



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: June 2, 2010

SUBJECT: Study Session Agenda for June 7, 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. 2010 Home Funding Allocation
 2. Proposed Focused Workweek (Attachments)
 3. Board Member Terms – Renewals/Re-Appointments. (*Verbal*)
- 6:30 P.M.

EXECUTIVE SESSION

1. Discuss strategy and progress on potential sale, acquisition, trade or exchange of certain Westminster Housing Authority-owned real property and the Authority's position relative thereto, pursuant to CRS 24-6-402(4)(a)

INFORMATION ONLY ITEMS – Does not require action by City Council

1. Capital Improvement Program (CIP) Project Status Report – 2010 First Period (Attachment)

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

Respectfully submitted,

J. Brent McFall
City Manager

Minutes from May 17, 2010 Study Session



WESTMINSTER
COLORADO

Staff Report

City Council Study Session Meeting
June 7, 2010



SUBJECT: 2010 HOME Funding Allocation

Prepared By: Tony Chacon, Senior Projects Coordinator

Recommended City Council Action

Authorize Staff to prepare resolution for City Council consideration allocating the balance of HOME funds being administered per agreement by Adams County.

Summary Statement

- The U.S. Department of Housing and Urban Development (HUD) provides an allocation of HOME funds annually to the City of Westminster through Adams County (ADCO), pursuant to a HUD requirement, to support affordable housing efforts;
- The City received a HOME fund allocation of \$243,670 for 2010;
- The City currently has a balance of \$601,778, including the 2010 allocation, that needs to be allocated to HOME eligible affordable housing activities per resolution as requested by Adams County;
- Pursuant to HUD regulations and an agreement with ADCO, the County retains 10% of the annual allocation to apply towards administration of the program;
- Per previous agreements between the City and ADCO, the balance of the City's HOME funds have regularly been split between homebuyer down-payment assistance and homeowner housing rehabilitation keeping an approximate balance of \$100,000 for each program;
- The inability to effectively expend these funds has led to the City having a substantial surplus balance on an annual basis;
- Staff is recommending that the current balance be allocated to the following HOME eligible activities providing assistance to low income households:
 - \$24,367 Adams County Community Development Administration
 - \$100,000 Homeownership Down Payment Assistance;
 - \$50,000 Housing Rehabilitation Program; and,
 - \$427,411 Affordable Housing Development Projects

Expenditure Required: \$601,778

Source of Funds: HOME fund administered by Adams County

Policy Issue

Should the City allocate HOME funds to homebuyer assistance, housing rehabilitation and affordable housing development projects?

Alternative

- The City could choose not to allocate the funds. This alternative is not suggested as it will prevent Adams County from expending the funds, which then will be required to be returned to the Federal government.
- The City could choose to allocate a higher proportion of the funds to the homebuyer and rehabilitation programs. This alternative is not recommended as previous experience indicates that a substantial portion of these funds is not readily expended annually resulting in an ever growing surplus that needs to be expended or returned to the Federal government.

Background Information

The City receives an annual allocation of federal HOME funds that are distributed to and administered by Adams County. In the past, these funds have been applied primarily to first-time homebuyer down payment assistance and homeowner residential rehabilitation. The City's balance in these accounts has remained high over the years as few eligible households have taken advantage of the program. A substantial reason for lack of participation is a result of the higher regulatory requirements attached to the HOME funds. For example, to obtain a rehabilitation loan for the purpose of replacing a roof, the applicant may also have to remediate lead paint, replace the furnace, and repair the foundation concurrently thereby driving up the cost beyond the applicant's financial capability. On the home buying side, down payment assistance using HOME funds can only be granted to lower income eligible households, whereby the income limitations prevent many grant applicants from securing a mortgage loan. These impediments among others have made it hard for Adams County to disburse the funds for the original intended purposes. This situation has potential consequences relative to the City maintaining its HUD imposed rate-of-expenditure, whereby HUD requires HOME funds to be spent within three years of receipt. A substantial portion of the City's present balance must be spent soon to maintain compliance with HUD's requirement.

As the City has continually built up a surplus of funds, the City Council has authorized some of the homebuyer and rehabilitation funds to be reallocated to affordable housing projects. Among these projects were the Westchester Apartments in the 7200 block of Newton Street (\$230,000) and the Panorama Pointe Senior Affordable Apartments at 84th Avenue just east of Federal Boulevard (\$400,000) approved in early 2010. Even taking into consideration the Panorama Pointe allocation in 2010, the City still retains a current balance of \$601,778 as of March 24, 2010. Given the historical challenges associated with expending the homebuyer and rehabilitation funds, and the City's regular support for affordable housing development, Staff is recommending the HOME balance be allocated as follows:

- HOME Administration -- \$24,367. This amount reflects 10% of the 2010 HOME allocation which is permitted by HUD and in accordance with agreement with ADCO;
- Homeownership Down Payment Assistance -- \$100,000
- Housing Rehabilitation Program -- \$50,000
- Affordable Housing Development Projects -- \$427,411

Staff recommends only \$50,000 in the rehabilitation program given the City Council authorized \$50,000 of CDBG funds to be allocated to a minor home repair/rehabilitation program to be administered by the City. Thus, a total of \$100,000 in combined HOME/CDBG funds will be available for housing rehabilitation. An annual allocation of \$100,000 for the homebuyer and rehabilitation programs has been more than adequate based upon historical trends.

Staff also recommends an allocation to affordable housing development given future development opportunities and heightened developer interest in building affordable housing. Some projects that may be eligible for use of the funds include Community Builder's third phase of the 73rd Avenue/Lowell Boulevard redevelopment (possible housing over commercial at the southwest corner of 73rd Avenue and Lowell Boulevard), a potential new affordable apartment development by Growing Home, affordable artist housing, and the Adams County Housing Authority redevelopment of the Terrace Garden apartments at Hooker Street and 71st Avenue.

Upon receiving City Council direction on the allocation of the HOME funds, Staff will prepare and present a resolution for consideration at the June 14, 2010 City Council meeting.

Respectfully submitted,

J. Brent McFall
City Manager



Staff Report

Staff Report
June 7, 2010



SUBJECT: Proposed Focused Workweek
PREPARED BY: Aric Otzelberger, Senior Management Analyst

Recommended Action

- Review Staff analysis and research findings regarding focused workweeks and direct Staff to proceed with implementation of a focused workweek for certain operations in the City of Westminster on a one-year trial basis.

Summary Statement

Based on interest from City Council and the City Manager, Staff conducted academic and “practitioner” research on the focused workweek (four, ten hour work days) to learn from the experiences of other jurisdictions. Based on these findings, Staff performed additional analysis to look at benefits, challenges, operational considerations and employee opinions on a proposed focused workweek for certain City operations.

Based on key findings, Staff anticipates several benefits from a proposed move to a focused workweek for certain City operations, most notably enhancements to customer service and a reduced environmental impact for City operations. Ancillary anticipated benefits include modest cost savings, productivity gains in certain areas (and neutral impacts in others) and enhanced employee recruitment and retention ability.

Staff recommends that the City move several operations and facilities to a focused workweek schedule on a one-year trial basis, commencing August 2, 2010 and requests City Council direction on this item.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issues

- Does City Council support a one-year trial for a focused workweek for certain operations in the City of Westminster?

Alternatives

- Do not pursue a focused workweek for proposed operations and facilities.

Background Information

Based on interest from City Council and the City Manager, Staff conducted academic and “practitioner” research on the focused workweek to learn from the experiences of other jurisdictions. For the purposes of this research, a focused workweek meant a four-day, ten hour work week for employees with extended hours of operation from Monday through Thursday and Friday closures for certain facilities and operations. Findings from academic research and practitioner research are summarized below. Also, please see Attachment B for a matrix of key findings from the nine cities that Staff interviewed regarding focused work weeks and please see Attachment C for a discussion of the academic literature on this subject.

Proposed Focused Workweek Trial: Staff’s Recommendations

Staff is proposing to move certain administrative and operations Staff to a “focused” schedule with business hours from 7:00am to 6:00pm, Monday through Thursday. Certain facilities would be closed on Fridays, including City Hall, Municipal Court and several administrative offices. Facilities that would continue to operate under “regular” hours include the Public Safety Center, Fleet Operations, Fire Stations, Recreation Centers, Libraries, Standley Lake, Water and Wastewater Treatment Plants and other City facilities. The proposed focused workweek schedule would commence on August 2, 2010 on a one-year trial basis. In-depth analysis and assessment would occur after nine months of the trial to examine the results of the new schedule and to consider a recommendation to City Council on whether or not to pursue a permanent change to this schedule.

Currently, 574 or 58% of all City employees already work a “focused” schedule. This includes Staff in Police, Fire, Utilities Operations, Park Services, Utility Plants, Fleet and other Staff with various “compressed” schedules throughout the organization. The proposed focused workweek trial would apply to 311 or 32% of all City employees. City employees that would move to a “focused” schedule under Staff’s proposal includes Staff at City Hall, Police Administration, Fire Administration, Public Works and Utilities Administration, Building Operations and Maintenance, Parks, Recreation and Libraries Administration and Municipal Court Staff.

As is the case currently, some modifications to employees’ schedules would be allowed under the proposed focused workweek trial, based on operational needs, along with department head and division manager discretion (“flex schedules”).

Summary of Staff Findings Based on Academic and Practitioner Research

Multiple city and state governments across the United States are currently operating under a focused workweek with extended hours Monday through Thursday. While there are likely more cities out there operating under this type of schedule, below are the cities and state governments with focused workweeks that Staff came across during its research.

List of Cities:

Avondale (AZ)

Birmingham (AL)

Boynton Beach (FL)

Buckeye (AZ)

Claremont (CA)

Danbury (CT)

El Paso (TX)

El Paso County (CO)

Escondido (CA)

Fountain Hills (AZ)

Henderson (NV)

Hollywood (FL)

Margate (FL)

Mesa (AZ)

Miramar (FL)

North Las Vegas (NV)

North Miami (FL)

Payson (AZ)

Prosser (WA)

Provo (UT)

Queen Creek (AZ)

Upland (CA)

West Covina (CA)

List of States (some agencies/offices):

California

Florida

Hawaii

Nevada

Utah

The nine cities shown in bold print above are the cities that Staff interviewed to gather more information about their experiences with focused workweeks (see Attachment B). The organizations that Staff interviewed have focused workweeks for City Hall, administrative operations and some field services. Police, Fire and EMS, Recreation, Libraries, Water Plants and other certain others services maintain their traditional schedule. Of course, some of these operations are 24-7, while others are driven by customer needs.

Based on research and analysis, the potential benefits of a focused workweek include:

- **Improved/Expanded Customer Service** – While a focused workweek would involve closing certain operations on Friday, hours for these operations would be extended for citizens, businesses and other customers from Monday through Thursday. Based on discussions with other communities that have implemented a focused workweek, each respective community has experienced an overwhelmingly positive response to the alternative hours. It appears that working residents really appreciate being able to conduct business before and after work. Also, developers, contractors, etc. appreciate the early hours. Most communities with a focused workweek maintain business hours that run from 7:00am to 6:00pm, Monday through Thursday.
- **Environmental Benefits** – Most communities that have implemented focused workweeks have experienced environmental benefits. These benefits include reduced energy and water usage, reduced auto trips, reduced fuel usage, “improved air quality” due to reduced congestion and reduced carbon footprint.
- **Cost Savings** – Overall, it appears that focused workweeks lead to cost savings for organizations. These cost savings are real, but they are modest savings. These cost savings are primarily found in energy, fuel, vehicle costs, janitorial costs, overtime and water usage.
- **Employee Productivity** – It appears that a focused workweek has a positive or neutral effect on productivity. Employees in a focused workweek have fewer “start up and shut down” tasks, as they work four days per week versus five. Also, several cities reported that these

longer days allowed for “more concentration time.” Also, the data supports the notion that organizations with a focused workweek have less employee absenteeism, as employees are able to take care of doctor’s appointments, car repairs, etc. on Friday.

- **Employee Recruitment, Retention and Morale** – Based on the academic literature and experiences of other communities, focused workweeks provide a strategic benefit to employee recruitment and retention through the positive impact that they have on employee morale. While not all employees prefer a focused workweek schedule, a large majority of employees in organizations that have moved to focused workweeks report a positive impact on morale and work/life balance. From a human resources perspective, several organizations reported using the focused workweek “benefit” to help hire and retain talented employees. Several cities moved to focused workweeks as part of an overall response to financial difficulties. Some of these cities reduced salaries, eliminated positions and made other tough moves to balance their budgets. These cities view the focused workweek as an employee benefit that helps “offset” the other tough changes that were implemented.

Based on research findings, Staff found several potential challenges of a focused workweek as well:

- **Friday Closure** – Will it be acceptable to citizens, businesses, City Council, Staff and others to have certain operations closed on Fridays? Are extended hours from Monday through Thursday an acceptable offset and do they provide enhanced convenience?
- **Transition to Focused Workweek** – A majority of employees in organizations with focused workweeks prefer the focused workweek. However, Staff research found that the transition to the focused workweek can be challenging. Challenges include longer hours, administrative adjustments and operational adjustments.
- **Employee Challenges** – Based on discussions with other jurisdictions, the most common employee challenges include child care schedules, bus schedules, after school/work activities, night school/classes and less family time in the evenings. Also, the longer work days can be a burden for some. However, all jurisdictions interviewed by Staff stated that the employee benefits outweighed the employee challenges.

Summary of City of Westminster Employee Survey Results

In order to gather Westminster employee feedback on a proposed focused workweek for certain operations, Staff conducted an employee survey from April 27 through May 7. The anonymous survey was limited to employees who would move to a focused workweek under Staff’s proposal. Surveys were distributed to 311 employees and 286 responded (response rate of 92%). Based on the responses, 67% of employees support or strongly support a proposed focused workweek trial, 14% of employees were neutral and 19% do not support (i.e. disagree or strongly disagree) with this schedule. For a summary of all survey results, please see Attachment A.

Besides the employee survey, the City Manager held three attendance optional employee meetings to discuss the proposed focused workweek trial. Combined attendance for these employee meetings was approximately 245 employees, which totaled about 87% of employees that would move to a focused workweek schedule under the trial. Staff also solicited feedback from the Employee Advisory Committee. If City Council directs Staff to pursue the proposed focused workweek trial, the City’s Wellness Program will offer classes, workshops and information to assist employees with transitional issues, including child care, advanced meal preparation and other items.

The City Manager discussed the proposed focused workweek trial with the Business Advisory Group (BAG) and received positive feedback from that group. In addition, the Westminster Window did a front page story on the proposed focused workweek and Staff received no negative feedback from the public. Additional efforts to communicate with the public are discussed at the end of this Staff Report.

Summary of Operational Adjustments Under a Proposed Focused Workweek Trial

All City departments who would move certain operations to a focused workweek schedule under the proposed trial identified and examined operational changes that would need to be made under the proposed new schedule. Overall, Staff feels confident in their ability to make necessary operational changes to adapt to the proposed focused workweek schedule. Most changes would be relatively minor or affect internal operations. Executive level Staff availability would not change under the proposed focused workweek trial and certain Staff would continue to be available to respond to events and inquiries on Fridays. In addition, Staff with outside meeting commitments on Fridays (e.g.; DRCOG, CML, etc.) would continue to meet those obligations on Fridays. Certain operations, such as police records and code enforcement, would continue to be offered on Fridays and would not move to the proposed focused workweek trial. However, there are several more significant operational changes that would need to be made that would affect citizens, contractors and other City customers.

With the closure of City Hall on Fridays, one of the most significant changes would be the elimination of permitting and inspection services provided by the Building Division on Fridays. Currently, Friday has the least amount of activity/customer traffic in the Building Division. Regardless, Staff would pursue other services enhancements (in addition to the extended hours Monday through Thursday) to help address the Friday closure, including offering online permit applications, electronic plan submittals, dual inspections in a single day and greater accommodation of inspection requests outside of regular business hours.

Other service changes would include the elimination of in-person utility bill drop off opportunities of Fridays (with City Hall closure on Fridays). Currently, water shut-offs for non-payment occur on Wednesdays. Staff is evaluating the impacts of the current water shut-off schedule. Based upon current experience, Staff anticipates a significant improvement in customer service for water customers who have been shut-off for non-payment as they will have access to pay their bill after 5:00 pm and have water service restored. Another change would be the elimination of trials at Municipal Court on Fridays (Friday Closures for Municipal Court). Municipal Court is confident that they can manage the court docket under a proposed focused workweek schedule. However, as the docket for the court is prepared seven to twelve weeks in advance, the Municipal Court would likely have to delay its commencement of the proposed focused workweek trial until September or October of 2010.

Staff is planning to bring several modifications to the City's personnel policies for City Council's consideration at the June 21st Study Session. One of these modifications is due, in part, to the City's proposed focused workweek trial. This modification would create a holiday leave benefit separated from the general leave bank for employees. This is mainly an administrative item and will have a net neutral impact to employees' total number of hours available for leave. More information will be provided to City Council on June 21st regarding this item. City Hall and certain other City facilities would be closed on eight holidays versus the current nine; under a proposed focused workweek trial, City Hall and other facilities would be closed on Friday, so the day after Thanksgiving would not be needed as a holiday.

Communication to the Public Regarding the Proposed Focused Workweek Trial

If City Council directs Staff to pursue the proposed focused workweek trial, Public Information Staff will communicate with the City’s many customers through several avenues. Staff will utilize traditional communication tools including City Edition, Weekly Edition, the City’s Web site and Cable Channel 8 to get the word out. In addition, Staff across the City will inform customers at numerous “points of service” through flyers, signs and verbal notification during the transition period.

Respectfully submitted,

J. Brent McFall
City Manager

Attachments:

- Attachment A: City of Westminster Employee Survey Results – Proposed Focused Workweek Trial
- Attachment B: Summary Matrix – Focused Workweek Research (Other Cities)
- Attachment C: Summary of Academic Research – Proposed Focused Workweek

Employee Survey Results - Proposed Focused Workweek

Surveys Distributed = 311 employees; Total Respondents = 286; Response Rate = 92%

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I <u>support</u> the City's proposed Focused Workweek trial.	45.5%	21.3%	14.3%	10.5%	8.4%
	66.8%		14.3%	18.9%	
2. I believe that City customers would see a <u>positive</u> impact on customer service under the proposed Focused Workweek (extended hours Monday through Thursday).	28.0%	31.5%	24.1%	10.5%	5.9%
	59.5%		24.1%	16.4%	
3. I anticipate <u>increased</u> productivity in my job under the proposed Focused Workweek.	21.3%	28.7%	27.3%	15.7%	7.0%
	50.0%		27.3%	22.7%	
4. I anticipate my quality of life and work/life balance <u>improving</u> under the proposed Focused Workweek.	31.1%	19.6%	24.1%	11.9%	13.3%
	50.7%		24.1%	25.2%	
5. I view the proposed Focused Workweek as an employee <u>benefit</u> that would have a <u>positive</u> impact on employee morale.	30.4%	26.9%	22.4%	11.9%	8.4%
	57.3%		22.4%	20.3%	
6. I am <u>confident</u> that my personal routine can be adjusted to fit the proposed Focused Workweek schedule.	36.4%	38.4%	11.9%	6.3%	7.0%
	74.8%		11.9%	13.3%	
7. For me personally, I anticipate that the proposed Focused Workweek will have a <u>negative</u> impact on child care/adult care for my family.	11.9%	11.2%	24.5%	23.4%	29.0%
	23.1%		24.5%	52.4%	
Commuting Miles Saved (per Friday)	2,892				
Commuting Miles Saved (annual)	147,492				
Commuting Hours Avoided (per Friday)	94				
Commuting Hours Avoided (annual)	4,794				

Summary Matrix - Focused Workweek Research

ATTACHMENT B - PROPOSED FOCUSED WORKWEEK

	Operating Cost Savings (annual)	Productivity Impacts	Citizen/Business Response	Environmental Impacts	Employee Retention and Recruitment	Employee Reactions	Challenges
Avondale, AZ (76,000) (June 2008)	\$61,800 total (\$46,900 in energy savings; \$14,900 in janitorial savings)' also water, fuel and armored car service savings, but no dollar amount yet	Positive. Employees report feeling more productive on survey; "longer period of concentration time;" first couple of weeks are "tough"	customer survey - 82% of citizen and businesses want to keep "Green Friday;" contractors and developers really like early morning hours; average of 550 customers using early and late extended hours	Name is "Green Friday;" based on survey, average 3,013 commuting miles saved on Friday; looking at saving 145,000 miles annually; 200 cars off road in peak hours (Maricopa County program)	Idea for 4-10 schedule came from Employee Retention and Recruitment Committee; "Some employees have had offers from other cities and have declined, in large part to 4-10 schedule;" viewed as a benefit; "I don't know if I could work somewhere else"	82% of employees positive and 10% neutral; 8% do not like the schedule due to childcare, school and/or longer days	childcare, school, longer days, holiday scheduling
Boynton Beach, FL (66,714) (June 2009)	\$150,000	Positive to neutral; "feels like 2 extra hours on uninterrupted work time," but, "days a little more grueling"	"No real citizen complaints or grumbling from business community;" working citizens really like the extended hours	20% reduction in energy usage; helping to meet State of Florida requirement for greenhouse gas emissions	Anecdotally, positive impacts.	Very positive reactions by most employees; see the 3-day weekend as true benefit	holiday pay; education of public on new hours
Claremont, CA (37,780) (January 2009)	"minimal"	Some issues early on, but now neutral	"Not received one complaint;" both residents and contractors are using early and late hours	environmental benefits seen as "ancillary"; expanded hours and employee benefit primary drivers	quasi-benefit for employees; helping to offset 5% pay reduction	Overall, very positive and does help soften the blow of 5% pay reduction	holiday schedules and adjusting hours accordingly; managing employees to avoid "3-day work weeks"
Danbury, CT (78,736) (September 2008)	\$130,000	Neutral - "Overall productivity remained intact." But, are long days and employees can "get a little tired."	Very positive; high use of early morning hours by contractors	environmental benefits seen as "ancillary"; cost savings primary driver	Anecdotally, positive impacts.	"Vast majority" of employees love it due to 3-day weekend	after-school day care, after-school events; fewer dinners at home

Summary Matrix - Focused Workweek Research

	Operating Cost Savings (annual)	Productivity Impacts	Citizen/Business Response	Environmental Impacts	Employee Retention and Recruitment	Employee Reactions	Challenges
El Paso, TX (749,789) (May 2009)	\$160,000 (3 months)	Positive; Drop in Absenteeism (3,142 less sick hours compared to summer of 2008)	Very positive; residents liked coming in after 5pm and small contractors liked the early and late hours	20% reduction in number of auto trips; 10% reduction in fuel consumed; electricity down 6%; natural gas down 19%; air quality	Anecdotally, positive impacts.	"Increased employee moral." 80% in favor of 4-10s before trial.	bus schedules, child care, school activities
Escondido, CA (142,000) (January 2009)	savings in utilities but no figure available	neutral	"Without a glitch"; very positive response	San Diego Association of Governments Transportation Demand Management program - taking commuters off roads at peak times	Positive; "Some people would retire, but are staying on due to new schedule"	This move has helped moral; helping to soften the blow of 5% ATB salary reduction	no specific items mentioned
Henderson, NV (275,134) (September 2009) (4-10 for emp. 1983)	\$1.7 million (includes staffing reductions)	Neutral to positive	Very positive from residents and contractors; still doing inspections on Friday	environmental benefits seen as "ancillary"; cost savings primary driver	"Other cities in Nevada and the State lose people to Henderson due to the compressed work week and the view that it is a benefit"	"Employees see the compressed workweek as a perk"	Employees have been on 4 day schedule since 1983, so not really a major impact to employees to close City Hall on Fridays
Mesa, AZ (462,823) (March 2009)	\$1.6 million in overtime pay; \$53,000 in energy; \$7,000 custodial; also fleet and fuel savings, but no figure yet	Positive to neutral; 76% of employees report being more productive and 11% report no change (total 87%); vacation and sick time reduced 18,100 hours compared to 2008	Overall, not much feedback from citizens; some pushback from development community, so still providing some inspection services on Fridays	1.3 million employee commuting miles saved; 32,800 commuting hours avoided at peak times; \$154,000 in fuel costs avoided	Anecdotally, positive impacts; 97% of employees report that they are not looking for another job due to the 4-10 schedule; 73% of employees view the 4-10 schedule as a "perk" of working for Mesa (12% neutral)	68% of employees report that 4-10 schedule has had a positive impact on work/family/life balance (13% neutral); 83% feel schedule should continue	childcare and family issues; night school scheduling and homework difficulties
North Las Vegas, NV (115,488) (July 1977)	\$225,000 (1977); \$3.1 million (1999)	Neutral to positive; sick leave usage reduced by 13%	Very positive from residents; some dissatisfaction from development community	reduced gas usage, lower traffic congestion; improved air quality, lower energy usage	Anecdotally, positive impacts.	Very positive. Strong employee and union opposition when City looked at 5-day schedule several years ago	City has been doing for a long time, so no recent hardships; holiday schedules and pay

– PROPOSED FOCUSED WORKWEEK – Summary of Academic Research

Much of the academic research on alternative work schedules dates back to the 1970's and focuses on applications in the private sector, but there are several more recent studies that Staff examined, including several studies on the application of alternative work schedules in the public sector. For the purposes of this report, Staff will discuss academic research findings regarding the focused workweek or "4-10's." Staff's primary academic research question was how focused workweeks impact employee productivity. This issue is discussed below. However, Staff also came across several other significant academic research findings that are discussed in the "Other Academic Research Findings" section.

Employee Productivity

In exploring this issue, some researchers hypothesized that productivity would decrease under a focused workweek due to employee fatigue caused by longer hours and an increase in hours where employees worked at "suboptimal levels." However, the research data shows that focused workweeks either have a positive or neutral effect on employee productivity.⁽¹⁾ It is important to note though, that much of the research data on productivity is based on employer and employee perceptions.

According to one study that examined the effects of focused workweeks in public organizations, 50% of employers reported that moving to a focused workweek increased productivity, while 42% of respondents reported that productivity remained the same.⁽²⁾ Only 8% reported that productivity decreased due to the focused workweek. In another study in the public sector, 41% of employers reported productivity increased due to moving to a focused workweek.⁽³⁾ A large majority of the remaining respondents reported that the focused workweek had no true impact on productivity.

In research studies looking at focused workweeks in the private sector, the data showed that supervisors had favorable perceptions on the effects of focused workweeks on employee productivity and work habits. A majority of these same supervisors report that focused workweeks are not seen as adversely interfering with or disrupting work.⁽⁴⁾ In a study that examined supervisor performance ratings in private organizations before and after the commencement of focused workweeks, researchers found that supervisor performance ratings of employees increased by a statistically significant amount following the move to a focused workweek.⁽¹⁾ In another study in the private sector, researchers applied the social exchange theory to focused workweeks to examine how this schedule impacts employees' "perceived organizational support" (POS). Researchers found that most employees tended to view the focused workweek as a benefit, thereby increasing their perception of POS. Researchers found that employees with a higher POS compensated the employer with higher productivity and better "in role" and "extra role" performance.⁽⁵⁾ In summary, researchers found a link between focused workweeks and improved performance.

Other Academic Research Findings

While productivity was the primary focus of Staff's academic research review of focused workweeks, Staff did come across several other notable findings on focused workweeks, both from the employee and employer perspective. From the employee perspective, academic research does support that focused workweeks make a positive contribution of employees' quality of life.⁽⁴⁾ One recent study found that the most prevalent perceived employee benefit of the focused workweek is that the schedule improves employee quality of life. 74% of employees reported that their quality of life improved due to the focused workweek.⁽⁶⁾ In general, focused workweeks also enhance job satisfaction amongst employees. Another study in the public sector showed that 65% of employees had greater job satisfaction after moving to a focused workweek, while 27% of employees said that the focused workweek had a neutral impact on job satisfaction.⁽²⁾

From the employer perspective, there are several other significant findings as well. Research data does support that focused workweeks have a favorable impact on employee morale. In one public

sector study, 77% of employers reported a favorable impact on employee morale due to the focused workweek and 22% reported a neutral impact.⁽²⁾ This same study also showed that a slight majority of employers thought that focused workweeks improved their ability to recruit and retain talented employees, thereby saving recruitment and training costs. Other studies support that focused workweeks help promote and generate employee loyalty.⁽⁴⁾ The data on how focused workweeks affect employee absenteeism is mixed. Some studies have shown that organizations with focused workweeks lose fewer employee work hours to absenteeism. One study in particular showed that 63% of employees were less absent in a focused workweek compared to a traditional schedule.⁽⁷⁾ However, other studies have shown that focused workweeks have had a neutral impact on absenteeism.⁽¹⁾

Of course, an organization's move to a focused workweek does come with some difficulties. From the employer's perspective, the most prevalent reported drawback to the focused workweek was increased scheduling difficulty. In one study, 39% of respondents reported this as a challenge.³ From the employee's perspective, the most prevalent drawback from a focused workweek was longer work days. In the same study mentioned above, 38% of employees stated that this was a challenge. However, in the overall review of academic literature, Staff found research evidence of more benefits than drawbacks to the focused workweek. Other than the drawbacks listed above, other relevant drawbacks were reported by less than 10% of employers and employees.⁶

One academic criticism of the implementation and monitoring of focused workweeks, overall, is that most organizations lack a systematic assessment of the many of the impacts of a focused workweek versus a traditional schedule. However, there are examples that Staff came across, including Mesa, Arizona and Avondale, Arizona where there is reasonable and useful assessment activities taking place. However, the academic criticism does have some merit and underscores the importance of performance measurement activities in local government.

Academic References

- (1) - Boris B. Bates, "Flexible and Compressed Workweek Schedules: A Meta-Analysis of their Effects on Work-Related Criteria," *Journal of Applied Psychology* (1999): 496-513.
- (2) - Samantha L. Durst, "Assessing the Effect of Family-Friendly Programs on Public Organizations," *Review of Public Personnel Administration* 19, no. 3 (1999): 19-33.
- (3) - Rex L. Facer, Chyleen A. Arbon and Lori Wadsworth, "Cities Leading the Way: The Use of Alternative Work Schedules," *ICMA Municipal Yearbook* (2009): 28-33.
- (4) - Patrick D. Lynch, Robert Eisenberger and Stephen Armeli, "Perceived Organizational Support: Inferior versus Superior Performance by Wary Employees," *Journal of Applied Psychology* 84, no. 4 (1999): 467-483.
- (5) - Linda Duxbury and George Haines, "Predicting Alternative Work Arrangements from Salient Attitudes: A Study of Decision Makers in the Public Sector," *Journal of Business Research* 23 (1991): 83-97.
- (6) - Lori L. Wadsworth and Rex L. Facer II, "The 4-Day Work Week: Is it Good for Business?" *Center for Competitive Management – Presentation*, November 13, 2008.
- (7) - Norma Tombari and Nora Spinks, "The Work/Family Interface at Royal Bank Financial Group: Successful Solutions – A Retrospective Look at Lessons Learned," *Women in Management Review* 14, no.5 (1999): 186-193.



W E S T M I N S T E R

Staff Report

Information Only Staff Report
June 7, 2010



SUBJECT: Capital Improvement Program (CIP) Project
Status Report – 2010 First 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 first period status report for 2010 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 first reporting period of 2010, ending April 30.

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 April 30, 2010, 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).

Major Projects are 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 4/30/10)	BUDGET	SPENT (4/30/10)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
GENERAL CAPITAL IMPROVEMENT FUND										
TO BE CLOSED	80th Avenue and Federal Boulevard Intersection Improvements - Project to widen Federal Boulevard 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 was completed in 2008 and the final accounting was done in early 2010. This project can be closed.	\$1,679,158	\$1,679,156	Steve Baumann (CD)	CDOT	CDOT Staff for design engineering	4/2004	3/2010	100%
▶	80th Avenue Bridge/U.S. 36 Enhancements - 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 was bid in 2Q 2010 and construction will begin in May 2010. This projected construction commencement date is 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)	CDOT	DTJ Design (enhancement design); Structures Inc. (construction)	9/2008	5/2011	100% design; 0% construction
▶	104th Avenue and Sheridan Boulevard Intersection - 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%
▶	112th, Federal to Huron - 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 is in a 1-year warranty period and can be closed once that period is complete (February 2011).	\$1,401,050	\$1,379,116	Dave Loseman (CD)	City Employee	JR Engineering (design)	7/2004	10/2009	100%
▶	124th & Huron Intersection Improvements - 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. The project account can be closed when cost participation provisions of an IGA with Adams County School District 12 are carried out during 3Q 2010.	\$700,874	\$585,144	Steve Baumann (CD)	City Employee	Design: Stolfus & Associates, Inc.; Construction: Goodland Construction	11/2007	8/2010	95%
▶	144th Avenue: Zuni to Huron - 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 and astute project management, the City realized \$2.7 million of savings with this project, which was utilized to assist with the City's financial strategy for the recession. The annexation of 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, is scheduled for Council action in May 2010. 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.	\$4,772,645	\$4,038,441	Dave Loseman (CD)	City Employee	Felsburg, Holt & Ullevig	1/2007	5/2010	95%
▶	Armed Forces Tribute Garden - 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 applied 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. This City was not awarded this grant, but Staff is moving ahead with the design of the shelters and will re-apply for this grant during the next grant cycle.	\$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%
▶	Big Dry Creek Trail at Old Wadsworth Boulevard - 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	\$4,958,103	Dave Loseman (CD)	City Employee	Muller (design); J.F. Sato (construction engineering)	8/2005	7/2009	100%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE/DESCRIPTION	PROJECT STATUS (as of 4/30/10)	BUDGET	SPENT (4/30/10)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
	Bradburn Boulevard, 73rd Avenue to Turnpike Drive Sidewalk Project - 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. Federal reimbursement funds (\$244,195) have been received by the City. The project will remain open until after the project's one-year warranty period has expired (August 2010).	\$30,000 City; \$260,000 Federal	\$286,319	Dave Loseman (CD)	City Employee	Felsburg, Holt & Ullevig	3/2009	10/2009	100%
▶	CEP Master plan - 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).	The draft plan is in final preparation and expected to be presented to City Council for review and input in 2Q 2010.	\$69,976	\$33,211	Tony Chacon/Patty McCartney (CD)	City Employee	Perry-Rose, LLC.	6/2002	6/2010	70%
▶	City Park Playground and Shelter - 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 completed. Staff submitted a Jefferson County Open Space Grant application and was awarded \$200,000. City Council approved shifting \$50,000 from the Park Renovation project account to this project as part of the City's Amended 2010 Budget. Construction will begin in May.	\$350,000	\$1,500	Kathy Piper (PR&L)	City Employee	Goodland Construction, Inc.	10/2009	8/2010	100% Design; 0% Construction
▶	City Park Recreation Center Aquatic Enhancement - Funded in part by the 2007 POST bond issue, this project is for the renovation of the City Park Recreation 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 grand opening of the facility was held on March 20. Minor punch list items remain on the interior of the project. The outdoor "SplashGarden" and landscaping are expected to be completed in May 2010.	\$6,793,881	\$6,670,425	Becky Eades (PR&L)	City Employee	Sink Combs Dethliefs/ Adolphson Peterson Construction	11/2007	5/2010	100% Design; 95% Construction
NEW	City Park Recreation Center Concrete Replacement - This project will fund the removal and replacement of the deteriorated concrete service drive at City Park Recreation Center.	This project is complete and currently in a one-year warranty period. Once the warranty period is complete, this project can be closed out.	\$110,000	\$104,061	Becky Eades (PR&L)	City Employee	Adolphson Peterson Construction	1/2010	3/2010	100%
	Community Development Building Division Operating Computer System Software - 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%
▶	Energy Efficiency and Conservation Block Grant (EECBG) Projects - 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.	The City received official notice of award on 9/30/2009. Staff negotiated agreement with US 36 Commuting Solutions and commenced financial support of the US 36 Commuter CASH incentive program in October 2009. The new Energy & Facilities Project Coordinator commenced work 12/1/09. The City entered into a contract with the Governor's Energy Office (GEO) on the Residential Energy Rebate Program in March and the program was launched as part of GEO's state-wide program on April 19. Staff continues negotiations with the GEO to work out details of the commercial rebate program that the GEO will administer on behalf of the City. Staff anticipates bringing a contract with the GEO for the commercial energy rebate program to City Council for approval during 2Q 2010. Negotiations continue on the energy performance contract and Staff anticipates bringing a final proposal and contract to City Council in June 2010.	\$952,800	\$14,568	Barbara Opie (CMO)/ Tom Ochterski (GS)	City Employee	N/A	9/2009	9/2012	5%
	FasTracks Local Match - 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%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE/DESCRIPTION	PROJECT STATUS (as of 4/30/10)	BUDGET	SPENT (4/30/10)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
▶	Fire EMS Field Reporting (Hardware) - 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.	Bid awarded to Alpine Software by Council approval on 4/12/10. After installation of software, training and rollout of system is projected for 2Q 2010. Second phase will assess field reporting needs and solicit vendor proposals for the purchase of 8 field laptops.	\$350,000	\$0	Doug Hall (FD)/Rich Welz (FD)/ Rick Spahn (FD)	City Employee	TBD	3/2008	6/2010	75%
▶	Firefighting Simulator/Burn Building - 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 or 2012 when necessary funds are anticipated to be available.	\$352,000	\$0	Bill Work (FD)/ Dennis Bishop (FD)	City Employee	TBD	6/2007	12/2011	10%
▶	Fire Station Alarm Notification - 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 and field research is completed, which is anticipated to be in 3Q 2010. Requested funding for this project totals \$248,000. FD, IT and Dispatch Staff will tour and evaluate South Metro Fire Protection District's system during 2Q 2010.	\$248,000	\$0	Bill Work (FD)/Rich Welz (FD)	City Employee	TBD	6/2010	TBD	0%
▶	Golf Course Restrooms - 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). The project is under warranty through December 2010.	\$736,550	\$723,326	Lance Johnson (PR&L)/ Sarah Washburn (PR&L)/ Ken Watson (PR&L)	City Employee	CG Construction, Inc.	3/2008	1/2010	100%
	Greenlawn Traffic Mitigation - 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 that 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%
	Heritage Golf Course Expansion - 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.	This 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%
▶	Historical Marker Program - 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%
	Holly Park - 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 has retained a residential broker in an attempt to sell the property.	\$1,125,000	\$1,082,406	Dave Loseman (CD)	City Employee	n/a	7/2005	TBD	60%
	Huron Street from 129th to 140th Avenues (phase one) and Huron Street from 140th Avenue to 150th Avenue (phase two) - 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	\$18,089,858	Steve Baumann (CD)	City Employee	Felsburg Holt Ullevig and Hamon Contractors	6/1998	12/2010	95%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE/DESCRIPTION	PROJECT STATUS (as of 4/30/10)	BUDGET	SPENT (4/30/10)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
▶	IP PBX Phone System Upgrade - 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. Phase 2 is 25% complete with the upgrade at MSC and system replacement at College Hill Library. In addition, two updates have been completed at City Hall.	\$334,000	\$213,434	Scott Magerfleisch (IT)	City Employee	Axess Communications	1/2009	12/2011	Phase 1: 100%; Phase 2: 25%
NEW	Lowell Boulevard (120th Avenue to 124th Avenue) - The project includes the widening of Lowell Boulevard between 120th Avenue and 124th Avenue to a four-lane arterial with auxiliary lanes and a raised landscape median. The City and County of Broomfield is managing this project and Westminster is participating by funding 19% of the cost of the project. This project is adjacent to the Metzger Farm Open Space and will improve traffic flow at the 120th Avenue and Lowell Boulevard intersection. The total project (Westminster's share) is estimated at \$1,096,000 to be funded 2011 through 2013, revenues permitting.	The project is currently on hold by Broomfield due to funding. A definite start date for this project is currently unknown, but is anticipated for 2011.	\$274,000	\$0	Dave Loseman (CD)	City Employee	n/a	2/2011	1/2012	0%
▶	Lowell Boulevard Corridor Enhancement - 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 Boulevard (77th Avenue to US 36) went into service in December 2009. Some landscaping and other surface improvements will be completed during 2Q 2010.	\$1,210,292	\$767,683	Steve Baumann (CD)	City Employee	SEH Inc. (Engineer); New Design Construction, Inc.	2004	6/2010	85%
▶	McKay Lake Outfall Drainage - 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 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.	\$7,819,577	\$3,674,611	Steve Baumann (CD)	City Employee	WHPacific (Engineer); American West Construction, Inc.	1999	5/2010 (Phase 3)	Phase 3: 85%
▶	Metzger Farm Improvements - 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 is complete and was approved by Council in March 2010. Staff applied for an Adams County open space grant in the amount of \$345,900. The Adams County Open Space Advisory Board recommended full funding of the grant to the County Commissioners. The Commissioners are expected to act on the recommendations in 2Q 2010. Once the grant is finalized, Staff plans to move forward with an RFP to select a firm to build the improvements in the master plan. Staff will also work towards designating the buildings as historic structures so that funds can be accessed to help stabilize the structures.	\$190,000	\$0	Heather Cronenberg (CD)	City Employee	Wenk Associates (master planning)	2008	12/2010	100% design; 0% construction
▶	Municipal Service Center Renovation - The project renovates the facility to address space needs at the Municipal Service Center for Public Works & Utilities and BO&M Staff.	Final completion was in January 2009 and the Architect's construction claim was settled in March 2010. The only issue remaining is outstanding landscaping warranty repairs/replacements. Staff is currently working with JHL to resolve these landscaping issues during the 2010 spring planting season.	\$8,923,993	\$8,621,375	Mike Wong (PWU)	City Employee	Fisher Associates/JHL Constructors	10/2000	1/2010	100%
▶	Open Space Land Purchase Reimbursement - 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.	A payment of \$209,000 into this account was authorized by City Council in the Amended 2010 Budget. The total budget for this item reflects all dollars appropriated into this account to date.	\$860,000	\$430,000	Heather Cronenberg (CD)	City Employee	n/a	2007	12/2012	60%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE/DESCRIPTION	PROJECT STATUS (as of 4/30/10)	BUDGET	SPENT (4/30/10)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
▶	Photovoltaic Solar Panel System - 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.	As of December 30, 2009 all Photovoltaic Solar Energy Systems received commissioning and began producing solar energy at Westview Recreation Center, Municipal Service Center, Public Safety Center and City Park Recreation Center. All four locations have educational kiosks for public viewing of real time energy production. In addition to the four facilities, a monitor has been placed in the lobby of City Hall where the energy production of all four solar sites can be viewed in real time. No expenditures have been made to date as these funds will be utilized to purchase energy from Main Street Power.	\$110,000	\$0	Jerry Cinkosky (GS)	City Employee	Main Street Power/Simple Solar	7/2009	12/2009	100%
▶	Pool Disinfectant & Monitoring System - 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.	This account is being left open to address several minor outstanding items.	\$100,000	\$94,156	Peggy Boccard (PR&L)	City Employee	TBD	11/2005	5/2010	95%
	Promenade Parking Garage - 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%
NEW	Public Safety Center Fire Apparatus Parking Pad Concrete Replacement - This project is to replace the concrete fire apparatus parking pad at the Public Safety Center (PSC). The existing pad has a substantial amount of cracking with water surfacing through the cracks.	3,240 square feet of commercial driveway and 117 linear feet of vertical curb and gutter will be replaced during 3Q 2010.	\$38,000	\$0	Dave Cantu (PW&U)	City Employee	Keene Concrete	8/2010	9/2010	0%
▶	Railroad Crossing Surface Replacement Program - 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.	Staff continues to pursue a commitment from Burlington Northern Santa Fe (BNSF) Railroad to replace railroad crossing pads at the 88th Avenue crossing in 2010.	\$88,000	\$1,648	Dave Cantu (PW&U)	City Employee	BNSF Railroad	1/2010	TBD	5%
	Railroad Quiet Zone Study - Funds to conduct a quiet zone study associated with the FasTracks commuter rail project.	In 2009, RTD announced that they will install quiet zones at various railroad crossings as part of the FasTracks program, including all such crossings in Westminster. However, the budget is being preserved in this City project to cover any local participation costs that may be incurred.	\$100,000	\$0	Dave Downing (CD)	City Employee	URS (evaluations)	1/2008	1/2015	2%
▶	Records Management - 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 departmental review of retention schedules are complete. Retention schedules are being finalized for review by department heads. Staff will then present retention schedules for the consideration of City Council and the State Archivist. If City Council adopts the schedules, Staff will develop a City-wide policy for document management.	\$65,000	\$65,000	Linda Yeager (GS)/ Tami Cannon (CAO)	City Employee	Graham Information Management Associates	11/2007	9/2010	90%
	Salt Storage - 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%
▶	Sheridan Widening at 72nd Avenue - 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	\$1,549,553	John Burke (CD)	City Employee	CRCC (contractor); S.E.H. (engineering inspector)	10/2005	6/2010	95%
▶	Shoenberg Farm Restoration - 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).	\$1,172,621	\$704,431	Vicky Bunsen (CD)	City Employee	TBD	1/2009	TBD	20%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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	► South Westminster TOD - 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.	A draft circulation/improvement plan has been completed. The final preparation of design guidelines is underway. Staff is working on a land assemblage strategy for City Council consideration.	\$1,345,000	\$120,992	Tony Chacon (CD)	N/A	IBI Group, Van Meter, Williams, Pollack	12/2008	TBD	75% Design
	► Swim & Fitness Center Renovation - 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.	Sink Combs Dethlefs was selected to provide a conceptual master plan. Staff and Sink Combs Dethlefs are currently working on a conceptual master plan that will be presented to City Council in summer of 2010.	\$576,162	\$7,895	Kathy Piper (PR&L) Peggy Bocard (PR&L)	TBD	Sink Combs Dethlefs	2/2009	12/2011	25% Design
NEW	US-36 Commuter Trail - This project is the design phase for a concrete trail that would extend from the Big Dry Creek trail immediately east of US-36 south between the Turnpike and Westminster Boulevard. It is a portion of the commuter trail envisioned in the US-36 Corridor Plan and is strongly supported in the EIS for that regional project.	Design of this project began in the 1Q 2010 and will be completed in 3Q 2010. DRCOG has issued a notice that ARRA (American Recovery and Reinvestment) funds will not be available for these types of projects. Therefore, this project will be "shelved" upon completion of design to await future construction funding opportunities.	\$39,040	\$0	Steve Baumann (CD)	City Employee	Huitt-Zollars	4/2010	Design: 9/2010	5% Design
	► Westminster Commemorative 100th Anniversary Photo Book - 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. Chapters 1-3 have been written, reviewed and approved by the Committee. A total of 7 chapters are proposed for the book. 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	40%
	► Westminster Center Park - 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.	Minor items, including playground surfacing, are currently being addressed. Construction will be complete in May 2010. Fountains will be started up for the season on May 15. A Park Dedication ceremony is scheduled for May 21, 2010. This project will then enter into a one-year warranty period.	\$3,218,021	\$2,831,035	Kathy Piper (PR&L); Rich Dahl (PR&L)	City Employee	Arrow J Landscape	12/2007	5/2010	95%
	► Westminster Center TOD - 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.	Funds will continue to be accrued in this account to address future needs associated with the development of the FasTracks Station and surrounding area.	\$2,050,000	\$0	Steve Smithers (CMO)	N/A	TBD	TBD	TBD	0%
UTILITY CAPITAL IMPROVEMENT FUND										
	► 10" Replacement Main, 80th Avenue under US 36 - 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 with CDOT are ongoing. The bid opening was completed in April 2010. CDOT chose the low bid, Structures, Inc. Construction is anticipated to begin in May 2010 and end in late 2010.	\$1,300,000	\$0	Andy Walsh (PW&U)/Dave Downing (CD)	City Employee	CDOT / CH2M-Hill	5/2010	12/2010	5%
	► 94th Avenue & Quitman Lift Station Elimination - 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 completing quit claim deeds to 3 citizens and performing an overlay treatment to the Carroll-Butts facility parking lot. \$583,730 in savings from this project were transferred to the Big Dry Creek Wastewater Treatment Facility renovation and expansion account for the final change order.	\$1,920,619	\$1,864,354	Mike Wong (PW&U)	City Employee	URS Corp AUI, Inc.	4/2007	6/2010	95%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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▶	144th Avenue Sanitary Sewer Extension (Pecos to Tejon) - 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. The project is currently in a one-year warranty period.	\$160,000	\$75,439	Dave Loseman (CD)	City Employee	TBD	1/2009	1/2010	100%
▶	Airport Creek Stormwater Improvements - 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.	Construction is well underway and should be complete by June 2010.	\$300,000	\$300,000	John Burke (CD)	City Employee	Muller Engineering; L&M Const.; Naranjo	11/2008	6/2010	100% Design; 85% Construction
▶	Big Dry Creek Waste Water Treatment Facility Renovation & Expansion 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. Final change order issues have been resolved and final payment has been released to the contractor.	\$45,946,669	\$45,613,816	Kent Brugler (PW&U)	City Employee	CDM Lillard & Clark	7/2003	4/2010	100%
▶	City Hall Cashier System Replacement - 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 and the addition of a device to automatically read bills.	\$150,000	\$89,784	Robert Byerhof (FIN)	City Employee	Active Network	12/2008	9/2010	90%
▶	City Park Channel Improvements (Lowell to Big Dry Creek) - 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 constructed approximately 500 feet east and west of Lowell Boulevard. Design of the second phase of this project was to begin in the 1Q 2010, however, the IGA between the City, UDFCD and the City and County of Broomfield is stalled due to some of the project sponsors waiting until economic conditions improve. Construction of the second phase is now anticipated to begin in 2011. Construction of the second phase includes an 8-foot wide concrete trail and pedestrian bridge over Big Dry Creek.	\$858,000	\$450,000	Dave Loseman (CD)	UDFCD	CH2MHILL	4/2006	12/2011	100% construction of Phase 1; 0% Design of Phase 2
▶	Comprehensive Water Supply Plan (CWSP) - Raw Water Improvements - This project will provide for a feasibility study and design of the Standley Lake Bypass Pipelines that will allow Clear Creek and Moffat Tunnel 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 pipelines 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 is developing a scope for a Raw Water Infrastructure Master Plan and will coordinate with the ditch companies to integrate it with their respective master planning efforts.	\$375,000	\$0	Josh Nims (PW&U)	City Employee	Deere & Ault Consultants, Inc.	3/2009	12/2010	5%
▶	Comprehensive Water Supply Plan (CWSP) - South Westminster Non-Potable Water System - 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. 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.	In November 2009, URS provided a draft report summarizing the results of the study to identify potential system demands, develop conceptual system infrastructure and provide study-level pre-design costs. Staff is reviewing the final draft of the study and a follow-up study is being planned to assess potential water sources, enhance system design and develop costs and project schedule.	\$225,000	\$40,035	Josh Nims (PW&U)	City Employee	URS	5/2008	12/2010	25%

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►	Comprehensive Water Supply Plan (CWSP) - Water Supply Development - The purpose of this project is to replace the annual volume of water supply lost due to the elimination of the treated water contract with Thornton and to develop water supply to meet the future water demand of the City at build-out. The Comprehensive Water Supply Plan includes purchasing of additional water rights, expanding the reclaimed water system, developing a non-potable water system for South Westminster, optimizing the raw water system, and increasing water conservation efforts.	A purchasing strategy was developed and priority Farmers Reservoir and Irrigation Company share owners were identified. In March 2010, an aggressive water purchase program was initiated to buy FRICO-Standley Lake shares. Staff is initiating contracts to develop a Water Conservation Plan and to pursue a Water Conservation Verification Study.	\$20,109,373	\$1,698,289	Mike Happe (PW&U); Josh Nims (PW&U); Chris Gray (PW&U)	City Employee	Hadden Acquisitions, LLC (water broker); Slattery Aqua Engineering (water supply planning and modeling consultant); Spronk Water Engineers (water rights engineering)	2004	12/2011	10%
►	Comprehensive Water Supply Plan (CWSP) - Wattenberg Gravel Lakes Storage - In order to meet the City's build-out 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 involves the mining company, Aggregate Industries, constructing water storage for Westminster as part of their 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.	\$2,610,846	\$2,195,524	Josh Nims (PW&U)	City Employee	Aggregate Industries; Various Engineering Firms	2000	12/2017	15%
►	Countryside Pump Station Improvements - 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.	This project has been delayed until the water distribution system model is updated for future water consumption demands. The model will indicate whether or not the planned Countryside pump station improvements will meet the needs of the future water demands. Minor improvements to the pump station have been identified for the purpose of interim operations until the future pump station demands are determined.	\$1,000,000	\$95,867	Stephanie Bleiker (PW&U)	City Employee	J&T Consulting, Inc.	1/2009	TBD	20%
►	England WTF Decommissioning - 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.	URS' draft report on the South Westminster non-potable water system project has allowed Staff to identify portions of the site that should be reserved for the non-potable system, including the reservoir site. Planning has begun to initiate decommissioning of the plant while preserving infrastructure and footprint necessary for the non-potable system.	\$300,000	\$0	Dan Strietelmeier (PW&U)	City Employee	TBD	6/2009	12/2010	5%
NEW	ERP/CMOM/Master Plan Updates - This Emergency Response Plan (ERP)/CMOM (capacity, management, operation & maintenance)/ Master Plan Update project stems from a need to update the wastewater collection system master plan after the 94th Avenue and Quitman Street lift station was removed. This study will assist in the revision of system hydraulics. Utilities can use the Master Plan Updates for a basis of Little Dry Creek and Big Dry Creek sewer rehabilitation and replacement projects. The study will also aid in the creation of emergency response plans for lift station failures and major sewer failures. The CMOM report update will re-identify critical pipelines and pipelines approaching capacity, and review the status of current CMOM regulations.	Staff intends to have URS model hydraulic sewer flows in the entire City system to determine capacity of the system.	\$250,000	\$0	Mike Wong (PW&U)	TBD	TBD	6/2010	12/2010	0%
►	GIS Mapping/Modeling Improvements - Water & Wastewater Systems - 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.	Staff contracted with URS for work on several projects funded by this account. Water modeling recommenced in April 2010 and is approximately 60% complete. Water/wastewater system asset valuation was performed and is 100% complete.	\$350,000	\$165,768	Richard Clark (PW&U)	City Employee	URS	9/2008	6/2010	60%
►	Gregory Hill Pump Station Improvements - 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.	Project was completed in 2009. Minor electrical warranty work is underway. Staff is working on resolving the emergency generator noise concerns for surrounding residents.	\$609,213	\$586,101	Mike Wong (PW&U)	City Employee	Stantec Consulting; Velocity Constructors, Inc.	6/2008	1/2010	100%

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TO BE CLOSED	Hyland Village Sewer Upsizing-McStain/98th Ave & Sheridan - 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.	The project is complete and the account has been closed. \$140,000 in savings from this project was transferred to the Big Dry Creek Wastewater Treatment Facility renovation and expansion account for the final change order.	\$566,070	\$565,727	Stephanie Bleiker (PW&U)	City Employee	McStain Homes; Nolte Associates, Inc.; J&T Consulting; Twin Peaks	6/2007	1/2010	100%
NEW	Inflow and Infiltration Study for Sewer Collection System - This study is to measure the amount of inflow and infiltration to the City's Sanitary Sewer System. The study will take place over a six month period to monitor flows and evaluate the need for and location of additional monitoring work. It will also verify the inflow and infiltration assumptions used in modeling and planning. After the study is complete, the City can install piezometers and flow meters along and in Little Dry Creek, Big Dry Creek, and other drainages where appropriate to help mitigate storm water surges in the sanitary sewer system.	This project involves both a capacity and condition assessment of the city's larger sewers. A condition assessment will help staff determine the location of the more serious inflow and infiltration areas. This project will be incorporated into a larger scale assessment of the City's sewer system. An implementation plan and RFP are currently being drafted. The project schedule targets flow monitoring to begin during summer 2010.	\$250,000	\$0	Mike Wong (PW&U)	City Employee	TBD	6/2010	12/2010	0%
▶	Lift Station Improvements (wastewater lifts) - 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.	A scope of work and RFP will be developed to have a consultant examine the feasibility and costs associated with eliminating and/or renovating individual lift stations throughout the City's sewer collection system. Design is planned for 2010 with construction in 2011. Approximately \$30,000 was expended for a spare pump and valves at the lift stations at 87th Avenue and Wadsworth and 88th Avenue & Zuni Street. A replacement transfer switch was also installed at the 87th Avenue and Wadsworth lift station. Electrical upgrades were completed for the North Huron lift station and an emergency generator was delivered to this lift station as well.	\$775,000	\$79,682	Richard Clark (PW&U); Bob Booze (PW&U); Dan Strietelmeier (PW&U)	City Employee	Various	4/2008	12/2010	15%
▶	Little Dry Creek Regional Detention - 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) for the design work. The City and Adams County are working out the details of an IGA to establish financing, ownership and maintenance related details. Phase 1 design work has been initiated for the project. Muller Engineering was selected to complete the design.	\$1,780,000	\$150,000	John Burke (CD)	City Employee	Muller Engineering	9/2009	12/2014	3%
▶	JBR Aeration System Replacement - 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%
▶	Maintenance Management Computer System - 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 who were 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 need to be completed or fixed by the vendor. The vendor is actively completing these items with project completion expected in 2Q 2010.	\$700,000	\$502,355	Keith Alvis (PW&U)	City Employee	ACCELA Inc.	1/2002	6/2010	90%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE/DESCRIPTION	PROJECT STATUS (as of 4/30/10)	BUDGET	SPENT (4/30/10)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
▶	NWTF Major Repair and Replacement - 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.	An alternatives evaluation was completed by Burns & McDonnell in late 2008. Epoxy-lined carbon steel pipe replacement was recommended and preliminary design completed. Final design and construction for this work will be included as part of the NWTF Membrane Expansion Project. Improvements to the HVAC system will also be included as part of the expansion (\$45,000).	\$284,600	\$24,600	Kent Brugler (PW&U)	City Employee	Burns & McDonnell	8/2008	5/2011	15%
NEW	Northwest Treatment Facility Membrane Expansion - This will fund the addition of three membrane filtration racks that will be necessary to replace the diminished potable water capacity resulting from reallocation of Thornton water purchases. These additional membranes would assure a basic drinking water supply under a variety of planned shutdown or emergency conditions. The added capacity will be equivalent to two to five million gallons per day based on water temperatures. Besides the membranes, no additional components or modifications are needed since the facility was designed for up to 20 million gallons per day.	Staff have negotiated a design/build scope of work and fee with Garney Companies, Inc. and Burns & McDonnell for the purchase of the filtration equipment and the construction of the filtrate header and HVAC improvements. The contract terms are currently in review by Staff. The contract is expected to be presented to City Council in June 2010 with construction anticipated October 2010 through May 2011.	\$3,000,000	\$0	Kent Brugler (PWU)	City Employee	Garney Companies, Inc.; Burns & McDonnell	6/2010	5/2011	5%
▶	Pressure Relief Valve (PRV) Rehabilitation - 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.	Staff is planning for the order of several PRV vaults in summer 2010 and will commence installation of those vaults thereafter. Current plans include replacing PRV vaults at 128th Avenue and Big Dry Creek, Decatur Street and 106th Circle, and 91st Place and Independence Street (after additional water modeling is completed).	\$175,000	\$0	Andy Walsh (PW&U); Dan Daly (PW&U)	City Employee	TBD	1/2010	12/2010	0%
▶	Quagga/Zebra Mussel Treatment Plan - 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.	A draft report was received and generated additional questions. An amendment was received for additional work, not to exceed the budgeted amount (using contingency funds). Notice to proceed was given 4/21/2010. Following the receipt of information related to these additional questions, Staff will schedule discussion of the plan with City Council.	\$130,000	\$93,672	Mary Fabisiak (PW&U); Tom Settle (PW&U)	City Employee	HDR Engineering, Inc.	4/2009	6/2010	95%
▶	Quail Creek Channel Improvements - 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	100%
▶	Reclaimed Water System Open Storage - 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%
▶	Reclaimed Water Treatment Plant Expansion Study - This project is 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 has received a draft final report. Based on new developments, Staff is re-evaluating the timing of this project. This project is intended to provide a pre-design report and grading plans for the Reclaimed Water Open Storage project. Staff will come to Council at a later date for approval to proceed with reservoir design. This project is expected to be completed in 4Q 2010 due to timing and priority changes of the Reclaimed Water Open Storage project.	\$450,000	\$435,108	Jenny Fifita (PW&U)	City Employee	HDR, Inc., Stantec Consultants, Deere & Ault Inc.	3/2004	12/2010	95%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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▶	Reclaimed Water Treatment Facility Expansion - 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 at the BDCWWTF with an enclosed tank and 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 began October 2009 and is projected to be complete in September 2010. Phase 2 is 30% designed and the final design contract will be presented to City Council in May or June 2010. Construction for Phase 2 is scheduled October of 2010 through December 2011. 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.	\$15,575,196	\$3,945,952	Kent Brugler (PW&U)	City Employee	Black and Veatch; Overland Contracting, Inc.	1/2009	6/2011	100% Design (Phase 1); 45% Construction (Phase 1); 30% Design (Phase 2)
▶	Rocky Flats Wildlife Refuge - 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	TBD	5%
▶	Sanitary Sewer Flowmeters - 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	5/2010	TBD	0%
▶	Shaw Boulevard/Circle Drive Drainage Improvements - 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 minor flooding events.	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 fall 2010.	\$400,000	\$60,000	John Burke (CD)	City Employee	S.E.H.	2/2008	12/2010	90% Design; 0% Construction
▶	South Westminster TOD Utilities Study - 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 the southern 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	\$68,522	Richard Clark (PW&U)	City Employee	URS	8/2008	6/2010	65%
▶	Southern Zone 1 Transmission Pipeline - 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.	Substantial completion was issued in March 2010. Punch list items are currently being addressed and final payment will be issued in May 2010. The project is currently in a one-year warranty period.	\$5,700,000	\$3,195,072	Dan Strietelmeier (PW&U)	City Employee	Garney Companies; BT Construction	4/2009	3/2010	100%
TO BE CLOSED	Strasburg Natural Resource Farm Projects - 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.	Final completion was in March 2010. This project can be closed.	\$125,000	\$115,461	Mike Wong (PW&U)	City Employee	J&T Consulting; Vision Quest Construction	11/2009	3/2010	100%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE/DESCRIPTION	PROJECT STATUS (as of 4/30/10)	BUDGET	SPENT (4/30/10)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
▶	SWTF Electrical System Improvements - 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 was awarded to CES, LLC. This project phase is complete. Currently evaluating possibility of updating high service pumps to variable frequency drives to reduce energy costs. This is estimated to be completed by December 2010.	\$150,000	\$87,149	Tom Settle (PW&U)	City Employee	CES, LLC	4/2008	12/2010	75%
▶	SWTF Major Repair and Replacement - 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.	\$1,030,943	\$463,653	Tom Settle (PW&U)	City Employee	Boyle Engineering; Aslan Construction	4/2008	12/2010	60%
▶	SWTF North Basin Roof Replacement - 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.	Substantial completion was issued in March 2010 and final payment was made in April 2010. The project is currently in a one-year warranty period.	\$252,991	\$240,534	Dan Strietelmeier (PW&U)	City Employee	B&M Roofing	9/2009	3/2010	100%
▶	SWTF Process Improvements - 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	6/2010	TBD	0%
▶	System-Wide SCADA Enhancements - 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 record drawings were delivered. Revisions to O&M Manuals are in progress, which will be completed this phase of the project. Phase 2 improvements are currently in design phase. Phase 2 work includes enhancing the City's radio communications with licensed frequencies, redundant capabilities and increased data transfer capacity appropriate for remotely monitoring and operating Utilities and Water Resource field stations. The project includes security enhancements at remote field station sites and at water treatment facilities.	\$1,571,500	\$640,925	Stephanie Bleiker (PW&U)	City Employee	ESC	7/2008	12/2010	95% (Phase 1); 5% (Phase 2)
▶	Utility Billing Software Replacement - 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 in 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 are in progress. These should be completed in 3Q 2010.	\$750,000	\$686,631	Bob Smith (Finance); Sandy Christopher (Finance)	City Employee	Advanced Utility Systems Corp	12/2003	7/2010	90%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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▶	Water Pressure Zone Enhancements - 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.	Southern Pressure Zone 1 water line design was performed by Burns and McDonnell. <u>75th Avenue Waterline</u> design was completed by S.A. Miro. The new waterline will extend along 75th Avenue from Winona Street to Stuart Street with Brannan Cos performing the construction. Construction is scheduled for May 2010 through August 2010. <u>Pressure Zones 3 and 4 improvements are underway with</u> URS performing distribution system modeling for these pressure zones, which encompass WURP and extends to western City limits. Modeling will account for future WURP water demands to determine waterline and pump station replacement needs for the pressure zones. Modelling results are expected in the 2Q 2010 and project design will be initiated at that time. <u>Home Farm PRV</u> will include replacement of a corroded pressure relief valve in the Home Farm area. Design and construction is scheduled to occur in 2010. <u>Overall Zone 4 evaluation and Federal Boulevard Pipe Gap</u> is pending based on results from URS modeling work that is currently in progress.	\$5,200,000	\$711,494	Dan Strietelmeier; Stephanie Blieker; Mike Wong (PW&U)	City Employee	Various	4/2008	12/2010	25% Design; 0% Construction
▶	Zone 4 Pump Station Replacement - 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 provided a feasibility review 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 until URS completes distribution system modeling. Design and construction will be coordinated with the Zone 3 and 4 improvements described in the Water Pressure Zone Enhancements CIP line item.	\$1,000,000	\$2,982	Dan Strietelmeier (PW&U)	City Employee	Burns & McDonnell	9/2008	12/2010	5% Design
▶	Zone 14 Pump Station Replacement - 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 work is complete. A shared use agreement for the construction of the pump station on park grounds 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

UPDATED	PROJECT TITLE/DESCRIPTION	PROJECT STATUS (as of 4/30/10)	BUDGET	SPENT (4/30/10)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS
GENERAL CAPITAL IMPROVEMENT FUND							
▶	Adams County Open Space Land Acquisition - 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 2010, the funds currently in this account will be 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.	\$155,000	\$0	Heather Cronenberg (CD)	City Employee	various
▶	Arterial Roadway Rehabilitation and Improvements - 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.	The 2010 project consists of resurfacing the following roadways: 92nd Avenue - Wadsworth Parkway to Harlan Street, Pierce Street - 88th Avenue to 92nd Avenue, Oak Street - 100th Avenue to Countryside Drive, and Pecos Street - 112th Avenue to 120th Avenue. All work is to be completed by the end of September. In addition to various resurfacing strategies, improvements include cracksealing, concrete replacement, restriping of lane lines and new pavement marking installations. To date, 35,430 pounds of crackseal material has been applied and 2,557 linear feet of concrete replacement has been accomplished on these roadways.	\$650,000	\$0	Dave Cantu (PW&U)	City Employee	A-1 Chipseal; Keene Concrete; Roadsafe Traffic Systems
▶	BO&M Major Maintenance - Project is for maintenance projects throughout City facilities. Emphasis is placed on immediate needs identified by Bornengineering facility needs assessment.	A large portion of capital funding is being set aside for City's capital contribution towards Siemen's Energy Performance retrofit. A number of CIP projects are on hold pending the implementation of Siemen's Energy improvements tentatively scheduled to begin July 2010. Additional projects included in existing budget are boiler replacement at Municipal Court and matching contribution towards Bowles House repairs.	\$2,121,218	\$34,809	Jerry Cinkosky (GS)	City Employee	Siemens; Garland Roofing; Asset Management Corp; and Integrated Safety Services
	Bridge/Pedestrian Railing Repainting Project - 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 Boulevard. RTD states that they anticipate completing this replacement in 2010.	\$127,167	\$1,035	Dave Cantu (PW&U)	City Employee	TBD
▶	City Facility Parking Lot Maintenance - Program to maintain City facility parking lots on an on-going program (crack sealing, seal coating, resurfacing or reconstruction as necessary).	The 2010 City Facility Parking Lot Maintenance Project consists of 18,200 square yards of slurry sealing at the following locations: Amherst Park, Faversham Park, Irving Street Library and Westfield Village Park. This work will be performed during the months of July and August. Other work performed in conjunction with the resurfacing of these lots includes concrete replacement, pavement crack sealing, restriping and pavement markings. Additional work includes minor concrete replacement at the Public Safety Center, re-caulking of court yards at Public Safety Center/City Hall and pavement crack sealing at Legacy Ridge Golf Course and Municipal Court.	\$115,020	\$0	Dave Cantu (PW&U)	City Employee	A-1 Chipseal; Keene Concrete;
▶	Community Enhancement Program - 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 and in one year warranty period. Art installed (Westminster Center Obelisk) in City Center Park. PR&L Board has awarded Neighborhood Enhancement grants for 2010. Funding in several CEP accounts remain frozen due to economic conditions.	\$4,875,411	\$300,051	Kathy Piper (PR&L)	City Employee	N/A
▶	Facelift Program - 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 facade improvements.	The City has not received any new applications to date in 2010.	\$36,325	\$0	Tony Chacon (CD)	City Employee	N/A

CAPITAL IMPROVEMENT PROGRAM - ONGOING PROJECTS

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▶	Fire Station Concrete & Asphalt Replacement Program - 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
▶	Geographic Information System - 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. The GIS Section recently purchased a new plotter to replace the 10-year old one and a high accuracy GPS field device.	\$218,345	\$19,139	Steve Baumann (CD); Dave Murray (CD)	City Employee	N/A
▶	Golf Course Improvements - These funds are for capital projects at the City's two golf courses.	Restrooms at Legacy Ridge and Heritage are complete and in the warranty period. Irrigation system projects are being reviewed.	\$146,648	\$2,842	Ken Watson (PR&L)	City Employee	N/A
▶	Greenbelt Drainage Improvement - 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. 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.	\$82,266	\$1,760	Richard Dahl (PR&L)	City Employee	Various; ERO; Westminster Excavating
▶	Historical Preservation Grants - 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 will receive grant funding in 2010. Grant-funded construction plans are underway for the rehabilitation of historic Shoenberg farm buildings. The Shoenberg Barn project will be completed 3Q 2010.	\$23,631	\$6,616	Vicky Bunsen (CD)	City Employee	N/A
▶	Major Fire Station Maintenance - 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. New funding for this on-going CIP has been frozen through 2010. The remaining funds in this account will be utilized for emergency and priority projects as warranted.	\$50,222	\$0	Bill Work (Fire)	City Employee	various
▶	Major Software Upgrades - 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. Exchange and Outlook upgrades will be completed in 2010. The migration to Exchange and Outlook is about 10% complete.	\$342,413	\$0	Art Rea (IT); Scott Rope (IT)	City Employee	N/A
	Median Rehabilitation - Project to rehabilitate and maintain medians throughout the City.	No new work to report to date in 2010. Plant replacements and irrigation repairs occurred during fall 2009 on the Church Ranch medians (low medians only).	\$127,850	\$0	Kathy Piper (PR&L)	City Employee	T2 Construction
	New Art Participation - 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. No new installations planned from this account to date in 2010.	\$9,353	\$0	John Carpenter	City Employee	N/A
▶	New Development Participation - 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 78th Avenue/Turnpike Drive/Lowell Boulevard intersection realignment project.	\$537,257	\$7,255	Dave Downing (CD)	various developers	N/A
▶	Parks Renovation Program - 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. Projects for 2010 include work on a dog park in the southern part of the City and renovation work at Wolff Run Park (underway) and Municipal Park (underway), as well as some work at the central fountain area at City Park.	\$1,379,582	\$43,487	Richard Dahl (PR&L)	City Employee	T2 Construction

CAPITAL IMPROVEMENT PROGRAM - ONGOING PROJECTS

UPDATED	PROJECT TITLE/DESCRIPTION	PROJECT STATUS (as of 4/30/10)	BUDGET	SPENT (4/30/10)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS
▶	Public Safety Facilities Maintenance (BO&M) - 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.	\$200,000 will be used for energy retrofits at the Public Safety Center and six fire stations through the Siemen's Energy performance contract. Retrofits tentatively scheduled to begin in July 2010. HVAC equipment at Fire Station #4 is scheduled to be replaced September 2010. The heating system at Fire Station #6 is scheduled for replacement in October 2010.	\$347,591	\$5,510	Jerry Cinkosky (GS)	City Employee	DiTirro Drywall; Bonner Painting; various vendors and suppliers
▶	Recreation Facility Improvements - 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 to be completed in 2010 include replacement of aging fitness equipment, tile replacement, painting and restroom refurbishment.	\$1,028,662	\$43,629	Peggy Bocard (PR&L)	City Employee	Various Suppliers
▶	Recreation Facilities Major BO&M Maintenance - 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 for 2010 include sectional roof repairs/replacement at City Park Fitness Center, major repairs to aluminum storefronts at City Park Fitness Center to prevent moisture intrusion, and glass replacement at City Park Recreation Center and City Park Fitness Center.	\$1,024,032	\$74,618	Jerry Cinkosky (GS)	City Employee	U.S. Engineering; Adolph Peterson
▶	Standley Lake Regional Park Improvements - 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, boat docks and boat storage facility.	\$245,904	\$47,586	Ken Watson (PR&L)	City Employee	Sorenson Engineering; Ennis Assoc. Architects; CG Construction General Contractor
	Sidewalk Connections - 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.	\$46,058	\$0	Dave Downing (CD)	City Employee	N/A
▶	Small Business Assistance Program - 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 provides financial assistance to encourage the growth of existing businesses in Westminster with 25 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. A total of 8 applications have been received since inception. 6 applications have been approved and a total of \$19,109 has been awarded to Westminster businesses as a result of this program. The expended amount only reflects dollars awarded year-to-date in 2010.	\$92,213	\$7,322	Susan Grafton (CMO)	City Employee	N/A
▶	South Westminster Revitalization - 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.	The South Westminster Street Improvement Manual is 95% complete. The England Park Plan is complete and has been presented to City Council. Conceptual development plans are underway for Phase 3 of the 73rd/Lowell Redevelopment Project (Lowell from 72nd to 73rd). The second building of Lowell Row Townhomes is under construction. Curb, gutter and sidewalk modification at Rodeo Market property is underway. The IGA with Adams County regarding Little Dry Creek improvements has been completed.	\$462,210	\$86,692	Tony Chacon (CD)	City Employee	Various
▶	Street Lighting Improvements - This project provides funding for the installation (by Xcel Energy) of isolated street lights in areas requested by citizens.	Single street lights are occasionally installed on an as-needed basis throughout the City. In April 2010, one new residential streetlight was funded. Another citizen request is now pending.	\$29,705	\$4,271	Mike Normandin (CD)	Xcel Energy	Xcel Energy

CAPITAL IMPROVEMENT PROGRAM - ONGOING PROJECTS

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▶	Traffic Signal System Improvements/Speed Control Devices - 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.	Staff has completed a DRCOG grant for \$15,521 that added four traffic signal locations on 92nd Avenue to the City's computerized traffic signal system. The construction of a traffic signal at the intersection of 120th Avenue and Zuni Street (total project cost \$251,000) is about 30% complete. Completion is slated for July 2010. The developer of Cornerstone Christian Academy is expected to reimburse the City for 25% of the cost for the 120th and Zuni traffic signal construction once their Official Development Plan is approved.	\$316,150	\$24,223	Mike Normandin (CD)	City Employee	The 120th Avenue and Zuni Street traffic signal was designed in house. The construction bid was awarded to DKS Enterprises Inc.
▶	Trail Development - Implement the trails master plan by developing identified trails throughout the City as funding permits.	The Trails Master Plan update will be pursued in the future but it is currently on hold. Trails completed in 2009 total 3,700 feet of soft trail and 760 feet of concrete trail. Trail design for the Bradburn Trail is underway.	\$285,656	\$584	Marty Chase (PR&L)	City Employee	Goodland Construction; M&M Contractors, Inc.
▶	Tree Mitigation - 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.	Staff will pursue tree replacements on the grounds of various City parks and facilities during the fall of 2010. Replacements will be based on spring and summer tree removals, along with the status of the existing canopy cover for each area.	\$3,938	\$0	Richard Dahl (PR&L); Rob Davis (PR&L)	City Employee	N/A
	Underground Utility Lines - 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.	\$177,124	\$0	Dave Downing (CD)	Xcel Energy	Xcel Energy

UTILITY CAPITAL IMPROVEMENT FUND

▶	Miscellaneous Stormwater Drainage Improvements - 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.	\$680,011	\$23,801	John Burke (CD)	City Employee	various
▶	Open-Cut Water Line Replacements - 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.	Funds are being used for the following projects: <u>Meadowlark TOD Area Waterline Project</u> - This will include waterline replacement in the Meadowlark Subdivision (104th Avenue and Bryant Street) and in the TOD area along 71st Avenue and Irving Street. Design and construction will begin in May 2010 and October 2010, respectively. <u>2008/2009 Open Cut Projects</u> - This project is complete. Phase 1 was the south Westminster portion of the City including the Skyline Vista area. Phase 2 was north of 92nd Avenue, west of Federal Boulevard, east of Meade Street and south of 96th Avenue. Staff expects to make final contract payment to NCC in 2Q 2010. <u>St. Anthony North Waterline</u> - J&T Consulting, Inc. was awarded the design contract for this project, consisting of the replacement of the 6" waterline on Alcott Street along the east and north boundaries of St. Anthony's North Hospital with a new 12" waterline to improve pressures and flows in this area. The design has been completed and the project will go to bid in May 2010 and construction should be completed by September 2010.	\$3,790,769	\$94,426	Kent Brugler (PW&U); Dan Strietelmeier (PW&U)	City Employee	Various

CAPITAL IMPROVEMENT PROGRAM - ONGOING PROJECTS

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▶	PACP Sewer Line Open-Cut Replacement - 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.	Projects identified in 2009 were completed. Phase 1 was the south Westminster portion of the City including the Skyline Vista area. Phase 2 was north of 92nd Avenue, west of Federal Boulevard, east of Meade Street and south of 96th Avenue. Final contract payments were issued 1Q 2010. A 2010 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. The URS design was bid in February and awarded to New Design Construction in March 2010. Construction is scheduled May through August 2010.	\$4,185,562	\$28,098	Kent Brugler (PW&U); Mike Wong (PW&U)	City Employee	Brown and Caldwell; Northern Colorado Constructors; Ricor, Inc.
▶	PACP Sanitary Sewer Line Trenchless Rehabilitation - 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 2Q 2010. 2010 budget dollars will fund a lining project of approximately 67,000 linear feet centered on 92nd Avenue & Lowell Boulevard.	\$3,101,082	\$936,405	Dan Shjandemaar (PW&U)	City Employee	Western Slope Utilities
▶	Pump Station Improvements - 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.	Project funds are being used for the following projects: <u>Pecos and 144th Re-circulation Pump</u> - A scope of work has been developed for the General Services Engineer to design a small pump that will force circulation and improve water quality in the dead-end section of the 144th Avenue water line. The new pump will be designed and installed this year. <u>Well Abandonment Project</u> - This project involves the surface clean-up of abandoned City wells. <u>Standley Lake Raw Water Pump Station Roof Project</u> - This project has been completed. <u>Electrical/Mechanical Pump Improvements</u> - This project is partially completed and will continue through 2011. <u>Other Projects</u> - Jockey pumps have been ordered and delivered. Replacement Pump #4 for Wandering View is under consideration.	\$420,174	\$5,461	Richard Clark (PW&U); Dan Strietelmeier (PW&U)	City Employee	Various
▶	Reclaimed Water Distribution System Improvements - 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. The <u>Reclaimed Water Mass Balance Analysis</u> project was completed and closed. Phase 1 of the <u>Reclaimed Water Salinity Management Plan</u> has also recently been completed and Staff is working on the next project phase. Other reclaimed water distribution system improvements are currently in design phase. In addition to other minor improvements, a series of totalizers have been purchased for field installation to better track data for billing purposes.	\$2,822,915	\$276,450	Stephanie Bleiker (PW&U); Jenny Fifita (PW&U)	City Employees	Various
▶	Water Meter Transponder Replacement Program - 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 Recordall type compounds & turbine meters. City Council approved 3 and 4 inch meter purchases on August 24, 2009. Installation of 4-inch meters complete. Approximately 35 3-inch meters yet to be installed. Purchases & replacement work on 6-inch meters will start in 4Q 2010.	\$287,280	\$30,215	Richard Clark (PW&U); Bob Booze (PW&U)	City Employee	National Meter & Automation, Inc.

City of Westminster City Council Study Session Notes
May 17, 2010

Mayor Nancy McNally called the Study Session to order at 6:33 PM. All Councillors were in attendance, except Bob Briggs.

City Staff in attendance included: City Manager Brent McFall; City Attorney Marty McCullough; Budget and Special Projects Manager Barbara Opie; Director of Information Technology David Punttenney; Information Systems Manager Scott Rope; Senior Management Analyst Aric Otzelberger; Probation Supervisor Brian Poggenklass; Probation Officer Tracy Cutshaw; and Management Analyst Ben Goldstein.

City Council Technology Q&A with the Department of Information Technology

Staff proposed a change to the format of technology Q&A between Council and Staff. Council preferred to receive a quarterly email from IT as a reminder to address any issues or concerns. Staff also informed Council that replacement laptops would be available this week for those who are scheduled for a replacement this year.

Preliminary Budget Discussion

City Manager Brent McFall provided Council with background information regarding the current budget situation of the City and steps that the City has taken in the past to prevent a more difficult situation.

As part of the difficult process to balance the budget for 2011 and 2012, Staff outlined some potential revenue enhancements and expenditure reductions that may be more sensitive to Council in advance of the regular budget process utilizing the core services prioritization process. Staff requested feedback on these items as an initial feedback opportunity; if these services are higher priorities of City Council, then Staff would look for other potential reductions in developing the 2011/2012 Budget. These include a combination of cuts in operations and new revenue ideas:

- Reduction in library hours during lower use times, primarily Thursday evenings.
- Close Kings Mill pool and building (leased to Jefferson County Head Start) due to pending significant capital improvement costs needed.
- No salary increases for Staff.
- The elimination of the City's Domestic Violence prosecution program since this program is offered currently by the counties.
- Reduction of School Resource Officers (SRO) for Jefferson County middle schools, resulting one officer rotating between the three schools, resulting in the reassignment of two officers back to Patrol.
- Reduce Fire FTE's, reducing the availability of the fifth ambulance by approximately 50%.
- Implement a rental housing inspection fee to cover costs.
- Eliminate the vendor fee for sales tax collections.
- Increase the infrastructure fee from \$3/month to \$6/month to offset concrete and street light costs.

Council was receptive to all of the proposed budget solutions, but did have some concerns and follow up items. Council directed Staff to provide adequate lead time to Head Start if the decision is made to close the Kings Mill building, as they would need to relocate. Council would like time host a neighborhood meeting regarding Kings Mill pool. Council provided direction to Staff to provide City Council with more information regarding the domestic violence program, including beginning conversations with the counties regarding the potential elimination of this program to allow the counties adequate time to prepare. Staff is to provide Council with additional follow up regarding the anticipated impact of the program's reduction on City residents. Council would like staff to look at a phased approach to implementing an increase in the infrastructure fee, starting with a \$1 increase per year over the next three years. Overall, Council did not oppose Staff's current direction and directed Staff to proceed in developing the 2011/2012 Budget.

Executive Session

See separate notes

Mayor McNally adjourned the Study Session at 7:35 PM.