



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: July 2, 2008

SUBJECT: Study Session Agenda for July 7, 2008

PREPARED BY: J. Brent McFall, City Manager

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

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

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

CITY COUNCIL REPORTS

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

PRESENTATIONS

6:30 P.M.

1. Proposed 2009 Operating Budget Priorities
2. Westminster Mall Redevelopment Visioning Plan (Attachment)
3. Intergovernmental Agreement with the City and County of Denver for Provision of Police Services at the Democratic National Convention (Attachment)

EXECUTIVE SESSION

1. Discuss Specialized Details of Security Measures attendant to the Democratic National Convention that may be kept confidential on the grounds that disclosure would be contrary to the public interest pursuant to WMC 1-11-3(C)(6) and CRS 24-6-402(4)(d) (**Verbal**)
2. Discuss Westminster Mall Redevelopment Strategy and Progress and Provide Direction and Instructions to the City's Negotiators, as allowed by WMC 1-11-3(c)(4) and (7) and CRS 4-6-402(4)(e) (**Verbal**)

INFORMATION ONLY ITEMS – Does not require action by City Council

None at this time

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

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

City Council Study Session
July 7, 2008



SUBJECT: Proposed 2009 Operating Budget Priorities

PREPARED BY: Steve Smithers, Assistant City Manager
Barbara Opie, Budget & Special Projects Manager
Aric Otzelberger, Management Analyst
Phil Jones, Management Intern II

Recommended City Council Action:

- Council members provide Staff with feedback on the items highlighted below as they relate to preparations for the proposed 2009 Operating Budget.

Summary Statement

- The intent for the discussion at Monday night's Study Session is to apprise City Council of what the City Manager will be proposing in the 2009 Budget assuming revenues are sufficient to fund the proposed priorities and, in turn, to provide Staff with any feedback regarding these recommendations. No specific decisions by City Council are expected since those will be made after the public meetings/hearings and the Budget Retreat are held. Council's final decisions will be made with the adoption of the Budget in October.
- Staff continues to refine the proposed 2009 budget; therefore, City Council may see some minor modifications in the final proposed budget that is distributed in September.
- Department Heads will be in attendance at Monday night's Study Session to provide more details about these priorities if needed and answer any questions that City Council may have with regard to any specific items.

Expenditure Required: None at this time

Source of Funds: General, General Capital Improvement, and Utility Funds

Policy Issue

- Does City Council agree with the overall 2009 operating priorities as preliminarily proposed by Staff?

Alternative

- City Council can provide Staff with alternative approaches to 2009 operating priorities and revenue options as deemed appropriate.

Background Information

In April, City Council revisited their Strategic Plan and outlined their goals and priorities for 2009 and 2010. The City Council Goals are listed below:

- Safe and Secure Community
- Financially Sustainable City Government Providing Exceptional Services
- Vibrant Neighborhoods and Commercial Areas
- Strong, Balanced Local Economy
- Beautiful and Environmentally Sensitive City

The direction provided by City Council through these Strategic Plan goals is key for City Staff as they develop and review the proposed 2009 and 2010 City Budgets. Other considerations that go into developing a comprehensive budget are department priorities that strive to maintain existing service levels and citizen or neighborhood input.

In November of 2000, Westminster voters approved a City Charter amendment that allows the City Council to adopt a formal two-year budget. The first official biennial budget was adopted with the 2003/2004 Budget in October 2002. Staff is again recommending adoption of a biennial 2009/2010 City Budget this October. Staff will return in August to review the proposed 2010 operating priorities with City Council at a Study Session.

The entire proposed Budget for fiscal years 2009 and 2010 will be submitted to City Council at the beginning of September for review. After reviewing the proposed Budget for several weeks, City Council is scheduled to meet on Saturday, September 27th for the Budget Retreat to deliberate on final funding decisions on staffing levels, programs, services, and capital projects.

The City Manager's Staff has had an opportunity to review and make recommendations on operating budget priorities for the 2009 Budget. At the Department Head Budget Retreat held on May 8, revenue forecast and staffing issues were discussed. Since May, departmental personnel have prepared department proposals for 2009, ensuring coordination and support of City Council Strategic Plan goals for the upcoming year. Through the summer, departments develop and review the proposed 2009 and 2010 budgets to best maintain existing service levels and address citizen or neighborhood input on services.

This Staff Report highlights any enhancements or anticipated service changes that are a result of the slight increase in anticipated revenues for FY2009. The significant majority of the operating priorities represent incremental changes to existing City programs. Some changes are proposed to current service levels in order to meet Council goals and are noted accordingly as a service modification. As a reminder for City Council, the operating budgets, according to current City fiscal policies, are

funded by recurring revenue such as sales and property taxes in the General Fund and by monthly water and sewer charges in the Utility Fund. The Capital Improvement Program (CIP) priorities, which City Council is scheduled to discuss at the August 18th Study Session, are funded by one-time revenues, such as park development fees, building use taxes, utility tap fees and carryover funds.

The current revenue picture is generally flat and the current roller coaster economy makes Staff cautious in projecting revenues for 2009. While there are numerous economic development and redevelopment projects underway and the fruits of these efforts are starting to materialize in 2008, the current state of the economy makes growth in revenue projections for 2009 limited. Sales and use taxes remain the primary revenue source for the City, particularly the General Fund. Excluding the public safety and parks open space and trails (POST) sales and use taxes, the Sales and Use Tax Fund has yet to return to the revenue levels of 2001. The Amended 2008 Budget remains approximately \$1.5 million below the revenues collected in the Sales and Use Tax Fund for 2001, excluding the public safety tax and POST revenues.

Current projections result in the operating budget expenditures exceeding revenues by approximately \$1.8 million for the General Fund. This is a common occurrence at this point in budget development process and will be addressed in Staff's budget balancing efforts. Staff has identified two key strategies to approach this \$1.8 million shortfall. The first is continuing to budget \$800,000 in attrition savings in regular salaries, as was done in 2007 (\$1 million) and 2008 (\$800,000). This reduction is reflected in each regular salary account within the General Fund. The second strategy to address the shortfall is the proposed use of 2007 carryover funds into 2009. Staff has gone through extensive reviews of departmental operations in efforts to identify potential savings and adjustments to how the City operates in order to save money while minimizing the impact on Westminster residents. This Staff Report includes a summary of 2009 operating priorities/modifications for City Council's preview. Staff is requesting that City Council provide feedback and direction as it relates to these items.

RECENT BUDGET HISTORY:

Since 2002, significant changes to the City's operating budget have been needed as a result of the economic downturn impacting the nation and the Front Range. Following the downturn, revenue growth has been modest each year, and escalating costs in areas such as health insurance, fuel, and energy have continued to pressure the organization. This section provides a brief summary of the modifications made to the City's operating budget since 2004.

FY2004 – In October 2003, City Council adopted an amendment to the 2004 General Fund Budget which included a projected revenue reduction of \$1.6 million between what was originally included within the Adopted 2004 Budget (October 2002) versus what was included within the revised 2004 (October 2003) revenue projections.

FY 2005/2006 – In October 2004, City council adopted the 2005/2006 Biennial Budget. Departments prepared their 2005/2006 proposed budgets with a 1% increase from their reduced 2004 budgets (with the exception of the Police and Fire Departments, who had an increase of 1% on their original General Fund budget and 3% on their public safety tax budget – i.e., 3% on their approximately \$4.5 million FY 2004 budget increase).

FY 2007 – Departments prepared their 2007 proposed budgets with a 0% increase from their 2006 budgets (with the exception of the Police and Fire Departments, who had an increase of 2% over their 2006 budgets due to the public safety sales tax, and the Utility Fund operations, who had an increase of 2% over their 2006 budgets due to water sales and system repair and replacement needs).

FY 2008 – Departments prepared their 2008 proposed budgets with a 1% increase from their 2007 budgets (with the exception of the Police and Fire Departments, who had an increase of 2% over their 2007 budgets due to the public safety sales tax, and the Utility Fund operations, who had an increase of 2% over their 2007 budgets due to water sales and system repair and replacement needs).

STAFFING PLAN FOR 2009:

Based on the departmental submittals made in May, the City Manager’s Office prepared the proposed Staffing Plan for 2009. The City Manager’s Office subsequently prioritized the requests and departments prepared their proposed 2009 budgets around these recommended positions.

Overall, a net total of 0.60 full-time equivalents (FTE) additional staff are being proposed as part of the Proposed 2009 Budget. A total of 1.5 new FTE are being recommended in the General Fund, 2.1 new FTE are being recommended in the Utility Fund, and 1.0 new FTE is being recommended in the General Capital Improvement Fund. In addition, 4.0 FTE are being recommended to be eliminated in the General Fund. All positions are contingent upon sufficient revenues being available.

A summary of the staffing changes is shown in the table below, including 2008 midyear adjustments that were adopted by City Council in June 2008 (6/23/08 for the MAC staffing). Highlights for new positions for 2009 are listed in appropriate Department sections in the “Proposed 2009 Operating Priorities” section. Proposed new positions include a 1.0 FTE Communications Supervisor in the Police Department, a 0.5 FTE Secretary in General Services, a 1.0 FTE Senior Engineer in Public Works and Utilities, a 1.0 FTE Software Controls Technician in Public Works and Utilities, a 0.1 FTE Help Desk Technician in Information Technology, and a 1.0 FTE Facilities Projects Coordinator in General Services. The proposed 4.0 FTE eliminations include a 1.0 FTE Planner II originally proposed to assist with Westminster Housing Authority (WHA) work tied to funding from the WHA that never developed, a 1.0 FTE indexed Police Officer position that was approved to be filled only if Promenade businesses agreed to pay additional fees, which did not occur, along with 2.0 FTE Community Service Officers (CSO). The Community Service Officer reduction is part of the transition of the CSO program to regular Police Officers. Staff is proposing to replace 6.0 FTE formerly associated with the CSO program with 4.0 FTE Police Officers. More information is provided in the Proposed 2009 Operating Priorities section below.

Staffing	FTEs
<u>1/1/08 Authorized Staffing Plan</u>	<u>981.124</u>
<u>2008 Midyear adjustments (MAC staffing)</u>	<u>+ 1.200</u>
<u>2009 Budget New Positions and Eliminations</u>	<u>+ 0.600</u>
<u>Proposed Staffing Plan – 2009 Budget</u>	<u>982.924</u>

PROPOSED 2009 OPERATING PRIORITIES:

This section highlights operating priorities/expenditure modifications proposed for 2009, organized by Fund and Department. These items highlight significant or Staff-related changes

ALL FUNDS

Citywide

- The 2009 proposed budget includes a proposed 2.0% Across-the-board (ATB) salary increase, which equates to \$1,117,708. This increase is key to the City's strategic commitment to pay employees wages that are competitive in the marketplace. The ATB for 2007 was 2.5% and for 2008 was 2.5%.
- Other overall salary adjustments Citywide amount to \$1,375,711, excluding ATB. Of this amount, \$117,948 is associated with new positions; \$522,936 is due to salary survey/market changes; and the remaining \$734,827 associated with proposed step & merit increases.
- Citywide, electricity and gas costs are projected at \$3,907,056, which is a \$288,070 increase when compared to 2008 (8% increase). These figures do not include streetlight costs, which are discussed in the Public Works Operating Priorities section below. This proposed increase is due to Xcel Energy's recent 10% increase to electricity rates. Xcel's monthly natural gas cost adjustments continue to increase as well. The increases in energy accounts that are budgeted in numerous departments are partially offset by the proposed reduction to the energy budget for Big Dry Creek Wastewater Plant (proposed \$85,989). The original engineering estimate for Big Dry was a bit high based on actual experience so far.
- Fuel charges represent an increase of \$248,385 over 2008 (24%). In 2009, Fleet is requesting a total of \$1,305,011 to cover fuel and lubricants for City operations. Staff believes this increase is conservative as fuel costs have risen dramatically over the past year. Fuel consumption at the City has remained relatively flat and Staff continues to look for ways to control fuel usage. This proposed fuel budget assumes an average price for diesel of approximately \$3.60 per gallon and an average price of unleaded at about \$3.20 per gallon. For the rest of 2008, the City locked diesel prices at \$3.58 per gallon and unleaded at \$2.92 per gallon. The City will continue to pursue locking in fuel prices if the end analysis projects a cost savings. These proposed fuel increases are reflected throughout the budget as this expense is distributed back to the departments.
- PC Replacement Fee charges reflect a \$59,173 reduction compared to the Amended 2008 Budget total of \$253,198 (-23% reduction). This proposed reduction is due to lower PC replacement costs (new annual replacement fee charged is \$175 per desktop and \$363 per laptop, down from \$250 per desktop and \$375 per laptop charged in 2007/2008) and fewer new computer requests by departments. The City is currently on a 4-year replacement schedule for computers and each department is charged a PC Replacement Fee for each computer to ensure that IT has adequate funds for scheduled computer replacement.
- Staff is budgeting for cost savings in one component of the City's telecommunications services (C-Com charges). Across the City, C-Com charges are projected to decrease by \$18,881 compared to budgeted C-Com charges in 2008. IT was able to work across the City with multiple departments to realize these savings.
- CAD/RMS annual costs Citywide are proposed at \$496,289 for 2009. This represents a proposed \$156,701 increase over 2008 due to scheduled replacement of police and fire mobile data terminals (MDTs), which will require a full-year of lease payments for that equipment. Software maintenance and support costs are also projected to increase in 2009. These costs are split proportionately between the Police (\$367,060 total) and Fire (\$129,229 total) Departments based on their use of the system.

GENERAL FUND

Central Charges

- Health care costs projected to increase approximately 9%, which totals an increase of approximately \$554,507 in the General Fund, excluding proposed new staff. The increases in the health care industry continue to impact the City and its employees. This estimated increase is based on the information available to Staff at this time; however, Staff will receive additional information in late July about potential City rate adjustment and will reflect this in the final proposed budget document. This brings the total for medical and dental insurance in the General Fund to \$6,718,500, including new staff benefits.
- The retirement contribution for 2009 is estimated at an increase of \$176,268, excluding proposed new staff since they are not eligible for City pension contributions until they reach 22 months with the City.
- Other benefits (life, LTD, survivors benefit) are projected to increase 9% in 2009, which reflects an increase of \$84,000 over 2008 for these benefits.
- An additional \$31,420 is proposed for contract services (account total = \$349,580). This includes a \$303,110 payment to Jefferson County for possessory interest for Westminster Conference Center. The City is the owner of the Westminster Conference Center, while the Westin Westminster (Inland Pacific) manages and operates the facility. The Westin makes payments to the City for the lease of this facility. By contract, the City is obligated to pay any assessed property tax for the conference center. As City Council is aware, Staff is currently in the detailed process of appealing this assessment and hopes to successfully reduce or eliminate this annual cost to the City; however, until this issue is resolved, Staff has built this increase into the proposed budget.
- A decrease of \$19,811 in certificates of participation (COP's) payments is projected in 2009. This is primarily associated with the refinancing of several issues and a full reimbursement by Thornton for the 2005 COP's that were issued for completion of the east half of the 144th Avenue Interchange. Per an Intergovernmental Agreement (IGA) with the City of Thornton associated with the sales tax sharing IGA, Thornton will reimburse the City for these COP payments.
- Staff is proposing to move electricity and gas charges formerly budgeted in Central Charges out to appropriate departments' budgets for estimated energy expenses for City Hall, the Municipal Service Center, Public Safety Center (natural gas only), Bowles House, State Parole offices at the Old Police Department Building, and miscellaneous sprinklers, pump stations, and sprinkler controls located around Westminster. Due to the shifting of these funds out to appropriate departments, this associated account will reflect a \$415,702 decrease. The departments impacted include General Services (Building Operations & Maintenance), Parks Recreation & Libraries, Community Development and Public Works & Utilities.
- For transfer payments to the General Capital Improvement Fund (GCIF), Staff is proposing a \$1,500,000 reduction in 2009 to reflect the elimination of \$1,500,000 in 2007 General Fund carryover that was budgeted in the Amended 2008 Budget. Also, a reduction of \$75,000 is proposed to the transfer to the GCIF for Standley Lake. Due to anticipated reductions in day users attributed to protecting the lake from zebra mussels, Staff is projecting a slight decrease in revenues. Unrelated to the zebra mussel issue, Staff is projecting a slight increase in General Fund operating expenditures at Standley Lake, primarily associated with existing staffing costs. To cover General Fund operating expenditures within projected revenues, the transfer to GCIF for Standley Lake is proposed to be reduced from \$155,000 to \$80,000 for capital improvements at the lake.

General Services

- In 2008, a conversion was approved to move a temporary secretary position in the City Clerk's Office to a new 0.5 FTE. Staff is recommending this temporary reclassification from temporary to benefited 0.5 FTE become permanent with the proposed 2009 budget. This position's primary responsibility is to handle the day-to-day processing of passports. \$15,654 was budgeted in Temporary Salaries for this position in 2008 and these dollars are proposed to be transferred in 2009 to Regular Salaries (as in 2008). To fully fund the 0.5 FTE, Staff is proposing an additional \$2,634 for regular salaries. This will amount to a budgeted total of \$18,288 for this position. An additional \$363 is associated with this position for an existing laptop that is being moved from Administration into the City Clerk's Office. The cost of this position is offset by the additional revenues the passport program generates, which in 2007 was in excess of \$105,000.
- Staff is proposing a new 1.0 FTE Facilities Project Coordinator position in the General Services Department within the Building Operations and Maintenance Division. The proposed budget for this position totals \$77,380. This includes salary (\$65,838), benefits (\$11,192), and \$350 for a uniform and equipment allowance. The salary for this position is proposed to be budgeted in the General Capital Improvement Fund within the BO&M Major Maintenance capital project. Any other incidental costs associated with this position will be absorbed by the Division. This position will assist the division in managing the increasing number of capital improvement projects necessary to assure the City keeps up with the City building replacement and repair work.
- With the retirement of the current Purchasing Manager, Staff is proposing a reorganization to move the Purchasing Manager position from the General Services Department to the Finance Department. Staff proposes to move \$62,244 in associated costs that have been historically budgeted in General Services to Finance. This includes regular salaries (\$60,785), mileage reimbursement (\$200), meeting expenses (\$700), career development/membership dues (\$200), and telephone (\$358).
- Over the last several years, the City has spent approximately \$40,000 in annual election expenses for services provided by Adams and Jefferson counties. In 2008, this account was budgeted at \$20,000. Staff is proposing an additional \$20,000 for this item to adequately budget for the anticipated cost for the upcoming general election. Staff is proposing a total budget of \$40,000 for election expenses in 2009.

Finance

- As noted above the purchasing officer position is recommended to move from General Services to Finance. As noted previously, the Finance Department's budget reflects costs associated with the reorganization. Those costs include salary, training, equipment, telephone, supplies, and training and reference materials for a total increase of \$63,044 to the Finance budget.

Police

- In 2009, Staff is proposing a new 1.0 FTE Communications Supervisor position. Due to the critical nature of emergency communications and importance of adequate supervision in improving performance and resolving personnel issues, this position is a high priority of the Police Department. If approved, this position will allow supervisory coverage to increase in dispatch from 106 hours to 141 hours per week (or by 35 hours per week), allowing supervisory coverage 84% of the total 168 hours of staffed dispatch operations. The proposed budget for this position and ancillary costs total \$68,458 and includes regular salaries (\$55,071), benefits (\$9,362), a computer and monitor (\$700), a workstation (\$3,000), and computer software (\$350).
- Commencing in 2008, the Police Department is phasing out the Community Service Officer (CSO) program. While there have been positive highlights with the program, this decision is due to continued challenges with the program, including high turnover, safety issues, limited law enforcement abilities of CSOs, and other limitations with providing effective and efficient law

enforcement services. The proposed 2009 budget reflects the reallocation of the funding for 5.0 FTE CSOs and 1.0 FTE CSO Supervisor to 4.0 FTE Police Officers. These Police Officers will be assigned to Patrol and will provide law enforcement services at the Promenade. Salary and other ancillary costs for these 4.0 FTE officers total \$285,141, which is \$49,740 less than 2008 budgeted costs associated with the CSO Program. This is due to entry level officers being hired into these Police Officer positions. As these officers progress through the City's pay plan, salary costs will increase. However, long term, this conversion will still result in a cost-savings when compared to the CSO program, not to mention enhancing enforcement capabilities at the Promenade. This change will result in the elimination of 3.0 FTE in the Police Department. This includes 2.0 Community Service Officers and a 1.0 FTE Indexed Police Officer that has never been funded or filled. Several years ago, City Council authorized the addition of 1.0 FTE Indexed Police Officer to the Promenade contingent upon Staff negotiating with the businesses at the Promenade sufficient Common Area Maintenance (CAM) charges to offset the cost of this additional Police Officer. An agreement for the cost of this officer was never made and therefore the position has never been filled as no funds to cover the expense have been available. As such, Staff is recommending a 'clean up' of the Staffing Plan associated with the conversion of the CSO program to officially eliminate this indexed position that has never been part of the Police Department's sworn personnel. Both the Police Chief and Human Resources Staff request this 'clean up' to better reflect actual sworn staffing available within the Police Department.

- A total of \$179,705 is proposed for Department telephone costs, which represents a proposed \$22,803 increase over 2008.
- An increase of \$5,150 is proposed for ongoing operating costs associated with the City's Graffiti Abatement Program (\$36,555 total). This total does not include regular salaries for the Community Services Coordinator or other costs that are rolled into other accounts (career development, telephone, etc.). Staff is proposing a \$3,000 increase in temporary salaries (\$16,000 approved in 2008) to assist with graffiti abatement, along with an additional \$2,400 for uniform allowances for permanent and seasonal staff. Graffiti abatement supplies represent a proposed decrease of \$250 as the initial start up costs of the program have been addressed and these savings are proposed to be shifted to the other increases proposed.
- Staff is proposing to reduce all budgeted dollars (\$7,200) for an administrative hearing officer contract. This item was budgeted in 2007 and 2008 in anticipation of code revisions and related penalty citation appeals. The Board of Adjustment is hearing the appeals directly and that this process is working well. An administrative hearing officer has not been used in 2007 or year-to-date in 2008. If there is a need for this service in 2009, the Police Department will absorb this cost.
- \$40,600 is proposed for the Department's ammunition costs, which represents an increase of \$9,600 (or 31%) over 2008. This proposed increase is due to current experience, where ammunition prices for the Department have increased by 10%. Also, the department is hiring and anticipates hiring more trainees versus lateral hires in the future, and trainees will need additional ammunition for training purposes.
- The Police Department's proposed capital outlay totals \$203,470. Capital outlay items include three replacement motorcycles, the associated emergency equipment/lighting for the motorcycles, additional X-26 tasers, traffic enforcement equipment, and emergency maintenance funding for the City's radio system.
- Eleven police cars are proposed for replacement (estimated at \$264,000 plus \$33,000 for light bar replacements and \$11,000 in changeover costs). The funds for the replacement vehicles are included within the payment to the General Capital Outlay Replacement Fund (GCORF) in the Central Charges budget. The funds for the light bar replacements and changeover costs are proposed within the Police Department's capital outlay budget.

Fire

- The Fire Department is proposing to replace the Heavy Rescue Truck. The current 1980 Ford rescue truck has been decommissioned by the Fleet Division due to safety and maintenance issues and therefore is not useable. The Fire Department's proposed budget includes \$100,000 for a cash down payment on the \$375,000 apparatus, and is proposing to lease finance the remaining \$275,000. The new apparatus will provide increased efficiencies when responding to rescue and extrication needs, including serious vehicle accidents on the state highways and US 36. The department will take tools currently stored in various trailers and move them to the truck, eliminating the need for the trailers. In addition to moving existing equipment to the new unit, the department is also requesting \$26,000 in capital outlay for additional and replacement tools and equipment for the new Heavy Rescue unit.
- \$4,726 is proposed by the Fire Department in 2009 for new mandatory, National Fire Protection Association ladder testing. This includes the strength testing of all ladders from small stepladders to the ladders on the fire trucks.
- The Fire Department's proposed budget includes \$156,570 for capital outlay such as replacement tools, hoses, nozzles, and other emergency equipment.
- Due to a change in the way the City calculates and compensates overtime for firefighters, an increase of \$85,000 is proposed in the department's overtime accounts. The change is due to the Fire Department applying the combination of hours worked and leave taken for consideration of overtime; this combination results in staff exceeding the hours worked within a 27-day pay period that then results with increased overtime in those periods in which leave is taken (the Fire Department uses a different pay period schedule as a result of their 24-hour shift cycles). The change was enacted in January 2008.

Community Development

- Staff proposes to eliminate a 1.0 FTE Planner II originally proposed to assist with Westminster Housing Authority back in 2002 and funded by WHA revenue. As is the case in the Police Department, this position was never funded nor filled and staff is recommending to 'clean up' the Staffing Plan to more accurately reflect current staffing levels.
- Staff proposes to budget \$29,976 in the General Fund to cover anticipated shortfall of Community Development Block Grant (CDBG) funding. As has been the case over the last several years, the federal agency is forewarning of potential cuts in grants. For 2009, the anticipated reduction is 10% of the 2008 funding level (total CDBG 2008 funding level totaled \$553,850). The proposed amount covers a portion of salaries (\$128,955) associated with 2.0 FTE in this program and computer costs (\$713). Per CDBG regulations, only 20% of the City's allocation may be utilized on administrative costs (i.e., in 2008, only \$110,770 is permitted for administrative costs). With the projected additional reduction of 10% in 2009, administrative expenses will exceed the 20% administration charges permitted under CDBG by \$29,976 including salaries and computers. This is an increase of \$16,966 in the amount the General Fund is absorbing (the General Fund is absorbing \$13,010 in 2008). These funds are budgeted within the Administrative Division within Community Development.
- The Building Division reduced its budget this year by \$33,750 as the DRCOG elevator inspection program was discontinued. Previously the City funded the inspection of all elevators within the corporate boundaries of the City and received offsetting revenues from businesses utilizing these services. Now, the City will only pay for inspections of City-owned elevators and other entities will pay for their own inspection costs. (\$33,750 decrease both in revenues and expenditures)
- An increase of \$17,900 is proposed for the maintenance of the increased number of traffic signals. The Engineering Division pays for the energy and maintenance costs associated with traffic signals throughout the City. This proposed increase of approximately 8% reflects the increased

number of signals and associated costs for maintaining signals throughout the City (total proposed budget \$251,500).

Public Works & Utilities

- Staff is proposing to maintain level funding for the street rehabilitation program within the Street Division. Staff is concerned about increasing concrete and asphalt costs; however, at the current time additional funding is not available within the proposed 2009 General Fund budget. This is clearly a high priority and Staff will continue to review the revenue picture and other expenses and look for creative options to pace with increasing maintenance costs. (current 2008 and proposed 2009 budget totals \$2, 831,458)
- The Amended 2008 Budget for the large item clean up was \$140,000; however, the cost in 2008 totaled \$55,000 for 903 participants. Staff proposes a budget of \$60,000 for the large item clean up in 2009 based on a projected total of 1,000 participants.
- Energy costs citywide are increasing as previously noted in the Citywide section. In the Street Division, streetlights costs are rapidly increasing, both the electricity costs associated with keeping the lights on as well as the costs associated with repairing lights when they are damaged (typically by an auto-accident). Staff is proposing to increase the street lights account for 2009 by \$387,857 over the Amended 2008 Budget for increased energy costs. This account has exceeded its budget over the last few years and the Street Division has been able to adjust other expenditures to cover the costs. However, with the anticipated 10% increase in electricity costs by Xcel, the Division is unable to continue absorbing the overages. The street lights account in 2009 is proposed for a total of \$2,020,314, an increase of approximately 24% over the Amended 2008 Budget.

Parks, Recreation & Libraries

- An additional \$18,650 is proposed for temporary salaries for the Park Services Division. This would fund two additional seasonal staff members dedicated to graffiti removal in parks on a daily basis during the summer. Currently, full-time and seasonal Staff are averaging approximately 40 man hours per week with graffiti removal in parks, removing approximately 2,000 square feet of graffiti each week. Staff is being reassigned from other maintenance duties to perform graffiti removal within the City's park system, as it is a high priority. Existing equipment would be utilized to perform graffiti removal operations. The Park Services Division staff conducts graffiti removal in all city parks separate from the graffiti eradication efforts being performed in the Police Department.
- Staff is proposing a \$30,000 reduction to Park Services Maintenance/Repair Infrastructure Account. This proposed reduction is due to the North Huron Urban Renewal Area (URA) paying for the 2009 maintenance costs associated with 136th Ave/I-25 Bridge (\$20,000), Huron Street streetscape (\$52,900), and 144th Ave/I-25 Bridge (\$31,500). In total, these items reflect a proposed shift of \$104,400 from the General Fund to the URA. The General Fund is currently only funding \$30,000 for the 136th Ave/I-25 Bridge; the other items are currently under warranty contract within the original project and would otherwise become obligations of the General Fund in 2009. This is an acceptable utilization of URA funds within the URA boundaries.
- A \$51,650 increase is proposed for water and sewer charges compared to 2008 in the Park Services Division budget. The water and sewer account now totals \$1,107,088 for water and sewer for most City facilities, parks and rights of way throughout the City. Projected cost increases for irrigation are due to new areas coming on-line (i.e. US36/Federal Bridge \$25,000), along with projected rate increases. This budget proposal reflects a lower projected cost increase than would otherwise be experienced due to the potential for several Urban Renewal Areas (URAs) to pay for the irrigation along North Huron Street (\$40,500), 144th Ave/I-25 Bridge (\$30,000), 136th Ave/I-25 Bridge (\$25,000), and Westminster Center Park (\$30,000). Staff is

only recommending that the Westminster City Center URA pay irrigation costs for new Westminster Center Park for 2009 and 2010 as other anticipated obligations in this URA will be a higher priority for funding in the future years.

- \$102,116 is requested to fund a proposed new Park Services Division large equipment master lease program to purchase larger park maintenance equipment (22 pieces for \$600,000 projected at 5.0% interest over 7 years). Traditionally, large equipment has been funded out of capital outlay accounts on a cash basis. Based on moving forward with an equipment lease Staff has reduced the Department's capital outlay accordingly. Currently, Park Services has \$1.8 million dollars of large equipment (mowers, tractors, trailers, etc.) and while maintenance staff continues to work to get the longest life out of each piece of equipment, close to \$1 million of this equipment is due for replacement based on manufacturer's standards. This proposed master lease program would allow Park Services to replace the most critical pieces of equipment in a more timely fashion while not significantly exceeding capital outlay dollars that have been budgeted for this equipment over the previous two years. This proposed lease purchase program excludes Park Services smaller equipment, such as weed eaters, smaller mowers, etc.
- \$4,350 in additional funding is proposed for temporary salaries for the Libraries Division. On June 17, the Jefferson County Board did not approve the creation of the Jefferson County Library District by a vote of 2-1. While supporters could petition to take this to the voters, that does not seem likely at this point. Proposed expenditures and revenues have been adjusted assuming that a Jefferson Library District will not be operational in 2009.
- \$3,555 is proposed for the Libraries' BESS/Smart Filter. The library is required to have this filtering software on computers per Federal and Colorado Law. This item filters graphic and pornographic material. This item was last renewed in 2006 and Staff is proposing another multiyear renewal. The City will realize a savings under a 3-year renewal and therefore will not have to budget for this expense again until 2011.
- \$35,000 in new funding is proposed to help provide temporary staff to operate the Silver Sneakers program for older adults. Silver Sneakers has been an extremely successful program so far, generating approximately \$97,000 in revenues in 2007. This expenditure request will be offset by this increase in revenues.
- Staff is requesting an additional \$25,000 in temporary salaries for City Park Recreation Center (CPRC) (2009 total = \$150,330). This increase is proposed for new temporary salary dollars for lifeguards to help staff the CPRC aquatics renovation (anticipated for 6 months of operation). This expense is proposed to be offset by increased revenues.
- Staff is proposing an overall increase to the Recreation Facilities budget of \$66,400 for operations plus \$7,000 for capital outlay for utilization of a portion of the former Rapids Space at City Park Fitness Center. At this point, the department is working on a lease for 1,000 square feet of the property to FIT Physical Therapy Company. The department would utilize the remainder of the space for some of their most popular and space-limited recreation classes, focusing on Pilates and massage. Revenue from the FIT lease and from IT's lease amounts to \$22,308/year initially, eventually increasing to \$27,180/year. Under this budget request, Staff is projecting total revenues will increase approximately \$90,000 with this new City programming in place. The increased revenues will offset the increase in operating costs. The Department is utilizing \$150,000 in carryover funds that were appropriated by City Council in July 2007 for tenant finish improvements and necessary remodeling for the former Rapids' space.
- An additional \$36,447 is proposed for temporary salaries for Recreation Programs to maintain existing levels of services without having to request supplemental funding from additional revenues, as has been the practice over the last several years. The total proposed amount includes Adult Activities (\$2,050), Preschool (\$10,269) and Youth Programs (\$24,128). With these proposed amounts, these programs are not anticipated to need a supplemental appropriation mid-year as the revenues projected with these programs offset the increase in temporary salaries.

- An additional \$32,395 is proposed for contractual services for Recreation Programs to maintain existing levels of services without having to request supplemental funding from additional revenues, as has been the practice over the last several years. The total proposed amount includes Adult Activities (\$5,801), Preschool (\$7,859) and Youth Programs (\$18,735). With these proposed amounts, these programs are not anticipated to need a supplemental appropriation mid-year as the revenues projected with these programs offset the increase in contractual services.
- Capital Outlay for the department totals \$48,300. This is a significant reduction from previous years due to the creation of a proposed \$600,000, seven-year master lease package for Park Services large capital equipment noted above (the annual lease payment for this package is budgeted at \$102,116). Other proposed capital items for 2009 include small engine tools for park and median maintenance, along with computer network equipment for the libraries.

UTILITY FUND

Central Charges

- Medical insurance is projected to increase approximately 9%, which totals an increase of approximately \$106,400 in the Utility Fund, excluding proposed new staff (\$20,645 in benefit costs for new staff). This brings the total for medical and dental insurance in the Utility Fund to \$1,309,645, including new staff benefits.
- Other benefits (life, LTD, survivors benefit) are projected to increase 9% in 2009, which reflects an increase of \$17,900 over 2008 for these benefits.

Public Works & Utilities

- The department is requesting a new 1.0 FTE Senior Engineer in the Capital Projects & Budget Management Division in 2009 to assist the department in planning for future Utility Fund capital projects. The planning engineer's core job responsibilities will be to take the Infrastructure Master Plans for Water, Wastewater and Reclaimed Water and develop manageable and detailed scopes of work for future Utility Fund capital projects. The Senior Engineer will take the information provided in the documents and work with the Utilities Operations, Water Resources and Treatment, and Street Operations Divisions for better understanding and implementation of Department expectations. The planning engineer will also work with the operating Divisions to routinely refine and, as needed, revise the various Master Plans; develop additional information for input into the mater plans; accumulate project costs, update estimates and project future costs based on the dates when projects need to be delivered for service; and coordinate schedules to minimize the City's overall costs while still delivering projects when needed. The existing capital project managers have spent a considerable amount of time planning for capital projects when their time could be better spent managing design and construction projects. The proposed new position's salary is \$76,084 plus benefit costs of \$12,934 (benefits are budgeted in Central Charges). In addition to salary and benefit costs, the new position's has ancillary costs totaling \$2,782 for items such as computers, training, and supplies.
- Also proposed is a 1.0 FTE Control Systems Technician. This position will, among other responsibilities, design and modify process control computer operating software, including intelligent controllers and data communications systems utilizing telephone, radio and fiber-optics; provide the interface to process control and operations computer users including plant operators, electro-mechanics and maintenance staff for application problem definitions and resolutions; develop training and train operations staff in computer usage for production control, data entry and acquisition; and maintain and modify SCADA System at Water Resources & Treatment Division facilities and pump stations, treated water reservoirs and transmission and distribution systems. This position is proposed to fill a gap that presents staffing challenges currently. A System Controls Technician is requested to assist the Control Systems Engineer with the additional work that has been created, allowing for appropriate work loads and completion of

essential tasks at each treatment facility. The current Control Systems Engineer works at the Semper Water Treatment Facility, Northwest Water Treatment Facility, Reclaimed Water Facility and the Big Dry Creek Wastewater Treatment Facility, and performs all network maintenance and upgrades including: software programming, network administration and hardware configuration at each location. This position will allow for the safety of having more than one person with the knowledge of the technological workings of all of the City's water and wastewater plants and provide for some relief on the workload of the existing Control Systems Engineer. The position's salary is \$41,237 plus benefits cost of \$7,010 (benefits are budgeted in Central Charges) and will be split evenly between the water and wastewater operations within the Utility Fund. In addition to salary and benefit costs, the new position has ancillary costs totaling \$4,400 that include uniforms and equipment, career development, cell phone and desktop plus software. Costs are split between the water treatment and wastewater treatment budgets. For 2009, Staff proposes to budget only six months worth of salary and benefits (\$24,123) due to the upgraded SCADA system coming online halfway through the year.

- Thornton water lease payments are projected to increase by approximately 3% or \$55,000. Staff continues to work on eliminating the Thornton water lease contract but must continue to budget for this expense until this contract is successfully eliminated. The proposed 2009 budget totals \$2,154,960 for the Thornton water lease.
- Chemicals are critical to water and wastewater treatment operations. Costs for these necessary chemicals continue to escalate; as such, Staff is proposing an increase in 2009 of \$17,598 (2.4%) over the Amended 2008 Budget.
- Ditch assessments associated with water transmission are projected to increase by \$62,593. The largest increase is associated with the anticipated Farmers Highline Canal assessment fees.
- An increase of \$11,000 is proposed in contract services for sludge hauling. The cost for this fuel-based service rose 31% from 2007 to 2008. This \$11,000 reflects a 40% increase based on recent fuel price activity.
- Capital Outlay for the department is proposed at \$638,457. Capital items proposed include replacement of a wheeled excavator for waterline replacement (\$220,000), replacement of a front end loader (\$155,000), and a replacement pickup truck in the wastewater field operations area. Utilities' capital outlay also includes waterline maintenance machines, new housing start water meters, meter transponder replacements, replacement filter control valves, replacement high service pumps, etc. This represents a \$7,127 increase over the Amended 2008 Budget for capital outlay for the Public Works & Utilities Department in the Utility Fund.

Parks, Recreation & Libraries

- New in 2009 is proposed a new breakout of the Parks, Recreation & Libraries Department for Standley Lake operations associated with mitigating zebra mussels. Staff presented to City Council in March 2008 a strategy working with the Public Works & Utilities and Parks, Recreation & Libraries Departments in attempts to avoid the contamination of the Standley Lake reservoir with zebra and quagga mussels. As noted in that Staff Report, this would be an ongoing effort at Standley Lake and paid for by the Utility Fund for the increased operating costs associated with these efforts. As such, \$144,500 is proposed for ongoing operating costs associated with zebra and quagga mussel mitigation efforts at Standley Lake. This includes \$132,500 for temporary salaries, \$1,500 for uniforms, \$1,500 for supplies, \$2,000 for motor fuel, \$4,000 for maintenance of sprayers and buildings, \$2,000 for building and grounds materials, and \$1,000 for electricity.
- In 2009, a second more powerful and sturdy power washer/sprayer unit is proposed for \$12,000. This is proposed to replace the two smaller units purchased during 2008 that were not able to handle the wear and tear during the year. These smaller units have been found to break more easily and cannot handle the volume of use. One of the larger sprayer units has been purchased in

2008 and the one proposed in 2009 will bring the total of the larger units to two. The two smaller units purchased in 2008 will be used as back up units at Standley Lake.

Information Technology

- Information Technology is also proposing a new position, a 0.1 FTE Help Desk Technician. This will bring the Help Desk Technician Position from a 0.9 FTE authorized in 2008 to a full 1.0 FTE, aiding in recruitment and retention of the position. The 2009 costs include \$4,124 for salary and \$701 in benefits (budgeted within Central Charges), a total of \$4,825.
- IT is proposing new Dell Vmware Maintenance for the virtualization of servers at a cost of \$12,201. In 2006, the Information Technology Department conducted a comprehensive study of “virtualization” technology to determine how such technology could improve computer server availability and reliability while reducing the total number of servers required. Virtualization is the process of configuring an individual server to function as multiple virtual servers, thereby allowing multiple applications to be run on the same server. The study concluded that virtualization would result in a long term cost benefit to the City by reducing the required number of servers. In 2007, Staff began the virtualization project, and has successfully eliminated 26 servers, reducing the total number of servers from 82 to 56 in 2008 and from 56 to 30 in 2009 (saving the City an average of \$40,000/year in net costs associated with server replacement costs).
- IT’s proposed capital outlay for 2009 totals \$191,000 and includes standard server upgrades and maintenance, uninterruptable power supply maintenance and upgrades, and new security measures for the City’s information infrastructure. This is a slight reduction (-\$10,590) from the Amended 2008 Budget of \$201,590.

The priorities identified above represent the current proposed major operating budget changes proposed in the 2009 Budget. Staff will be in attendance at Monday night's Study Session to provide more details about these priorities and answer any questions that City Council may have with regard to any of these items.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

City Council Study Session
July 7, 2008



SUBJECT: Westminster Mall Redevelopment Visioning Plan

PREPARED BY: Chuck Trout, Management Intern

Summary Statement

In order to facilitate the City Council's top Strategic Plan priority of redevelopment of the Westminster Mall, Community Development Staff has been working with the land planning consulting firm Van Meter, Williams, and Pollack to develop planning ideas and guidelines to facilitate re-development. As Council is aware, the Westminster Mall ownership has expressed a willingness to work with the City to pursue redevelopment of the retail center.

Staff has worked with Van Meter, Williams, and Pollack (VMWP) to create a plan for a modern, transit-oriented mixed-use development that will become the new "downtown" for the City of Westminster. Focusing on sustainability, preserving natural features, and convenience, VMWP has created a concept plan for a destination location for Westminster residents to play, work, and live. Whether by train, bus, bicycle, on foot, or by car, the re-development of the Westminster Mall could create a new urban center for the City and rejuvenate this area for many generations to come.

It should be noted that the VMWP plan was prepared as a City visioning document to assist staff in the preparation of new guidelines. The plan as shown is not necessarily what will be proposed by the developer or what will be finally developed. Further, the plan is showing what could happen over a 15-20 year build out. Re-development as envisioned will likely be a multi-phase project.

Background Information

The Westminster Mall has been an iconic shopping destination for residents in and around the Westminster area for decades. Its place in Westminster history is unequivocal. Yet times have changed since the Mall's construction, and consumers are now demanding more out of their shopping experience. Staff feels that VMWP visioning plan has great potential to create a sustainable true downtown for Westminster that will mix residential, retail, office, and entertainment uses into one very exciting development.

Statistics of the VMWP plan:

Van Meter, Williams, and Pollack is a well seasoned architecture and urban design firm focusing on mixed-use and urban infill projects. Located in Denver and San Francisco, VMWP has designed several mixed use projects, most notably the Belmar mixed-use development in Lakewood, Colorado. VMWP works with cities to create developments that combine environmental, social, economic, and contextual concerns instead of specific design and architectural styles. The Westminster Mall Position Paper highlights many of the projects that influenced the visioning plan for the mall site. Highlights of the Position Paper (attached) include the potential for the following components:

- Retail: 510,000 sq. ft., gross leasable area
615,000 sq. ft., (4) two-story anchor stores
1,125,000 sq. ft., Total Retail
- Office: 705,000 sq. ft. Total Office
- Residential: 2,300 dwelling units
- Structured Parking: 1,360 office spaces
2,880 mixed-use spaces
1,600 entertainment/transit spaces
5,840 Total Structured Parking Spaces
- Surface Parking 160 surface spaces
- Street Parking 160 spaces at office use
520 spaces at retail use
360 spaces at residential use
1,040 Total Street Spaces

Consultant representatives will be present to discuss the plan at the July 7th City Council Study Session.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment



THE CITY OF WESTMINSTER'S
POSITION PAPER ON:

**THE REDEVELOPMENT OF
THE WESTMINSTER MALL**

Vision
Goals & Objectives
Policies

prepared by The City of Westminster

with assistance from
VAN METER WILLIAMS POLLACK
Architecture + Urban Design

May 2008



THE VISION FOR THE REDEVELOPMENT OF WESTMINSTER MALL

Introduction

The redevelopment of the Westminster Mall is a tremendous opportunity to create a vibrant, around-the-clock mixed-use neighborhood that will serve the City of Westminster as a new “downtown,” a community center, and the place to be! It will be a place to live, work, play, visit, entertain and be entertained, and will serve as a source of great community pride for the existing city residents and the new residents that it will attract.

City staff and leaders from the Department of Community Development have been working to develop a vision that will direct the property owner towards achieving the City of Westminster’s objectives and desires for the long-term redevelopment of Westminster Center Mall into a new, lively mixed-use retail / residential / office neighborhood. This site is strategically located on approximately 102-acre parcel adjacent to and across 88th Avenue from a future Regional Transit District (RTD) Westminster Transit Station, just west of US 36, and through the vision illustrated here is intended to accomplish the Plan Objectives outlined in the Westminster Center Reinvestment Plan completed in 2003.

Not only will this site create a new downtown for Westminster, but by building on the intentions of RTD to locate a commuter transit stop here, the new Westminster Center will function as a true transit-oriented development that takes advantage of this significant public investment, and gives back a unique core of transit-oriented and transit-enhanced development, sustainability, vitality, and diversity that will propel the City well into the future.



92nd Street Bridge at US 36
Westminster, CO



Street festival, Belmar
Lakewood, CO

Vision and Principles

The vision for the future Westminster Center is a new transit-oriented mixed-use neighborhood including residential, the re-use of anchor retail stores, entertainment and employment uses, all adjacent to a new multi-modal transit station. This neighborhood provides the City of Westminster with a unique opportunity to create a new downtown, a district center for the community. The new mixed-use neighborhood will serve the needs of current and future Westminster residents to live close to new workplaces and have the opportunity to use convenient transit as part of their everyday lives.

Development Principles

Through the discussion of key priorities with the Project Team and analysis of the Planning Consultant, the following principles outline the goals for the Westminster mall redevelopment:

- **A New Downtown.**
The new Westminster Center should create an vibrant, lively, day-and-night, human-scaled “place” as a city center.
- **Feasible.**
The plan and vision for the new Westminster Center needs to be economically feasible for both the Owner/ Developer and for the City.
- **TOD.**
The new Westminster Center should be a sustainable place, one that mixes uses, reuses existing anchor stores, capitalizes on and encourages alternate modes of transportation, creates a strong pedestrian-friendly block layout, and will stand the test of time.
- **Logically Phased.**
The new Westminster Center should be phased in a logical manner to create coherent quality places with each phase while maintaining access for existing businesses during the initial phase(s) of construction.
- **Contextual Framework Plan.**
The infrastructure framework of the new Westminster Center shall stitch into the existing and future street network in order to allow for a seamless transition to the surrounding area.
- **Structured Parking.**
New development at Westminster Center should place the highest value on land and development, and limit vehicular storage to shared parking in structured decks that are strategically and conveniently placed throughout the site to serve retail, office, entertainment, residential and transit uses.
- **Views and Natural Features.**
The new Westminster Center should capitalize on the natural beauty of the mountain views and on-site natural features such as topography and the Allen Ditch, and incorporate these elements into the development plan to their best and highest use.
- **Height and Density.**
Building heights and densities should be flexible in order to accommodate the necessary density for creating a vibrant, urban, mixed-use district center.
- **Creativity, Flexibility, and Quality.**
A high level of creativity and flexibility in design should be encouraged and promoted, while maintaining a minimum set of development standards that will maintain a high quality of development.

Westminster Center as Transit Oriented Development

The Regional Transit District (RTD) has identified a commuter rail transit stop at or near the intersection of Harlan Street and 88th Avenue, which is ideally sited adjacent to the Westminster Mall site. Taking advantage of this major, permanent infrastructure investment addresses the first plan objective of the Westminster Center Reinvestment Plan, which reads:

- “Reduce the traffic congestion and enhance mobility in the area.”

The plan contained within illustrates a more “urban,” transit-oriented way of developing this land to fully take advantage of this public infrastructure component while creating a unique, desirable, vibrant pedestrian-oriented mixed-use neighborhood.

Density

In order to achieve the vibrant, eclectic, active urban-style place as identified as a principle in this project, a higher density than previously exists in the City of Westminster must be allowed and promoted. This higher concentration of residents, commuters, workers, visitors, and shoppers provides a more “bustling” environment, which in turn creates more opportunities for smaller-scale services, such as newsstands, flower shops, and corner stores to flourish and succeed. A higher density also promotes a sustainability goal, as it promotes sharing and conservation of common resources, such as open space. Following are the goals for the residential portion of the site:

- 80 dwelling units / acre (where ground floor retail is programmed)
- 100 dwelling units / acre (where structures are purely residential)

The key to achieving this higher density is lowering off-street parking and modifying floor area ratio (FAR) requirements, and thereby dedicating more land to habitable building footprints, open space, and pedestrian-friendly streets. This plan recommends an average required parking ratio (for residential development) of 1.5 spaces per residential unit, maximum. Reasons for this recommendation include the following:

- Proximity to convenient public transit
- Abundance of on-street parking.
- Anticipated demographic of future residents
- Opportunities for shared-parking

Sustainable Growth

Developing a walkable, transit-oriented neighborhood is at the heart of creating a sustainable community, but many other aspects also play a major part in developing a place that is truly sustainable, which goes beyond simply building “green.” Sustainable growth is commonly defined as growth which meets its needs without compromising the ability of future generations to meet their own needs. The redevelopment of Westminster mall into a new mixed-use neighborhood should adhere to this goal, and use many different approaches to do so. Inherent in its planning as a mixed-use neighborhood development are opportunities for the following components, all of which will contribute to a truly sustainable place:

- A range of housing opportunities and choices
- Walkable neighborhoods
- Strong sense of place
- Economic feasibility
- Cost effective development
- Mixture of land uses
- A variety of transportation choices, including rail, bus and bicycle
- Compact building design and site planning

Precedents / case studies

The following set of diagrams and images illustrate examples of current state-of-the-art “lifestyle centers” or mixed-use retail-oriented neighborhoods that create a “place” or “there there.” These are examples of the Westminster Center vision already in place –successful examples of recently-completed regional and national mixed-use neighborhoods.



LEGEND

■ Hotel	■ Office
■ Transit Oriented Residential	■ Parking Structure
■ Multi-Family Residential	■ Community Facilities
■ Single-Family Residential	■ Open Space
■ Mixed Use	

Site plan | Belmar, CO
(not to scale)

Belmar Lakewood, CO

Statistics

- Completed: under construction
- Site: 99 acres
- Housing: 1,400 residential units
- Retail: 1 million sq. ft.
- Office: 750,000 sq. ft.
- Hotel: 240-rooms
- Conference center: 80,000 sq. ft.



Cafe seating along pedestrian street
Belmar, CO



Angled on-street parking at retail
Belmar, CO



Three stories residential over retail
Belmar, CO

What makes each of these places similar, special, and applicable to Westminster is that regardless of their scale (some similar, others much smaller than the Westminster Mall site), each of these places incorporates mixed-uses, shared parking, common open space, and vehicular paths that function as streets instead of parking lots. Each place contains a richness that draws people to them, through its mixed program of uses, its use of quality materials, the design of its balconies and arcaded walks, or its European pedestrian-oriented “feel” and character. Each is considered a destination.

Market Common at Clarendon, Arlington, VA

Statistics

- Phase I completed in 2001
- Site: 10 acres
- Housing: 387 residential units
- Retail: 240,000 sq. ft.
- Anchor tenants include Pottery Barn, Williams-Sonoma Grande Cuisine, Barnes & Noble Booksellers, Apple Computer, Crate & Barrel Home Store, etc.
- Central multi-use plaza/park



Anchor store and public space at Market Common at Clarendon Arlington,VA



Aerial map, Market Common at Clarendon Arlington,VA



Anchor store and housing at Market Common at Clarendon Arlington,VA

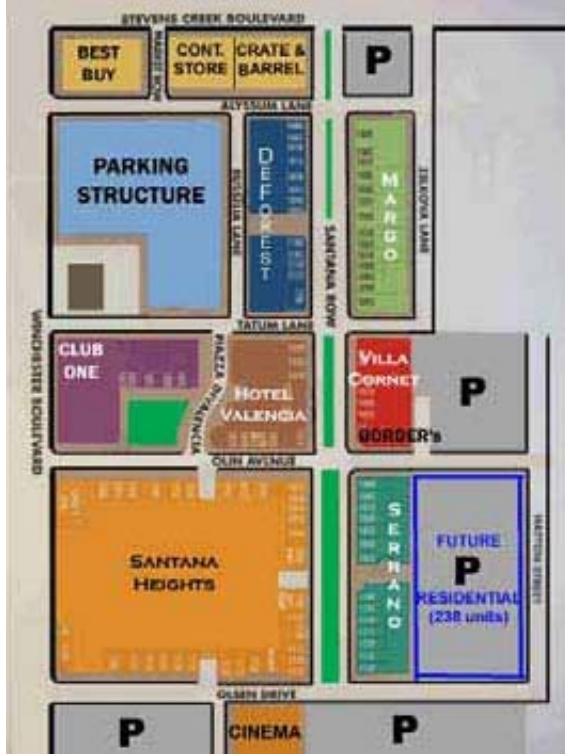


Public space and housing at Market Common at Clarendon Arlington,VA

Santana Row, San Jose, CA

Statistics

- Opened 2002
- Site: 43 acres
- Housing: 1,200 residential units
- Retail: 680,000 sq. ft.
- Anchor tenants include Gucci, Crate & Barrel, Borders Bookstore, etc.
- Hotel: 214 rooms
- 12-screen movie theater
- Pedestrian main street and plaza



Site plan, Santana Row, San Jose, CA
(not to scale)



Arched sidewalk
Santana Row, San Jose, CA



Wine bar at landscaped median
Santana Row, San Jose, CA



Open space
Santana Row, San Jose, CA



Landscaped median
Santana Row, San Jose, CA

City Place, West Palm Beach, FL

Statistics:

- Residential portion complete in 2000
- Site: 72 acres
- Housing: 586 residential units
- Retail: 600,000 sq. ft.
- Anchor retail tenants include Macy's, Barnes & Noble Booksellers, Publix Supermarket, Restoration Hardware, etc.
- Hotel: 375 rooms
- Concert venue/theater
- 20-screen movie theater



Aerial Map
City Place, FL



Two stories over commercial
City Place, FL



Common open space
City Place, FL




Common open space
City Place, FL

Scale Comparison

The figure ground diagram for each overlays the area of the Westminster Center on top of a plan view of the building / site layout of each precedent, in order to provide a sense of scale for comparison.

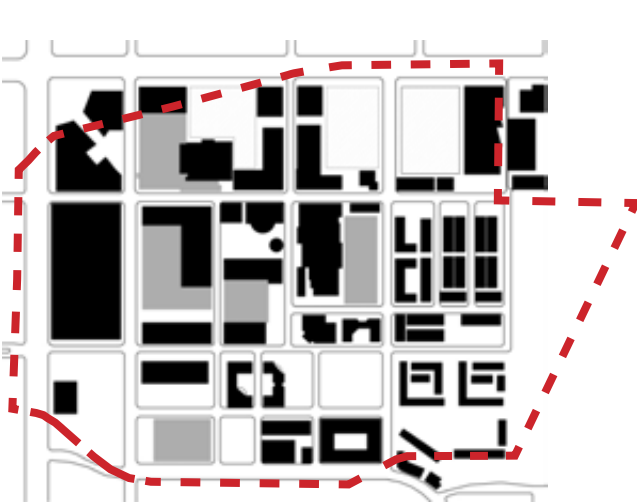
- They all have a gridded block structure
- Each features a central gathering space
- The buildings are oriented to the streets
- They have a healthy mix of uses

LEGEND:

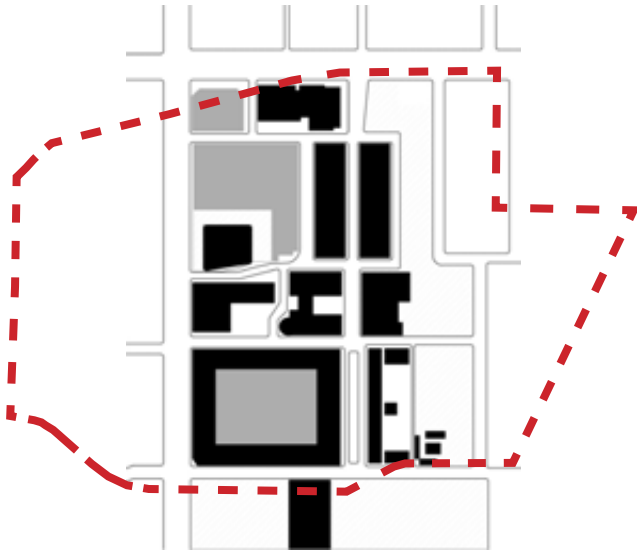


Solid black indicates building blocks. Solid grey indicates parking structure

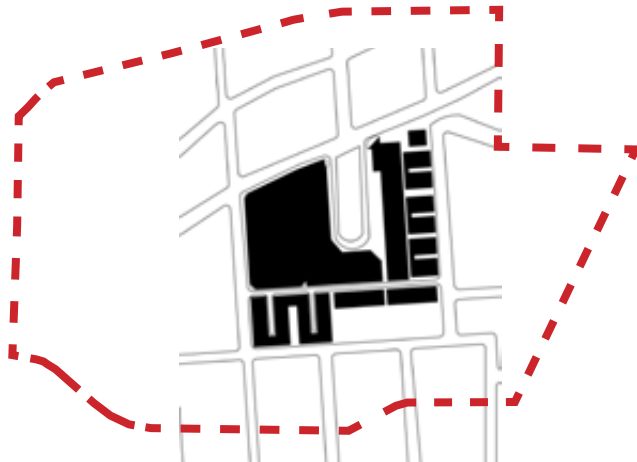
----- Outline of Westminster Center redevelopment site



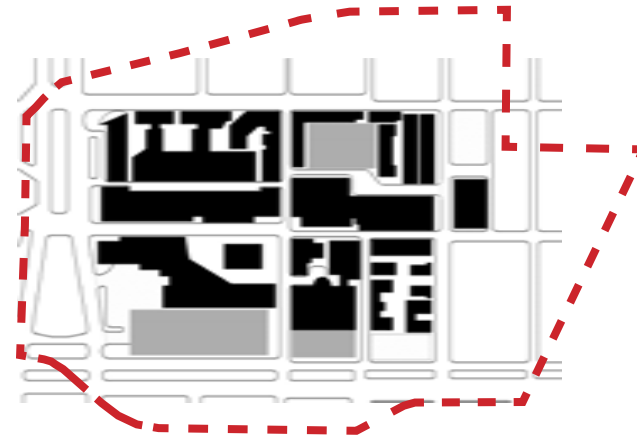
Belmar, Lakewood , CO



Santana Row, San Joes, CA



Market Common at Clarnedon, Arlington, VA



Cityplace, West Palm Beach, FL

Zoning and Regulations: Flexibility, Creativity & Quality

Development at the Westminster Mall is not controlled by explicit regulations. The current zoning for the site is PUD (Planned Unit Development), and is designated such that a “maximum amount of flexibility is allowed in order to create a unified, innovative approach to a mixed-use design.” Flexibility, creativity, development intensity, and high quality is highly encouraged in the development of this mixed-use neighborhood. The PUD designation in the zoning code provides for these objectives:

- **Permitted Uses:** “any use allowed in any other district within the City may be permitted if said use is listed as permitted in a Preliminary Development Plan and Official Development Plan.”
- **Permitted Density:** “shall be included in a Preliminary Development Plan and Official Development plan submitted for approval.”

Per the City of Westminster’s Comprehensive Land Use Plan, “the Westminster Mall is designated as a District Center and will serve as an ‘urban activity center’ where the design and orientation should be pedestrian-oriented, and special improvements should be considered to make them rich, enjoyable public places. The design of a district center should be coordinated by an overall plan.” In addition to the Comprehensive Land Use Plan, the city has also adopted a Traditional Mixed-use Neighborhood Development (TMUND) code for developments of 50 acres or more (Comp Plan VI-31). It should be noted that while this site is intended to be a mixed-use neighborhood development and should embrace the principles of the TMUND code, the requirements for creating a more urban “downtown” center as desired are higher densities, and floor area ratio (FAR), and greater flexibility than indicated in the TMUND code, which was developed for lower-intensity neighborhood sites, and not necessarily a downtown center.

The flexibility allowed as a PUD is key, as the vision calls for a vibrant, mixed-use residential and retail-oriented district center. Creating the type of place that meets this vision, as evident in the case studies included in this report, requires flexible parking strategies (such as shared parking structures), a higher residential density, pedestrian-oriented narrower streets, shared open spaces and parking opportunities, high

quality development, and flexible architectural design guidelines. This type of flexibility should be programmed into a set of design guidelines specifically developed for the new Westminster Center and incorporated into a development agreement along with the eventual final plan with the Owner/Developer.



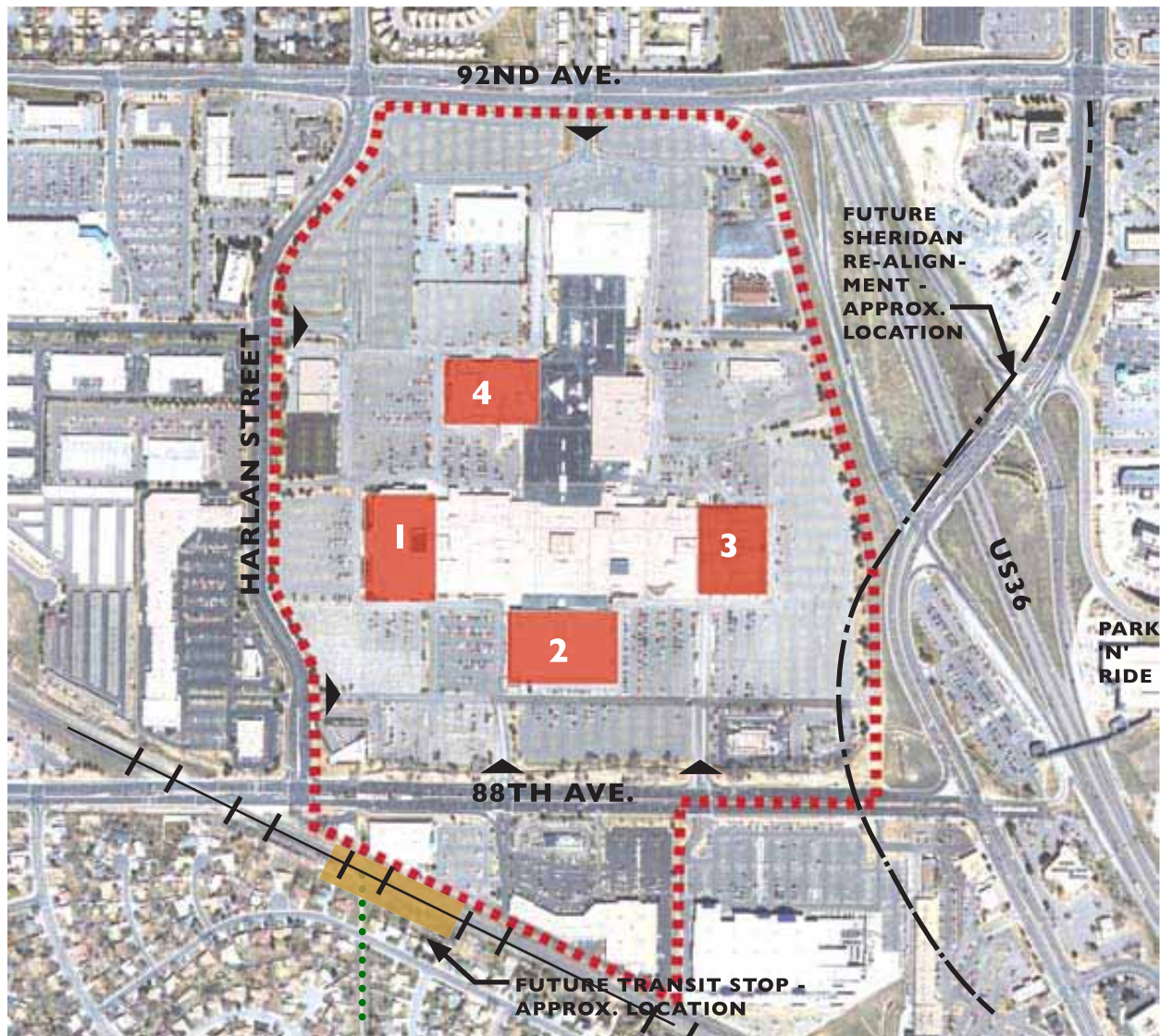
Mixed-use residential building

The Plan

Existing Conditions

The existing Westminster Mall site covers approximately 102 acres and consists of six connected retail anchor stores, four of which are currently occupied. A number of out-parcel buildings occupy the northeast, southwest and southeast corners of the site. The site is relatively flat, however it rises 10' in elevation immediately north of 88th Avenue along the Allen Ditch, which runs parallel to 88th Avenue. An existing rail line runs diagonally from northwest to southeast south of 88th Avenue. An interchange for US36 is located immediately to the east of the site and intersects with Sheridan Street. Anchor retail stores are indicated in red:

1. Macy's
2. JC Penney's
3. Dillard's
4. Sears

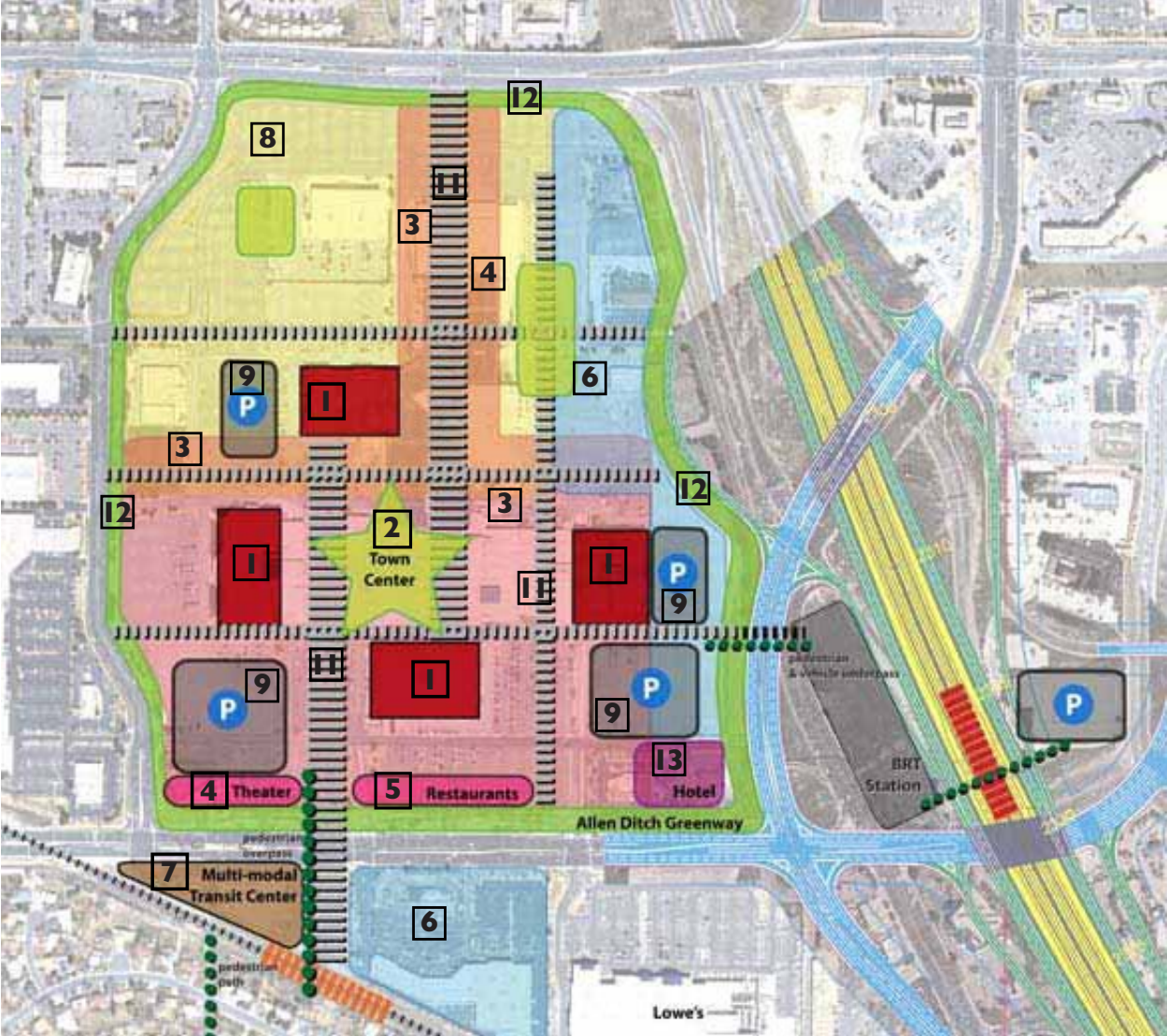


Framework

The proposed Westminster Center is organized around a central town square. Streets weave around the existing retail anchor stores to form a “pinwheel” around the town square and connect five distinct district areas. A residential neighborhood component occupies the northwest corner of the site, a workplace district the northeast corner, a concentration of retail uses infill the center of the site, while entertainment and hotel uses line the southern edge along 88th Avenue, across from the proposed multi-modal transit stop. Ground-floor retail animates most primary streets.

The program for the overall build-out begins with keeping the existing anchor retail stores in place, and includes the following components:

- 1. Anchor retail (existing location)
- 2. Town Center open space (plaza or park)
- 3. Additional retail – shops and restaurants
- 4. Movie theater / Entertainment Center
- 5. “Restaurant walk” along the Allen Ditch
- 6. Office District
- 7. Multi-modal Transit Center (bus & commuter rail)
- 8. New residential neighborhood
- 9. Shared structured parking for Retail/Office/Theater/Transit
- 10. Surface off-street parking
- 11. On-street parking (typ. of most streets)
- 12. Perimeter walking trail / greenbelt
- 13. Landmark hotel



Concept

Illustrated here is the City's vision for the vibrant, mixed-use transit-oriented neighborhood. This concept plan includes the components necessary to replace the existing retail, accommodate necessary parking for retail, residential units and visitors, office and entertainment uses (such as a theater), and the park-and-ride parking for the transit center.

The plan is generally organized into five main areas around a central town square: residential in the northwest quadrant, office use along US 36 on the east, retail "main street" development in and around the existing anchors at the center of the site which are lined with ground-floor retail and upper floor office or residential uses, and an entertainment zone that lines the Allen Ditch along 88th Avenue and includes a multi-plex movie theater and "Restaurant Row." This entertainment zone is intended to provide an animated, engaging frontage to the existing Allen Ditch Greenway, which should be redeveloped as an riverwalk-type natural feature.

The transit center component of the this plan is located south of 88th Avenue along the western triangular portion of the site, while the eastern portion of this site is intended to be an office site. Parking for the transit center will be shared with the multi-plex or entertainment center on the north side of 88th Avenue, and connected by a signature gateway bridge that will serve as the main pedestrian entrance into the new neighborhood from the transit center.



Westminster Promenade pedestrian bridge, Westminster, CO



Marketplace Common at Clarendon, Arlington, VA.



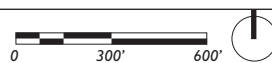
Residential park, Vancouver, B.C.

Statistics

Retail:	510,000 sq. ft. (4) two-story anchor stores 615,000 sq. ft. 1,125,000 sq. ft. Total Retail
Office:	705,000 sq. ft. Total Office (+300,000 sq. ft. @ Transit Site)
Residential:	2,300 dwelling units
Structured Parking:	1,360 office spaces 2,880 mixed-use spaces 1,600 entertainment/transit spaces 5,840 structured spaces total (+2,930 residential spaces)
Surface Parking:	160 surface spaces
Street Parking:	160 spaces at office use 520 spaces at retail use 360 spaces at residential use 1,040 street spaces total



CONCEPT PLAN





Birdseye perspective view from the southeast

Key Features along 88th Avenue.

1. 150-200 room Landmark Hotel
2. "Restaurant Row" along rehabilitated Allen Ditch
3. Entertainment Center / Multi-plex Theater
4. Multi-modal Transit Center (bus & rail)
5. Office Complex south of 88th Avenue



Century movie theater, Daly City, CA



Radisson Hotel



Birdseye perspective view from the northeast

Key Features along 92nd Avenue and US 36.

1. Four to six-story residential buildings
2. Shared parking structures
3. Central open space
3. Four to six-story office buildings
4. Perimeter walking path



Mixed-use residential building



Mid-rise office building

Mixed-use Commercial District.

The centralized mixed-use commercial district is made up of existing two-story anchor retail stores surrounded by attached “liner retail” structures in order to create a pedestrian-scaled “Downtown” district. These liner buildings range from 30’ to 80’ deep and allow for residential or office uses above. The purpose of this district is to create a dense, vibrant commercial core that encourages outdoor dining, window shopping, and active street life. Components of this district to achieve this feel include:

- Central “Town Square” with seating, water feature, and vendors, etc. surrounded by food services
- Street orientation to retail shops
- Structured parking provided in decks behind
- On-street convenience parking
- Wide sidewalks (12’ minimum) with street furniture, café seating, and pedestrian-scaled lighting
- Prominent building entries on the retail streets
- Three to four-story building heights



Public plaza, Santana Row, San Jose, CA



Entertainment center theater complex



Sidewalk cafe seating, Bethesda Row, Bethesda, MD



Victoria Gardens, Rancho Cucamonga, CA

Entertainment District.

In the new Westminster Center, entertainment uses anchor the southern portion of the existing mall site to provide an active, animated social environment that also takes advantage of the transit center investment across 88th Avenue. Parking for transit center is located in a parking structure shared by the multi-plex theater located just north of 88th Avenue. Components of this district include:

- Multi-plex movie theater complex at the intersection of Harlan Street and 88th Avenue.
- “Restaurant Row” along 88th Avenue with outdoor deck seating along a pedestrian promenade at the Allen Ditch, to take advantage of this existing natural feature.
- 150-200 room landmark hotel at the intersection of Sheridan and 88th Avenue.
- 1,000 space parking structure shared between transit center and theater /restaurant uses.



Front stoops, Addison Circle, TX



On-street parallel parking

Office District.

The primary office district is located in the northeast quadrant of the site. Development will be pedestrian-friendly, with buildings and their main entries facing streets, parking contained in internal or adjacent parking structures, and visitor parking provided on-street. Features of this district include:

- Four to six-story building heights, minimum (taller along US36 frontage)
- Urban streetscapes at this location will be developed with wide sidewalks (12' minimum), street furniture, and pedestrian-scaled lighting.
- Structured parking
- Centralized open space / park area

Residential District.

The northwest quadrant, central spine, and much of Harlan Street frontage make up the primary residential district of the plan. Units will be a mix of for-sale condominiums (where covered parking is attached) and rental apartments. Development in these areas will incorporate pedestrian-friendly features such as stoops and street trees in order to keep “eyes on the streets” and will include features such as:

- On-street parking for visitors and residents.
- Treelawns with street trees and pedestrian lighting.
- Front stoops and doors, and balconies.
- Four to six-story building heights, approximately 80 to 100 dwelling units per acre.

Parking is programmed at an average of 1.5 spaces to 1 unit and can be shared in dedicated parking structures or in self-contained parking podiums.



Mid-rise office building, Addison Circle, TX



Mid-rise office building, Dallas, TX

Transit Station District.

A landmark gateway pedestrian bridge connects the new mixed-use neighborhood across 88th Avenue to a new RTD commuter rail transit station platform at the terminus of the western north-south street. This platform is surrounded by an office development to the east with some ground-floor commercial uses facing the transit station, and a bus transit center to the west. Vehicular and taxi drop-off is provided via a loop drive that enters off 88th Avenue and loops around the office development. The features of this district include:

- Gateway pedestrian bridge over 88th Avenue
- Transit plaza
- Office development with ground-floor commercial facing transit plaza
- 6-bay bus transit center at the intersection of Harlan Street and 88th Avenue
- Green open space along 88th Avenue
- 1,000 space shared parking structure between transit center and theater



Caltrain "Baby Bullet" commuter rail, Mountain View, CA



I44th St. Gateway Bridge at I-25 Interchange
Westminster, CO



Multi-modal Transit Station area



Multi-modal transit Station, Mountain View, CA



Pedestrian pathway

Greenway Loop.

A pedestrian and bicycle path and buffer should be incorporated along the perimeter of the development site along 92nd Avenue and Harlan Streets, and connect into the pedestrian promenade at the Allen Ditch and the pedestrian bridge connection over 88th Avenue to the transit station. This greenway loop along Harlan Street should be 30 - 50' in width, and can include: walkways, trees, parallel parking, and other pedestrian path amenities such as seating, way-finding, playground areas, etc.



Ice rink at Pentagon Row, Arlington VA

Open Space – Parks and Plazas.

Shared or common open space is a key principal in any smart growth strategy, and serves as a release valve for higher density development. Each sub-district area in this new mixed-use neighborhood should incorporate a common green, town square, or open space which serves as a focal points for each district. The main town square in the mixed-use commercial district serves as the primary open space focus of the new Westminster Center and is celebrated as a community-wide gathering place. All open space should be adjacent to or visible from “public” streets.



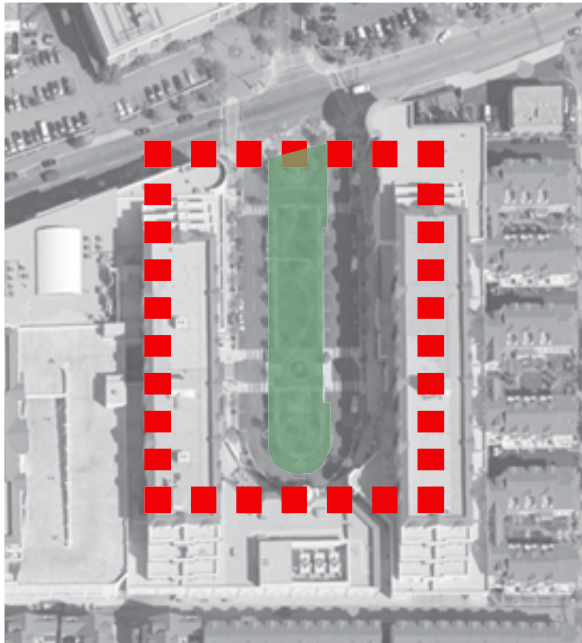
Rockville Town Center, Rockville MD



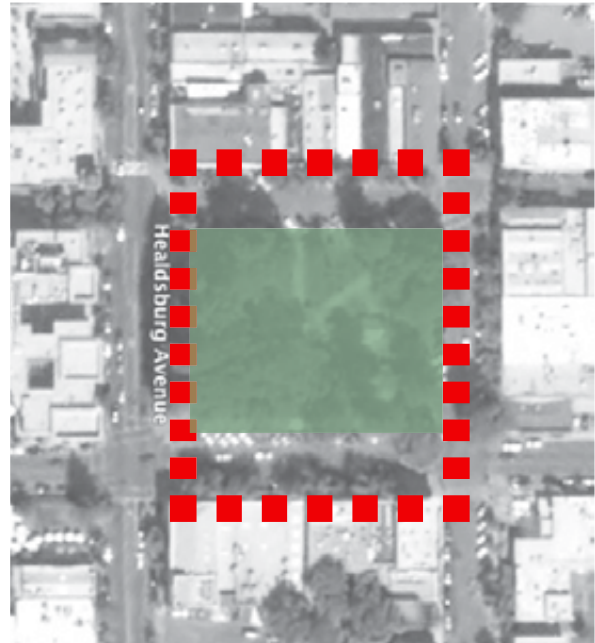
Rockville Town Center (aerial view), Rockville MD

Scale Comparison - Open Space.

----- approx. outline of proposed Westminster Mall Town Center



Market Common at Clarendon
Arlington, VA



Healdsburg Town Square
Healdsburg, CA



The Orchard Town Center
Westminster, CO

Streets.

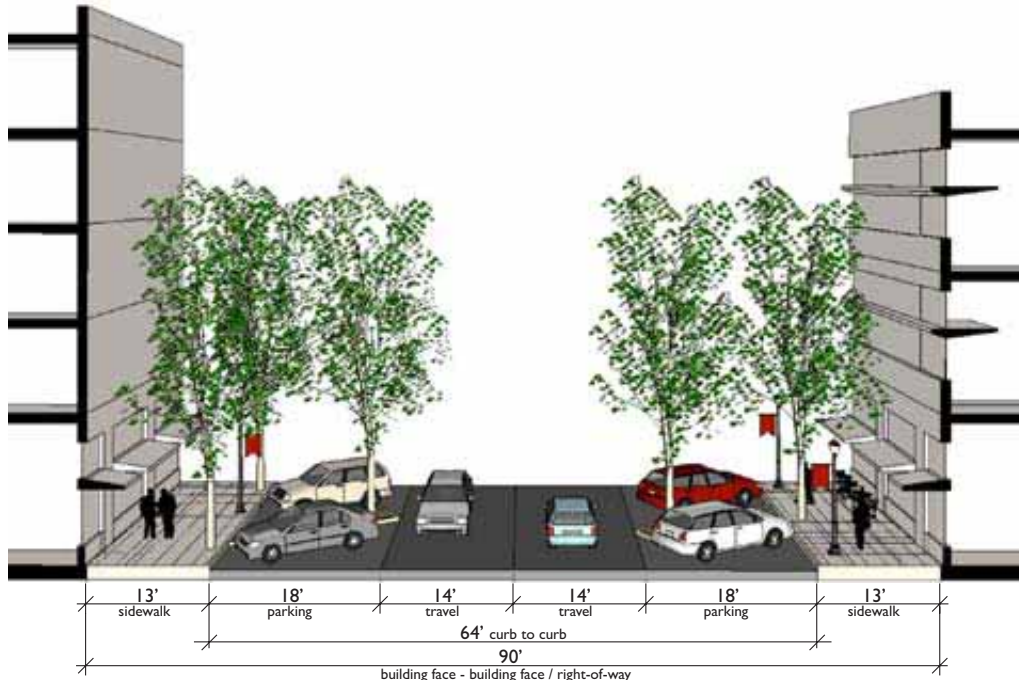
Pedestrian-oriented streets with on-street parking, street trees, wide sidewalks, corner bulbouts and buildings and their entries facing the street make up the majority of the street network in the new Westminster Center. Most streets should include on-street parking (parallel at residential and office districts, and angled or head-in parking at main street commercial locations). Sidewalks should occur on all streets, separated from streets by a treelawn at residential and office districts.



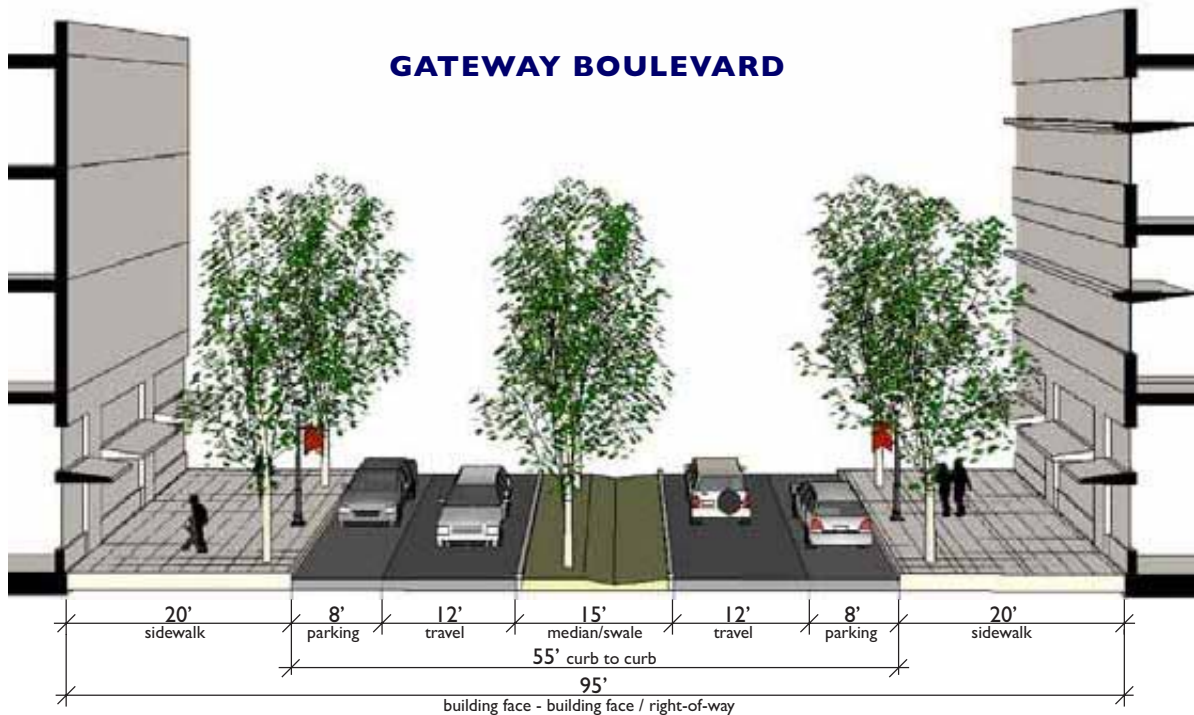
Four types of streets are used throughout the new Westminster site:

- Residential street
- Mixed-use street (office and residential)
- Retail street, diagonal parking
- Gateway boulevard

RETAIL STREET



GATEWAY BOULEVARD



Parking.

A guiding principle of this plan is to have a balanced parking strategy in order to achieve the highest and best land value.

A recommended approach for minimizing parking at this transit-oriented development is based on a shared parking rationale that combines mixed-use and off-peak period uses. Shared parking recognizes that different uses in a mixed-use development often have different peak parking demand times, and therefore the total number of parking spaces needed is determined by number of spaces needed by time/day of week, and thus become “shared.” Shared structures to serve uses such as the theater and transit center are examples of how this can be accomplished. A 1,000-space parking structure attached to the entertainment center / multi-plex (which has its peak weekday parking demand from 8-9pm) can accomplish the needs of the transit center (which requires 700 spaces and has its peak weekday demand at 10-11am and 2-3pm) through an off-peak sharing strategy, while also providing an extra 300 spaces for overlap times (usually from 3pm-7pm). Parking needs for the transit center will occur primarily during business hours, while parking needs for an entertainment complex typically occur during showtimes, the majority of which occur in the evening and on weekends, when demand for the transit station parking would be lowest. A 300-spot surplus provides a buffer at overlap times. Such strategies are in place and work in many similar situations throughout the country, and are well-documented in the “Shared Parking” publication (Second Edition, 2005) by the Urban Land Institute (ULI).

This shared parking strategy can be used in many places throughout the site. Parking structures are distributed throughout the site to best serve the mix of uses and take advantage of the transit center investment. The parking structures should be designed in a way that integrate aesthetically with the surrounding and/or attached buildings and do not produce a hard inhospitable edge to pedestrian-oriented streets.

A reduction in parking requirements is typical for this type of development, and is appropriate in order to cater to the type of neighborhood environment depicted by the vision. A parking reduction of 10-15% is typical for transit-oriented developments. This plan supports an average 20% parking reduction as a result of significant shared parking components (theater, office, and retail).



Artist/retail space at parking structure, Belmar, CO

- Parking for residential: 1.5 spaces/unit
- Parking for retail: 3 spaces / 1,000 sq. ft.
- Parking for office: 4 spaces / 1,000 sq. ft.
- Transit Center: 700 spaces (shared with entertainment center)

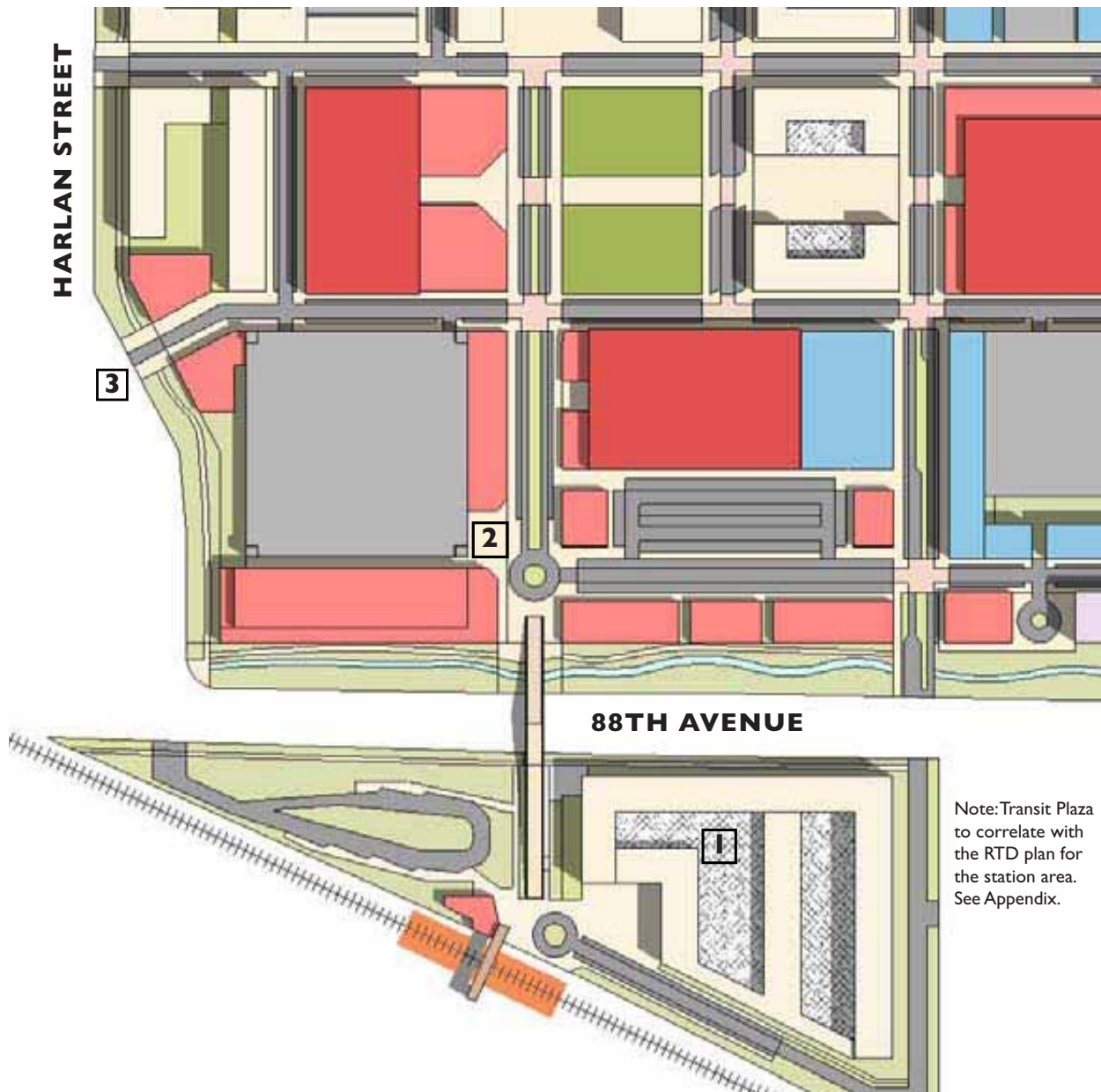


Parking structure, Seattle, WA

Alternatives.

Illustrated here are alternate development options for different areas of the site: the parcel adjacent to the transit center, and the landing of the pedestrian gateway bridge area. It is understood that with the passing of time and changing market conditions, certain aspects of this concept plan may develop in alternative directions. Anticipating this possibility, the plan is flexible and incorporates the following alternatives built into the street and infrastructure grid to allow for changing market conditions or alternate appropriate design solutions.

The first alternate illustrates a housing site at the parcel immediately east of the transit center and platform, and eliminates the loop road around this block. A residential structure at this location would most likely have a single-loaded corridor facing the railroad tracks. The second alternate places a pedestrian plaza at the northern end of the pedestrian bridge, eliminating vehicular access at this point – rerouting the primary entrance into the new Westminster Center from Harlan Street (alternate area 3).



Note: Transit Plaza to correlate with the RTD plan for the station area. See Appendix.

New urban design guidelines, infrastructure standards

Traditional suburban methods of providing infrastructure and design guidelines will create unnecessary hurdles and roadblocks for implementing the vision for a new Westminster Center, as defined in this report. Typical suburban standards for street design, infrastructure easements, and utility placement do not typically work with higher density developments and will need to be flexible in order to work in concert with the implementation of the vision. The infrastructure standards for the new Westminster Center should address the following streetscape components:

- Street widths
- Street paving
- Sidewalk and treelawns
- Setbacks
- Street trees
- Street lighting
- Street furniture
- Joint utility locations/layout (boxes below grade)



Special corner paving



Treelawn and sidewalk treatment at mixed-use building



Tree grate, guard, and sidewalk paving

Character of Place – examples

The following places have been identified as regional examples of local character, or “character of place” that represent the type of feeling or physical environment that belongs in Westminster. Each of these examples has a unique character as well as a unique scale and mass, but all have certain traits in common that identify them as local vernacular environments and characterize them as “towns”. Some of these common traits include:

- Walkability
- Mixed-use
- Building materials such as brick and masonry
- Articulation and details
- Human-scale development

LoDo, Denver, CO

The Lower Downtown (LoDo) part of Denver is characterized by its brick and masonry buildings, human scale development, and lively street life, all of which give it a distinctive character and memorable sense of place:

- Wide sidewalks
- Sidewalks with café seating (seasonal)
- Animated street life
- Mixture of uses
- 4-6 story buildings



Lodo, Denver, CO

Boulder, CO

Downtown Boulder, and particularly Pearl Street, exemplifies a distinct character of place, as it is made up of smaller scale, individual buildings and development, and provides plenty of places for people to gather. Other characteristics include:

- Fine-grained block structure
- Walkable, bikeable
- Animated street life
- Mixture of uses
- 2-5 story buildings



Pearl Street, Boulder, CO

Summary – next steps and/or implementation

The plan represented in this report describes the vision and City's intention for reuse of the Westminster Center Mall as a new transit-oriented mixed-use neighborhood that includes residential, the re-use of anchor retail stores, entertainment and employment uses, and is adjacent to a new multi-modal transit station. While we have illustrated different alternatives for development, we believe each of these alternatives will achieve the goals outlined by the principles at the beginning of this report. The alternatives recommend different approaches as different economic conditions and climates arise during the eventual build-out of the neighborhood.

The next steps to begin implementation of the new Westminster Center should be:

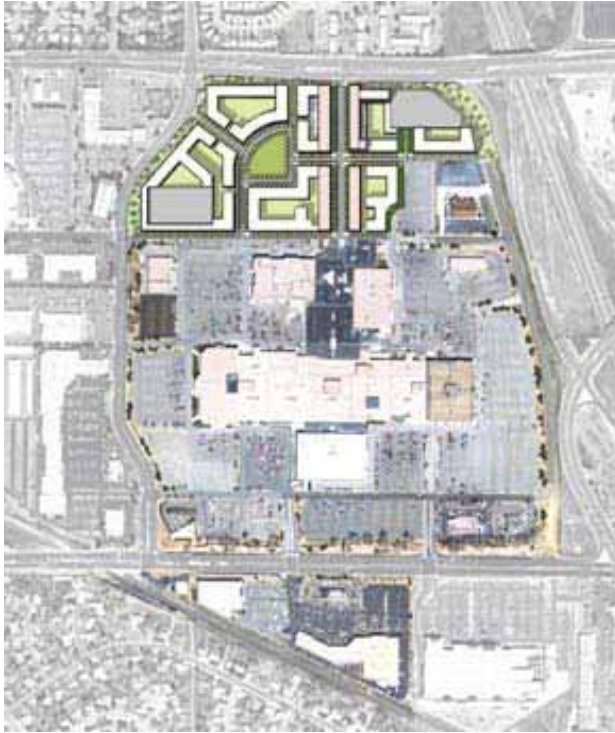
- Create an on-going working group to join forces with the City's team to move this project forward.
- Develop a phasing plan to work with existing tenants.
- Establish a design review process.

The phasing diagrams below illustrate two different approaches to implement the new Westminster Center in a logical manner. Phasing Plan Option 1 begins with the residential component in the northwest corner of the site and builds the entertainment center and shared parking structure in Phase 2, while Phasing Plan Option 2 begins with the shared parking structure and entertainment center. This difference in approach reflects the need to work with RTD and the timing of construction of the proposed transit center.

A sub-phasing strategy of the office district along the US36 frontage may be implemented, as it is expected that this district will be built in sub-phases, and the first phase (those buildings facing the common open space) will be served by surface parking lots. The second sub-phase of office buildings facing US36 will be built along with parking structures.

The City invites the property owner and developer to work with the City to meet the objectives and develop a plan similar to that described in this position paper.

PHASING PLAN - OPTION I



Phasing Plan Option I - Phase 1



Phasing Plan Option I - Phase 2



Phasing Plan Option I - Phase 3



Phasing Plan Option I - Phase 4

PHASING PLAN - OPTION 2



Phasing Plan Option 2 - Phase 1



Phasing Plan Option 2 - Phase 2



Phasing Plan Option 2 - Phase 3



Phasing Plan Option 2 - Phase 4

APPENDIX

**RTD TRANSIT STATION - CURRENT PLAN
SHARED PARKING ANALYSIS**

RTD Transit Center Plan:

The Denver Regional Transportation District (RTD) has developed a draft plan for the commuter rail multi-modal transit station at the intersection of Harlan Street and 88th Avenue. Included in this appendix is the most current plan to date. It should be noted that this plan was developed independently of the Vision for the Redevelopment of the Westminster Mall as described in this position paper, and does not reflect the goals and objectives held by the City and design team. In order to maximize the potential for both the mall site and transit center, it is recommended that the RTD plan be redeveloped in concert with the Mall Redevelopment Plan in order to achieve the greatest success for both sites.

Shared Parking Analysis:

The charts included in this appendix depict a shared parking analysis per the Urban Land Institute (ULI) Parking Manual (Second Edition - 2005) for both Weekday and Weekend Parking Demand. These charts illustrate that of the four months identified (November, December, January, and March), the weekday parking adjustment due to shared parking is highest during January (at 40%) and lowest during the holiday shopping season in December (at 18%).

In order to emulate transit ridership, which is not built into the model, the charts below include an additional 175,000 sq. ft. of office space in order to represent 700 parking spaces which are used to assume programming for the transit center parking, as they share similar time demand characteristics. At the time this parking analysis was completed, the parking projection for the transit center was 700 spaces.

The charts incorporate the project statistics from the development indicated in this position paper, and illustrate the success of a shared parking strategy with a slight deficit of parking spaces only occurring during the holiday shopping season in December. This deficit may prove inconsequential, however, as the model does not take into account the additional benefit of the transit station. and TOD status of the site.

The selection of study months is based upon the following:

- Highest (peak) demand - December
- Second highest demand - November
- Median yearly demand - March
- Lowest yearly demand - January



DRAFT:
 Concept subject to change based on
 additional design analysis and planning
 review.

WESTMINSTER / 88TH AVE (B) - 2035
 non run-around

SHARED PARKING ANALYSIS
PER THE ULJ SHARED PARKING MANUAL (Second Edition - 2005)
FOR WEEKDAY PARKING DEMAND

PROJECT:	WESTMINSTER MALL										SCENARIO: WESTMINSTER REQUIREMENTS (175K added to office for Transit, 700spaces)											
	OFFICE KSF	RES non-CBD DU	RETAIL KSF	RESTAURANT QUAL KSF	RESTAURANT F FOOD KSF	THEATER SEAT	ROOM	REST. KSF	HOTEL REST. KSF	CONF. KSF	CONV. KSF	OFFICE KSF	RES non-CBD DU	RETAIL KSF	RESTAURANT QUAL	RESTAURANT F FOOD	THEATER ROOM	HOTEL REST. KSF	CONF. KSF	CONV. KSF	TOTAL	
LAND USE:	880,000	0	985,000	75,000	0,000	2,400	250	0,000	0,000	0,000	0	880,000	0	985,000	75,000	0,000	2,400	250	0,000	0,000	0	880,000
UNITE:	2,260	0	4,925	1,050	0	720	250	0	0	0	0	2,260	0	4,925	1,050	0	720	250	0	0	0	2,260
REQU'D PRKG	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
W-day/W-end Factor	1.00	1.00	0.90	0.90	1.00	0.83	0.97	1.00	1.00	1.00	1.00	1.00	1.00	0.90	0.90	1.00	0.83	0.97	1.00	1.00	1.00	1.00
Seasonal Factor	1.00	1.00	0.72	0.93	0.93	0.93	0.78	0.78	0.67	0.67	0.00	1.00	1.00	0.72	0.93	0.93	0.78	0.78	0.67	0.67	0.00	1.00
PERCENTAGE OF PEAK DEMAND																						
TIME OF DAY	WESTMINSTER MALL										SCENARIO: WESTMINSTER REQUIREMENTS (175K added to office for Transit, 700spaces)											
	OFFICE	RES non-CBD	RETAIL	RESTAURANT QUAL	RESTAURANT F FOOD	THEATER	ROOM	REST.	HOTEL REST.	CONF.	CONV.	OFFICE	RES non-CBD	RETAIL	RESTAURANT QUAL	RESTAURANT F FOOD	THEATER	ROOM	HOTEL REST.	CONF.	CONV.	TOTAL
6:00 AM	3%	100%	1%	0%	5%	0%	95%	0%	0%	0%	68	0	32	0	0	0	180	0	0	0	0	279
7:00 AM	30%	90%	5%	0%	10%	0%	95%	10%	0%	0%	678	0	160	0	0	0	180	0	0	0	0	1,017
8:00 AM	75%	85%	15%	0%	20%	0%	90%	30%	30%	50%	1,695	0	479	0	0	0	170	0	0	0	0	2,344
9:00 AM	95%	80%	35%	0%	30%	0%	80%	10%	60%	100%	2,147	0	1,117	0	0	0	151	0	0	0	0	3,415
10:00 AM	100%	75%	65%	15%	55%	0%	70%	10%	60%	100%	2,260	0	2,074	132	0	0	132	0	0	0	0	4,599
11:00 AM	100%	70%	85%	40%	85%	0%	70%	5%	60%	100%	2,260	0	2,713	352	0	0	132	0	0	0	0	5,457
12:00 AM	90%	65%	95%	75%	100%	20%	65%	100%	65%	100%	2,034	0	3,032	659	0	111	123	0	0	0	0	5,959
1:00 PM	90%	70%	100%	75%	100%	45%	65%	100%	65%	100%	2,034	0	3,191	659	0	250	123	0	0	0	0	6,258
2:00 PM	100%	70%	95%	65%	90%	55%	70%	33%	65%	100%	2,260	0	3,032	571	0	306	132	0	0	0	0	6,301
3:00 PM	100%	70%	90%	60%	60%	60%	70%	10%	65%	100%	2,260	0	2,872	352	0	306	132	0	0	0	0	5,922
4:00 PM	90%	75%	90%	50%	55%	55%	75%	10%	65%	100%	2,034	0	2,872	439	0	306	142	0	0	0	0	5,793
5:00 PM	50%	85%	95%	75%	60%	60%	80%	30%	100%	100%	1,130	0	3,032	659	0	333	151	0	0	0	0	5,306
6:00 PM	25%	90%	95%	95%	85%	85%	85%	55%	100%	50%	565	0	3,032	835	0	333	161	0	0	0	0	4,926
7:00 PM	10%	97%	95%	100%	80%	80%	85%	60%	100%	30%	226	0	3,032	879	0	445	161	0	0	0	0	4,742
8:00 PM	7%	98%	80%	100%	50%	100%	90%	70%	100%	30%	158	0	2,553	879	0	556	170	0	0	0	0	4,316
9:00 PM	3%	99%	50%	100%	30%	100%	95%	67%	100%	10%	68	0	1,596	879	0	556	180	0	0	0	0	3,278
10:00 PM	1%	100%	30%	95%	20%	80%	95%	60%	50%	0%	23	0	957	835	0	445	180	0	0	0	0	2,439

SHARED PARKING ANALYSIS

**PER THE ULI SHARED PARKING MANUAL (Second Edition - 2005)
FOR WEEKEND PARKING DEMAND**

PROJECT:	WESTMINSTER MALL										SCENARIO: WESTMINSTER REQUIREMENTS (175K added to office for Transit, 700spaces)														
	OFFICE		RES non-CBD		RETAIL		RESTAURANT		THEATER		HOTEL		OFFICE		RES non-CBD		RETAIL		RESTAURANT		THEATER		HOTEL		
LAND USE:	KSF	DU	KSF	DU	KSF	DU	QUAL	KSF	F FOOD	SEAT	ROOM	REST.	CONF.	KSF	DU	KSF	F FOOD	QUAL	KSF	F FOOD	SEAT	ROOM	REST.	CONF.	
QUANTITY:	880,000	0	985,000	75,000	0	0.3	0	0	0	2,400	250	0.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0
REQU'D PRKG	3,520	0	4,925	1,050	0	0.3	0	0	0	720	250	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transit Center Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
W-day/W-end Factor	0.17	0.17	1.00	1.00	0.93	0.93	0.93	0.93	0.93	0.25	0.75	0.75	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Seasonal Factor	1.00	1.00	0.72	0.93	0.93	0.93	0.93	0.93	0.93	0.25	0.75	0.75	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	880,000	0	985,000	75,000	0	0.3	0	0	0	2,400	250	0.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0
OFFICE	880,000																								
RES non-CBD		0																							
RETAIL			985,000	75,000						2,400	250														
RESTAURANT					0	0	0	0	0																
THEATER																									
HOTEL																									
TOTAL	880,000	0	985,000	75,000	0	0.3	0	0	0	2,400	250	0.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0
OFFICE	880,000																								
RES non-CBD		0																							
RETAIL			985,000	75,000						2,400	250														
RESTAURANT					0	0	0	0	0																
THEATER																									
HOTEL																									
TOTAL	880,000	0	985,000	75,000	0	0.3	0	0	0	2,400	250	0.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0
OFFICE	880,000																								
RES non-CBD		0																							
RETAIL			985,000	75,000						2,400	250														
RESTAURANT					0	0	0	0	0																
THEATER																									
HOTEL																									
TOTAL	880,000	0	985,000	75,000	0	0.3	0	0	0	2,400	250	0.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0
OFFICE	880,000																								
RES non-CBD		0																							
RETAIL			985,000	75,000						2,400	250														
RESTAURANT					0	0	0	0	0																
THEATER																									
HOTEL																									
TOTAL	880,000	0	985,000	75,000	0	0.3	0	0	0	2,400	250	0.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0
OFFICE	880,000																								
RES non-CBD		0																							
RETAIL			985,000	75,000						2,400	250														
RESTAURANT					0	0	0	0	0																
THEATER																									
HOTEL																									
TOTAL	880,000	0	985,000	75,000	0	0.3	0	0	0	2,400	250	0.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0
OFFICE	880,000																								
RES non-CBD		0																							
RETAIL			985,000	75,000						2,400	250														
RESTAURANT					0	0	0	0	0																
THEATER																									
HOTEL																									
TOTAL	880,000	0	985,000	75,000	0	0.3	0	0	0	2,400	250	0.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0
OFFICE	880,000																								
RES non-CBD		0																							
RETAIL			985,000	75,000						2,400	250														
RESTAURANT					0	0	0	0	0																
THEATER																									
HOTEL																									
TOTAL	880,000	0	985,000	75,000	0	0.3	0	0	0	2,400	250	0.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0
OFFICE	880,000																								
RES non-CBD		0																							
RETAIL			985,000	75,000						2,400	250														
RESTAURANT					0	0	0	0	0																
THEATER																									
HOTEL																									
TOTAL	880,000	0	985,000	75,000	0	0.3	0	0	0	2,400	250	0.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0
OFFICE	880,000																								
RES non-CBD		0																							
RETAIL			985,000	75,000						2,400	250														
RESTAURANT					0	0	0	0	0																
THEATER																									
HOTEL																									
TOTAL	880,000	0	985,000	75,000	0	0.3	0	0	0	2,400	250	0.00	0.00	0.00	0	0	0	0	0	0	0	0	0	0	0
OFFICE	880,000																								
RES non-CBD		0																							
RETAIL			985,000	75,000																					

SHARED PARKING ANALYSIS
PER THE ULI SHARED PARKING MANUAL (Second Edition - 2005)
FOR WEEKDAY PARKING DEMAND

PROJECT:	WESTMINSTER MALL												SCENARIO: WESTMINSTER REQUIREMENTS (175K added to office for Transit, 700spaces)																								
	RES non-CBD			RETAIL			RESTAURANT			THEATER			HOTEL			OFFICE			RETAIL			REST - F FOOD			THEATER			HOTEL			TOTAL						
LAND USE:	OFFICE	DU	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONF.	CONV.	OFFICE	DU	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONF.	CONV.	OFFICE	DU	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONF.	CONV.	TOTAL						
UNITE:	880,000	0	0	985,000	75,000	2,400	250	0.00	0.00	0.00	880,000	0	0	985,000	75,000	2,400	250	0.00	0.00	0.00	880,000	0	0	985,000	75,000	2,400	250	0.00	0.00	0.00	880,000	0	0	985,000	75,000	2,400	250
QUANTITY:	4	1.5	5	14	0	0.3	1	0	0	0	9,205	0	0	9,205	0	0	0	0	0	0	9,205	0	0	9,205	0	0	0	0	0	0	9,205	0	0	9,205	0	0	9,205
RATE:	2,260	0	4,925	1,050	0	720	250	0	0	0	2,260	0	0	2,260	0	720	250	0	0	0	2,260	0	0	2,260	0	720	250	0	0	0	2,260	0	0	2,260	0	0	2,260
REQ'D PRKG	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		
Transit Center Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		
W-day/W-end Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		
Seasonal Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		
PERCENTAGE OF PEAK DEMAND																																					
BY HOUR OF DAY																																					
TIME OF DAY	OFFICE	RES non-CBD	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONF.	CONV.	OFFICE	RES non-CBD	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONF.	CONV.	OFFICE	RES non-CBD	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONF.	CONV.	TOTAL						
6:00 AM	3%	100%	100%	1%	0%	0%	95%	0%	0%	0%	68	0	0	44	0	0	154	0	0	0	266	0	0	0	0	0	0	0	0	0	0	266					
7:00 AM	30%	90%	90%	5%	0%	10%	95%	10%	0%	0%	678	0	0	222	0	0	154	0	0	0	1,054	0	0	0	0	0	0	0	0	0	0	1,054					
8:00 AM	75%	85%	85%	15%	0%	20%	90%	30%	50%	50%	1,695	0	0	665	0	0	146	0	0	0	2,506	0	0	0	0	0	0	0	0	0	0	2,506					
9:00 AM	95%	80%	80%	35%	0%	30%	80%	60%	100%	100%	2,147	0	0	1,551	0	0	130	0	0	0	3,828	0	0	0	0	0	0	0	0	0	0	3,828					
10:00 AM	100%	75%	75%	65%	15%	55%	70%	10%	60%	100%	2,260	0	0	2,881	142	0	114	0	0	0	5,397	0	0	0	0	0	0	0	0	0	0	5,397					
11:00 AM	100%	70%	70%	85%	40%	85%	70%	5%	60%	100%	2,260	0	0	3,768	378	0	114	0	0	0	6,519	0	0	0	0	0	0	0	0	0	0	6,519					
12:00 PM	90%	65%	65%	95%	75%	100%	65%	100%	65%	100%	2,034	0	0	4,211	709	0	106	0	0	0	7,179	0	0	0	0	0	0	0	0	0	0	7,179					
1:00 PM	90%	70%	70%	100%	75%	100%	65%	100%	65%	100%	2,034	0	0	4,433	709	0	106	0	0	0	7,550	0	0	0	0	0	0	0	0	0	0	7,550					
2:00 PM	100%	70%	70%	95%	65%	90%	70%	33%	65%	100%	2,260	0	0	4,211	614	0	114	0	0	0	7,528	0	0	0	0	0	0	0	0	0	0	7,528					
3:00 PM	100%	70%	70%	90%	40%	60%	70%	10%	65%	100%	2,260	0	0	3,989	378	0	114	0	0	0	7,070	0	0	0	0	0	0	0	0	0	0	7,070					
4:00 PM	90%	75%	75%	90%	50%	55%	75%	10%	65%	100%	2,034	0	0	3,989	473	0	122	0	0	0	6,946	0	0	0	0	0	0	0	0	0	0	6,946					
5:00 PM	50%	85%	85%	95%	75%	60%	80%	30%	100%	100%	1,130	0	0	4,211	709	0	130	0	0	0	6,538	0	0	0	0	0	0	0	0	0	0	6,538					
6:00 PM	25%	90%	90%	95%	85%	85%	85%	55%	100%	50%	565	0	0	4,211	898	0	138	0	0	0	6,170	0	0	0	0	0	0	0	0	0	0	6,170					
7:00 PM	10%	97%	97%	95%	100%	80%	85%	60%	100%	30%	226	0	0	4,211	945	0	146	0	0	0	5,998	0	0	0	0	0	0	0	0	0	0	5,998					
8:00 PM	7%	98%	98%	80%	100%	50%	90%	70%	100%	30%	158	0	0	3,546	945	0	154	0	0	0	5,393	0	0	0	0	0	0	0	0	0	0	5,393					
9:00 PM	3%	99%	99%	50%	100%	30%	95%	67%	100%	10%	68	0	0	2,216	945	0	154	0	0	0	3,981	0	0	0	0	0	0	0	0	0	0	3,981					
10:00 PM	1%	100%	100%	30%	95%	20%	95%	60%	50%	0%	23	0	0	1,330	898	0	154	0	0	0	2,883	0	0	0	0	0	0	0	0	0	0	2,883					
11:00 PM	0%	100%	100%	10%	75%	10%	100%	40%	0%	0%	0	0	0	443	709	0	162	0	0	0	1,703	0	0	0	0	0	0	0	0	0	1,703						
12:00 PM	0%	100%	100%	0%	25%	5%	100%	30%	0%	0%	0	0	0	0	236	0	162	0	0	0	638	0	0	0	0	0	0	0	0	0	638						

PROJECTED PEAK PARKING DEMAND = 7,550 AT 1:00 PM
 UNADJUSTED PEAK PARKING DEMAND = 9,205
 PARKING ADJUSTMENT DUE TO SHARED PARKING = 1,655 18%

SHARED PARKING ANALYSIS
PER THE ULI SHARED PARKING MANUAL (Second Edition - 2005)
FOR WEEKEND PARKING DEMAND

PROJECT:	WESTMINSTER MALL										SCENARIO: WESTMINSTER REQUIREMENTS (175K added to office for Transit, 700spaces)																		
	OFFICE KSF	RES non-CBD	RETAIL KSF	RESTAURANT	THEATER	THEATER SEAT	ROOM	REST. KSF	CONF. KSF	CONV. KSF	OFFICE KSF	RES non-CBD	RETAIL KSF	RESTAURANT	THEATER	THEATER SEAT	ROOM	REST. KSF	CONF. KSF	CONV. KSF									
LAND USE:	880,000	0	985,000	75,000	2,400	250	0.00	0.00	0.00	0.00	880,000	0	985,000	75,000	2,400	250	0.00	0.00	0.00	0.00									
UNIT:	4	1.5	5	14	0	0.3	1	0	0	0	4	1.5	5	14	0	0.3	1	0	0	0									
QUANTITY:	3,520	0	4,925	1,050	0	720	250	0	0	0	3,520	0	4,925	1,050	0	720	250	0	0	0									
RATE:	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00									
REQUIREMENT PRG:	0.17	0.17	1.00	0.93	1.00	1.00	1.00	1.00	0.50	0.50	0.17	0.17	1.00	0.93	1.00	1.00	1.00	1.00	0.50	0.50									
Transit Center Factor	1.00	1.00	1.00	1.00	0.23	0.50	0.50	0.50	0.00	0.00	1.00	1.00	1.00	1.00	0.23	0.50	0.50	0.50	0.00	0.00									
W-day/W-end Factor	1.00	1.00	1.00	1.00	0.23	0.50	0.50	0.50	0.00	0.00	1.00	1.00	1.00	1.00	0.23	0.50	0.50	0.50	0.00	0.00									
Seasonal Factor	1.00	1.00	1.00	1.00	0.23	0.50	0.50	0.50	0.00	0.00	1.00	1.00	1.00	1.00	0.23	0.50	0.50	0.50	0.00	0.00									
PERCENTAGE OF PEAK DEMAND																													
TIME OF DAY	BY HOUR OF DAY										BY HOUR OF DAY																		
	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONF.	CONV.	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONF.	CONV.	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONF.	CONV.	TOTAL	
6:00 AM	0%	100%	1%	0%	0%	95%	0%	0%	0%	0%	0%	0%	5%	0%	95%	0%	0%	0%	0%	0%	0%	49	0	0	0	0	0	0	168
7:00 AM	20%	90%	5%	0%	0%	95%	0%	0%	0%	0%	0%	0%	10%	0%	95%	10%	0%	0%	0%	0%	0%	246	0	0	0	0	0	0	442
8:00 AM	60%	85%	10%	0%	0%	90%	0%	0%	0%	0%	0%	0%	20%	0%	90%	30%	30%	50%	0%	0%	0%	493	0	0	0	0	0	0	830
9:00 AM	80%	80%	30%	0%	0%	80%	0%	0%	0%	0%	0%	0%	30%	0%	80%	10%	60%	100%	0%	0%	0%	307	0	0	0	0	0	0	1,885
10:00 AM	90%	75%	50%	0%	0%	70%	0%	0%	0%	0%	0%	0%	55%	0%	70%	10%	60%	100%	0%	0%	0%	346	0	0	0	0	0	0	2,896
11:00 AM	100%	70%	65%	15%	0%	70%	0%	0%	0%	0%	5%	0%	85%	0%	70%	5%	60%	100%	0%	0%	0%	384	0	0	0	0	0	0	3,830
12:00 AM	90%	65%	80%	50%	20%	65%	0%	0%	0%	0%	100%	0%	100%	20%	65%	100%	65%	100%	0%	0%	0%	346	0	33	81	0	0	0	4,925
1:00 PM	80%	70%	90%	55%	45%	65%	0%	0%	0%	0%	100%	0%	100%	45%	65%	100%	100%	100%	0%	0%	0%	307	0	75	81	0	0	0	5,473
2:00 PM	60%	70%	100%	45%	55%	70%	0%	0%	0%	0%	100%	0%	90%	55%	70%	33%	65%	100%	0%	0%	0%	231	0	91	88	0	0	0	5,807
3:00 PM	40%	70%	100%	45%	60%	70%	0%	0%	0%	0%	100%	0%	60%	55%	70%	10%	65%	100%	0%	0%	0%	154	0	91	88	0	0	0	5,730
4:00 PM	20%	85%	95%	45%	55%	75%	0%	0%	0%	0%	100%	0%	55%	55%	75%	10%	65%	100%	0%	0%	0%	77	0	4,679	473	0	0	0	5,413
5:00 PM	10%	85%	90%	60%	60%	80%	0%	0%	0%	0%	100%	0%	60%	60%	80%	30%	100%	100%	0%	0%	0%	38	0	4,433	630	0	0	0	5,300
6:00 PM	5%	90%	80%	90%	85%	85%	0%	0%	0%	0%	100%	0%	85%	60%	85%	55%	100%	50%	0%	0%	0%	19	0	3,940	945	0	0	0	5,110
7:00 PM	0%	97%	75%	95%	80%	85%	0%	0%	0%	0%	100%	0%	80%	80%	85%	60%	100%	30%	0%	0%	0%	0	0	3,694	998	0	0	0	4,930
8:00 PM	0%	98%	65%	100%	100%	90%	0%	0%	0%	0%	100%	0%	50%	100%	90%	70%	100%	30%	0%	0%	0%	0	0	3,201	1,050	0	0	0	4,529
9:00 PM	0%	99%	50%	90%	100%	100%	0%	0%	0%	0%	100%	0%	30%	100%	100%	67%	100%	10%	0%	0%	0%	0	0	2,463	945	0	0	0	3,692
10:00 PM	0%	100%	35%	90%	100%	95%	0%	0%	0%	0%	100%	0%	20%	100%	100%	95%	60%	50%	0%	0%	0%	0	0	1,724	945	0	0	0	2,953
11:00 PM	0%	100%	15%	90%	100%	100%	0%	0%	0%	0%	100%	0%	15%	80%	100%	100%	10%	0%	0%	0%	0%	0	0	739	945	0	0	0	1,941
12:00 PM	0%	100%	0%	50%	50%	100%	0%	0%	0%	0%	100%	0%	50%	50%	100%	30%	30%	0%	0%	0%	0%	0	0	0	525	0	0	0	733

PROJECTED PEAK PARKING DEMAND = 5,807 AT 2:00 PM
UNADJUSTED PEAK PARKING DEMAND = 10,465
PARKING ADJUSTMENT DUE TO SHARED PARKING = 4,658 45%

21-Feb-08

SHARED PARKING ANALYSIS
PER THE ULI SHARED PARKING MANUAL (Second Edition - 2005)
FOR WEEKDAY PARKING DEMAND

PROJECT:	WESTMINSTER MALL										SCENARIO: WESTMINSTER REQUIREMENTS (175K added to office for Transit, 700spaces)																
	OFFICE KSF	RES non-CBD DU	RETAIL KSF	RESTAURANT QUAL KSF	RESTAURANT F FOOD KSF	THEATER SEAT	ROOM	HOTEL REST. KSF	CONV. KSF	OFFICE KSF	RES non-CBD DU	RETAIL KSF	RESTAURANT QUAL KSF	RESTAURANT F FOOD KSF	THEATER SEAT	ROOM	HOTEL REST. KSF	CONV. KSF	OFFICE KSF	RES non-CBD DU	RETAIL KSF	RESTAURANT QUAL KSF	RESTAURANT F FOOD KSF	THEATER SEAT	ROOM	HOTEL REST. KSF	CONV. KSF
LAND USE:	880,000	0	985,000	75,000	0,000	2,400	250	0,000	0,000	880,000	0	985,000	75,000	0,000	2,400	250	0,000	0,000	880,000	0	985,000	75,000	0,000	2,400	250	0,000	0,000
UNIT:																											
QUANTITY:	4	1.5	5	14	0	0.3	1	0	0	880,000	0	985,000	75,000	0,000	2,400	250	0,000	0,000	880,000	0	985,000	75,000	0,000	2,400	250	0,000	0,000
RATE:																											
REQ'D PRKG	2,260	0	4,925	1,050	0	720	250	0	0	2,260	0	4,925	1,050	0	720	250	0	0	2,260	0	4,925	1,050	0	720	250	0	0
Transit Center Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
W-day/W-end Factor	1.00	1.00	0.90	0.90	1.00	0.83	0.97	1.00	1.00	1.00	1.00	0.90	0.90	1.00	0.83	0.97	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Seasonal Factor	1.00	1.00	0.56	0.85	0.85	0.85	0.71	0.71	0.67	1.00	1.00	0.56	0.85	0.85	0.85	0.71	0.71	0.67	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
PERCENTAGE OF PEAK DEMAND																											
TIME OF DAY	WESTMINSTER MALL										SCENARIO: WESTMINSTER REQUIREMENTS (175K added to office for Transit, 700spaces)																
	OFFICE	RES non-CBD	RETAIL	RESTAURANT QUAL	RESTAURANT F FOOD	THEATER	ROOM	HOTEL REST.	CONV.	OFFICE	RES non-CBD	RETAIL	RESTAURANT QUAL	RESTAURANT F FOOD	THEATER	ROOM	HOTEL REST.	CONV.	OFFICE	RES non-CBD	RETAIL	RESTAURANT QUAL	RESTAURANT F FOOD	THEATER	ROOM	HOTEL REST.	CONV.
6:00 AM	3%	100%	1%	0%	5%	0%	95%	0%	0%	68	0	25	0	0	0	164	0	0	256	0	0	0	0	0	0	0	0
7:00 AM	30%	90%	5%	0%	10%	0%	95%	10%	0%	678	0	124	0	0	0	164	0	0	966	0	0	0	0	0	0	0	0
8:00 AM	75%	85%	15%	0%	20%	0%	90%	30%	50%	1,695	0	372	0	0	0	155	0	0	2,222	0	0	0	0	0	0	0	0
9:00 AM	95%	80%	35%	0%	30%	0%	80%	10%	60%	2,147	0	869	0	0	0	138	0	0	3,154	0	0	0	0	0	0	0	0
10:00 AM	100%	75%	65%	15%	55%	0%	70%	10%	60%	2,260	0	1,613	120	0	0	121	0	0	4,812	0	0	0	0	0	0	0	0
11:00 AM	100%	70%	85%	40%	85%	0%	70%	5%	60%	2,260	0	2,110	321	0	0	121	0	0	4,812	0	0	0	0	0	0	0	0
12:00 AM	90%	65%	95%	75%	100%	20%	65%	100%	65%	2,034	0	2,358	602	0	102	112	0	0	5,208	0	0	0	0	0	0	0	0
1:00 PM	90%	70%	100%	75%	100%	45%	65%	100%	65%	2,034	0	2,482	602	0	229	112	0	0	5,459	0	0	0	0	0	0	0	0
2:00 PM	100%	70%	95%	65%	90%	55%	70%	33%	65%	2,260	0	2,358	522	0	279	121	0	0	5,540	0	0	0	0	0	0	0	0
3:00 PM	100%	70%	90%	40%	60%	55%	70%	10%	65%	2,260	0	2,234	321	0	279	121	0	0	5,215	0	0	0	0	0	0	0	0
4:00 PM	90%	75%	90%	50%	55%	55%	75%	10%	65%	2,034	0	2,234	402	0	279	129	0	0	5,078	0	0	0	0	0	0	0	0
5:00 PM	50%	85%	95%	75%	60%	60%	85%	100%	50%	1,130	0	2,358	602	0	305	138	0	0	4,533	0	0	0	0	0	0	0	0
6:00 PM	25%	90%	95%	95%	85%	60%	85%	55%	30%	565	0	2,358	763	0	305	146	0	0	4,137	0	0	0	0	0	0	0	0
7:00 PM	10%	97%	95%	100%	80%	80%	85%	60%	30%	226	0	2,358	803	0	406	146	0	0	3,940	0	0	0	0	0	0	0	0
8:00 PM	7%	98%	80%	100%	50%	100%	90%	70%	30%	158	0	1,986	803	0	508	155	0	0	3,610	0	0	0	0	0	0	0	0
9:00 PM	3%	99%	50%	100%	30%	100%	95%	67%	10%	68	0	1,241	803	0	508	164	0	0	2,784	0	0	0	0	0	0	0	0
10:00 PM	1%	100%	30%	95%	20%	80%	95%	60%	50%	23	0	745	763	0	406	164	0	0	2,100	0	0	0	0	0	0	0	0
11:00 PM	0%	100%	10%	75%	10%	65%	100%	40%	0%	0	0	248	602	0	330	172	0	0	1,353	0	0	0	0	0	0	0	0
12:00 PM	0%	100%	0%	25%	5%	40%	100%	30%	0%	0	0	0	201	0	203	172	0	0	576	0	0	0	0	0	0	0	0

BY HOUR OF DAY

PERCENTAGE OF PEAK DEMAND

BY HOUR OF DAY

PROJECTED PEAK PARKING DEMAND = 5,540 AT 2:00 PM
 UNADJUSTED PEAK PARKING DEMAND = 9,205
 PARKING ADJUSTMENT DUE TO SHARED PARKING = 3,665 40%

21-Feb-08

SHARED PARKING ANALYSIS
PER THE ULI SHARED PARKING MANUAL (Second Edition - 2005)
FOR WEEKEND PARKING DEMAND

PROJECT:	WESTMINSTER MALL										SCENARIO: WESTMINSTER REQUIREMENTS (175K added to office for Transit, 700spaces)											
	OFFICE		RES non-CBD		RETAIL		RESTAURANT		THEATER		HOTEL		OFFICE		RETAIL		RESTAURANT		THEATER		HOTEL	
LAND USE:	QUANT	UNIT	QUANT	UNIT	QUANT	UNIT	QUANT	UNIT	QUANT	UNIT	QUANT	UNIT	QUANT	UNIT	QUANT	UNIT	QUANT	UNIT	QUANT	UNIT	QUANT	UNIT
OFFICE	880,000	KSF	0	DU	985,000	KSF	75,000	KSF	2,400	SEAT	250	KSF	880,000	KSF	0	DU	985,000	KSF	75,000	KSF	2,400	SEAT
RETAIL	4	DU	0	DU	5	DU	1.4	DU	0	DU	1	DU	0	DU	0	DU	0	DU	0	DU	0	DU
RESTAURANT	3,520	DU	0	DU	4,925	DU	1,050	DU	0	DU	720	DU	0	DU	0	DU	0	DU	0	DU	0	DU
THEATER	1.00	DU	1.00	DU	1.00	DU	1.00	DU	1.00	DU	1.00	DU	1.00	DU	1.00	DU	1.00	DU	1.00	DU	1.00	DU
HOTEL	0.17	DU	0.17	DU	1.00	DU	0.93	DU	1.00	DU	1.00	DU	1.00	DU	1.00	DU	1.00	DU	1.00	DU	1.00	DU
TOTAL	1.00	DU	1.00	DU	1.00	DU	0.85	DU	0.27	DU	0.90	DU	0.90	DU	0.50	DU	0.50	DU	0.50	DU	0.50	DU

PERCENTAGE OF PEAK DEMAND
BY HOUR OF DAY

TIME OF DAY	OFFICE		RES non-CBD		RETAIL		RESTAURANT		THEATER		HOTEL		OFFICE		RES non-CBD		RETAIL		RESTAURANT		THEATER		HOTEL	
	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	HOTEL	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	HOTEL	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	HOTEL	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	HOTEL
6:00 AM	0%	100%	1%	0%	0%	0%	0%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
7:00 AM	20%	90%	5%	0%	0%	0%	10%	0%	0%	0%	0%	0%	77%	0%	138	0	0	0	28	0	0	0	0	0
8:00 AM	60%	85%	10%	0%	0%	0%	20%	0%	0%	0%	30%	30%	231	0	276	0	0	0	276	0	0	0	0	0
9:00 AM	80%	80%	30%	0%	0%	0%	30%	0%	0%	80%	60%	60%	307	0	827	0	0	0	827	0	0	0	0	0
10:00 AM	90%	75%	50%	0%	0%	0%	55%	0%	0%	70%	60%	60%	346	0	1,379	0	0	0	1,379	0	0	0	0	0
11:00 AM	100%	70%	65%	15%	85%	100%	85%	0%	0%	70%	5%	60%	384	0	1,793	134	0	0	1,793	134	0	0	0	0
12:00 PM	90%	65%	80%	50%	100%	100%	100%	20%	20%	65%	100%	65%	346	0	2,206	446	0	0	2,206	446	0	0	0	0
1:00 PM	80%	70%	90%	55%	100%	100%	100%	45%	55%	65%	100%	65%	307	0	2,482	491	0	0	2,482	491	0	0	0	0
2:00 PM	60%	70%	100%	45%	90%	90%	90%	55%	70%	70%	33%	65%	231	0	2,758	402	0	0	2,758	402	0	0	0	0
3:00 PM	40%	70%	100%	45%	60%	55%	60%	55%	70%	10%	65%	65%	154	0	2,758	402	0	0	2,758	402	0	0	0	0
4:00 PM	20%	75%	95%	45%	55%	55%	55%	55%	75%	10%	65%	65%	77	0	2,620	402	0	0	2,620	402	0	0	0	0
5:00 PM	10%	85%	90%	60%	60%	60%	60%	60%	80%	30%	100%	100%	38	0	2,482	536	0	0	2,482	536	0	0	0	0
6:00 PM	5%	90%	80%	90%	85%	85%	85%	60%	85%	55%	100%	50%	19	0	2,206	803	0	0	2,206	803	0	0	0	0
7:00 PM	0%	97%	75%	95%	80%	80%	80%	80%	85%	60%	100%	30%	0	0	2,069	848	0	0	2,069	848	0	0	0	0
8:00 PM	0%	98%	65%	100%	50%	100%	100%	100%	90%	70%	100%	30%	0	0	1,793	893	0	0	1,793	893	0	0	0	0
9:00 PM	0%	99%	50%	90%	30%	100%	95%	100%	95%	67%	100%	10%	0	0	1,379	803	0	0	1,379	803	0	0	0	0
10:00 PM	0%	100%	35%	90%	20%	100%	100%	100%	95%	60%	50%	0%	0	0	965	803	0	0	965	803	0	0	0	0
11:00 PM	0%	100%	15%	100%	10%	80%	100%	100%	100%	10%	0%	0%	0	0	414	803	0	0	414	803	0	0	0	0
12:00 PM	0%	100%	0%	50%	5%	50%	5%	50%	100%	30%	0%	0%	0	0	0	446	0	0	0	446	0	0	0	0

PROJECTED PARKING DEMAND
BY HOUR OF DAY

TIME OF DAY	OFFICE		RES non-CBD		RETAIL		RESTAURANT		THEATER		HOTEL		OFFICE		RES non-CBD		RETAIL		RESTAURANT		THEATER		HOTEL	
	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	HOTEL	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	HOTEL	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	HOTEL	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	HOTEL
6:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7:00 AM	77	0	138	0	0	0	0	0	0	0	0	0	28	0	214	0	0	0	28	0	0	0	0	0
8:00 AM	231	0	276	0	0	0	0	0	0	0	0	0	231	0	203	0	0	0	276	0	0	0	0	0
9:00 AM	307	0	827	0	0	0	0	0	0	0	0	0	307	0	180	0	0	0	827	0	0	0	0	0
10:00 AM	346	0	1,379	0	0	0	0	0	0	0	0	0	346	0	158	0	0	0	1,379	0	0	0	0	0
11:00 AM	384	0	1,793	134	0	0	0	0	0	5%	60%	60%	384	0	1,793	134	0	0	1,793	134	0	0	0	0
12:00 PM	346	0	2,206	446	0	0	0	0	0	100%	100%	65%	346	0	146	0	0	0	2,206	446	0	0	0	0
1:00 PM	307	0	2,482	491	0	0	0	0	0	100%	100%	65%	307	0	146	0	0	0	2,482	491	0	0	0	0
2:00 PM	231	0	2,758	402	0	0	0	0	0	33%	65%	65%	231	0	158	0	0	0	2,758	402	0	0	0	0
3:00 PM	154	0	2,758	402	0	0	0	0	0	10%	65%	65%	154	0	158	0	0	0	2,758	402	0	0	0	0
4:00 PM	77	0	2,620	402	0	0	0	0	0	10%	65%	65%	77	0	169	0	0	0	2,620	402	0	0	0	0
5:00 PM	38	0	2,482	536	0	0	0	0	0	30%	100%	100%	38	0	180	0	0	0	2,482	536	0	0	0	0
6:00 PM	19	0	2,206	803	0	0	0	0	0	55%	100%	50%	19	0	191	0	0	0	2,206	803	0	0	0	0
7:00 PM	0	0	2,069	848	0	0	0	0	0	60%	100%	30%	0	0	191	0	0	0	2,069	848	0	0	0	0
8:00 PM	0	0	1,793	893	0	0	0	0	0	70%	100%	30%	0	0	203	0	0	0	1,793	893	0	0	0	0
9:00 PM	0	0	1,379	803	0	0	0	0	0	67%	100%	10%	0	0	194	0	0	0	1,379	803	0	0	0	0
10:00 PM	0	0	965	803	0	0	0	0	0	60%	50%	0%	0	0	214	0	0	0	965	803	0	0	0	0
11:00 PM	0	0	414	803	0	0	0	0	0	10%	100%	0%	0	0	225	0	0	0	414	803	0	0	0	0
12:00 PM	0	0	0	446	0	0	0	0	0	30%	0%	0%	0	0	97	0	0	0	0	446	0	0	0	0

PROJECTED PEAK PARKING DEMAND = **3,655** AT 2:00 PM
 UNADJUSTED PEAK PARKING DEMAND = 10,465
 PARKING ADJUSTMENT DUE TO SHARED PARKING = 6,810 65%

SHARED PARKING ANALYSIS
PER THE ULI SHARED PARKING MANUAL (Second Edition - 2005)
FOR WEEKDAY PARKING DEMAND

PROJECT:	WESTMINSTER MALL										WESTMINSTER REQUIREMENTS (175K added to office for Transit, 700K paces)									
	RES non-CBD		RETAIL		RESTAURANT		THEATER		HOTEL		OFFICE		RESTAURANT		THEATER		HOTEL		OFFICE	
LAND USE:	OFFICE	DU	KSF	KSF	QUAL	F FOOD	SEAT	ROOM	REST.	CONV.	880,000	985,000	75,000	2,400	250	0.00	0.00	0.00	880,000	985,000
UNIT:	KSF	DU	KSF	KSF	QUAL	F FOOD	SEAT	ROOM	REST.	CONV.	880,000 <td>985,000 <td>75,000 <td>2,400 <td>250 <td>0.00 <td>0.00 <td>0.00 <td>880,000 <td>985,000 </td></td></td></td></td></td></td></td></td>	985,000 <td>75,000 <td>2,400 <td>250 <td>0.00 <td>0.00 <td>0.00 <td>880,000 <td>985,000 </td></td></td></td></td></td></td></td>	75,000 <td>2,400 <td>250 <td>0.00 <td>0.00 <td>0.00 <td>880,000 <td>985,000 </td></td></td></td></td></td></td>	2,400 <td>250 <td>0.00 <td>0.00 <td>0.00 <td>880,000 <td>985,000 </td></td></td></td></td></td>	250 <td>0.00 <td>0.00 <td>0.00 <td>880,000 <td>985,000 </td></td></td></td></td>	0.00 <td>0.00 <td>0.00 <td>880,000 <td>985,000 </td></td></td></td>	0.00 <td>0.00 <td>880,000 <td>985,000 </td></td></td>	0.00 <td>880,000 <td>985,000 </td></td>	880,000 <td>985,000 </td>	985,000
QUANTITY:	880,000	0	985,000	75,000	0.0000	0.0000	2,400	250	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	880,000 <td>985,000 </td>	985,000
RATE:	4	1.5	5	14	0	0.3	1	0	0	0	0	0	0	0	0	0	0	0	880,000 <td>985,000 </td>	985,000
REQ'D PRKG	2,260	0	4,925	1,050	0	720	250	0	0	0	0	0	0	0	0	0	0	0	2,260	4,925
Transit Center Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
W-day/W-end Factor	1.00	1.00	0.90	0.90	1.00	1.00	0.83	0.97	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Seasonal Factor	1.00	1.00	0.64	0.95	0.95	0.95	0.95	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67	0.67

TIME OF DAY	PERCENTAGE OF PEAK DEMAND										BY HOUR OF DAY														
	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONV.	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONV.	OFFICE	RES non-CBD	RETAIL	RESTAURANT	THEATER	ROOM	REST.	CONV.	TOTAL
6:00 AM	3%	100%	1%	0%	5%	95%	0%	0%	68	0	28	0	0	0	0	0	154	0	0	0	0	0	0	0	251
7:00 AM	30%	90%	5%	0%	10%	95%	10%	0%	678	0	142	0	0	0	0	0	154	0	0	0	0	0	0	0	974
8:00 AM	75%	85%	15%	0%	20%	90%	30%	50%	1,695	0	426	0	0	0	0	0	146	0	0	0	0	0	0	0	2,267
9:00 AM	95%	80%	35%	0%	30%	80%	10%	60%	2,147	0	993	0	0	0	0	0	130	0	0	0	0	0	0	0	3,270
10:00 AM	100%	75%	65%	15%	55%	70%	10%	60%	2,260	0	1,844	135	0	0	0	0	114	0	0	0	0	0	0	0	4,352
11:00 AM	100%	70%	85%	40%	85%	70%	5%	60%	2,260	0	2,411	359	0	0	0	0	114	0	0	0	0	0	0	0	5,144
12:00 AM	90%	65%	95%	75%	100%	65%	100%	65%	2,034	0	2,695	673	0	114	106	0	106	0	0	0	0	0	0	0	5,621
1:00 PM	90%	70%	100%	75%	100%	65%	100%	65%	2,034	0	2,837	673	0	255	106	0	106	0	0	0	0	0	0	0	5,905
2:00 PM	100%	70%	95%	65%	90%	70%	33%	65%	2,260	0	2,695	584	0	312	114	0	114	0	0	0	0	0	0	0	5,964
3:00 PM	100%	70%	90%	40%	60%	70%	10%	65%	2,260	0	2,553	359	0	312	114	0	114	0	0	0	0	0	0	0	5,970
4:00 PM	90%	75%	90%	50%	55%	75%	10%	65%	2,034	0	2,695	449	0	341	122	0	122	0	0	0	0	0	0	0	4,969
5:00 PM	50%	85%	95%	75%	60%	80%	30%	100%	1,130	0	2,695	673	0	341	130	0	130	0	0	0	0	0	0	0	4,592
6:00 PM	25%	90%	95%	95%	85%	85%	55%	100%	565	0	2,695	853	0	341	138	0	138	0	0	0	0	0	0	0	4,411
7:00 PM	10%	97%	95%	100%	80%	85%	60%	30%	226	0	2,695	898	0	454	138	0	138	0	0	0	0	0	0	0	4,039
8:00 PM	7%	98%	80%	100%	50%	90%	70%	100%	158	0	2,269	898	0	568	146	0	146	0	0	0	0	0	0	0	4,039
9:00 PM	3%	99%	50%	100%	30%	95%	67%	100%	68	0	1,418	898	0	568	154	0	154	0	0	0	0	0	0	0	3,106
10:00 PM	0%	100%	30%	95%	20%	80%	60%	50%	23	0	851	853	0	454	154	0	154	0	0	0	0	0	0	0	2,335
11:00 PM	0%	100%	0%	75%	10%	65%	40%	0%	0	0	284	673	0	369	162	0	162	0	0	0	0	0	0	0	1,488
12:00 PM	0%	100%	0%	25%	5%	40%	30%	0%	0	0	0	224	0	227	162	0	162	0	0	0	0	0	0	0	614

PROJECTED PEAK PARKING DEMAND = 5,964 AT 2:00 PM
 UNADJUSTED PEAK PARKING DEMAND = 9,205
 PARKING ADJUSTMENT DUE TO SHARED PARKING = 3,241 35%

SHARED PARKING ANALYSIS

**PER THE ULI SHARED PARKING MANUAL (Second Edition - 2005)
FOR WEEKEND PARKING DEMAND**

PROJECT:	WESTMINSTER MALL										SCENARIO: WESTMINSTER REQUIREMENTS (175K added to office for Transit, 700spaces)																	
	OFFICE KSF	RES non-CBD	RETAIL KSF	RESTAURANT QUAL	THEATER SEAT	ROOM	HOTEL REST.	CONF.	CONV.	OFFICE KSF	RES non-CBD	RETAIL KSF	RESTAURANT QUAL	THEATER SEAT	ROOM	HOTEL REST.	CONF.	CONV.	OFFICE KSF	RES non-CBD	RETAIL KSF	RESTAURANT QUAL	THEATER SEAT	ROOM	HOTEL REST.	CONF.	CONV.	
LAND USE:	880,000	0	985,000	75,000	2,400	250	0.00	0.00	880,000	0	985,000	75,000	2,400	250	0.00	0.00	0.00	0.00	880,000	0	985,000	75,000	2,400	250	0.00	0.00	0.00	0.00
UNIT:	880,000	0	985,000	75,000	2,400	250	0.00	0.00	880,000	0	985,000	75,000	2,400	250	0.00	0.00	0.00	0.00	880,000	0	985,000	75,000	2,400	250	0.00	0.00	0.00	0.00
QUANTITY:	4	1.5	5	14	0	0.3	1	0	4	1.5	5	14	0	0.3	1	0	0	4	1.5	5	14	0	0.3	1	0	0	0	0
RATE:	3,520	0	4,925	1,050	0	720	0	0	3,520	0	4,925	1,050	0	720	0	0	0	3,520	0	4,925	1,050	0	720	0	0	0	0	0
REQ'D PRKG	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Transit Center Factor	0.17	0.17	1.00	0.93	1.00	1.00	1.00	0.50	0.17	0.17	1.00	0.93	1.00	1.00	1.00	0.50	0.50	0.17	0.17	1.00	0.93	1.00	1.00	1.00	1.00	1.00	1.00	1.00
W-day/W-end Factor	1.00	1.00	0.64	0.95	0.20	1.00	1.00	0.50	1.00	1.00	0.64	0.95	0.20	1.00	1.00	0.50	0.50	1.00	1.00	1.00	0.64	0.95	0.20	1.00	1.00	1.00	1.00	1.00
Seasonal Factor	1.00	1.00	0.64	0.95	0.20	1.00	1.00	0.50	1.00	1.00	0.64	0.95	0.20	1.00	1.00	0.50	0.50	1.00	1.00	1.00	0.64	0.95	0.20	1.00	1.00	1.00	1.00	1.00
PERCENTAGE OF PEAK DEMAND																												
TIME OF DAY	OFFICE	RES	RETAIL	RESTAURANT	THEATER	ROOM	HOTEL	CONF.	CONV.	OFFICE	RES	RETAIL	RESTAURANT	THEATER	ROOM	HOTEL	CONF.	CONV.	OFFICE	RES	RETAIL	RESTAURANT	THEATER	ROOM	HOTEL	CONF.	CONV.	
	0%	100%	1%	0%	5%	0%	0%	0%	0%	0%	100%	1%	0%	5%	0%	0%	0%	0%	0%	0%	32	0	0	0	0	238	0	0
6:00 AM	20%	90%	5%	0%	10%	0%	0%	0%	0%	77	0	158	0	0	0	0	0	0	0	158	0	0	0	0	238	0	0	472
7:00 AM	60%	85%	10%	0%	20%	0%	0%	0%	0%	231	0	315	0	0	0	0	0	0	0	315	0	0	0	0	225	0	0	771
8:00 AM	80%	80%	30%	0%	30%	0%	0%	0%	0%	307	0	946	0	0	0	0	0	0	0	946	0	0	0	0	200	0	0	1,453
9:00 AM	90%	75%	50%	0%	55%	0%	0%	0%	0%	346	0	1,576	0	0	0	0	0	0	0	1,576	0	0	0	0	175	0	0	2,097
10:00 AM	100%	70%	65%	15%	85%	0%	0%	0%	0%	384	0	2,049	150	0	0	0	0	0	0	2,049	150	0	0	0	175	0	0	2,758
11:00 AM	90%	65%	80%	50%	100%	20%	65%	100%	65%	346	0	2,522	499	0	29	163	0	0	0	2,522	499	0	29	163	0	0	0	3,557
12:00 AM	80%	70%	90%	55%	100%	45%	65%	100%	65%	307	0	2,837	549	0	65	163	0	0	0	2,837	549	0	65	163	0	0	0	3,920
1:00 PM	60%	70%	100%	45%	90%	55%	70%	65%	65%	231	0	3,152	449	0	79	175	0	0	0	3,152	449	0	79	175	0	0	0	4,086
2:00 PM	40%	70%	100%	45%	60%	55%	70%	65%	65%	154	0	3,152	449	0	79	175	0	0	0	3,152	449	0	79	175	0	0	0	4,009
3:00 PM	20%	75%	95%	45%	55%	55%	75%	100%	65%	77	0	2,994	449	0	79	188	0	0	0	2,994	449	0	79	188	0	0	0	3,787
4:00 PM	10%	85%	90%	60%	60%	60%	80%	55%	100%	38	0	2,837	599	0	86	200	0	0	0	2,837	599	0	86	200	0	0	0	3,760
5:00 PM	5%	90%	80%	90%	85%	85%	85%	55%	100%	19	0	2,522	898	0	86	213	0	0	0	2,522	898	0	86	213	0	0	0	3,737
6:00 PM	0%	97%	75%	95%	80%	80%	85%	60%	30%	0	0	2,364	948	0	115	213	0	0	0	2,364	948	0	115	213	0	0	0	3,639
7:00 PM	0%	98%	65%	100%	100%	100%	90%	70%	30%	0	0	2,049	998	0	144	225	0	0	0	2,049	998	0	144	225	0	0	0	3,415
8:00 PM	0%	99%	50%	90%	30%	100%	95%	67%	100%	0	0	1,576	898	0	144	238	0	0	0	1,576	898	0	144	238	0	0	0	2,855
9:00 PM	0%	100%	35%	90%	20%	100%	95%	60%	0%	0	0	1,103	898	0	144	238	0	0	0	1,103	898	0	144	238	0	0	0	2,382
10:00 PM	0%	100%	15%	90%	10%	80%	100%	10%	0%	0	0	473	898	0	115	250	0	0	0	473	898	0	115	250	0	0	0	1,736
11:00 PM	0%	100%	0%	50%	5%	50%	100%	30%	0%	0	0	0	499	0	72	250	0	0	0	499	0	72	250	0	0	0	0	821
12:00 PM	<p align="center">BY HOUR OF DAY</p>																											
PROJECTED PARKING DEMAND																												
BY HOUR OF DAY																												

PROJECTED PEAK PARKING DEMAND = 4,086 AT 2:00 PM
 UNADJUSTED PEAK PARKING DEMAND = 10,465
 PARKING ADJUSTMENT DUE TO SHARED PARKING = 6,379 61%



WESTMINSTER

Staff Report

City Council Study Session Meeting
July 7, 2008



SUBJECT: Intergovernmental Agreement with the City and County of Denver for Provision of Police Services at the Democratic National Convention

Prepared By: Lee Birk, Police Chief
Marty McCullough, City Attorney
Martee Erichson, Risk Management Officer

Recommended City Council Action

Direct Staff to bring back the attached Intergovernmental Agreement with the City and County of Denver for the City of Westminster Police Department to provide police services and assistance to Denver during the Democratic National Convention at the next regularly scheduled City Council meeting for official action.

Summary Statement

- The City and County of Denver is the host city for the Democratic National Convention (DNC), scheduled for August 25 through August 28, 2008.
- The thousands of delegates, visitors, media, citizens and protestors who are expected at this convention will pose significant challenges for the Denver Police Department in providing adequate security and crowd control during the event.
- Recent host cities for Presidential National Conventions have been held in larger metropolitan cities with much larger police forces than Denver and, as a consequence, Denver is forced to reach out to other area police departments for additional resources in order to meet the security needs for this Convention.
- Most metro area police and sheriffs' departments have been asked to assist and provide additional law enforcement personnel.
- Based on the negotiations to date, Staff is recommending that the City sign the IGA and participate in providing officers to assist Denver in providing police protection for the DNC.

Expenditure Required: The City and County of Denver has received a Federal Grant of \$50 million dollars to cover security related costs that will be used to reimburse participating and assisting jurisdictions. At this point there are not specific identifiable non-reimbursable costs for the City of Westminster. However, that does not preclude the possibility based on the uncertainty of the situation as events unfold.

Source of Funds: Reimbursement by the City of Denver from the Federal Convention Security Grant.

Policy Issue

Should the City of Westminster provide police resources and assistance to the City and County of Denver during the Democratic National Convention for security purposes?

Alternatives

- Elect not to provide police resources and assistance to the City of Denver during the Democratic National Convention. Staff does not recommend this alternative because Denver clearly lacks sufficient manpower and resources to properly and safely manage this event without outside assistance. In the event that Westminster did not provide assistance and resources, there is still a possibility that Denver may call for mutual aid assistance if events escalate out of control or exceed their capacity to handle. In this case, we would provide assistance and our response would likely be more chaotic, uncontrolled, and reflective of lack of preparation and planning.
- Choose to not provide police resources and assistance to Denver during the Democratic National Convention unless Denver agrees to provide 100% indemnification and reimbursement for any and all known and unforeseen expenses that the City of Westminster might incur. While such a position is certainly preferred, it may be practically, financially and politically unfeasible.

Background Information

The Westminster Police Department was made aware of the fact that Denver was going to host the Democratic National Convention (DNC) which is scheduled in August of 2008, by the Denver Police Department approximately 10 months ago. The police department immediately began contingency planning, to include prohibiting employee vacations during the week of the DNC, and working with the municipal and county courts to inform them of the DNC dates and the likely unavailability of many officers for court appearances and trials. As the Denver Police Department has developed their plans and shared them with the respective police departments, Westminster Police Department has participated in planning and training efforts. Due to the short time lines involved, the police department has and continues to prepare and plan for participation in the DNC in the event the Intergovernmental Agreement (IGA) is signed.

The role assigned for Westminster officers has been identified and they are not expected to be in crowd management or riot control related duties. Westminster will not be providing marked police cars and will be utilizing vans or buses only for transportation to and from the event. These transportation vehicles will be parked in a secured and protected parking area. It is not anticipated that Westminster officers will need any additional equipment besides what they already have been issued, so no additional costs are expected for equipment. A Westminster Police Commander is attending and participating in weekly planning meetings with the Denver Police Department, Secret Service and other involved area law enforcement agencies in preparation for the DNC.

Under the terms of the IGA, Denver will reimburse Westminster for every hour an officer is assigned to DNC related duties, and the reimbursement will be at an overtime rate for every hour. For example, if an officer works a 12 hour shift at the DNC, Westminster will be reimbursed 12 hours at the overtime rate identified in the IGA. This will more than cover our actual deployment costs as a Westminster officer assigned to the DNC for 12 hours may actually be working 10 hours at straight time and only two hours at an overtime rate. This reimbursement schedule was designed intentionally to help offset the costs and additional burdens that assisting agencies would incur with backfill staffing, scheduling, and special preparations for assisting with the DNC. The IGA provides for a financial contingency of 80 percent if manpower costs exceed the planned deployment schedules. The

Staff Report - Intergovernmental Agreement with the City and County of Denver for Provision of Police Services at the Democratic National Convention

July 7, 2008

Page 3

contingency also provides for reimbursement if officers are extended at their duty post beyond their normal shift and it covers reimbursement of DNC related training that may be required.

Westminster is being asked to provide officers to staff two 12 hour shifts from Saturday, August 23 through Friday, August 29. These dates provide for events and activities that may precede or follow the actual DNC dates. The police department has also developed a plan to ensure adequate staffing to make certain that the citizens of Westminster are properly protected and served while officers are assigned to the DNC. During the DNC operational dates, no officers will be on vacation or attending training; and we expect minimum court appearances. Thus, staffing for the department will be at maximum capacity. In addition, plans are in place to deploy many officers assigned to non-patrol duties, such as detectives, to patrol duties during that week. This will enhance patrol staffing and the ability to handle calls for service, respond to emergencies, and serve the community. Detectives and other specialized units will be at minimum staffing levels for that period, but staff believes adequate flexibility is in place to handle contingencies that may arise. The police department will also be staffing a response team of officers beyond normal staffing needs to be able to respond to any large scale issues that may arise in Westminster, and in the case that we may need to respond to a call by Denver for additional resources.

The City of Denver has obtained a law enforcement liability insurance policy that provides limits of \$10,000,000 per claim and a \$10,000,000 aggregate (defense costs are not included in the limits) for all agencies assisting at the DNC. Individual agencies are responsible for \$10,000 deductibles (or the deductible may be apportioned among several agencies if multiple agencies are involved). Denver has also obtained Workman's Compensation coverage for officers assisting Denver with the DNC during the operational dates.

Based on the lower risk assigned duties for Westminster officers, financial commitment by Denver, and the ability to provide continued police coverage in Westminster, Staff is comfortable making the recommendation to sign the DNC IGA and to provide officers for the DNC.

Respectively submitted,

J. Brent McFall
City Manager

Attachments

**INTERGOVERNMENTAL AGREEMENT FOR THE PROVISION OF
SERVICES AND AID IN PREPARATION FOR AND DURING THE
DEMOCRATIC NATIONAL CONVENTION**

THIS INTERGOVERNMENTAL AGREEMENT (the Agreement”) is made and entered into this ____ day of _____, 2008, by and between the **CITY AND COUNTY OF DENVER** (“CITY”), a municipal corporation of the State of Colorado and the **CITY OF WESTMINSTER** (“AGENCY”), a Colorado home rule municipal corporation of the State of Colorado (each a “party” and collectively the “parties”).

PURPOSE

This Agreement shall outline the responsibilities of the parties in preparation for and during the 2008 Democratic National Convention (“DNC”), relating to personnel deployment and rights and obligations for reimbursement. The parties form this Agreement under authority of C.R.S. § 29-1-203 and C.R.S. § 29-5-104. The Denver Police Department (“DPD”) is responsible for the overall security planning and operations for this event.

1. SERVICES AND TERMS AND CONDITIONS OF OPERATIONS

A. AGENCY COMMITMENT OF PERSONNEL

The Agency agrees to supply personnel, and to perform functions and services in preparation for and during the 2008 DNC in the City and County of Denver. Such personnel so assigned and performing duties as provided herein shall have the same power within the City as do regular law enforcement officers of the City. The personnel to be provided by the Agency are set forth in Exhibit B attached to this Agreement and incorporated herein. Exhibit B also sets forth the hourly overtime rates at which the City will reimburse the Agency for all personnel hours provided pursuant hereto. The functions and duties to be performed by the Agency’s personnel and reimbursed by City will conform to the City’s 2008 DNC Operational Plan (the “Plan”), with specific assignments to be communicated to the Agency by the Commanding Officer (as defined below) or his designee. Except as otherwise provided herein, nothing in this Agreement shall affect the statutory or common law authority of an Agency or its personnel, nor shall this Agreement limit or enhance the respective liabilities and immunities of the parties.

B. FISCAL ADMINISTRATION

Costs incurred shall be reimbursed by the City in accordance with the fiscal administration requirements set forth in Exhibit A attached hereto and incorporated herein, to the extent such costs are allowable and reimbursable pursuant to the federal grant to the City for the 2008 DNC (the “DNC Grant”). The City will provide Agency sufficient information to allow the Agency to seek reimbursement within sufficient time to allow the Agency to apply for and receive such reimbursement within the requirements of the grant.

2. COORDINATION AND LIAISON: The Agency agrees that during the term of this

Agreement it shall fully coordinate all services hereunder with the City through the following:

A For fiscal issues, including reimbursement, the Deputy Manager of Safety or his designee.

B. For operational service issues, the Deputy Chief of Operations or the commanding officer of the Operations Planning Unit (“Commanding Officer”).

The City agrees that during the term of this Agreement it shall fully coordinate all services hereunder with the Agency through the individuals identified in Exhibit B.

The City and the Agency may in writing designate alternate personnel for coordination and liaison.

3. NOTICES: Notices concerning the termination of this Agreement, alleged or actual violations of the terms or conditions of this Agreement, and other notices that may or should be given to either party under this Agreement will be made to each party as follows:

For Notice to the City:

Mayor John Hickenlooper
1437 Bannock Street, Room 350
Denver, Colorado 80202

With copies to:

City Attorney David R. Fine
1437 Bannock Street, Room 353
Denver, Colorado 80202

Deputy Manager of Safety
P.O. Box 40098
Denver, CO 80204

For Notice to the Agency:

City Manager J. Brent McFall
4800 W. 92nd Avenue
Westminster, CO 80031

With a copy to:

City Attorney Martin McCullough
4800 W. 92nd Avenue
Westminster, CO 80031

4. TERM OF AGREEMENT: The term of the Agreement shall commence as of January 1,

2008 and terminate on December 31, 2008, or the last date by which funds pursuant to the DNC Grant must be requested, whichever is later. The Agency shall provide personnel during mutually agreed upon times during the term of the agreement and will provide core services and resources for operations in preparation for and during the DNC, as described in Exhibit B. The period from August 23, 2008 through August 29, 2008 is referred to in the exhibits to this Agreement as the "Convention Core Period."

5. MUTUAL BENEFITS TO PARTIES; CONSIDERATION: Other than those payments made from appropriations by the Federal government pursuant to the DNC Grant, consideration for this Agreement shall be non-monetary and shall consist of enhanced public safety and improved law enforcement activity in the Denver metropolitan area in preparation for and during the DNC, and other mutual benefits through the cooperative efforts of the parties under this Agreement.

The maximum amount reimbursable to the Agency pursuant to this Agreement, based upon the parties' estimate of Agency personnel required for the DNC is **Three Hundred Eighty-Three Thousand One Hundred Eighty-Two and 46/100 U.S. Dollars (\$383,182.46)**, inclusive of all approved costs and maximum contract reimbursement, as set forth in Exhibit B. It is understood and agreed that any payment obligation of any of the parties hereunder, whether direct or contingent, and for any claimed purpose whatsoever, shall extend only to funds appropriated by the governing body of such party, encumbered for the purpose of the Agreement and paid into the treasury of the party.

6. STATUS OF AGENCIES: It is understood and agreed by and between the parties that the status of the Agency shall be that of an independent political subdivision and it is not intended, nor shall it be construed, that any party or any officer, employee, or agent of the Agency is an officer, employee, loaned employee, or agent of the City for purposes of unemployment compensation, workers' compensation, governmental immunity or for any purpose whatsoever unless otherwise provided herein. Except to the extent covered by the insurance policy acquired by the City as referenced in Section 12 herein, each party acknowledges that it remains fully responsible for any and all obligations as the employer of its officers or other personnel assigned to the DNC, including, among other things, responsibility for the payment of the earnings, overtime earnings, withholdings, insurance coverage, workers compensation, medical and legal indemnity where appropriate, and all other requirements by law, regulations, ordinance, or contract. For purposes of workers' compensation, the Agency's employees will remain employees of the Agency and that, in the event the City is deemed a "statutory employer" of the Agency's employees under C.R.S § 8-41-401(1), the City will maintain immunity from tort lawsuits pursuant to the exclusive remedy provisions of the Worker's Compensation Act of Colorado. Notwithstanding the above, Agency officers performing services pursuant to this Agreement (i) will abide by the DPD's use of force and crowd management policies, a copy of which has been provided to Agency if performing crowd management functions, and (ii) may be removed from duty at the DNC by order of the Commanding Officer.

7. TERMINATION OF AGREEMENT: Either party may withdraw and terminate their involvement in this Agreement with cause, upon sixty (60) days' prior written notice to the other party, provided that Agency shall be able to terminate this Agreement in the case of a catastrophic event or unforeseen emergency which requires such a commitment of Agency's resources that

would preclude it from performing its obligations under the Agreement.

8. WHEN RIGHTS AND REMEDIES NOT WAIVED: Acceptance of partial performance or continued performance after breach shall not be construed to be a waiver of any such breach.

9. EXAMINATION OF RECORDS: The Agency agrees that any duly authorized representative of the City, including the City's auditor or other financial representative, or a federal grant auditor, will have access to, and the right to, examine any directly pertinent books, documents, papers, records and data of the Agency, involving financial matters related to this Agreement until the expiration of seven (7) years after the final termination of this Agreement.

10. GOVERNING LAW: Each and every term, condition, or covenant herein is subject to and shall be construed in accordance with the provisions of Colorado law and any applicable federal law. Any action arising from this Agreement shall be brought and maintained in a State or federal court in Colorado which shall have exclusive jurisdiction of such action. No legal or equitable rights of the parties shall be limited by this Section.

11. ASSIGNMENT AND SUBCONTRACTING: Neither party is obligated or liable under this Agreement to any party other than the other party to the Agreement. Each party understands and agrees that it shall not assign or subcontract with respect to any of its rights, benefits, obligations or duties under this Agreement except upon prior written consent and approval of the other party, and in the event any such assignment or subcontracting shall occur, such action shall not be construed to create any contractual relationship between the parties and such assignee or subcontractor, and each party herein named shall remain fully responsible to the other party according to the terms of this Agreement.

12. INSURANCE: The City agrees to procure law enforcement liability and workers compensation insurance (DNC Security Policy) to cover the acts of each party during the provision of DNC security services, subject to any policy limits and deductibles applicable. The parties hereto agree that the City's liability under this Agreement is limited by the coverage provided by and the limits of the DNC Security Policy. The parties hereto understand and agree that each party is relying upon, and has not waived, the monetary limitations (presently \$150,000 per person, \$600,000 per occurrence) and all other rights, immunities and protection provided by the Colorado Governmental Immunity Act, C.R.S. § 24-10-101, *et seq.* The City shall give the Agency a credit of \$29,946.00 for use in those situations where the Agency would otherwise be responsible for any deductible under the DNC Security Policy. Once such credit is expended, the Agency shall be responsible for any deductible payments attributable to it. City shall provide Agency with notice whenever the credit is applied to the deductible. The deductible credit is an obligation of the City and is not dependent upon the DNC Grant. For any and all acts and omissions which may fall outside the scope of the DNC Security Policy, or any liability which may exceed the policy limits of the DNC Security Policy, the parties will be self-insured as required by Colorado law, or will maintain adequate insurance to insure the types of activities undertaken in this Agreement. Further, each party will, at all times, maintain auto insurance, equipment and/or equipment insurance for its own automobiles, equipment and other property, and in the event that damage to such automobiles and/or equipment is not covered by the DNC Security Policy, neither party will be responsible for damage to the other party's automobiles, equipment or other property.

Reimbursement rates for the use of equipment and vehicles are specified in Exhibit B.

13. NO THIRD PARTY BENEFICIARY: It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, shall be strictly reserved to the parties to the Agreement, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other or third person or entity on such Agreement, including but not limited to members of the general public. It is the express intention of the parties that any person or entity, other than the parties to this Agreement, receiving services or benefits under this Agreement shall be deemed to be an incidental beneficiary only.

14. CONFIDENTIAL INFORMATION; OPEN RECORDS: The parties shall not at any time or in any manner, either directly or indirectly, divulge, disclose or communicate to any person, firm or corporation in any manner whatsoever any information concerning any matters which are not subject to public disclosure, including without limitation police records or medical records of or pertaining to persons dealt with under this Agreement and other privileged or confidential information. The parties shall comply with all applicable local, state or federal laws and requirements pertaining to maintenance and disclosure of personal, criminal justice, medical or health records or data, including but not limited to the Colorado Open Records Act, the Colorado Criminal Justice Records Act, the federal Freedom of Information Act (FOIA), the Health Insurance Portability and Accountability Act of 1996 (HIPAA), and those methods, procedures and otherwise set forth as privileged by the Secret Service or other governmental entity. Such records or data may be in hardcopy, printed, digital or electronic format. If either party has custody of a record provided by the other party, that contains specialized details of security arrangements or investigations, the party shall refer any request to inspect that record to the other party, as provided at section 24-72-204(2)(a)(VIII)(C), CRS.

15. PARAGRAPH HEADINGS: The captions and headings set forth in this Agreement are for convenience of reference only, and shall not be construed as defining or limiting the terms and provisions in this Agreement.

16. SEVERABILITY: If any part, term, or provision of this Agreement, except for the provisions of the Agreement requiring prior appropriation of funds, is by the courts held to be illegal or in conflict with any law of the State of Colorado, the validity of the remaining portions or provisions shall not be affected, and the rights and obligations of the Agency shall be construed and enforced as if the Agreement did not contain the particular part, term, or provision held to be invalid.

17. AGREEMENT AS COMPLETE INTEGRATION - AMENDMENTS: This Agreement is intended as the complete integration of all understandings between the parties as to the subject matter of this Agreement. No prior or contemporaneous addition, deletion, or other amendment hereto shall have any force or effect, unless embodied herein in writing. No subsequent novation, renewal, addition, deletion, or other amendment hereto shall have any force or effect unless embodied in a written amendatory or other Agreement properly executed by the parties. No oral representation by any officer or employee of the Agency at variance with the terms and conditions of this Agreement, or any written amendment to this Agreement, shall have any force

or effect or bind the Agency. Amendments to this Agreement will become effective when approved by all parties and executed in the same manner as this Agreement. This Agreement and any amendments will be binding upon the parties, their successors and assigns.

18. SURVIVAL OF CERTAIN PROVISIONS: The terms of the Agreement and any exhibits and attachments that by reasonable implication contemplate continued performance, rights, or compliance beyond expiration or termination of the Agreement survive the Agreement and will continue to be enforceable. Without limiting the generality of this provision, the City's obligations to provide insurance as set forth in Section 12 will survive for a period equal to any and all relevant statutes of limitation, plus the time necessary to fully resolve any claims, matters, or actions begun within that period.

19. LEGAL AUTHORITY:

A. Each party represents that it possesses the legal authority, pursuant to any proper, appropriate and official motion, resolution or action passed or taken, to enter into this Agreement.

B. The person or persons signing and executing this Agreement on behalf of each party hereby represents and guarantees that he/she or they have been fully authorized by such party to execute this Agreement on behalf of the party and to validly and legally bind the party to all the terms, performances and provisions herein.

C. The City will have the right, at its option, to either temporarily suspend or permanently terminate this Agreement, if there is a dispute as to the legal authority of either the Agency or the person signing the Agreement on behalf of such Agency to enter into this Agreement.

20. COUNTERPARTS OF THIS AGREEMENT: This Agreement will be executed in two (2) counterparts, each of which shall be deemed to be an original of this Agreement.

BALANCE OF PAGE INTENTIONALLY BLANK

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year first above written.

ATTEST

STEPHANIE Y. O'MALLEY,
Clerk and Recorder, Ex-Officio Clerk of the
City and County of Denver

APPROVED AS TO FORM

DAVID R. FINE, Attorney
for the City and County of Denver

By: _____
Assistant City Attorney

ATTEST:

City Clerk

APPROVED AS TO FORM:

City Attorney

CITY AND COUNTY OF DENVER

By: _____
Mayor

RECOMMENDED AND APPROVED:

By: _____
Manager of Safety

By: _____
Chief of Police

REGISTERED AND COUNTERSIGNED:

By: _____
Manager of Finance
Contract Control No.

By: _____
Auditor

“CITY”

CITY OF WESTMINSTER

By: _____
Mayor

“AGENCY”

**EXHIBIT A
CITY & COUNTY OF DENVER
INTER-GOVERNMENTAL AGREEMENT
2008 DEMOCRATIC NATIONAL CONVENTION**

FISCAL ADMINISTRATION REQUIREMENTS

I. BASIC REIMBURSEMENT REQUIRMENTS

A. SECURITY WORK REQUIREMENT: Only activities and costs directly incurred for approved security work, approved administrative support work or core services as defined in Exhibit B in preparation or training for or during the DNC, will be reimbursed.

B. APPROVAL PROCESS: All requests for reimbursement shall be completed on the required forms and contain written certification of the costs signed by the Agency Financial Officer noted in Exhibit B. Reimbursement requests shall be sent to the Deputy Manager of Safety, or designee, of the City.

II. RECORDS AND REIMBURSEMENT FORM REQUIREMENTS

A. REIMBURSEMENT FORM: The form for requesting reimbursement for personnel costs is attached hereto and incorporated hereto as Attachment 1. The City may modify and update these required forms as it reasonably determines necessary, in order to meet its internal or external auditing needs or the requirements of the City, DPD, Plan and/or DNC Grant.

B. AGENCY REQUIRED DOCUMENTATION FOR PERSONNEL COSTS: The Agency will be required to maintain individual payroll records as supporting documentation for reimbursement requests submitted to the City. These records may be in hard copy or electronic time and effort systems and must back up any and all payroll costs incurred and billed. Records must include staff name, date and time worked in support of the Plan.

C. SUBMISSION OF REIMBURSEMENT REQUESTS: The Agency may submit reimbursement requests on a monthly basis or in accordance with the following calendar:

<u>Activity/Cost Time Period</u>	<u>Deadline for submission</u>
Costs for the period 10/1/07 – 5/31/08	July 15, 2008
Costs for the period 6/1/08 – 7/31/08	August 31, 2008
Costs for the period 8/1/08 – 9/30/08	October 15, 2008

In no event will the Agency be allowed to submit a reimbursement request past the time allowable under the DNC Grant.

D. REIMBURSEMENT FORM(S) ADEQUACY: The Agency must submit a complete form, including proper signatures verifying and certifying the accuracy of the request for reimbursement. If forms are incomplete, lack appropriate documentation, or if requests for reimbursement are submitted on an unauthorized form, the Deputy Manager of Safety, or designee, may reject the request. The Deputy Manager of Safety, or designee, will communicate the reason for the rejection in writing. The Agency will have twenty (20) days to correct the error and resubmit the claim for reimbursement.

E. REIMBURSEMENT FORM PROCESS: The Deputy Manager of Safety, or designee, shall review and approve each reimbursement request for payment. Once the approval is obtained, the request for reimbursement will be forwarded to DPD Finance Bureau for processing. The Agency shall receive reimbursement for said request within thirty (30) days of receipt in DPD Finance Bureau.

F. SUPPORTING DOCUMENTATION RECORD RETENTION REQUIREMENTS: All supporting records, including time sheets, activity logs, equipment invoices, must be retained by the Agency for seven years after the end of the Grant period.

III. ADDITIONAL FINANCIAL INFORMATION

A. The City, subject to the terms of this Agreement, will reimburse Agency for personnel costs at the applicable hourly rate(s) stated in Exhibit B, for hours worked in planning for, training and during the DNC on security for the DNC. Training must be pre-approved by the Denver Commanding Officer. Time will be rounded to the nearest ¼ hour (rounding up to the next 15 minutes increment for seven (7) minutes of work or more and down for anything less than seven minutes).

B. Administrative personnel hours will be reimbursed at the rate provided in Exhibit B. Backfill will not be reimbursed for administrative personnel.

C. In addition to any requirements contained in this Agreement, all records must be maintained for future DNC Grant audits, and the Agency will be fiscally responsible for the result of any Agency error in connection with such audit.

EXHIBIT B

Exhibit B contains specialized details of security arrangements and is on file with the City and County of Denver Police Department.