. Since the ground elevation in proposed zone 15 is significantly higher than that of eastern zone 5, the master plan recommends a new pump station that will increase the water pressure from a minimum industry standard of 40 psi to approximately 50 psi.	Construction of the pipeline is complete. The project can be closed out.	\$1,000,000	\$947,665	Stephanie Bleiker (PW&U)	City Employee	J&T Consulting; BT Construction	12/2008	12/2009	100%
►	<b>Pressure Relief Valve (PRV) Rehabilitation</b> - This project will reconstruct and replace existing pressure reducing valves at the Torrey Peaks subdivision, while also at 128th Avenue and Huron Street. The project will also add flow meters to two other existing PRV vaults and it will construct one new PRV vault at 119th Avenue and Sheridan Boulevard. PRVs are intended to control water system pressures and maintain safe pressures (less than 80 PSI) in the distribution system. This project is intended to return several PRV vaults to good working order and replace obsolete equipment with current, maintainable hardware.	Project has not yet commenced. Staff is planning to order the PRV vaults in 1Q 2010 and will commence installation of those vaults in 2Q 2010. At this point, Staff is planning to replace PRV vaults at 128th Avenue and Big Dry Creek, and at Decatur Street and 106th Circle. Staff is also planning to install a new PRV vault at 91st Place and Independence Street.	\$175,000	\$0	Andy Walsh (PW&U)/Dan Daly (PW&U)	City Employee	TBD	1/2010	12/2010	0%
►	<b>Quagga/Zebra Mussel Treatment Plan</b> - This project is to develop a Master Plan for addressing the impacts of invasive species at Standley Lake. Quagga and zebra mussels are capable of clogging the outlet pipes and obstructing other water conveyance structures in the Standley Lake and City systems if not prevented or controlled. This planning effort will evaluate nationwide efforts to control the mussels and generate the appropriate action items and mussel control/treatment system designs and costs for Standley Lake that would be implemented at any point in the future that the mussels were found.	Staff received the draft report from the consultant in December 2009. Staff will review the report and conduct follow-up with consultant. Staff will then schedule discussion of the plan with City Council.	\$130,000	\$74,393	Mary Fabisiak (PW&U)/Tom Settle (PW&U)	City Employee	HDR Engineering, Inc.	4/2009	3/2010	95%
►	<b>Quail Creek Channel Improvements</b> - This project will rehabilitate the existing Quail Creek channel upstream of Huron Street to improve flow. The low slope of the existing channel has caused a standing water problem.	Construction of the improvements was completed during 3Q 2009. Some corrections and warranty work will be necessary in 2010, and wetlands mitigation monitoring requirements will extend into 2014.	\$1,800,000	\$1,800,000	Steve Baumann (CD)	City Employee	UDFCD/ICON Engineering, Inc. and SaBell's Landscaping	10/2004	3/2010	95%
►	<b>Reclaimed Water System Open Storage</b> - This project is for the design and preliminary construction of a 200 acre foot storage reservoir between the Big Dry Creek Wastewater Treatment Facility and Wal-Mart on 136th Avenue. This reservoir is a necessary improvement (identified in the Reclaimed Water System Master Plan) to meet future reclaimed customer demands. The reservoir will store treated reclaimed water during spring and fall months that can be used to meet demands during the middle of summer when reclaimed water demands reach their peak. The total project is anticipated to cost approximately \$4,460,000 and be funded in out years as revenues permit. This initial funding in 2009 will permit initial site work to be completed.	Timing on this project has shifted. Original plans had involved partnership with a developer adjacent to the facility, however the developer ended its participation in the project. Staff intends to pursue the project and is in the process of evaluating other partnership options. Pre-design and grading plans have been completed and may change slightly depending on future partners in the project.	\$600,000	\$0	Jenny Fifita (PW&U)	City Employee	TBD	1/2009	TBD	5%
►	<b>Reclaimed Water Treatment Plant Expansion Study</b> - This project was to study various alternatives to fully develop the Reclaimed Water System including the option of expanding the Reclaimed Water Treatment facility.	This study is nearly complete. Staff is currently evaluating the consultant's recommendations to determine an appropriate next step. Further work will involve asking City Council to proceed with the first phase of reservoir design and developing a grading plan for fill removal. Project is expected to be completed in 1Q 2010.	\$450,000	\$428,601	Mike Happe (PW&U)	City Employee	HDR, Inc., Stantec Consultants, Deere & Ault Inc.	3/2004	3/2010	95%

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▶	<b>Reclaimed Water Treatment Facility Expansion</b> - This project is to both expand the Reclaimed Water Treatment Facility and build new influent storage and pumping for the Reclaimed Water Treatment Facility. The facility needs to be expanded in order to meet the customer demands currently being added to the system. The covered storage part of the project will replace the existing uncovered ponds and a new pump station will deliver the stored water to the treatment facility. The total project cost is \$15,575,000 and is funded from the Utility Reserve Fund in 2009 and 2010, with permanent bond funding to be secured in 2010.	This project consists of two phases. Phase 1 is the replacement of the open ponds with an enclosed tank, as well as construction of a new pump station. Phase 2 is the expansion of the plant itself from six million gallons per day to ten million gallons per day. Construction of Phase 1 of the project began in October 2009 and is projected to be completed in August 2010. The design of the plant expansion will be complete by the end of February of 2010 with construction for Phase 2 scheduled to begin by July of 2010. Per City Council action on 8/24/09, \$7,390,196 was transferred into this account from the Utility Capital Project Reserve Fund in accordance with City Council's Amended 2010 Budget.	\$8,779,196	\$1,560,840	Kent Brugler (PW&U)	City Employee	Black and Veatch Overland Contracting, Inc.	1/2009	6/2011	100% Design (Phase 1); 10% Construction (Phase 1); 30% Design (Phase 2)
▶	<b>Rocky Flats Wildlife Refuge</b> - Funds received from Kaiser Hill in 2006 as payment to the City for Rocky Flats closure. These funds will be utilized for water quality monitoring purposes within and around Rocky Flats Wildlife Refuge.	Review of appropriate monitoring system in process by Standley Lake Cities. No use of funds has been necessary at this time. After a recent meeting with the refuge manager, Staff is recommending that the project funds remain intact in anticipation of federal funding.	\$100,000	\$0	Ron Hellbusch (PW&U)	City Employee	TBD	6/2007	12/2010	5%
▶	<b>Sanitary Sewer Flowmeters</b> - This project will be a pilot program to purchase and install semi-permanent sanitary sewer flowmeters in major collection system lines to monitor sanitary sewer flow rates. Utilities will then use metering information, along with rain gauges and groundwater piezometers, to determine collection system response to precipitation events. Flowmeters will also be used to calibrate the collection system hydraulic model.	This project has yet to commence. This project will be incorporated into a study project that will include inflow and infiltration studies of the wastewater collection system. The project will also attempt to identify where high salinity groundwater is entering the City's wastewater collection systems. The flow metering component of the project will sample system quantities and qualities.	\$100,000	\$0	Mike Wong (PW&U)	City Employee	TBD	4/2010	TBD	0%
▶	<b>Shaw Boulevard/Circle Drive Drainage Improvements</b> - This project is for the design and construction of drainage improvements to route storm runoff originating in the City of Westminster past the Allen Ditch and adjoining residential lots in unincorporated Adams County to the Rotary Park detention pond. During high rainfall events, storm runoff originating within Westminster flows to the intersection of Shaw Heights Boulevard/Circle Drive and into the nearby Allen Ditch. In some instances, water from the Ditch overtops the banks and into residential lots located within unincorporated Adams County. The project will provide an enhanced conveyance system that would protect the residential lots from such flooding.	The final design for the storm drainage improvements is currently underway with the Urban Drainage and Flood Control District and S.E.H. engineering. The construction of this project is scheduled for 1Q 2010 to match funding availability with Adams County.	\$400,000	\$60,000	John Burke (CD)	City Employee	S.E.H.	2/2008	6/2010	90% Design/ 0% Construction
▶	<b>South Westminster TOD Utilities Study</b> - Study of the utilities system in South Westminster in the vicinity of the transit oriented development per the estimated land use designation in this area. This study will ensure that water and wastewater development needs are adequately defined.	URS has conducted analysis based on known redevelopment in this part of the City. URS commenced study in May 2009 and a final draft was submitted in Fall 2009 for the sewer portion. 80% of the wastewater portion of the project is complete and 50% of the water portion is complete.	\$75,000	\$58,468	Richard Clark (PW&U)	City Employee	URS	8/2008	3/2010	75%
▶	<b>Southern Zone 1 Transmission Pipeline</b> - The project consists of a new water pipeline extending from the existing High Service Pump Station (HSPS) at 91st and Pierce to an existing 16" water line (England Pipeline Project) in Sheridan Boulevard at approximately 86th Avenue. The 2006 Infrastructure Master Plan recommends a 36" and 30" diameter pipeline routed generally from the HSPS along 91st Avenue to Harlan Street and then, along the BNSF tracks to the upper end of the England Pipeline Project. This pipeline would provide a second larger diameter supply line directly from the SWTF HSPS into the southern portion of pressure Zone 1.	The Phase 1 connection to the 54 inch waterline in Pierce Street at 91st Avenue was completed by Garney Construction in February 2009. The remaining construction contract was awarded to BT Construction. Construction is underway with completion expected in 2Q 2010.	\$5,700,000	\$2,250,597	Dan Strietelmeier (PW&U)	City Employee	Garney Companies, BT Construction	4/2009	5/2010	60%
▶	<b>Strasburg Natural Resource Farm Projects</b> - This project will expand the farm building and add insulation and heating to the structure. The addition to the farm building (equipment storage shed) will lengthen the building to accommodate the tractor and tank system currently used for biosolids application. Insulation and heating of the building will eliminate the freezing of equipment during the winter, reducing maintenance costs and increasing the longevity of the equipment.	A contract was awarded to Vision Quest Construction in October 2009 and construction started in November 2009. A minor delay occurred due to the building permit application process with Adams County. Final completion anticipated for March 2010.	\$125,000	\$34,604	Mike Wong/(PW&U)	City Employee	J&T Consulting/Vision Quest Construction	11/2009	3/2010	25%

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	<b>SWTF Electrical System Improvements</b> - This project consists of improving the existing treatment processes by modifying and/or replacing the existing, outdated electrical controls. The insulation and protective elements of high voltage wiring and electrical controls over 20 years old degrades rapidly and presents significant safety risks for maintenance and operations staff. This project will update the system to current electrical code standards.	Project bids were submitted on August 28, 2009. Project was awarded to CES, LLC. Completion scheduled for March 2010.	\$150,000	\$13,753	Tom Settle (PW&U)	City Employee	CES, LLC	4/2008	3/2010	60%
To Be Closed	<b>SWTF Maintenance Shop Expansion</b> - This project consists of the construction of a maintenance shop and storage space at the Semper Water Treatment Facility since the maintenance Staff for both the Northwest and Semper Water Treatment Facilities work out of the Semper Water Treatment Facility, it is important to have adequate work space for Staff.	Project is complete and ready to be closed.	\$100,000	\$96,625	Tom Settle (PW&U)	City Employee	Boyle Engineering/Aslan Construction	4/2008	10/2009	100%
	<b>SWTF Major Repair and Replacement</b> - The Semper Water Treatment Facility (SWTF) is in need of major repairs and the replacement of parts and processes as part of its normal operational life. 2009 projects include general building maintenance, replacement of the Trac Vac Sludge Removal System, Lime System Improvements, Filter Valve Replacement and on-line instrument replacement.	Construction of lime system improvements is complete. On-line instrument replacement has included all facility pH meters and level transmitters. 30 Filter Valve operators and 4 valves have been replaced in the first phase of the Filter Valve Replacement portion of the project.	\$1,225,000	\$610,106	Tom Settle (PW&U)	City Employee	Boyle Engineering/Aslan Construction	4/2008	12/2010	60%
	<b>SWTF North Basin Roof Replacement</b> - This project consists of replacing approximately 16,000 square feet of built-up asphalt roof on the two north settling basin buildings that have passed their useful life at the Semper Water Treatment Facility. These two buildings were originally built in 1979 and no roof work has been done since installation. Moisture has entered below the roof material and corrosion of the steel roof decking has resulted.	Council approved a contract on 12/21/09 with B&M Roofing to complete the project. The project amount approved by City Council is \$102,991 higher than originally budgeted due to the deteriorating condition of the existing roof.	\$252,991	\$0	Dan Strietelmeier (PW&U)	City Employee	B&M Roofing	9/2009	12/2010	5%
	<b>SWTF North Trac Vac Pump System Improvements</b> - This project consists of improving the existing treatment processes by replacing the sludge removal pumping system for the north settling basins. The north settling basins currently utilize a system of piping and four pumps to withdraw accumulated residuals (sludge) from the basins on a twice-daily basis.	Boyle Engineering has completed the design for this project. Project is under consideration to be completed in conjunction with overhaul of sludge removal system at a future date.	\$54,000	\$32,767	Tom Settle (PW&U)	City Employee	Boyle Engineering	4/2008	12/2010	25%
To Be Closed	<b>SWTF Permanganate Bulk Storage</b> - This project consists of improving the existing treatment processes by installing a bulk chemical storage tank for sodium permanganate as recommended by the Infrastructure Master Plan Study. Permanganate is currently the last dry chemical used at SWTF that is manually batched into liquid form for the treatment process.	Project is complete and can be closed.	\$75,000	\$73,497	Tom Settle (PW&U)	City Employee	Boyle Engineering/Aslan Construction	4/2008	10/2009	100%
	<b>SWTF Process Improvements</b> - This project is to implement an additional process in the water treatment process at the Semper Water Treatment Facility (SWTF) to improve the sedimentation and filtration processes. Replacement of the tube settler system with plate settlers in 2006 created the necessary space for adding the flocculation process. Flocculation is the controlled, mechanical mixing of the chemically-treated raw water that generates the largest particles possible to enhance the settling and filtration processes. Adding this process will reinforce the ability of the existing SWTF sand filtration to meet new federal mandates on filtered drinking water quality while avoiding more expensive technologies such as membrane filtration.	Project has not yet commenced due to other department priorities.	\$300,000	\$0	Tom Settle (PW&U)	City Employee	TBD	1/2010	TBD	0%
	<b>System-Wide SCADA Enhancements</b> - This project is to replace the existing Supervisory Control and Data Acquisitions (SCADA) system with a new system that is consistent with present day SCADA technology. Other improvements included providing additional alarms at various water and wastewater system facilities for detecting water-on-the-floor, door entry, building temperature, intrusion detection, smoke detection, flood warning and vibration monitoring. These connections will standardize the sensing in all facilities, alert staff to equipment problems more quickly and provide better security for all locations.	Phase 1 (upgrades to the security, control and data acquisition) was recently completed at the City's water treatment facilities and utility field stations. The Phase 2 contract with ESC will address enhancing the City's radio communications with licensed frequencies, redundant capabilities and increased data capacity appropriate for SCADA. Phase 2 will also address security measures at the City's remote field station sites and water treatment facilities.	\$1,571,500	\$621,677	Stephanie Bleiker (PW&U)	City Employee	ESC	7/2008	12/2010	95% (Phase 1); 5% (Phase 2)

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▶	<b>Utility Billing Software Replacement</b> - The old system was developed in-house and was operating beyond its capabilities. This project is to identify and select a software vendor and implement the new Utility Billing software system.	The City went "LIVE" on the new system December 2005. Included in the contract is an upgrade to a new web-based version (version 3.0). Conversion to upgrade the Utility Billing System started in June 2009 and upgrades were installed in October 2009. Changes and updates are still needed in the Teleworks system and this is anticipated to be completed during 1Q 2010.	\$750,000	\$685,431	Bob Smith (Finance)/ Sandy Christopher (Finance)	City Employee	Advanced Utility Systems Corp	12/2003	3/2010	90%
▶	<b>Water Pressure Zone Enhancements</b> - This project consists of the installation of new water lines, pressure reducing valves, and pre-planning for water pumping stations and/or water storage tanks as identified in the Infrastructure Master Plan Study. Currently, the plan is to enhance the City's water distribution system by regulating the water pressure throughout the system. Project locations will be selected based on anticipated changes in pressure zones, which may include the installation of pressure reducing valves, water line installations or pre-planning for new pump stations and/or water storage tanks.	Funds from this CIP were used for the design of the Southern Pressure Zone 1 water line replacement performed by Burns and McDonnell in 2008. S.A. Miro completed a design of a new water line along 75th Avenue from Winona Street to Stuart Street with Brannan Cos as the apparent low construction bidder. Brannan Cos will begin construction of the 75th Avenue water line in 2Q 2010 after City Council approval of their contract. The project was delayed as the construction will impact a school and the school requested that construction occur during the summer. CIP funds were also used for a water main extension that was included as part of the 144th Avenue Zuni to Huron Street Widening project and for water system improvements completed as part of the Lowell Boulevard Streetscape project.	\$1,700,000	\$590,579	Dan Strietelmeier (PW&U)	City Employee	Burns & McDonnell, S.A. Miro Brannan Cos.	4/2008	8/2010	100% Design 0% Construction
▶	<b>Zone 4 Pump Station Replacement</b> - This project consists of a new pump station in the vicinity of Zone 4 (near the Semper Water Treatment Facility), which will replace the current Silo Pump Station located at approximately 90th Avenue and Wadsworth Boulevard. Per the Utility Fund Infrastructure Master Plan, the new pump station will increase redundancy in this pressure zone as well as better regulate water system pressures to an acceptable standard.	Burns and McDonnell prepared a feasibility and preliminary design report for locating a new Zone 4 Pump Station at the current High Service Pump Station site at 91st Avenue and Pierce Street. Design of the pump station has been delayed as multiple new water lines are also needed as part of this new pressure zone configuration. In addition, Staff needs to determine waterline sizing and construction sequencing needs related to WURP around Westminster Mall.	\$1,000,000	\$2,982	Dan Strietelmeier (PW&U)	City Employee	Burns & McDonnell	9/2008	6/2010	5% Design
▶	<b>Zone 14 Pump Station Replacement</b> - This project is to install a pump station in the newly adopted Zone 14 to improve water pressures in the southern portion of Westminster. Per the Infrastructure Master Plan Study, a new Zone 14 is recommended due to elevations that are higher than Zone 1, resulting in lower water pressures in this area of the City.	The project is currently under warranty. Some minor items have been identified and will be corrected in the spring when temperatures are more suitable for construction. A shared use agreement is pending between PR&L and PW&U.	\$1,440,502	\$1,268,074	Stephanie Bleiker (PW&U)	City Employee	Farnsworth Group Inc. J-2 Contracting Company	3/2007	6/2010	95%



## CAPITAL IMPROVEMENT PROGRAM - ONGOING PROJECTS

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<b>GENERAL CAPITAL IMPROVEMENT FUND</b>							
▶	<b>Adams County Open Space Land Acquisition</b> - The funds will be utilized for the acquisition of additional open space lands in Westminster. The funds are a portion of the open space sales tax revenue received from Adams County from the 2001 voter-approved tax. The Open Space Advisory Board prepares and utilizes a list of priority lands to acquire open space throughout the City and will be used when expending these funds.	This project represents some of the annual funding to be received via the Adams County voter-approved tax. Staff continues to work to acquire priority lands prior to development. For 2009, the funds currently in this account were applied to debt service associated with the Metzger Farm Certificates of Participation (COPS). These COPS were issued in 2006 in order to finance acquisition of the Metzger Farm.	\$527,563	\$527,563	Heather Cronenberg (CD)	City Employee	various
▶	<b>Arterial Roadway Rehabilitation and Improvements</b> - Project to supplement arterial street maintenance in the PW&U operating budget; funds will be used for improvements to existing pavement on major arterials to extend the life of the pavement and offset the high cost of repairs.	Contractors applied a Double Bonded Hot-Applied Chipseal to 112th Avenue from Sheridan Boulevard to Federal Boulevard and to 72nd Avenue, 68th Avenue, and 73rd Avenue. Improvements include cracksealing, concrete replacement, striping and pavement markings. Contracts for this work are in the third and final year with each contractor. A change order was approved by City Council to Keene Concrete in the amount of \$300,000 to replace an additional 8,600 linear feet of deteriorated curb, gutters and sidewalks on arterial and major collector roadways. This additional concrete replacement work was completed.	\$658,897	\$658,897	Dave Cantu (PW&U)	City Employee	A-1 Chipseal; Keene Concrete; Highway Technologies
▶	<b>BO&amp;M Major Maintenance</b> - Project is for maintenance projects throughout City facilities. Emphasis is placed on immediate needs identified by Bornengineering facility needs assessment.	Repairs and water proofing were completed to radius wall in front of City Hall. Staff also completed replacement of 25% of the exterior sealant joints at City Hall. Staff will continue pursuing repairs and replacement of caulking and sealant joints around the brick facade of City Hall. The replacement of the City Hall roof was completed in August. Four bay door operators were replaced at Fleet Maintenance. The hiring process for the Energy & Facilities Projects Coordinator position is complete and new position filled as of December 1, 2009. Funding for this position was authorized by City Council with the use of Energy Efficiency and Conservation Block Grant (EECBG) stimulus funds. Per City Council action on 8/24/09, \$286,000 in 2008 carryover was appropriated for the replacement of the roof at the Municipal Court Building and that project was completed November 30, 2009.	\$2,309,738	\$733,609	Jerry Cinkosky (GS)	City Employee	Siemens; Garland Roofing; Asset Management Corp; and Integrated Safety Services
▶	<b>Bridge/Pedestrian Railing Repainting Project</b> - This project is for repainting railings along bridges, drainage ways and right-of-way walkways throughout the City. Staff has identified 11 bridge locations with railings and fencing over state highways and railroad overpasses throughout the City.	Due to the present economic climate, Staff is delaying the repainting of railings. Engineering has learned RTD has Federal stimulus funding to replace the pedestrian canopy at US 36 and Sheridan. RTD states that they anticipate to complete this replacement by spring of 2010.	\$65,000	\$0	Dave Cantu (PW&U)	City Employee	TBD
▶	<b>City Facility Parking Lot Maintenance</b> - Program to maintain City facility parking lots on an on-going program (crack sealing, seal coating, resurfacing or reconstruction as necessary).	The City Facility Parking Lot Maintenance, (slurry seal) for 2009 includes several fire stations (1,3,4,5 and 6), the fire storage facility (old station 2) and Countryside Recreation Center. Besides slurryseal of pavement, other improvements include concrete replacement, pavement cracksealing and restriping of the parking lots. In addition, re-caulking of courtyards at City Hall and at the Public Safety Center was accomplished in 2009.	\$115,020	\$115,000	Dave Cantu (PW&U)	City Employee	A-1 Chipseal; Keene Concrete; Highway Technologies
▶	<b>Community Enhancement Program</b> - These funds provide for a variety of projects throughout the Westminster community. Project categories include gateways, medians, rights-of-way, street improvements, bridges, public art, lighting and contracts.	U.S. 36 and Federal Interchange gateway construction is complete, tree replacements will continue spring 2010. A one year warranty on the gateway is in place. Landscaping on the ROW of 72nd Avenue on the west side of Sheridan (by new architectural walls) was completed in July 2009. PR&L Board has made some minor modifications to the Neighborhood Enhancement Grant application, which will go out at the end of January 2010. Per City Council action on 8/24/09, \$485,987 in 2008 carryover was appropriated into this project.	\$4,575,285	\$935,411	Kathy Piper (PR&L)	City Employee	N/A
▶	<b>Facelift Program</b> - The Facelift Program provides matching grants to qualifying commercial properties and/or businesses to improve the aesthetic appearance of the site and/or buildings. The grant is provided on a one-for-one dollar basis not to exceed \$5,000 and can be used for landscaping, painting, awnings and signage and façade improvements.	A grant was recently approved for recording studio located at 73rd Avenue (3100 W. 71st Avenue). Funding will be used to restore the facade of the building to its historic appearance.	\$62,257	\$25,932	Tony Chacon (CD)	City Employee	N/A
▶	<b>Fire Station Concrete &amp; Asphalt Replacement Program</b> - Funding for on-going replacement of deteriorated concrete curb, gutter and sidewalk and asphalt paving adjacent to the six fire stations.	There are no pending projects at this time due to funding being suspended until 2011. Staff will continue to monitor and assess concrete and asphalt infrastructure conditions.	\$6,460	\$0	Bill Work (Fire)/ Gary Pedigo (Fire)	City Employee	N/A

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	<b>Geographic Information System</b> - The GIS is the warehouse for geographic data, utility layout and the mapping which supports planning, record-keeping and maintenance activities throughout the City. All but the very basic support for the GIS comes from the City's Capital Improvement Program.	GIS staff continues to provide support for the Accela Automated Management System, the Stormwater Utility and other functions that rely on up-to-date geographic mapping and data. 2009 projects include the updating of the GIS intranet and internet web sites, the incorporation of new aerial imagery and new elevation data. The GIS Section recently purchased a new plotter to replace the 10-year old one and a high accuracy GPS field device.	\$208,470	\$59,822	Steve Baumann (CD)/ Dave Murray (CD)	City Employee	N/A
▶	<b>Golf Course Improvements</b> - These funds have been used for golf course projects. Future projects include irrigation improvements, restaurant equipment, restroom projects and a driving range mat at Legacy Ridge.	Current and upcoming projects include the installation of outdoor restrooms, irrigation renovation and driving range mat replacement. Restrooms at Legacy Ridge and Heritage are substantially complete.	\$311,958	\$165,310	Ken Watson (PR&L)	City Employee	N/A
	<b>Greenbelt Drainage Improvement</b> - Funding for improvements along greenbelts and drainageways that require repairs caused by flooding, improvements mandated for wetland mitigation/monitoring, improvements to ditches conveying raw water to ponds and environmental repair to areas damaged by prairie dog colonies (including removal and reseeding).	Water quality testing at Big Dry Creek underpass at Wadsworth is ongoing. Various drainage projects along Big Dry Creek, Walnut Creek and Little Dry Creek continue to be monitored and improved as needed, especially where trails cross the drainageways or oxbows create dangerous erosion conditions. Watershed protection is scheduled for Vogel Pond. Aeration of the Westin pond is anticipated, but this is based on scheduled improvements to the adjacent drainageways and increasing storage capacity, but this is contingent on the development project north of the Splits Bowling Center. Urban Drainage has also dedicated \$50,000 in maintenance and design to make improvements to Walnut Creek where it passes under Church Ranch Boulevard. This work is currently underway and will reduce tunnel and trail flooding.	\$81,567	\$49,301	Richard Dahl (PR&L)	City Employee	Various; ERO Westminster Excavating
▶	<b>Historical Preservation Grants</b> - Project for City preservation projects. Most of these projects are grant funded but the City must up-front the costs and then be reimbursed; this account provides the upfront funds prior to receiving reimbursements.	Bowles House historic structure assessment was completed in 1Q 2009. The other recent projects that have been completed include the Rodeo Market facade restoration and historic surveying. A Bowles House porch rehabilitation project may receive grant funding in 2010. Grant-funded construction plans are underway for the rehabilitation of historic Shoenberg farm buildings.	\$34,551	\$17,667	Vicky Bunsen (CD)	City Employee	N/A
▶	<b>Major Fire Station Maintenance</b> - This project consists of major maintenance and remodel items for all six fire stations, the training tower and the storage facility (old station 2).	No current projects are scheduled. The remaining funds in this account will be utilized for emergency and priority projects as warranted.	\$58,867	\$8,645	Bill Work (Fire)	City Employee	various
▶	<b>Major Software Upgrades</b> - Funds in this project are intended for major software applications in the City, including Intergraph, Microsoft and other selected enterprise applications.	During 4Q 2009, IT and PD upgraded the Intergraph Computer-Aided Dispatch and Report Management System (CAD-RMS). The database platform was also changed from Oracle to Microsoft SQL Server and a major upgrade was performed to the Police Records system. In December 2008, City Council authorized Staff to proceed with Microsoft Exchange and Outlook licensing purchases. Exchange and Outlook upgrades will be completed in 2010.	\$340,843	\$217,430	Art Rea (IT)/ Scott Rope (IT)	City Employee	N/A
▶	<b>Median Rehabilitation</b> - Project to rehabilitate and maintain medians throughout the City.	Warranty period will be finished on many of the median renovations by December 2009. Plant replacements and irrigation repairs occurred during fall 2009 on the Church Ranch medians (low medians only).	\$249,355	\$121,505	Kathy Piper (PR&L)	City Employee	T2 Construction
▶	<b>New Art Participation</b> - Project created as a "holding account" for developer contributions toward public art.	Staff oversaw the installation of one new piece in 2009, "Dolly" at Schoenberg Farms. The installation was funded partly by developer-contributed cash-in-lieu (\$15,000) and partly by 2008 carryover funds (\$7,000) appropriated to the project. \$9,200 of 2008 carry-over funds were assigned to the account in 2009, but those funds are currently on budget hold.	\$31,522	\$22,169	Aaron Gagne (CD)	City Employee	N/A
▶	<b>New Development Participation</b> - This project funds the City's share of certain public improvements (e.g., the middle portion of arterial streets) installed by private developers.	In 2008 and 2009, funds from this project were to be used to pay McStain Development for their construction of the north one-half of 98th Avenue between Sheridan Boulevard and Westminster Boulevard adjacent to the Hyland Village project. The filing of bankruptcy by the developer has indefinitely suspended this activity. Per City Council action, \$370,600 in New Development Participation monies will help fund the Lowell Boulevard streetscape and realignment project.	\$643,259	\$1,354	Dave Downing (CD)	various developers	N/A
▶	<b>Parks Renovation Program</b> - This program seeks to fund improvement projects that are needed to update the safety and quality of Westminster parks.	The irrigation replacement along Countryside Drive is complete. Additional 2009 renovation projects have been pushed to 2010 to accommodate the CIP budget hold of funds in this account (due to lower than anticipated POST revenues). Planned projects for 2010 include work on a dog park in the southern part of the City and renovation work at Wolff Run and Municipal Park as well as some work at the central fountain area at City Park. Due to City Council's 2008 carryover appropriation on 8/24/09, \$150,000 was released from budget hold.	\$1,557,492	\$658,352	Richard Dahl (PR&L)	City Employee	T2 Construction

## CAPITAL IMPROVEMENT PROGRAM - ONGOING PROJECTS

UPDATED	PROJECT TITLE/DESCRIPTION	PROJECT STATUS (as of 12/31/09)	BUDGET	SPENT (12/31/09)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS
▶	<b>Public Safety Facilities Maintenance (BO&amp;M)</b> - Funds for the maintenance costs for the Public Safety Center and fire stations throughout the City. Identified projects include the interiors of the public safety facilities, upgrading the HVAC systems at various fire stations and replacing the carpet as needed at the public safety facilities.	2009 work included repair of structural cracks and installation of expansion joints throughout the Public Safety Center, replacement of bay doors and operators at Fire Station 3, replacement of hot water heaters at Fire Stations 1, 3 and 6, replacement of fire and domestic water backflow equipment at Fire Station 3, and replacement of batteries for uninterruptible power supply (UPS) at the Public Safety Center.	\$266,083	\$68,492	Jerry Cinkosky (GS)	City Employee	DiTirro Drywall; Bonner Painting; various vendors and suppliers
▶	<b>Recreation Facility Improvements</b> - Projects at various recreation facilities to enhance guest experiences. Projects include upgrades to aquatics, weight rooms, etc.	Recreation facility enhancements include on-going replacement of aging fitness equipment pieces at City Park Recreation Center, City Park Fitness Center and West View Recreation Center. Items completed in 2009 include replacement of aging fitness equipment, tile and carpet replacement, painting and front counter refurbishment.	\$1,022,201	\$190,415	Peggy Boccard (PR&L)	City Employee	Various Suppliers
	<b>Recreation Facilities Major BO&amp;M Maintenance</b> - Funds will allow for more timely repairs and maintenance of all recreation facilities, also providing more flexibility in funding non-recreational facility repairs by freeing up funds for those projects. Projects will focus primarily on recreational facility deficiencies identified through Borneningeering facility needs assessment study.	Projects completed in 2009 include Countryside HVAC replacement, pool glass replacements at City Park Recreation Center, carpet and tile replacements at the City's indoor Sports Center community meeting room, and miscellaneous facility repairs at City Park Recreation Center. Staff has replaced two rooftop air units at Swim and Fitness Center. This project's CIP account is also providing funds for maintenance repairs associated with the City Park Recreation Center Aquatics project and remodel/upgrades of the upstairs restrooms at City Park Recreation Center. Per City Council on 4/13/09, \$550,000 was transferred from this project to the City Park Recreation Center Aquatics project.	\$479,367	\$280,563	Jerry Cinkosky (GS)	City Employee	U.S. Engineering; Adolph Peterson
▶	<b>Standley Lake Regional Park Improvements</b> - This project will fund improvements that upgrade, update or renovate existing facilities at the Standley Lake Regional Park.	A new restroom funded partially by a grant was completed in December 2009. The grant also helped fund a campground trail and landscape upgrades associated with the restroom. Additional projects include improvements to roadways, the campground and guest equipment.	\$457,996	\$269,608	Ken Watson (PR&L)	City Employee	Sorenson Engineering, Ennis Assoc. Architects, CG Construction General Contractor
	<b>Sidewalk Connections</b> - This project provides funding for the design and construction of "missing links" of sidewalks at various locations where private development is not anticipated in the foreseeable future.	Two bus bench/shelter pads were installed during the summer of 2009. Future projects are to be determined.	\$52,850	\$5,842	Dave Downing (CD)	City Employee	N/A
	<b>Small Business Assistance Program</b> - The creation of this program represents the phase-out of the City's Business Facelift Program, which provided matching grant funds to businesses and commercial property to improve building exteriors and/or site improvements in the south Westminster area. The project title has been changed to reflect the City's interest in looking at a greater variety of ways to help support small businesses in the City of Westminster. The project now funds the City's Small Business Capital Project Grant program, which provides financial assistance to encourage the growth of existing businesses in Westminster with 10 or fewer employees. The program is designed to pay for one-time project related costs. Qualifying projects include tangible asset costs, office furnishings, specialized equipment, software purchases, IT equipment, capital improvements and machinery.	The program was implemented on April 1, 2009. All City banks have been contacted about the program. The program is regularly promoted through City Edition, the City's Business E-newsletter and speaking engagements. One grant has been issued and several are in review for approval subject to project completion.	\$50,000	\$5,000	Susan Grafton (CMO)	City Employee	N/A
▶	<b>South Westminster Revitalization</b> - Funds to be used in conjunction with planning, appraisals and capital funding of redevelopment projects within south Westminster including the Northgate Center, 73rd/Lowell redevelopments Rodeo Market and South Westminster Street Design Manual.	Improvements to the Rodeo Market building was completed and is currently occupied by the South Westminster Arts Group. The draft South Westminster Street Improvement Manual is about 50% complete. The England Park improvement plan is 75% complete. The first 6 units of the Lowell Row Townhouse project at 73rd Avenue and Lowell Boulevard are complete with 3 units already sold and occupied. Foundation for second building is under construction.	\$689,081	\$332,737	Tony Chacon (CD)	City Employee	Various
▶	<b>Street Lighting Improvements</b> - This project provides funding for the installation (by Xcel Energy) of isolated street lights in areas requested by citizens.	Xcel Energy recently completed the installation of two additional street lights in residential areas at a total cost of \$4,500. There are no new additional street light requests pending at this time.	\$43,327	\$13,622	Mike Normandin (CD)	Xcel Energy	Xcel Energy

**CAPITAL IMPROVEMENT PROGRAM - ONGOING PROJECTS**

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▶	<b>Traffic Signal System Improvements/Speed Control Devices</b> - This project provides funding for the design and installation of traffic signals at selected intersections and installation of major traffic signal infrastructure improvements as well as speed control devices in areas that meet City warrants. The speed control devices would be installed in concert with the Drive Wise neighborhood traffic calming program to help drivers be more aware of their speeds.	A 2009 federal grant of \$20,171 was received from DRCOG for the completion of the 72nd Avenue fiber optic project that added 5 traffic signal locations to the City's computerized signal system. Another DRCOG grant for \$20,200 will allow the City to add four traffic signal locations on 92nd Avenue to the City's computerized traffic signal system (anticipated completion 2Q 2010). City Staff has received bids for construction of a traffic signal at the intersection of 120th Avenue and Zuni Street with a total project cost of \$251,000. Funding for this project would be provided from existing funds and from 2010 funds in the Traffic Signal CIP project account. Installation of the new signal is anticipated to be completed in 2Q 2010. The developer of Cornerstone Christian Academy is expected to fund 25% of the 120th and Zuni traffic signal once their Official Development Plan is approved.	\$265,182	\$69,021	Mike Normandin (CD)	City Employee	In House Design; Contractor to be determined at bid award.
▶	<b>Trail Development</b> - Implement the trails master plan by developing identified trails throughout the City as funding permits.	The Trails Master Plan update is underway. Trails completed in 2009 total 3,700 feet of soft trail and 760 feet of concrete trail.	\$268,568	\$62,912	Marty Chase (PR&L)	City Employee	Goodland Construction; M&M Contractors, Inc.
	<b>Tree Mitigation</b> - This project serves as a "holding account" for developer contributions toward landscaping requirements. These funds will be utilized throughout the City towards forestry projects, including tree replacement and new tree plantings as needed. The tree mitigation money is being used to replace trees that have been removed from public grounds across the City.	Tree replacements on the grounds of the City Hall facility will be funded by this account during 2Q 2010. Evaluations and a study of water and soil salinity are currently being conducted by PW&U. Per City Council action on 8/24/09, \$3,600 in 2008 carryover was appropriated into this project.	\$8,566	\$4,628	Richard Dahl (PR&L)/ Rob Davis (PR&L)	City Employee	T2 Construction; James Nursery
	<b>Underground Utility Lines</b> - This project houses funds that are collected from private developers as "cash-in-lieu" payments for the underground relocation of overhead utilities adjacent to their sites. Xcel Energy will not perform these relocations for short lengths of lines. In such cases, funds are collected from the developers for future, longer projects.	Staff continues to monitor areas where "cash-in-lieu" has previously been collected for opportunities to create larger projects that Xcel Energy would be willing to perform. Per City Council action on 8/24/09, \$51,586 in 2008 carryover was appropriated into this project.	\$207,592	\$30,468	Dave Downing (CD)	Xcel Energy	Xcel Energy

UTILITY CAPITAL IMPROVEMENT FUND							
▶	<b>Comprehensive Water Supply Plan (CWSP) - Water Supply Development</b> - The purpose of this project is to replace the annual volume of water supply lost due to the reduction of the treated water contract negotiated with Thornton from 3 MGD to 2 MGD in 2004. This will include the purchase of additional water rights, expanding the reclaimed water system and increased water conservation efforts. The savings from the reduction of payments to Thornton will be used to fund this project. The account has been re-titled to reflect direction from Council on meeting build-out needs.	Project includes a combination of water purchases and potential conservation programs. A purchasing strategy and priority share owners are being identified in order to make the best use of available funds. Shares continue to be purchased as they become available.	\$2,715,861	\$32,567	Mike Happe (PW&U)	City Employee	Slattery Aqua Engineering (water supply planning and modeling consultant) Spronk Water Engineers (water rights engineering)
▶	<b>Miscellaneous Stormwater Drainage Improvements</b> - This project is intended to fund the design and construction of all types of drainage improvements on an ongoing basis.	Current miscellaneous stormwater projects include the Major Drainageway Planning with UDFCD on Big Dry Creek, State NPDES permit programs, a Letter of Map Revision (LOMR) for North Cotton Creek, wetlands mitigation monitoring, South Westminster TOD area drainage impact fee analysis, and other minor drainageway repair issues. Per City Council action on 8/24/09, \$298,413 in 2008 carryover was appropriated into this project.	\$663,502	\$135,639	John Burke (CD)	City Employee	various
▶	<b>Open-Cut Water Line Replacements</b> - This project is for the replacement of identified sections of water distribution system piping that has reached the end of its economic life. Locations will be selected based on past pipe break history, anticipated changes in pressure zones, or coordination with other sewer line or street rehabilitation projects. Future project selection will be enhanced by using tools developed in the Infrastructure Master Plan to select vulnerable pipelines based on age, material, pressures and other criteria.	This project was awarded in two phases. Phase 1 (2008, but being completed in 2009) consists of the south Westminster portion of the City including the Skyline Vista area. Phase 2 (2009) is north of 92nd Avenue, west of Federal Boulevard, east of Meade Street and south of 96th Avenue. Construction of both phases has been completed. Final contract payments are scheduled to be completed in January 2010. Additional waterline replacement projects are being prioritized for 2010.	\$5,903,191	\$3,137,704	Kent Brugler (PW&U)	City Employee	Brown and Caldwell; Northern Colorado Constructors (Phase 1); Ricor, Inc. (Phase 2)

## CAPITAL IMPROVEMENT PROGRAM - ONGOING PROJECTS

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▶	<b>PACP Sewer Line Open-Cut Replacement</b> - This project consists of open cut replacement of sanitary sewer lines where trenchless technology cannot be utilized. Open cut replacements are used to increase pipe sizes, eliminate sags and other serious defects and will be used where both the water and sewer lines in a particular location require replacement. The initial years of this project will address existing problems; later years will address issues related to growth and defects that develop subsequent to the latest inspections. Replacement of local sanitary sewers will minimize inflow and infiltration into the sanitary sewer collection system, minimize customer calls of backups due to defective pipes and potentially reduce bill flows to Metro Wastewater by eliminating inflow into the sanitary sewer system.	This project was awarded in two phases. Phase 1 (2008, but being completed in 2009) consists of the south Westminster portion of the City including the Skyline Vista area. Phase 2 (2009) is north of 92nd Avenue, west of Federal Boulevard, east of Meade Street and south of 96th Avenue. Construction of both phases has been completed. Final contract payments are scheduled to be completed in January 2010. A new project being funded by this account is the Osceola/Perry Sewer Replacement. This project will replace approximately 2,300 feet of existing sewer pipeline in Osceola and Perry Streets between 94th and 95th to improve the hydraulic grade. URS is finalizing the design. Staff plans to advertise for bid in February 2010 and award a contract in March 2010.	\$4,341,662	\$1,487,973	Kent Brugler (PW&U) / Mike Wong (PW&U)	City Employee	Brown and Caldwell; Northern Colorado Constructors (Phase 1); Ricor, Inc. (Phase 2)
▶	<b>PACP Sanitary Sewer Line Trenchless Rehabilitation</b> - The project will provide funds for the repair of deteriorated local sanitary lines by trenchless rehabilitation (lining) of small diameter (less than 18-inch) sewers throughout the City. Maintenance of local sanitary sewers will minimize inflow and infiltration into the sanitary sewer collection system, minimize customer calls of backups due to defective pipes and potentially reduce bill flows to Metro Wastewater by eliminating inflow into the sanitary sewer system. This project will help extend the lifespan of the existing collection system.	A 2009 Phase 1 lining project of critical sewers was awarded to Western Slope Utilities (WSU) on April 18, 2009 (\$1,824,830). Project completion is anticipated for 1Q 2010. 2010 budget dollars will fund an approximately 60,000 linear foot lining project centered on 92nd Avenue & Lowell Boulevard.	\$2,676,674	\$783,063	Dan Shjandemaar (PW&U)	City Employee	Western Slope Utilities
▶	<b>Pump Station Improvements</b> - This ongoing project allows for the general replacement of pump station mechanical, electrical and process equipment on an as-needed or on-condition basis. It allows for the planned replacement of major capital items instead of an unplanned failure.	The Well Abandonment Project will involve the surface clean-up of abandoned City wells. The Standley Lake raw water pump station roof project has been completed. Electrical/mechanical pump improvements are partially completed and will be finished in 2010.	\$390,000	\$42,376	Richard Clark (PW&U)	City Employee	TBD
▶	<b>Reclaimed Water Distribution System Improvements</b> - This project is for the design of improvements to the reclaimed water distribution system. This project will result in a number of modifications to the reclaimed distribution system consistent with the Reclaimed Water Treatment Facility expansion. These modifications will upgrade the distribution system to function in a manner that's consistent with current and future demands. The project will also provide new customers with reclaimed water service and improved service to existing customers. As an ongoing capital account, various sub-projects will be included in this 'bucket' project account.	Several projects are encompassed in this account. Current larger projects include a Reclaimed Mass Balance Analysis, which will provide the City with a software tool that can be used to indicate where, to what extent, and when the City should expand its reclaimed storage assets as demand changes. Phase 1 of the Reclaimed Water Salinity Management Plan has also recently been completed and Staff is working on the next project phase. In addition to other minor improvements, a series of totalizers have been purchased for field installation to better track data for billing purposes.	\$2,109,867	\$324,847	Stephanie Bleiker (PW&U)/Jenny Fifita (PWU)	City Employees	Various
To Be Closed	<b>Special Assessments of Metro Wastewater Reclamation District</b> - This project covers tap fees charged by the MWRD to connect users in the Little Dry Creek Basin (generally south of 97th Ave). The southern portion of the City is provided wastewater services by the MWRD. As new users connect in the City, the City pays MWRD a tap fee for the new connection.	This account was used to fund the 2008 Quagga/Zebra Mussel Inspection and Wash station at Standley Lake. Project is complete and can be closed.	\$12,802	\$0	Tim Woodard (PW&U)	City Employee	N/A
▶	<b>Water Meter Transponder Replacement Program</b> - Project commencing in 2005 to replace customer water meters that are at the end or near the end of their useful life. Meters of selected ages and in selected meter routes will be replaced in a programmed manner to transform from negative replacement of stopped meters to a proactive program of replacing meters as they approach the end of their useful lifespan.	City-wide residential meter replacement substantially completed in June 2008. Approximately 2,700 TRACE units remain. These are larger commercial meters in eight selected residential routes and will be completed by in-house crews over the next 3 to 5 years. Purchase of materials for conversion of medium meters (\$146,382) to ORION was made in January 2009. This work is 95% complete. Remaining funds will be used to replace obsolete 3-inch and 4-inch Rorcordall series compounds & turbine meters. City Council approved 3 and 4 inch meter purchases on August 24, 2009.	\$383,230	\$343,623	Richard Clark (PW&U)/Bob Booze (PW&U)	City Employee	National Meter & Automation, Inc.