



# WESTMINSTER

## Staff Report

TO: The Mayor and Members of the City Council

DATE: October 10, 2012

SUBJECT: Study Session Agenda for October 15, 2012

PREPARED BY: J. Brent McFall, City Manager

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

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

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

### CITY COUNCIL REPORTS

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

### PRESENTATIONS

1. Changes to Solid Waste Collection Code and Trash Collector Business License
2. Comprehensive Land Use Plan Update
3. Hyland Village Subdivision Update

6:30 P.M.

### EXECUTIVE SESSION

None at this time.

### INFORMATION ONLY ITEMS

1. Request for Proposal for Personnel Board Attorney Services
2. Gasoline and Diesel Fuel Contract Price Lock through 2013
3. CIP Status Report - Second Period

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

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager



WESTMINSTER

## Staff Report

City Council Study Session Meeting  
October 15, 2012



**SUBJECT:** Changes to the Solid Waste Collection Code and Solid Waste/Recycling Collector Business License

**PREPARED BY:** Rachel Harlow-Schalk, Sr. Projects Officer  
Lisa Bressler, Chairperson, Environmental Advisory Board  
Nick Pizzuti, Vice-Chairperson, Environmental Advisory Board

### Recommended City Council Action

Direct Staff to bring the attached recommended changes to the Solid Waste Collection Code to the next regular City Council meeting for official consideration.

### Summary Statement

Since 2009, the Environmental Advisory Board and the Green Team have worked on recommendations to improve recycling in the Westminster community. On June 4, 2012, City Council was provided the recommendations. Based on feedback from that meeting, Staff pursued implementation of recommendations including changes to the Solid Waste Collection section of the Municipal Code (Attachment 1), Solid Waste Collector Annual Report Annual Recycling Report and the Solid Waste/Recycling Collector Business License.

**Expenditure Required:** \$0

**Source of Funds:** N/A

## **Policy Issue**

Should Council direct Staff to bring for adoption revisions to the Solid Waste Collection section of the Municipal Code and implement these changes to the Solid Waste Collector Annual Recycling Report, Solid Waste/Recycling Collector Business License as recommended?

## **Alternative**

Reject the recommended edits to the Solid Waste Collection section of the Municipal Code and Solid Waste/Recycling Collector Business License and maintain the current administrative system for trash collection in Westminster. This alternative is not recommended as the investment of the Environmental Advisory Board, businesses, trash collectors, volunteer residents and Staff has been significant so that these recommendations are well informed and have community support from these varied groups.

## **Background Information**

Since 2009, the Environmental Advisory Board (EAB) and the Green Team have worked on recommendations to improve recycling in the Westminster community. On June 4, 2012, these recommendations were presented to City Council and Staff received direction on areas on which to continue working in order to improve recycling. A portion of the recommendations included edits to the Solid Waste Collection section of the Municipal Code (Attachment 1), Annual Recycling Report and the Solid Waste/Recycling Collector Business License.

Specifically, the recommended changes would be:

- **define single-family home owners associations (HOAs) neighborhoods as residential units in the City Code.** HOAs are currently considered business units and therefore trash collectors are not required to offer recycling to them. Changing the definition in the Code will require trash collectors to offer recycling to HOAs. (see 5-7-1: Definitions)
- **require trash collectors to offer recycling opportunities to all residential units and businesses.** This will ensure that multi-family units and businesses will be offered recycling. (see 5-7-8: Recycling Requirements)
- **remove the days of the week trash collection requirement from the Solid Waste/Recycling Collector Business License for a pilot period of one year.** Once HOAs are no longer considered businesses, trash collectors noted the impact the three day of the week restriction will have on their routing and ultimately, increased cost and inconvenience to residents. Because this is an administrative requirement within the Collector License, Staff recommends testing the removal of day designations for one year under a pilot program to review the impact on the community. (included in the Solid Waste/Recycling Collector Business License)
- **modify the trash collector annual recycling report.** The annual trash collector report that is already required will be modified to ask collectors to provide total tons taken to the landfill, total tons recycled, and total tons diverted (tons recycling, tons composted, etc.). Reporting of collector data to the community would be aggregated and data noted as proprietary will be held in confidence. (see 5-7-12: Records and Reports)

Staff Report – Changes to the Solid Waste Collection Code and Solid Waste/Recycling Collector  
Business License

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Also, in response to Council's discussion at the June 4, 2012, Study Session, an additional recommended change has been made to the Code ensuring that collectors providing only large collection bin service to customers for short-term projects, such as construction and demolition activities, may, but are not required to, offer recycling services to customers for this activity.

On September 12, 2012, the EAB invited all HOAs and licensed trash collectors to their September 27, 2012, meeting to voice any concerns with these edits—in all, 104 invitations were mailed (see example invitation in Attachment 2). Only one HOA representative attended the meeting and voiced their support for the work being done. No trash collectors responded to the invitation. Staff believes the lack of response reflects the investment by the EAB, businesses, trash collectors, and volunteer residents to make well informed improvements to the Solid Waste Collection section of the Municipal Code, Solid Waste Collector Annual Recycling Report and Solid Waste/Recycling Collector Business License.

Both the Chair and Vice-Chair of the EAB and Staff will be in attendance at the Study Session to answer any questions that Council may have on these recommended edits. The recommended changes to solid waste and recycling collection in Westminster support the City's Strategic Plan goal of a Beautiful and Environmentally Sensitive City by pursuing the objective of a convenient recycling program for businesses and residents with a high level of participation.

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager

Attachments – Proposed Code Amendments  
Letter of Invitations  
June 4, 2012, Recycling Staff Report

**CHAPTER 7  
SOLID WASTE COLLECTION**

- 5-7-1: DEFINITIONS**
- 5-7-2: LICENSE REQUIRED**
- 5-7-3: LICENSE APPLICATION**
- 5-7-4: LICENSE ADMINISTRATION**
- 5-7-5: FEES**
- 5-7-6: TERM OF LICENSE AND RENEWAL**
- 5-7-7: LICENSE DENIAL, CANCELLATION, SUSPENSION OR REVOCATION**
- 5-7-8: RECYCLING REQUIREMENT**
- 5-7-9: DESIGNATION OF RECYCLABLE MATERIALS**
- 5-7-10: DESIGNATED COLLECTION DAYS**
- 5-7-11: COLLECTION VEHICLES**
- 5-7-12: RECORDS AND REPORTS**
- 5-7-13: DISPOSAL OF SOLID WASTE**

**5-7-1: DEFINITIONS:** (247 1959 2017 2984) The following words, terms and phrases, when used in this Chapter, shall have the following meaning, unless the context clearly indicates otherwise:

“Collector” shall mean the person or entity providing collection service for solid waste or recyclable materials.

“Commercial Customers” shall mean any premise utilizing collection service where a commercial, industrial or institutional enterprise is carried on, including, without limitation, restaurants, hospitals, schools, day care centers, office buildings, nursing homes, clubs, churches and public facilities and multi-family customers.

“Curbside” shall mean at or near the perimeter of residential premises, whether or not there is a curb, but does not mean or permit placement on the sidewalk or in the street.

“Curbside Collection” shall mean the collection of solid waste or recyclables placed at a curbside location.

“Multi-family Customers” shall mean residential properties for which there is a communal system for the collection of solid waste.

“Recyclable Materials” shall mean materials that have been separated from solid waste and can be recovered as useful materials and are properly prepared for the purpose of recycling, provided that such materials have been designated by the City Manager as recyclable pursuant to Section 5-7-9 (A), W.M.C.

“Recycling” shall mean the process of recovering useful materials from solid waste, including items for re-use.

“Residential Customers” shall mean residential properties, including single-family neighborhoods with homeowners’ associations, for which there is a curbside collection system for the collection of solid waste.

“Service” shall mean collecting, transporting or disposing of solid waste or recyclable materials.

“Solid Waste” shall mean all putrescible and nonputrescible waste, excluding discarded or abandoned vehicles or parts thereof, sewage, sludge, septic tank and cesspool pumpings or other sludge, discarded home or industrial appliances, hazardous wastes, materials used as fertilizers or for other productive purposes and recyclable materials that have been source separated for collection.

“Solid Waste Collector” shall mean the person who provides solid waste collection service on a regular, recurring schedule.

“Source Separation” shall mean to separate recyclable materials from solid waste at the waste source.

**5-7-2: LICENSE REQUIRED:** (247 1959 2017)

(A) It shall be unlawful for any person to operate as a solid waste or recyclable materials collector within the corporate limits of the City without first obtaining a collection license for such activity.

(B) The following persons or entities are not required to obtain a license:

- (1) A civic, community, benevolent or charitable nonprofit organization that collects, transports and markets materials for resource recovery solely for the purpose of raising funds for a charitable, civic or benevolent activity;
- (2) A person who transports solid waste or recyclable materials produced by such person;
- (3) A property owner or agent thereof who transports solid waste or recyclable materials left by a tenant upon such owner's property, so long as such property owner does not provide solid waste collection service for compensation for tenants on a regular or continuing basis;
- (4) A demolition or construction contractor or landscaper who produces and transports solid waste in the course of such occupation, where the solid waste produced is merely incidental to the particular demolition or construction work being performed by such person.

**5-7-3: LICENSE APPLICATION:** (247 1959 2017 2984)

(A) Any person desiring to obtain a license to engage in the business of solid waste or recycling materials collection shall make written application to the City Clerk on forms provided by the City. The application must be completed in its entirety.

(B) The application shall be reviewed by the City Manager who shall conduct such additional investigation as he deems necessary and shall approve, approve with conditions, or deny the license.

(C) In determining whether to grant or deny a license, the City Manager shall take into consideration:

- (1) The character of the applicant or its officers or directors, especially any previous license violations or criminal convictions;

(2) Whether licenses granted by the City are adequate to meet the reasonable needs of the community;

(3) If the applicant has previously done business in the City, the number of complaints received from citizens concerning the applicant's operations; and

(4) The review and conclusion, if any, of the Environmental Advisory Board.

**5-7-4: LICENSE ADMINISTRATION:** (247 1959 2017 2984)

(A) Every license issued by the City shall indicate the business name and address, the mailing address, and the license fee paid by the licensee. The licensee is required to have a prominently displayed and affixed decal issued by the City in accordance with and subject to the terms and conditions provided in this Chapter for the issuance of a license and such other rules and regulations concerning the display of such decals that the City Clerk may issue from time to time.

(B) Whenever a licensee wishes to add or change vehicles authorized to operate within the City, the licensee shall submit a written request for a license amendment to the City Clerk, together with identifying information for each new vehicle to be licensed and the fees required by this Chapter.

(C) Every licensee who changes his business address shall notify the City Clerk promptly in writing.

**5-7-5: FEES:** (247 1959 2017)

(A) Upon approval of a license application, but prior to issuance, the collector shall furnish to the City Clerk an annual non-refundable license fee of two hundred and fifty dollars (\$250.00), plus the following license fees to be paid annually for each vehicle used by the collector within the City:

Solid waste collection vehicle	\$ 250.00
Recyclable materials collection vehicle	\$ 10.00

(B) The renewal fee shall be the same as the current fee for a new license and shall be payable at the time of filing the application for renewal.

(C) The fee to license a new vehicle pursuant to a license amendment shall be the same as specified in paragraph (A) above.

(D) All fees collected pursuant to this Chapter shall be applied to the cost of administering this Chapter.

**5-7-6: TERM OF LICENSE AND RENEWAL:** (247 1959 2017 2984)

(A) All licenses issued hereunder shall expire on December 31st after the date of issuance, unless cancelled, or revoked, and may be renewed upon submission of a completed application for renewal and payment of the required fee. The application shall include a current description of the business recycling program and any efforts the applicant has made to increase customer recycling. Licenses are not transferable.

(B) The renewal application shall be reviewed by the City Manager, who shall have the power to grant or deny such license renewal and to impose reasonable limitations and restrictions on any license renewed.

**5-7-7: LICENSE DENIAL, CANCELLATION, SUSPENSION OR REVOCATION:** (247 1959 2017 2574 2984)

(A) A license may be denied, cancelled, denied renewal, suspended or revoked for any violation of the provisions of this Chapter, for any reason set forth in Chapter 1 of this Title or on the grounds that the health, safety or welfare of the community may be endangered by the continued operation of the license.

(B) A license may be denied, cancelled, denied renewal, suspended or revoked by the City Manager. The licensee shall have the right to a hearing before the Special Permit and License Board, after notice. The notice shall set forth the reasons for the proposed action, in writing, and shall be given by personal delivery to the licensee or mailed to the address contained on the license, postage prepaid, or as provided in Chapter 1 of this Title. Said notice shall be given no less than ten (10) days prior to a hearing to be scheduled before the Special Permit and License Board.

(C) A license may be summarily suspended for no more than thirty (30) days by the City Manager when required for the immediate protection of the public health, safety and welfare. A hearing shall be scheduled as soon as may be reasonably possible.

(D) The Special Permit and License Board shall conduct a hearing on an appeal of the denial of a new license or the non-renewal, suspension or revocation of a license pursuant to Chapter 1 of Title V. The Special Permit and License Board shall deliver its decision in writing within thirty (30) days.

(E) Decisions of the Special Permit and License Board may be appealed to the City Council pursuant to Chapter 1 of this Title. The decision of the City Council shall be deemed final for purposes of judicial review.

**5-7-8: RECYCLING REQUIREMENT:** (247 1959 2017 2984)

(A) All collectors providing solid waste collection services to residential customers shall offer and provide curbside recycling collection services to all such customers who desire such services for such materials as are designated from time to time by the City Manager as provided in Section 5-7-9, W.M.C.

(B) Collection of recyclable materials may-shall be offered by a collector to all multifamily and commercial customers.

(C) Collectors providing only large collection bin services to customers for short-term projects, such as construction and demolition activities, may but are not required to offer recycling services to these customers for this activity.

(D) All licensed collectors of recyclable materials and solid waste operating within the City shall have the following duties and rights:



(1) Except for materials that customers have not properly prepared for recycling, collectors may not dispose of recyclable materials set out by recycling customers by any means that may result in the materials ~~not being recycled or improperly disposed of~~ in an improper manner or not recycled.

(2) The collector shall establish such policies and procedures as are necessary to provide for the orderly collection of recyclable materials, including requirements regarding the preparation of materials for collection, the collection of recyclable materials and requirements for source separation.

(3) In the event that a collector elects to perform collection of solid waste or recyclable materials through subcontractors or agents, such agency relationship shall not relieve the collector of responsibility for compliance with the provisions of this Code and the rules promulgated hereunder.

(4) All recyclable materials placed for collection shall be owned by and be the responsibility of the customer until the materials are collected by the collector. The material then shall become the property and the responsibility of the collector.

~~(D)~~ FREQUENCY OF COLLECTION:

(1) Curbside recycling collection services shall be provided to residential customers on at least a once-monthly basis and on the same day as the day of collection of solid waste from the customer.

(2) Collectors providing collection services to multi-family or commercial customers shall provide services for the collection of recyclable materials from such customers who desire such service on such frequency as is necessary to prevent overflow of the recycling containers.

**5-7-9: DESIGNATION OF RECYCLABLE MATERIALS:** (247 1959 2017 2984)

(A) The City Manager shall periodically, after consultation with representatives of the licensed collectors operating within the City and the Environmental Advisory Board, determine which items shall be designated for recycling collection based upon the following criteria:

- (1) Local, state and federal laws and regulations;
- (2) Potential for waste stream reduction;
- (3) Availability of markets;
- (4) Market price;
- (5) Community recycling concerns;
- (6) Safety factors and risks of transportation; and
- (7) Risks of commingling of liquid wastes.

The list of designated recyclables shall be kept on file for public inspection in the City Clerk's office.

(B) If market factors or other circumstances arise during a calendar year that severely impact a collector's ability to comply with this Chapter, the collector may provide such information in writing to the City Manager with a request that a particular material be removed from the list of materials designated for recycling. The collector requesting the change shall continue to collect the recyclable materials designated by the City Manager until the City Manager notifies all licensed collectors that a particular item has been removed from the list of designated recyclable materials. A collector may offer collection of recyclable materials not designated by the City Manager at any time, upon written notice to the City Manager and the City Clerk.

(C) All collectors shall be responsible for notifying their customers of the items designated for recycling.

(D) The City Manager is authorized to promulgate such rules and regulations as are necessary to effectuate the implementation and enforcement of this Chapter.

**5-7-10: DESIGNATED COLLECTION DAYS:** (247 1959 2017 2984)

(A) No collector shall operate in a residential area except on the days of the week designated by the City Manager for each area of the City.

(B) The City Manager may provide for exceptions, based on holidays, severe weather, or inadvertently missed customers.

**5-7-11: COLLECTION VEHICLES:** (247 1959 2017)

(A) The licensee shall display its name on both sides of every vehicle operated in the conduct of its business in permanent, plain and legible figures and letters not less than three inches (3") in height and in a color contrasting to that of the body of such vehicle, which shall be kept in such condition as to permit the same to be easily read at a distance of at least sixty feet (60').

**5-7-12: RECORDS AND REPORTS:** (247 1959 2017 2984)

(A) Each collector licensed pursuant to this Chapter shall submit to the City Clerk as a part of the license application a written plan describing how the recycling collection services will be provided, including the prices, the manner of separation and collection, and the frequency of collection. Any changes to the plan shall be submitted to the City Clerk prior to implementation of the change. This information may be disseminated by the City for public information purposes. A collector may request in writing that sections of their plan be held in confidence as a trade secret or confidential commercial information. Such requests shall be honored by the City to the extent authorized by the Colorado Open Records Act, as determined by the City in its sole discretion.

(B) All collectors shall report to the City by March 31<sup>st</sup> of each year an annual recycling report for the previous year on forms to be provided by the City. A collector may request in writing that sections of the report be held in confidence as a trade secret or confidential commercial information. Such requests shall be honored by the City to the extent authorized by the Colorado Open Records Act, as determined by the City in its sole discretion.

(C) The Environmental Advisory Board shall review a business' annual recycling report for compliance with the recycling requirements of this Chapter. The review and any

recommendations of the Board shall be submitted to the City Manager, who may consider the recommendations when deciding to approve or deny license applications, renewal, suspension or revocation pursuant to this Chapter.

**5-7-13: DISPOSAL OF SOLID WASTE:** (247 1959 2017 2984)

(A) All persons holding licenses pursuant to this Chapter and engaged in the business of the collection of solid waste shall dispose of all such solid waste at any disposal site that is approved by the State. No solid waste shall be disposed of at any other location, either inside or outside of the City.

(B) No person, other than the customer or the collector of recyclable materials, shall take physical possession of any recyclable materials placed for collection. A separate offense shall be deemed committed at each address from which recyclable materials are taken in violation of this paragraph.

(C) No person shall operate any vehicle in such a manner as to deposit on, or litter, any public way with solid waste.

(D) All persons holding licenses pursuant to this Chapter are required to pick up solid waste properly prepared for disposal by the customer pursuant to any agreement between the collector and the customer.



## WESTMINSTER

September 12, 2012

Western Disposal  
 Bryce Isaacson  
 P.O. Box 9100  
 Boulder, CO 80301

City of Westminster  
 Department of  
 General Services

4800 West 92nd Avenue  
 Westminster, Colorado  
 80031

303-658-2150  
 FAX 303-706-3924

Dear Bryce:

RE: Invitation to September 27, 2012 Environmental Advisory Board Meeting

Since 2009, the City's citizen volunteer run Environmental Advisory Board and the employee Green Team have worked on recommendations to improve recycling in the Westminster community. Work included economic research and a robust public education and engagement process. On June 4, 2012, recommendations from the Board were given to the City Council (see attached). The City will NOT be investigating a recycling fee, a recycling diversion rate goal, centralized collection of trash under one contract or within districts, or requiring haulers to offer a pay-as-you throw trash collection system.

The City is currently investigating edits to the Solid Waste Collection Code and business licensing of trash collectors. Attached you will find the DRAFT edits to the Code that will:

- ensure that single family homeowner association neighborhoods will no longer be considered a commercial customer.  
 Currently, commercial customers are not required to be offered recycling by trash collectors. It is estimated that only 18% of Westminster's population lives outside of a homeowner association. That is, trash companies are not required to offer recycling to nearly 85% of the population (see attached map). Thankfully, survey work found that most associations offer recycling to residents; however, only 50% of the population within them actually recycles—many citizens in association areas pay for the service, but are not using it.
- ensure that multi-family and commercial customers in Westminster are offered an opportunity to recycle.  
 Currently, the Code does not require collectors to offer recycling to multi-family units or businesses. Customers can decide not to take the service, but at least the opportunity to recycle will be offered to them by the trash collector.
- ensure that trash collectors providing only large collection bin services to customers for short-term projects, such as construction and demolition activities, may, but are not required to, offer recycling services to these customers for this activity.



- allow the City to hold in confidence as a trade secret or confidential commercial information certain recycling or trash collection records as identified by the collectors in writing and as authorized by the Colorado Open Records Act.

Currently, the City receives an annual report from trash collectors on recycling. The information provided is a summary and does not indicate the volume of recycling by the community. In order to ensure good information, collectors will be given the opportunity to specify, in writing, information they want held in confidence. The City will honor these requests to the extent authorized by the Colorado Open Records Act.

Lastly, City Staff will remove from the actual trash collection business license the current three day per week restriction for trash collection under a one-year pilot study. As noted previously, an estimated 85% of the population is living within neighborhoods that are considered commercial customers and therefore, trash collectors may ignore the three day collection schedule. As we learned from collectors, moving all of the association neighborhoods to the current three day schedule will impact route scheduling (often times across municipalities) and potentially increase service costs. Removing the three day restriction from the license ensures no disruption in service to the community or increase in costs as a result. After this one year, the City Manager has the opportunity to reinstate the three day trash collection administrative requirement if necessary.

The Environmental Advisory Board wants to know if you have concerns with these edits to the Solid Waste Collection Code or business license. Please join us at our September 27, 2012 Board meeting, 6:30 p.m. at City Hall, 4800 West 92<sup>nd</sup> Avenue. If you can not make the meeting or have questions in advance, please submit your concerns or contact Sr. Projects Officer, Rachel Harlow-Schalk at 303-658-2189 or [rharlow@cityofwestminster.us](mailto:rharlow@cityofwestminster.us).

Sincerely,

Lisa Bressler, Chairperson  
Environmental Advisory Board

cc: Rachel Harlow-Schalk, Sr. Projects Officer  
Debbie Mitchell, Director of General Services



WESTMINSTER

## Staff Report

City Council Study Session Meeting  
June 4, 2012



**SUBJECT:** Recommendations from the Environmental Advisory Board to Improve Recycling in the Community

**PREPARED BY:** Lisa Bressler, Environmental Advisory Board Chairperson  
Nick Pizzuti, Environmental Advisory Board Vice Chairperson  
Rachel Harlow-Schalk, Senior Projects Officer

**Recommended City Council Action:**

Receive the report and recommendations of the Environmental Advisory Board (EAB) to improve recycling in the community and direct Staff to implement the EAB's recommendations as outlined in this Report.

**Summary Statement**

Since 2009, the Environmental Advisory Board and the Green Team have worked on recommendations to improve recycling in the Westminster community. Work has included economic research and a robust public education and engagement process. City Council is requested to review the recommendations from the EAB and direct Staff to implement recommendations accordingly.

**Expenditure Required:** One-Time Improvements: Between \$37,000 and \$213,000  
Annual Investment: Between \$57,300 and \$60,200

**Source of Funds:** General Fund  
Stormwater Fund  
Study of Nominal Fee Needed to Cover Remaining Non-curb-side Recycling Program Elements Not Currently Funded



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### **Policy Issue**

Should Council make changes to the community recycling program?

### **Alternatives**

Reject the recommendations of the Environmental Advisory Board (EAB) and direct the EAB to further study alternatives to improving community recycling. This alternative is not recommended as the investment of the EAB, businesses, trash collectors, volunteer residents and Staff has been significant so that these recommendations are well informed.

Direct the Environmental Advisory Board (EAB) to seek additional input from the community on their recommendations. Initially, the EAB had anticipated returning their recommendations to the residents through large community meetings and then bringing the recommendation to City Council for finalizing. The EAB no longer believes this step is necessary based on the myriad of public education and engagement tools utilized to help inform their recommendations.

### **Background Information**

In 2008, City Council established in their Strategic Plan the objective of a convenient recycling program for residents and businesses with a high level of participation. In January of 2009, the Green Team presented recommendations to Council including the need to improve recycling in the community and the Green Team's desire to work in partnership with the Environmental Advisory Board (EAB) to make improvement recommendations.

Through 2010, the Green Team and the EAB conducted a thorough review of recycling and trash collection in the community and identified potential improvements. As a result of this research, a robust community education and engagement process was utilized to identify improvements that Staff believes reflect the needs of the community and key stakeholders. The following meetings and public engagement tools were essential to making informed improvement recommendations:

- March 1, 2010 – Licensed trash collectors reviewed potential opportunities to improve recycling in the community and worked with the EAB to identify nine potential improvements that collectors could complete.
- October 2010 – Licensed trash collectors were individually interviewed by the Green Team and asked to participate in a subcommittee of the EAB to review four of the nine improvements selected to improve community recycling.
- November 2010 – Two public meetings were held to discuss community recycling research results, including nine potential opportunities for recycling improvement and the four specific opportunities being studied by a proposed subcommittee of the EAB. Residents in attendance were asked to participate in the proposed subcommittee; on a focus group if they could not come to monthly subcommittee meetings; or submit their comments via email, telephone or through Facebook.
- November 2010 to today – Residents submitted comments, questions or concerns through a dedicated email or telephone account and all comments are kept on the Green Team's Facebook account. Residents also submitted comments directly through the Facebook account. Residents did not need to be members of Facebook to review information submitted by fellow residents. Additionally, the Green Team has maintained a City webpage of all documentation and audio recordings from meetings on this project for residents to remain informed even when they could not make meetings.
- December 6, 2010 through June 16, 2011 – The Community Recycling Subcommittee of the EAB reviewed options to improve recycling and identified draft recommendations. The Subcommittee spent the first half of every meeting learning about recycling in Westminster and the second half identifying what additional information they would need to make a recommendation on improvements to community recycling. Subcommittee membership

Staff Report – Recommendations from the Environmental Advisory Board to Improve Recycling in the Community

June 4, 2012

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- included all licensed trash collectors (12), two EAB members, a homeowners association President, a homeowners association management company representative, a resident not interested in changes to the current program, three residents not within a homeowners association neighborhood, a resident within a multi-family unit, a business owner, a strip mall/business owner, and technical support including a Staff Liaison, a Green Team project manager, a staff member from the City Attorney's Office, two moderators and an expert in the economics of trash collection and recycling—nearly 30 members overall.
- January 12, 2012 – A focus group was held with 11 residents to react to the draft recommended improvements from the Subcommittee. Since the beginning of November 2010, residents had been asked to participate in this focus group. Many of the participants had requested to be part of the group in November 2010 and had waited until January 2012 to give their opinion.
  - March 8, 2012 – The last meeting of the Study Subcommittee was held to finalize recommendations to the EAB based on the reaction of the focus group and draft costs of the Subcommittee's recommendations supplied by the Green Team.
  - April 26, 2012 – The final recommendations from the Subcommittee were presented to the EAB and all Subcommittee members were invited to the meeting to share any additional comments they had from their involvement on the Subcommittee.
  - May 17, 2012 – The final recommendations from the EAB to City Council on improvements to recycling were completed based on the recommendation of the Subcommittee and new developments in recycling identified between the April and May 2012 meetings of the EAB.

**Current Community Recycling Program**

The recommendations crafted by the Environmental Advisory Board (EAB) on recycling in the community are well informed. A synopsis of information used by the Study Subcommittee and EAB to formulate their recommendations includes:

- In general, residents are satisfied with their trash service, but not with recycling services.
- There are currently 14 trash collectors of which 11 collect curbside residential trash. All collectors charge different rates for trash and recycling services to customers. All recyclables collected at the curb are standardized and mirror those collected at the four community drop-off locations. At the time this project began, not all trash collectors were offering recycling and were collecting different materials from customers.
- Westminster has no recycling/trash diversion rate goal and provides no incentive for diverting materials from reaching the landfill especially in the multi-family, commercial and construction/demolition sectors.
- In Westminster, approximately 11% of waste is diverted from reaching the landfill—approximately 7% at the curb and 3-4% at City drop-off locations. In comparison, the State of Colorado estimates the general population is diverting 19.5% and nationally, 33.4% of trash is diverted from reaching the landfill. Based on information from the U.S. Environmental Protection Agency, trash in the United States is composed of 28.5% paper; 13.9% food scraps; 13.4% yard trimmings; 12.4% plastics; 9% metals; 8.4% rubber, leather & textiles; 6.4% wood; and 4.6% glass. All of the remaining trash (3.4%) is a mix of appliances and oddities like animal waste and diapers. Based on this information, conceivably 96.6% of trash could be recycled, reused or composted.
- Residences signed-up to recycle with their trash collection company are recycling on a level similar to those in other Colorado communities. However, most recycling containers utilized by Westminster residents are too small to accommodate significant recycling (15 gallons, compared to 96 gallons for single stream in surrounding communities).
- All solid waste collection companies in Westminster charge extra to provide recycling. Citizens are offered a base service trash pickup rate and then an additional rate to recycle. From the residential survey portion of the Board's research, residents noted they are willing to



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pay on average \$7.87 more in their trash rate for recycling service. Also on average, the survey found households currently subscribing to recycling pay \$3.00 extra on top of an average \$16.50 monthly trash bill. Trash collectors reported trash fees for residential customers ranged from \$12 to \$21 per month, and recycling charges ranged from \$2.25 to \$5 per month. Some homeowner associations (HOAs) provide recycling at no additional fee, that is, the cost to recycle is combined in the service price. It is not known how many neighborhoods are in this situation.

- For administration of the trash collector licenses, each collector is required to pay \$250 to operate in the City plus \$250 per trash truck and \$10 per recycling vehicle running within City limits. In 2010, the City collected \$29,520, in 2011 \$29,890 and in 2012 \$34,270. Trash collectors are paying \$34,270 to operate in Westminster and collecting trash every week and recyclables every other week from approximately 40,000 households. No portion of monthly fees charged to residents by collectors is returned to the City.
- Roughly 2/3 to 3/4 of residents said they had high volumes of compostables in their trash (organics like grass and food scraps).
- Residents want to recycle when visiting public areas like parks, want more recycling education done by the City and support curbside recycling costs combined with trash fees.
- City drop-off locations are not convenient and cost the City thousands of dollars every year to maintain--\$35,400 spent in 2011 including cleaning up sites and handling citizen calls--\$24,600 in collections and \$10,800 in staff time. Staff cleaning up locations includes firefighters, recreation aides, municipal court clerks, and maintenance workers—all staff paid at higher rates than if the City were to utilize temporary staff during high volume months. In 2011, only \$11,500 was budgeted for the program offset by a rebate the City received for \$7,665 from the State of Colorado for offering the program. Together, these funds did not fully cover recycling and trash collection at the locations or the unfunded staff time. It is also known that six months out of the year, volume increases at drop-off locations: immediately following the Christmas holiday, through January and during Spring and Fall cleaning times.
- Residents receive the greatest convenience to recycle by doing so at the curb.

Evaluation of services provided by other cities compared to Westminster:

- Research included surveying 18 communities in the Front Range to compare trash and recycling services. Of these communities, over half had recycling services that collected the conventional materials (glass, aluminum, plastics 1-7, paperboard, office paper, magazines, tin/steel, and junk mail). The remaining cities reported that materials collected were dependent upon the trash collection company.
- Recycling services provided in cities vary based upon the community need. For more detailed results from the community comparison survey, please see Section 2 and Appendix 3 from the Skumatz Economic Research Associates Report presented to Council on September 13, 2010.

Homeowner Associations (HOAs):

- Administratively, homeowners' associations that contract for trash collection on behalf of HOA homes are considered commercial customers. In the City Code, trash collectors are not required to offer recycling to commercial customers. Therefore, solid waste collections companies are not required to offer recycling to these neighborhoods. Staff completed additional research and estimates that only 18% of the residential population of the City lives outside of a homeowner association. That is, trash collection companies are not required to provide recycling to nearly 85% of the population (see attached maps). Thankfully, survey work found that most HOAs offer recycling; however, only 50% of the population within them actually recycles—many citizens in association areas pay for the service, but are not using it.

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Businesses and Multi-family Developments:

- Businesses are generally satisfied with their trash service, but not with recycling.
- Many business and multifamily living locations do not have room for recycling collection.
- The City's Solid Waste Collection Code does not require trash collectors to offer recycling to these customers.
- Only an estimated 25% of businesses said they contracted for recycling service, another 20% said they had an "informal" program (usually employees collecting and bringing materials to a drop-off locations or home programs), and half are not recycling. "Upscale" or office-type buildings were the most likely to recycle.
- Food waste and organics are generally not recycled/composted: less than 10% of businesses reported generating a significant amount of food waste (half generate none) and 80% generate no yard waste. Most communities that address food waste do so through programs targeted at specific sectors, not across all businesses.
- Materials most commonly recycled by businesses in Westminster are paper and cardboard.

Trash and Recycling Collection

There is an economic incentive for trash collectors to recycle materials—all companies are paying to take their materials to recycling facilities at a lower rate per ton compared to taking the same materials to the landfill. Depending upon the commodities market, if there is any material within the recyclables that yields a profit, a rebate is then deducted from the per ton fee the company would have to pay to the recycler.

Additionally:

- Materials that go to recycling facilities are recycled. When asked if materials are landfilled when pricing markets down turn on certain products, recycling facilities stated they would hold (stockpile) material until markets yielded profits. None would place materials in the landfill.
- One of the largest issues discovered is the need for consistent, on-going education from the City, not just the trash collectors, on curbside recycling services. Currently, the City only educates on programs that it runs like the recycling drop-off locations. Any changes to the trash collection system will require that the City educate in partnership with trash collectors on what services they provide.

**Environmental Advisory Board Recommendations:**

The engagement of residents, businesses and trash collectors has resulted in the following recommendations from the Board to City Council:

Community Recycling Drop-off Locations

Only 3-4% of Westminster's trash is diverted from reaching the landfill through the four community recycling drop-off locations. In 2011, 1,764 tons was collected from these locations. The current program being run by the City is not a quality program and does not meet Council's Strategic Plan recycling objective. The EAB requests Council identify which of the following viable options to improving the drop-off location recycling program best fits Council objective for community recycling and then Council is requested to direct Staff to identify funds for implementation.

**Option 1: Maintain a quality community recycling drop-off program that includes staffing support six months of the year during high volume months to clean the four drop-off locations.**

Additionally, improve the collection frequency at locations from one time per day to twice per day, improve signage including pictures and Spanish, and investigate cost sharing with neighboring cities known to have residents utilizing Westminster drop-off locations. The City also needs to be a good neighbor and fence, on three sides, the locations to keep material from blowing through the community. As with the current program, it is not anticipated that the sites will yield a profit for the

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City because materials are not sorted and often trash is left at the sites. Staff estimates this option to cost **\$71,900**; only \$11,500 is available within the current operating budget for community recycling. An additional \$60,400 is needed that could be generated through a fee added to trash collection licenses or utility bills to pay for non-curbside recycling services including the drop-off locations. Without a fee to cover these costs, the funding would need to be taken out of the General Fund, which would require tradeoffs with other funding priorities. Through the community recycling study, it was learned that Westminster’s trash collection license is one of the highest in the Front Range and the focus group who heard the draft recommendations from the Subcommittee were not interested in new fees. However, the Subcommittee and the EAB believes a fee should be collected to cover non-curbside services so long as the fee does not result in a profit to the City. An additional option is to pursue corporate sponsorship from the largest businesses in Westminster.

<b>Recommendation Impact Summary</b>	
Estimated One Time Costs:	\$34,000 capital (fence)
Funding Needed:	One Time \$34,000
Estimated Annual Costs:	\$37,900 operating
Additional Funding Needed	Annually \$26,400
Potential Tons of Material Collected:	1,750
Potential Funds from Recovered Materials:	\$0
Potential New Waste Diverted from Landfill:	0.5%

**Option 2: Maintain the current drop-off program.** Improvements must be made to ensure at least temporary staff time is made available to cleanup locations instead of the higher wage paid staff. The difference between this option and Option 1 above is a lack of capital improvements to the drop off sites. The current program does not yield a profit for the City because materials are not sorted and often non recyclable trash is left at sites. The City also needs to be a good neighbor and this option does not put the City in that position. Complaints from businesses and residents will continue from this program because materials will blow through neighborhoods and locations will continue to stockpile material until temporary staff can travel to the location for cleanup. Staff estimates this option to cost **\$27,300**; only \$11,500 is available from within the current operating budget for community recycling, an additional \$15,800 is needed that could be generated through a fee added to the trash collection license or to utility bills to pay for non-curbside recycling services including the drop-off locations. Through the community recycling study, Staff has learned that Westminster’s trash collection license is one of the highest in the Front Range and the focus group who heard the draft recommendations from the Subcommittee was not interested in new fees. However, the Subcommittee and the EAB believes a fee should be collected to cover non-curbside services as long as the fee does not result in a profit to the City. An additional option is to pursue corporate sponsorship from the largest businesses in Westminster.

<b>Recommendation Impact Summary</b>	
Estimated One Time Costs:	\$0 capital
Additional Funding Needed:	One Time \$0
Estimated Annual Costs:	\$37,900 operating
Funding Needed	Annually \$26,400
Potential Tons of Material Collected:	1,750
Potential Funds from Recovered Materials:	\$0
Potential New Waste Diverted from Landfill:	0.5%

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**Option 3: Create one Drop-off Location with Improvements.** The Environmental Advisory Board (EAB) recently learned of the City of Lakewood’s community drop-off location that opened in December 2011. The information on this program was not available to the Study Subcommittee, but the model this site creates is significant enough for the EAB to recommend Council consider a one recycling site option. The City of Lakewood is currently providing a staffed location, with daily operating hours, that is fenced and covering the costs of the operation. The location offers collection of not only commingled, but also segregated materials. The segregated materials are yielding a monetary return. Based on the current estimations, Lakewood anticipates breaking even with their operating costs after having made a \$150,000 in capital improvement investment. Staff estimates this option would require an upfront investment by Westminster of **\$245,000**; \$11,500 is available from the current operating budget. An additional \$233,500 would be needed; \$150,000 to fence and make improvements to a site, yet to be determined, plus \$60,000 for a large compactor and a bailer for materials collected as well as \$35,000 annually in staff time. The opportunity may exist for the compactor and bailer to be purchased through a grant from the State of Colorado and the remaining staff time would be afforded through temporary staff offset by recycling funds yielded through clean segregated recyclables collection. Lakewood anticipates collecting 1,500 tons of materials from their roughly 150,000 population this year at this one location. Lakewood’s model shows a diversion amount nearly the same as the four locations Westminster operates. Additionally, the Lakewood site has seen no dumping and the site is clean because there is staff on site actively supporting the program.

<b>Recommendation Impact Summary</b>	
Estimated One Time Costs:	\$150,000 capital
Grant:	\$60,000 (equipment)
Funding Needed:	One Time \$210,000
Estimated Annual Costs:	\$35,000 operating
Funding Needed	Annually \$23,500
Potential Tons of Material Collected:	1,750
Potential Funds from Recovered Materials:	\$35,000
Potential New Waste Diverted from Landfill:	0.5%

**Option 4: Create one Drop-off Location with Improvements at Current City Operating Facility.** This option would be the same as option 3 above, except it would utilize an existing City facility. Option 4 would eliminate a significant amount of the upfront capital improvement funding needed. Staff estimates this option to cost **\$110,000**; \$11,500 is available from the current operating budget for community recycling. An additional \$15,000 would be needed to make improvements to a site, yet to be determined, plus \$60,000 for a large compactor and a bailer for materials collected as well as \$35,000 annually in staff time. As with option 3 the opportunity may exist for the compactor and bailer to be purchased through a grant from the State of Colorado and the remaining staff time would be afforded through temporary staff offset through recycling funds yielded through clean segregated recyclables collection.

<b>Recommendation Impact Summary</b>	
Estimated One Time Costs:	\$15,000 capital (site)
Grant:	\$60,000 (equipment)
Additional Funding Needed:	One Time \$75,000
Estimated Annual Costs:	\$35,000 operating
Funding Needed	Annually \$23,500
Potential Tons of Material Collected:	1,750
Potential Funds from Recovered Materials:	\$35,000
Potential New Waste Diverted from Landfill:	0.5%

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Staff would recommend doing additional feasibility work on option 4, but believes this is probably the best approach to continue drop off recycling service in the City.

Education

**The EAB requests Council direct Staff to implement a comprehensive outreach and education program on recycling.** The EAB believes this is one of the most important components of an effective recycling program. Improvements in this area include:

- Developing partnerships with schools. Initially, the targeted schools might be located in areas of Westminster that may not have as much awareness or access to curbside recycling.
- Targeting HOAs to implement recycling programs.
- Ongoing efforts to inform residents of what materials are currently recyclable, how to recycle, and other recycling services, like tree limbs and household hazardous waste that are currently offered by the City.
- Partnering with trash collectors to inform customers about recycling. Trash collectors are committed to including information in their communications with customers at least on an annual basis.
- Targeting educational efforts about drop-off location recycling opportunities in neighborhoods known not to have available curbside recycling.
- Establishing a “GREEN” designation for businesses who partner with the City to recycle or who currently recycle.

Staff has identified that a quality education campaign needs to be established which can be done for a one-time start-up cost of \$15,000 and an additional \$5,000 annually. Funds are already available within operating budgets to not only address these one-time costs, but also the annual education funding.

<b>Recommendation Impact Summary</b>	
Estimated One Time Costs:	\$15,000 initial
Additional Funding Needed:	\$0
Estimated Annual Costs:	\$5,000 operating
Additional Funding Needed	\$0
Potential Tons of Material Collected:	Potentially significant
Potential Funds from Recovered Materials:	\$0
Potential New Waste Diverted from Landfill:	Potentially significant

Modifications to the City Code, Annual Recycling Report or Trash Collector License

There are several changes to the City Code that need to be made to accommodate an improved recycling program in Westminster. The EAB requests Council direct staff to:

**Set a diversion goal.** The EAB believes a generic recommendation is not sufficient and was conscious of the fact that the City can set a goal if the City does not also commit to measuring progress towards that goal over time. Measuring progress involves analysis and therefore expense; however, this could be done only every few years to minimize the expense. A measurement goal will likely involve collecting data from trash collectors. In order to alleviate trash collector concerns that this data remain proprietary, when needed, protective language should be added to the City Code allowing proprietary information to be held in confidence. Currently, there is no way to measure diversion from the landfill without hiring a contractor to measure diversion rates. Staff estimates an annual cost of **\$5,000** to have a contractor measure diversion from the landfill by not only residents, but also businesses. There is currently no funding for this evaluation.

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**Modify the trash collector annual recycling report.** The annual trash collector report that is already required will be modified to ask collectors to provide total tons taken to the landfill, total tons recycled, and total tons diverted (tons recycling, tons composted, etc.). Reporting of collector data to the community would be aggregated and data noted as proprietary will be held in confidence. Because these modifications are administrative and the annual reports are already being reviewed, Staff does not estimate an additional cost to the City to administer this change.

**Define Single-Family Home Owners Associations (HOAs) neighborhoods as residential units in the City Code.** Because HOAs are currently considered business units, trash collectors are not required to offer recycling to them. HOAs would need to be notified of the clarification in Code and given an opportunity to respond to the change. Because these modifications are administrative and the annual reports are already being reviewed, Staff does not estimate an additional cost to the City to administer this change.

**Require trash collectors to offer recycling opportunities to all residential units and businesses.** This will ensure that multi-family units and businesses will be offered recycling. Because these modifications are administrative and the annual reports are already being reviewed, Staff does not estimate an additional cost to the City to administer this change.

**Remove the Days of the Week Collection Requirement from the Solid Waste Collection License.** Once HOAs are no longer considered businesses, trash collectors noted the impact the three day of the week restriction will have on their routing and ultimately, increased cost and inconvenience to residents. Because this is an administrative requirement within the Collection License, Staff recommends trying the removal of day designations for one year under a pilot program to review the impact on the community. Staff does not believe this change will have a significant impact on current operations and studying can be funded within current Staff projects.

<b>Recommendation Impact Summary</b>	
Estimated One Time Costs:	\$0
Funding Needed:	One Time \$0
Estimated Annual Costs:	\$5,000
Additional Funding Needed	Annually \$5,000
Potential Tons of Material Collected:	Unknown
Potential Funds from Recovered Materials:	\$0
Potential New Waste Diverted from Landfill:	Unknown

Organics

The EAB has learned that the tree limb program could potentially be scaled back to only four collection events per year instead of the eight currently offered. Funds for these programs would be reallocated to maintenance activities within the Open Space Program. Additionally, Staff has noted there are other options for residents, for a fee, to address their organic recycling needs. The Study Subcommittee did not make suggestions on yard waste collection program improvements because the limb program was in existence. The EAB has learned that there are several recycling companies that are working on compost programs that will collect yard waste, but there are none located near Westminster and collectors will not pick-up materials at the curb unless it is to take the material to the landfill. Until there are viable options for residents to recycle yard waste locally or at the curb, the EAB recommends the City maintain the current tree limb program.

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<b>Recommendation Impact Summary</b>	
Estimated One Time Costs:	\$0
Funding Needed:	One Time \$0
Estimated Annual Costs:	\$12,300 operating
Additional Funding Needed	\$12,300 is currently budgeted
Potential Tons of Material Collected:	60
Potential Funds from Recovered Materials:	\$0
Potential New Waste Diverted from Landfill:	0.1%

Funding

The Subcommittee and the EAB believe every business and household in Westminster should be assessed a nominal fee to pay a portion of the cost of non-curb-side recycling programs. The amount must be identified through financial analysis. The EAB and Subcommittee members are cognizant that during these hard economic times, the fee must be minimal in order to be palatable to the community. The recycling program should not generate a profit, but simply be self-sustained. The most fair and efficient way to collect the fee must be studied. Voluntary donations were discussed as an opportunity within utility bills but the EAB and Subcommittee felt it would be very difficult to recuperate donations because they would have to be collected either by trash collectors or by another non-profit entity. Collecting and taking care of IRS tax reporting requirements for the fee would place additional administrative burden on Staff. The EAB requests Council direct Staff to fund and study ways to implement a fee that will cover non-curb-side recycling opportunities.

<b>Recommendation Impact Summary</b>	
Estimated One Time Costs:	\$0
Funding Needed:	\$0
Estimated Annual Costs:	Unknown
Funding Needed	Annual Administration Costs Not Identified
Potential Tons of Material Collected:	0
Potential Funds from Recovered Materials:	\$0
Potential New Waste Diverted from Landfill:	0%

Most of the recommendations contained in this Staff Report have a fiscal impact and while the total amount of the reduction in waste gain to the landfill is unknown, Staff believes it will be significant enough to warrant additional investment by the City. Also, two of the recommendations within the community drop-off program will yield a return of funds to the City on clean, sorted recyclables collected that could potentially offset the cost of the drop-off program and maintain the volume of materials collected.

Both the Chair and Vice-Chair of the Environmental Advisory Board and Staff will be in attendance at the Study Session to answer any questions that Council may have on these recommendations.

The EAB's recommendations support the City's Strategic Plan goal of a Beautiful and Environmentally Sensitive City by pursuing the objective of a convenient recycling program for businesses and residents with a high level of participation.

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the Community

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Respectfully submitted,

J. Brent McFall  
City Manager

Attachment

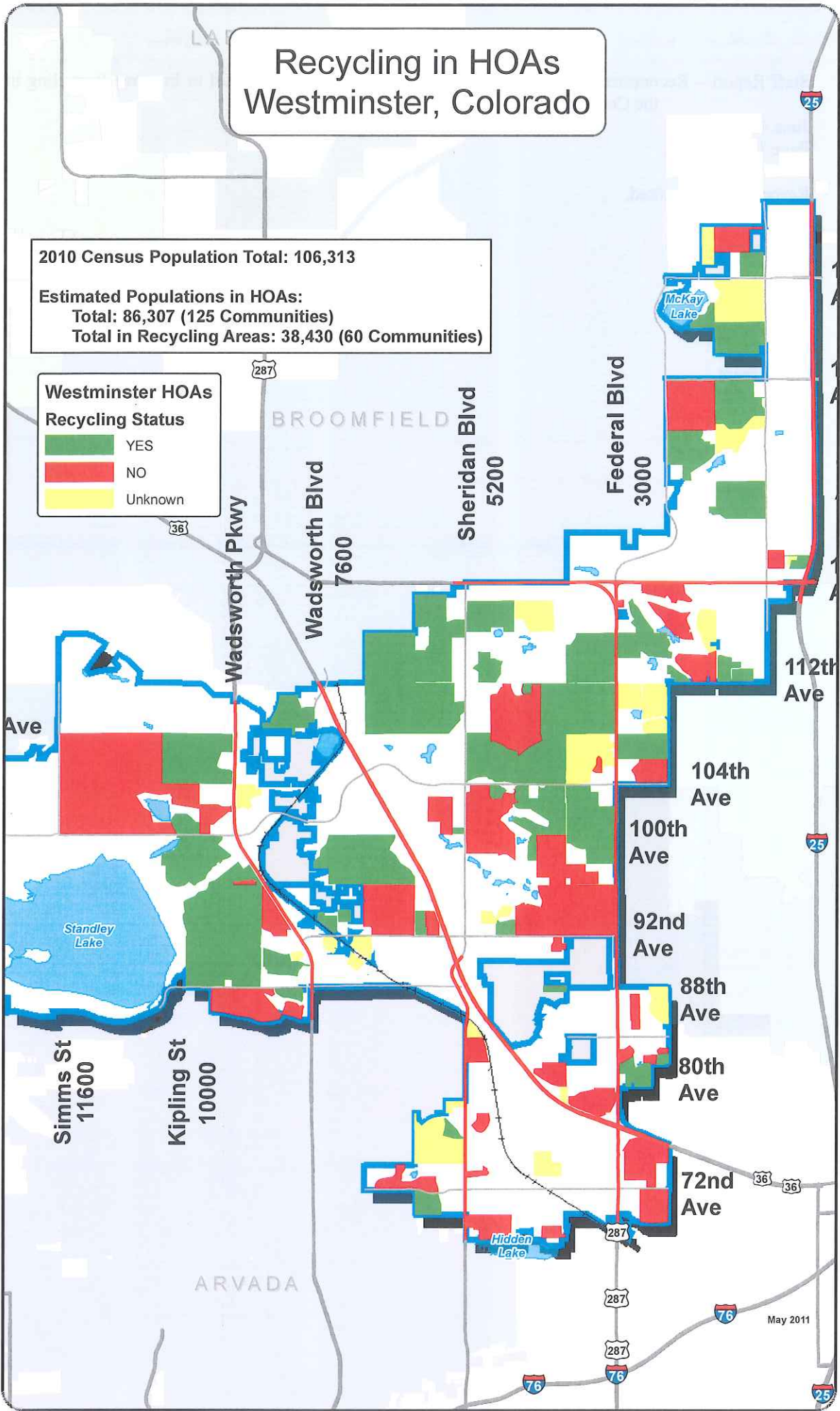


# Recycling in HOAs Westminster, Colorado

2010 Census Population Total: 106,313  
 Estimated Populations in HOAs:  
 Total: 86,307 (125 Communities)  
 Total in Recycling Areas: 38,430 (60 Communities)

**Westminster HOAs  
Recycling Status**

- YES
- NO
- Unknown





# WESTMINSTER

## Staff Report

City Council Study Session Meeting  
October 15, 2012



SUBJECT: Comprehensive Land Use Plan Update

PREPARED BY: Sarah Nurmela, Senior Urban Designer

### Recommended City Council Action

Confirm and provide direction to Staff regarding scope of the Comprehensive Land Use Plan update and the planned public outreach process, including potential community stakeholders to be interviewed.

### Summary Statement

- The City plans to commence an update to the Comprehensive Land Use Plan (CLUP) with completion expected by late summer 2013. The last update to the CLUP was completed in 2004. Since this update, the City, economy and development trends have evolved significantly.
- Several key factors have contributed to the need for an update to the CLUP. These include the fact that much of the new development in the City will occur in redevelopment and infill settings; the availability of infrastructure to serve new development will influence the location and intensity of growth in the City; and new development is trending toward higher intensities and a mix of uses—a trend that requires a more responsive and refined selection of land use designations.
- The CLUP update poses an opportunity to ensure that the City will maintain its high standard of living and quality of life. The resulting Comprehensive Plan will therefore be targeted on key land use and growth management policy issues, with emphasis on integration of all aspects of physical planning in the City, including open space, circulation and community design.
- The timeline for the update projects a year-long process that will begin this fall with economic and existing conditions analyses.
- Multiple City Council and Planning Commission study sessions are planned throughout the process at each project milestone, providing the opportunity for decision-makers to weigh in on key policy decisions.
- Community outreach is an important part of the process and will involve stakeholder interviews, [www.planwestminster.us](http://www.planwestminster.us) website, online surveys through WestyConnect, social networking sites, and an interactive open house and survey during plan development.

**Expenditure Required:** \$30,000

**Source of Funds:** General Fund operating budgets of the Planning Division, Economic Development Division and Central Charges

## **Policy Issue**

Should the Comprehensive Land Use Plan be updated and broadened in scope to integrate and align policy direction for infrastructure, circulation, open space and economic planning for the City?

## **Alternative**

The City could keep the current Comprehensive Land Use Plan (CLUP) without updating the document. However, as the City approaches build-out and begins to rely on infill and redevelopment opportunities to accommodate new growth, the provision of adequate infrastructure, services and amenities will be a challenge without coordinated planning efforts. Additionally, availability of resources and infrastructure will increasingly play a role in the location and intensity of land uses and new development. Ensuring that planning for this infrastructure is in alignment with land use decisions is essential for maintaining the City's high service standards and quality of life. Staff does not recommend updating the CLUP without an integrated effort to ensure that all physical planning in the City is in alignment. This includes growth management, open space acquisition and infrastructure improvements, all of which will contribute to achieving a vision for the City that maximizes development and economic potential over the next 20 years.

## **Background Information**

### ***What is the Project?***

The City plans to commence an update to the Comprehensive Land Use Plan (CLUP) with the expectation of completion by late summer 2013. The planning effort will be focused on creating an integrated planning document—a Comprehensive Plan—that will incorporate all aspects of physical planning in the City. The Comprehensive Plan will maintain the role as the City's primary regulatory document for land use while also providing broad policy direction for parks and open space, community design, economic development, infrastructure and resource management. The Planning Division will work closely with each City department to ensure that the Comprehensive Plan is developed in coordination with planning efforts throughout the City. This integrated planning effort is an exciting opportunity for innovation and collaboration, and will result in a comprehensive road map for how the City will grow and evolve over the next 20 years.

### ***Why an Update Now?***

The last update to the CLUP was completed in 2004. Since this update, the City, economy and development trends have evolved significantly. Several key factors have contributed to the need for a comprehensive update to the CLUP. These include:

- The City is nearing its physical build-out and little vacant land for development remains. As a result, the majority of new growth in the City will likely be accommodated in redevelopment and infill areas.
- Much of the future development in the City will rely on existing infrastructure and resources, planning for which will need to be closely tied to land uses and development intensity in order to provide adequate services and maintain the City's high quality of life.
- Many of the City's District Centers would benefit from more detailed direction for land use and development intensity to ensure that new development occurs in desired areas and in concert with the City's vision, growth management efforts and infrastructure capacity.

- New or revised land use classifications are needed to address development trends for vertical mixed-use projects, such as buildings with ground floor retail with office or residential uses above. Likewise, a refined palette of commercial, office and industrial land use classifications will allow the City to better articulate and implement its vision for new development.

These factors require analysis and alignment of all physical planning efforts in the City in order to ensure a high quality of life, as well as fiscal and economic sustainability for the City.

***How Will the CLUP Change?***

The Comprehensive Plan will remain as the City’s primary regulatory document, with land use classifications and map designations that regulate development throughout the City. The update to the CLUP will ensure the City’s land use designations are aligned with all other aspects of physical planning in the City. Specific sections of the document will be expanded upon to provide policy direction and reference to other planning efforts, including transportation and bicycle planning, parks and open space planning, community design and utility and resource management.

***Integrated Planning Document***

All policy areas addressed in the existing CLUP document will be included in the updated Comprehensive Plan. In addition to these policy areas, new sections will be developed to provide direction for the City’s Focus Areas, and policies for economic and environmental sustainability. The table below shows the relationship between the existing CLUP policy areas and how they will be incorporated and organized within the updated Comprehensive Plan.

<b>Relationship of Existing CLUP to Proposed Comprehensive Plan Update Policy Areas</b>	
<i>Existing CLUP Policy Topics</i>	<i>Comprehensive Plan Update Policy Sections</i>
Land Use Plan	Land Use
Land Use Designations	Land Use
Housing	Land Use
Commercial Uses/Activity Centers	Land Use
Growth Management/Annexation	Land Use
Special Use Areas	Land Use
Unincorporated Areas	Land Use
District Centers	Focus Areas
Employment Centers	Land Use/Economic Development
Redevelopment	Land Use/Economic Development
Community Image and Design	Community Design and Character
Neighborhoods	Community Design and Character
View Corridors	Community Design and Character
Parks, Open Space, and Community Facilities	Parks, Recreation, and Open Space
Transportation	Transportation and Circulation
Regional Coordination	Multiple sections where applicable
Plan Compliance	Plan Compliance
	Sustainability and the Environment*

\* This section may be integrated throughout the document rather than be a stand-alone section.

### *Focus Area Plans*

An important addition to the CLUP will be the creation of Focus Area Plans for the City's District Centers and other key focus areas in the City. The Focus Area Plans will provide direction for land use, circulation, community design and open space to ensure a clear vision is developed for each Focus Area. A conceptual land use plan and policy direction for each Focus Area will be provided in the Comprehensive Plan, which will serve as the basis for a more detailed plan. As each Focus Area Plan is completed, it will be incorporated by reference into the Comprehensive Plan. The first such plan that will be incorporated by reference will be the Westminster Station Transit Oriented Development (TOD) Area Plan. The key reason for this update/change is that the current CLUP description for District Center insinuates that all land uses are acceptable anywhere in a District Center. Staff proposes to refine this with Focus Area Plans.

### *Planning Process and Timeline*

The attached Comprehensive Plan Update Scope and Timeline (**Attachments A** and **B**, respectively), provide an overview of the plan update process. The scope of work comprises six tasks, as described below:

- *Task 1: Project Start-Up and Public Outreach Strategy* includes a kick-off meeting with City staff as well as a Study Session with City Council and the Planning Commission. These introductory sessions with the Council and Planning Commission will be focused on the overall approach, scope and timeline of the CLUP Update, with emphasis on its expansion to an integrated, cross-discipline document. Additional meetings will be held with City staff in the Planning Division and the Comprehensive Plan Working Group (CPWG, which includes division and department managers who will provide technical and policy guidance).
- *Task 2: Visioning and Community Outreach* comprises a round of stakeholder interviews, creation of the [www.planwestminster.us](http://www.planwestminster.us) website, and refinement of the plan vision and Guiding Principles. This task will include a short summary of community input to date and the vision and guiding principles that will serve as a basis for the Comprehensive Plan.
- *Task 3: Existing Conditions, Opportunities and Challenges Assessment* is an important step in the planning process. The information and issues examined in this task will provide direction for land use and other key policy decisions in the Comprehensive Plan. Two documents will be completed: an Economic Market Analysis and an Existing Conditions Analysis. Both documents will highlight significant issues and planning implications. These documents and resulting implications, as well as the results of the community outreach in Task 2 will be presented to City Council and the Planning Commission.
- *Task 4: Preferred CLUP and Policy Framework* is the first pass at key elements of the Comprehensive Plan, including land use, transportation and open space. The Preferred Plan will be evaluated and reviewed by the CPWG with respect to each discipline. The plan and evaluation will be compiled into a brief workbook with maps and text, to be presented to the Planning Commission and City Council. An interactive community open house and online survey will follow, where the Preferred Plan will be presented for input.
- *Task 5: Administrative Draft Plan* includes the following elements: Land Use, Focus Areas, Community Design and Character, Transportation and Circulation, Parks, Recreation and Open Space, and Public Facilities, Service and Utilities. Optional chapters could include Economic Development (as a separate chapter or section) and Sustainability and the Environment. After a round of review of the Administration Draft Plan by City staff and the CPWG, the Administration

Draft Plan and its key components will be presented to the Planning Commission and City Council, after which the Hearing Draft will be prepared. The Hearing Draft will incorporate all this feedback into the final version for official consideration by the Planning Commission and City Council per Task 6.

- *Task 6: Adoption of the Comprehensive Plan* is expected to occur in late summer/early fall of 2013.

The overall timeline of this process is expected to extend through the summer of 2013, with initial outreach beginning this fall. The attached timeline (Attachment B) provides greater detail of the breakdown and expected length of each task.

### ***Public Outreach Strategy***

A varied public outreach strategy is planned for the CLUP Update process. The first round of community outreach will begin in earnest in Task 2, with stakeholder interviews and initiation of interactive online and social networking sites. The outreach components planned for the update process are described below.

#### *Stakeholder Meetings*

These meetings will provide an opportunity to speak candidly with a wide range of community members. Stakeholders will be asked about major issues of concern, desirables, and their vision for the City in order to discover the most critical issues for the Comprehensive Plan. Stakeholders may include community leaders, property owners, environmental groups, business owners or representatives and/or some key public agency representatives. Approximately 10 meetings with stakeholders (with one to two participants at each meeting) will be held over a two- or three-day period in late fall. A suggested list of stakeholders is shown in **Attachment C**. These individuals have not been contacted and are not aware they are under consideration to assist in this process. Council is requested to review the proposed Stakeholders list and provide feedback for additions to deletions as appropriate to best reflect these representative groups.

#### *Community Open House*

An interactive community open house and online survey will be held during the development of the plan. The City will present major components of the Preferred Plan and its evaluation and solicit input on key issues and focus areas. Both the open house and online version will include interactive elements, with the open house offering City staff-facilitated stations to answer questions and guide community members in the activities.

#### *WestyConnect and Social Networking Sites*

WestyConnect will provide a continuous interactive opportunity for community members throughout the duration of the project. The site will also host the interactive online open house that will run in conjunction with the open house described above. Additional social networking sites like Facebook and Twitter will be used to advertise the update process and opportunities to participate.

#### *Project Website*

A project website will be created to provide a public portal for project information, documents, and announcements ([www.planwestminster.us](http://www.planwestminster.us)). The website will have features for community input and a sign-up for the project email list for updates and invitations to meetings. The online “open houses” will be accessed from this site, with links and notices on the City’s home page.

*City Council and Planning Commission Meetings*

In order to keep City officials engaged in the planning process, multiple Study Sessions and meetings with City Council and the Planning Commission are planned. These sessions will take place at key milestones in the process where decision-makers can provide targeted input. Four sessions with City Council and four sessions with the Planning Commission are planned in addition to public hearings for adoption of the Comprehensive Plan.

**Strategic Goals**

The update to the City’s Comprehensive Land Use Plan supports all of the City’s strategic goals. A major focus of the resulting Comprehensive Plan will be on supporting and building the City’s “Strong, Balanced Local Economy” through opportunities for new employment, redevelopment of key Focus Areas and attracting a wide range of residents, workers and visitors to the City. The Comprehensive Plan will also ensure that growth within in the City is in concert with an adequate water supply and high quality infrastructure—both of which contribute to a “Financially Sustainable City Government Providing Exceptional Services.” The Comprehensive Plan’s focus on providing key public services like fire and police, as well as ensuring a high quality community design and image contribute to providing a “Safe and Secure Community.” Likewise, this focus on community design and image, along with identifying opportunities for new mixed-use neighborhood and urban centers will support “Vibrant Neighborhoods in One Livable Community.” Finally, the Comprehensive Plan’s focus on parks and open space, as well as sustainability and the environment will ensure that Westminster continues to be a “Beautiful and Environmentally Sensitive City.”

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager

Attachments:

- Attachment A: Comprehensive Plan Scope of Work
- Attachment B: Comprehensive Plan Timeline
- Attachment C: Potential List of Stakeholders



## Comprehensive Plan

Draft Work Program  
9/20/12

### **TASK 1: PROJECT START-UP AND PUBLIC OUTREACH STRATEGY**

*The objective of this task is to solicit input from staff, stakeholders, decision-makers, and community members to determine priorities and major issues of concern. A Public Outreach Strategy will be established as part of this process.*

- A. Work Program, Schedule & Public Outreach Strategy.** A detailed work program, project timeline and public outreach strategy will be developed. Key changes to the structure, methodology and organization of the document will be discussed with DRC. In the timeline, milestones will be included to ensure internal committees and public meetings are established, noticed, and planned in concert with the planning process. Additionally, regular outreach methods, such as posting updates to the project website, City Edition newspaper and Weekly Edition e-mail newsletter will be established.
- B. Conduct a Kick-off Meeting with Comprehensive Plan Working Group (CPWG).** The CPWG will comprise key staff representing planning, economic development, engineering, parks and recreation, water resources and public works divisions within the City. The overall work plan and process will be introduced. The group will be solicited for any relevant issues to be addressed as part of the Plan update.
- C. Visioning and Brainstorming Meeting with Planning Division.** The Planning Division staff as a whole will meet to discuss their ideas and goals for the Comprehensive Plan. This meeting will serve as an opportunity for brainstorming, visioning, and identifying key issues to address in the Plan update.
- D. Prepare Base Map and Data.** Using the City's GIS data, a base map for the display and analysis of the citywide planning area will be prepared. Specific data needs and availability will also be determined and timed with the project schedule.
- E. Conduct Kick-off Meetings with the City Council and Planning Commission.** These sessions with the City Council and Planning Commission will introduce the Comprehensive Plan update schedule, scope and public outreach strategy. The new approach to the Plan and planning process will be discussed with respect to the City's Strategic Vision.

#### **Products:**

Draft Public Outreach Strategy  
Planning Area and Base Map  
Final Public Outreach Strategy



**Meetings:**

Kick-off Meeting with CPWG  
Brainstorming Meeting with Planning Division  
Kick-off Meeting with City Council  
Kick-off Meeting with Planning Commission

**TASK 2: VISIONING AND COMMUNITY OUTREACH**

*The objective of this task is to develop a clear vision for the city. The task consists of providing information to the public on the comprehensive plan process and soliciting input from the community through an interactive open house and online survey.*

- A. Establish Project Website.** The project website will be hosted on the City’s website. The Public Outreach Strategy, Project schedule (in graphic form), upcoming participation opportunities, and other project material will be placed on the website. The site will also provide an opportunity to sign up onto an email listserv and/or connect to the City’s Facebook site to provide input and keep updated. Additionally, interactive components of the public outreach process will be accessed through this site.
- B. Interview Stakeholders.** Representatives of public agencies, community members, neighborhood or HOA representatives, business leaders, environmental advocates, City Council, etc. will be interviewed to identify major issues of concern, desirables, and their vision for the city in order to discover the most critical issues for the Plan update. Stakeholders will be identified in consultation with staff/CPWG, and may include representatives of the development community among others. Approximately 10 meetings will be held (with one or two participants at each meeting) over a two-day period. Findings from these meetings will be summarized in the Community Outreach and Vision Summary report—all comments will remain anonymous.
- C. Prepare Comprehensive Plan Vision Statement and Guiding Principles.** A draft of the Plan’s Vision and Guiding Principles will be developed based on City Council, community and City staff input. While these will be refined through the planning process, they will provide guidance for development of the preferred plan and policy framework.
- D. Summarize Stakeholder Input, Community Input and Guiding Principles.** Results of the stakeholder meetings, 2012 citywide survey and Mindmixer (WestyConnect) input, along with the draft Vision and Guiding Principles will be summarized and provided to City Council and posted to the project website and Weekly Edition.

**Products:**

Materials for Project Website  
Draft Vision and Guiding Principles  
Community Outreach and Vision Summary

**Meetings:**

DRC (2)

Stakeholder Meetings

**TASK 3: EXISTING CONDITIONS, OPPORTUNITIES, AND CHALLENGES ASSESSMENT**

*The objective of this task is to obtain and update background information, analyze long term trends, and summarize opportunity and constraints to development and growth in the city. A succinct map-based report will summarize existing conditions including land use and population distribution, employment centers, community character, transportation, parks and open space, public utilities and services, and safety. Economic and fiscal information will also be considered, as will regional trends that have an impact on the city. Issues and implications derived from these analyses will be presented to City Council and serve as a foundation for a visioning discussion.*

- A. Economic Market Analysis.** A report will be prepared that summarizes economic and real estate market information about the city. The report will include future projections by land use based on reasonably foreseeable trends. Key issues to be addressed include the likely future demand for retail by type; future projections for industrial uses; demand for office and hotel uses; demand for residential units by type; as well as feasibility of various land uses and mixes for focus areas.
- B. Existing Conditions Analysis.** Existing conditions, trends, and opportunities will be analyzed. A meeting with the CPWG will be integrated into development of the report and key issues to be addressed. The report, which will be posted onto the project website, will include:
- **Land Use**, examining existing land uses and patterns; total acreage, units, and square footage of each land use type; densities and intensities, proposed development and development trends, and jobs/ housing balance; and relevant land use plans within and adjacent to the city.
  - **Community Character**, looking at the city's existing development scale and identity. Key issues to be examined are connectivity and accessibility to services and shopping at the neighborhood level, as well as streetscape, citywide identity, and historic resources.
  - **Circulation**, looking at existing traffic counts at key intersections in the city, as well as volumes and traffic conditions/levels of service on major corridors. Relevant plans will be discussed, such as the US 36 improvement, the recent Bicycle Master Plan, and Roadway Master Plan. Additionally, transit, transportation demand management, pedestrian circulation, and parking will be analyzed. (It is assumed that relevant information from recent planning documents will augment this analysis.)
  - **Parks, Open Space and Recreation**, examining existing parks and programs, and referencing the 2010 update to the Parks and Recreation Master Plan. The city's existing open space will also be quantified and evaluated for

connectivity and pedestrian/bicycle facilities.

- **Public Facilities and Infrastructure**, determining existing levels of service and planned improvements for safety, schools, and libraries, as well as water availability, sanitary sewer and storm water drainage.

**C. Planning Commission and City Council Visioning Sessions.** These separate sessions with the Planning Commission and City Council will present the key findings from the economic market and existing conditions analyses and community input to date. A guided visioning discussion will follow, allowing Planning Commission and Council members the opportunity to describe their vision and priorities for specific areas and aspects of the Plan.

**Products:**

Economic and Market Analysis  
Existing Conditions Report  
City Council Presentation

**Meetings:**

DRC (1+)  
CPWG (2)  
City Council Visioning Session  
Planning Commission Visioning Session

**TASK 4: PREFERRED PLAN AND POLICY FRAMEWORK**

*The objective of this task is to develop and refine a preferred plan and accompanying policy framework for the Comprehensive Plan. Policy direction and language will be refined through multiple rounds of outreach with the Planning Commission, City Council, and community.*

- A. Define Preferred Plan.** The first phase of this task will be completion of a draft of the Preferred Plan. The Plan will include a policy framework for land use, open space, and circulation.
- B. Evaluate Preferred Plan and Prepare Preferred Plan Workbook.** Impacts of the plan will be quantified and assessed. This evaluation will be used as a tool for discussion with Planning Commission and City Council. Topics for evaluation will include:
- **Land Use, Population, and Employment.** Population, jobs/housing balance, and other factors identified in the opportunities and challenges analysis will be evaluated.
  - **Economic and Fiscal Impact.** Qualitative assessment of the feasibility and likely impacts of the Preferred Plan.
  - **Transportation.** Traffic forecasts will be prepared, which will include trip generation estimates, distribution of volumes and associated levels of service,

and potential transit ridership.

A brief workbook with maps and text describing policy direction and vision for land use, open space, and transportation can be prepared as an information tool for decision-maker and public consumption. A meeting with the CPWG will also be a part of this subtask.

- C. Present Preferred Plan to Planning Commission and City Council.** Two separate meetings will be held: the first with Planning Commission, followed by City Council. The Preferred Plan and evaluation will be presented in order to solicit feedback for further refinement.
- D. Community Open House.** A community-wide open house will be held to present the draft Preferred Plan. The open house will be structured around several “stations” moderated by City staff. Stations may include land use, urban and streetscape design, transportation/transit, economic development, and preservation/open space. The focus of the presentation to the community will be on specific focus areas within the city like the I-25 corridor. Stations will be designed to solicit input from all attendees. The full program and materials of the open house will also be provided online for input through the Plan and City websites.

**Products:**

Preferred Plan Workbook  
Preferred Plan Presentations to PC and CC  
Open House and Online Materials

**Meetings:**

DRC (1+)  
CPWG  
Planning Commission Meeting  
City Council Study Session  
Community Open House #2

**TASK 5: ADMINISTRATIVE DRAFT PLAN**

*The objective of this task is to refine the plan based on decision-maker and community feedback into an administrative draft plan. This task will include two rounds of internal staff review.*

- A. Prepare Preliminary Draft Comprehensive Plan.** The preliminary draft will be prepared and reviewed internally within the Planning Division. Each content chapter of the plan will include brief background information, goals and implementing policies, and standards where necessary. Refinement of policy language will be vetted through one or more CWGP meetings or individual meetings with each City division. The Plan will include:
- **Land Use**, which will be tied closely with growth management policies, and will include land use classifications and designations, densities and intensities,

population and housing, build-out of the Comprehensive Plan, and policies and direction for focus areas within the city. Special use areas such as the airport will also be addressed.

- **Focus Areas**, which will comprise the city's District Centers. An overall vision, goals, policies and land uses will be identified for each focus area, with the intent for a specific plan to be developed and incorporated into the plan.
- **Economic Development**, which may be its own chapter or a section within the Land Use chapter, will describe the City's economic development strategy, including redevelopment and reinvestment, growth opportunities—particularly in employment—and performance indicators.
- **Community Design and Character**, which will address the City's identity through streetscape, building design, gateways and signage, and other design elements, as well as connectivity, neighborhood identity, historic preservation, and public art.
- **Transportation and Circulation**, which will provide a framework for multimodal travel through the city, including pedestrian, bicycle, vehicle, and transit circulation. Transportation demand management and transportation system management for more efficient travel through the city will also be addressed. The Roadway Master Plan and policies will be referenced and/or incorporated.
- **Parks, Recreation, and Open Space**, which will rely on policy direction from both the Parks and Recreation Master Plan and the Open Space Master Plan (currently underway by the City). Existing and planned facilities will be cited, along with the City's desired levels of service for park provision.
- **Public Facilities, Services and Utilities**, which will provide policy direction to ensure adequate provision of facilities and services as the city continues to grow. This chapter will address existing and planned public facilities and improvements as well as emergency services and preparedness. Key issues of growth management in relation to water resources, storm water management, solid waste, and sanitary sewer capacity, recycling and snow removal will also be addressed, with potential performance measures.
- **Sustainability and Environment**, an optional chapter, which would highlight and relate back to policies throughout the rest of the document. The chapter would address issues of sustainability (fiscal, environmental, etc.) and provide direction for conservation of habitat and biological resources, improvements towards air quality, and mitigation or avoidance of noise impacts and airport hazards.
- **Plan Compliance**, which will provide the structure for plan conformance and implementation, as well as the process for updating the Comprehensive Plan

with Specific Plans for Focus Areas and other amendments. Additionally, a timeline for completion of Specific Plans will be defined.

As the Preliminary Draft Plan is being prepared, there will likely be need for meetings with the CPWG and/or DRC to provide and confirm final policy direction. The preliminary draft will be reviewed within the Planning Division.

- B. Prepare Admin Draft Comprehensive Plan.** The Admin Draft Comprehensive Plan will be completed, incorporating comments from the first round of review. The Admin Draft will be reviewed by the Community Development Division and any other relevant City staff.
- C. City Council Study Session on the Admin Draft Plan.** Key elements of the Administrative Draft Plan will be presented to the City Council for input.
- D. Prepare Hearing Draft Comprehensive Plan.** Based on comments from the second round of review, the hearing draft of the Comprehensive Plan will be prepared.

**Products:**

Preliminary Draft Comprehensive Plan  
Administrative Draft Comprehensive Plan  
Hearing Draft Comprehensive Plan

**Meetings:**

CPWG (2)  
DRC  
City Council Study Session

**TASK 6: ADOPTION OF COMPREHENSIVE PLAN**

*The objective of this task is to finalize and adopt the Comprehensive Plan. The task will include a community open house and final adoption hearing with the City Council.*

- A. City Council Adoption Hearing.** City Council will consider adoption of the new Comprehensive Plan. Any final comments or conditions will be incorporated into a final draft of the Comprehensive Plan.
- B. Prepare Adopted Comprehensive Plan.** Following adoption, a final version of the Comprehensive Plan will be prepared. The document will be prepared in both a final print version and a locked, web-ready version (including separate chapter files for quicker downloads). Additionally, large scale color display maps could be prepared to supplement the Plan document.

**Products:**

Comprehensive Plan Presentation for CC  
Final Comprehensive Plan

**Meetings:**

City Council Hearing



## Comprehensive Plan Update

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### DRAFT STAKEHOLDERS LIST

10/2/12

The stakeholders comprise a wide range of community interests including agencies, groups, property owners, business owners and developers. Approximately 25-30 people will be contacted for an interview. Interviews will be completed in early November.

#### Decision-makers, Groups and Agencies

- **Planning Commission** (2 volunteers tbd at 10/23 meeting)
- **Metro North Chamber of Commerce**  
Deborah Obermeyer, CEO
- **Metro Denver Economic Development Corporation**  
Tom Clark, Executive Director
- **Hyland Hills Park and Recreation District**  
Greg Mastriona, Executive Director
- **Adams County Housing Authority**  
Don May, Executive Director
- **US 36 Commuting Solutions**  
Audrey DeBarros, Executive Director
- **Crestview Water & Sanitation District**  
Mitchell Terry, District Manager
- **RTD Bus Operations Department, Planning/Scheduling**  
Nataly Erving, Senior Service Planner/Scheduler
- **City of Federal Heights**  
Steve Durian, Community Services Director
- **City of Arvada**  
Mike Elms, Community Development Director
- **City of Broomfield**  
Dave Shinneman, Community Development Director
- **City of Northglenn**  
Brook Svoboda, Director, Planning and Development Department
- **City of Thornton**  
Chris Molison, Development Director
- **Adams County Planning Division**  
Abel Montoya, Director
- **Jefferson County Planning Division**  
John Wolforth, Director
- **BNSF Railroad**  
Cathy Norris, Director of Government Affairs
- **Butterfly Pavilion**  
Patrick Tennyson, Executive Director



### Property Owners

- **Hawn-Hewit Properties**  
Bill Kearney
- **Gittelman Properties**  
Steve Gittelman, President
- **Centura/St. Anthony's**  
Scot Brooks, Director of Real Estate and Construction
- **JUSA Development**  
Brian Dixon, VP at Westhaven Real Estate
- **KEW**  
David Spiro
- **Etkin Johnson**  
Jim Vasbinder
- **Church Ranch Corporate Park**  
Charlie McKay
- **Walnut Creek Business Park**  
Steve Rasmussen
- **Pillar of Fire**  
Rev. Dahlenbaugh
- **Progressive HOA**  
Gary Shea, President
- **Legacy Ridge West HOA**  
Sandy Hisamoto, President

### Business Owners

- **Avaya**  
Mike Corbet
- **Synchroness**  
Greg Langley, BSME
- **Ball Corporation**  
Tom Silvers, Director of Corporate Real Estate
- **Brown Construction**  
Mike Brown

### Development Community

- **Gayeski & Company**  
Larry Gayeski, Partner
- **Country Club Village Enterprises, LLC**  
Mike Byrne, Principal
- **Corum Real Estate Group, Inc.**  
Jamie Fitzpatrick, Executive Vice President
- **CRESA**  
Bill Baldwin, Managing Principal
- **CBRE**  
Ray Pittman, Senior Managing Director



# WESTMINSTER

## Staff Report

City Council Study Session Meeting  
October 15, 2012



SUBJECT: Hyland Village Subdivision Update

PREPARED BY: Terri Hamilton, Planner III

### Summary Statement

This report is for City Council information only and requires no action by City Council. Staff will be at the study session to answer any questions Council may have.

### Background Information

Hyland Village is a traditional mixed use neighborhood consisting of 71 acres at the southwest corner of 98<sup>th</sup> Avenue and Sheridan Boulevard. The Preliminary and Official Development Plans for this subdivision were approved in 2007. The original intent of this project was to be another “Bradburn” style project. McStain Neighborhoods intended to “buy down” the entire property from three original property owners and develop the entire site as a mixed use neighborhood consisting of approximately 111 single-family homes, 165 townhomes, 150 condominiums, and a 3.3 acre mixed use/commercial project.

The entire property was platted in 2007 and included the public land dedication of approximately 11 acres for open space at the corner of 98<sup>th</sup> Avenue and Sheridan Boulevard (four acres) and along the south perimeter of the site, along the north side of the Farmers High Line Canal (seven acres). Cash-in-lieu of remaining public land dedication and school land dedication fees were paid in full at that time (\$482,236.80). Construction drawings and public and private improvement agreements including bonding for these agreements were approved for the first phase of the project at the time of platting.

McStain Neighborhoods began construction of the first phase including four single-family homes and two six-plex townhomes. They also constructed some of the internal roadways for Phase 1, but not all. 1225 Prospect, LLC, aka Markel Homes, purchased the 5-acre condominium site. The attached exhibit shows the boundaries of the project phases.

In 2008, the national and state banking crisis dramatically affected the housing market and McStain Neighborhoods was unable to continue with the development of the project. McStain was sued by the owners of the land that McStain failed to acquire as contemplated in McStain’s purchase and sale agreement with the owners. The owners also named the City in this lawsuit. Subsequent meetings between the various landowners and the City as to the development status of the subdivision involved a large group including the landowners, their attorneys and City staff. McStain eventually declared bankruptcy, came out of bankruptcy, and then entered into a settlement agreement with the owners, leaving the owners with the land that currently remains undeveloped.

Provident Realty has purchased the majority of land that McStain once owned. The subdivision is now owned by a number of landowners: Pappageorge/Hintz; Minnick; Provident; Markel; McStain; and sixteen homeowners. Pappageorge/Hintz and Minnick were two of the original landowners.

Since 2008, City staff has held an estimated 10-15 internal and external strategy meetings per year with Hyland Village landowners and their representative. City staff facilitated communications and provided assistance, such as identifying the need for an extension of Service Commitments (SCs) in 2011 and helping the various parties come together in order to make that request so the SCs did not expire and negatively affect the project further.

In 2010, Markel Homes initiated a Preliminary Development Plan (PDP) and an Official Development Plan (ODP) amendment to allow the condominium site to be developed as apartments. This request was continued last October to a date uncertain in order to provide additional time for Markel Homes to discuss and resolve potential financial impacts of their request with the Home Owners Association. City staff is currently working with Markel Homes to bring their request back for consideration by Council this fall.

In 2012, City staff provided information and assistance to a potential developer over a period of months when the company representatives were considering purchase of the majority of land within the subdivision. In mid-August, they made a decision not to move forward with their contract with Provident.

In 2012, City staff successfully negotiated a \$1.9 million settlement with Safeguard Insurance Company concerning the surety bonds for the uncompleted public and private improvements for the Hyland Village project. The City will be using approximately \$900,000 of these funds for the construction of 98<sup>th</sup> Avenue between Westminster Boulevard and Sheridan Boulevard and completing some minor work within the subdivision in order for existing public improvements to be accepted into warranty. These improvements will commence early next spring. Approximately \$1 million in remaining bond monies will be held by the City for future reimbursement of required subdivision improvements such as the clubhouse/pool and amenities by a future developer.

The Hyland Village subdivision is entitled and permit ready, pending updated public and private improvements agreements. However, one significant potential issue with the redevelopment of the site is that McStain (with the property owners permission) put in place a phasing schedule on the ODP that does not accurately reflect the current property ownership boundaries (see approved ODP phasing schedule). This creates an issue because any future buyer of the property would need to buy down all of the land covered by the phasing schedule; or work with the other property owners to “rephase” the project (either of which is acceptable to City staff). The reason for this is that in order to have Landscape Private Improve Agreement’s (LPIA’s) and Public Improvement Agreement’s (PIA’s) approved so building permits can be issued, the developer must post a bond for improvements that may not necessarily be on their property due to the ODP approval that McStain put in place. The City’s Municipal Code requires that building permits be in conformance with an LPIA and PIA, and the Code also requires that the LPIA and PIA be in conformance with the ODP.

Staff is happy to help the property owners (as mentioned above) negotiate a solution that works for all of them regarding rephasing, and has held several meetings with them to try to accomplish just this. However, to date, the owners have not been able to agree on how the rephasing ought to work. Conversely, any developer who wants to get building permits based on the ODP can do so and staff is ready to issue permits for the existing ODP.

Staff Report – Hyland Village Subdivision Update

October 15, 2012

Page 3

City staff is available to provide information and assistance as to our development review and approval process.

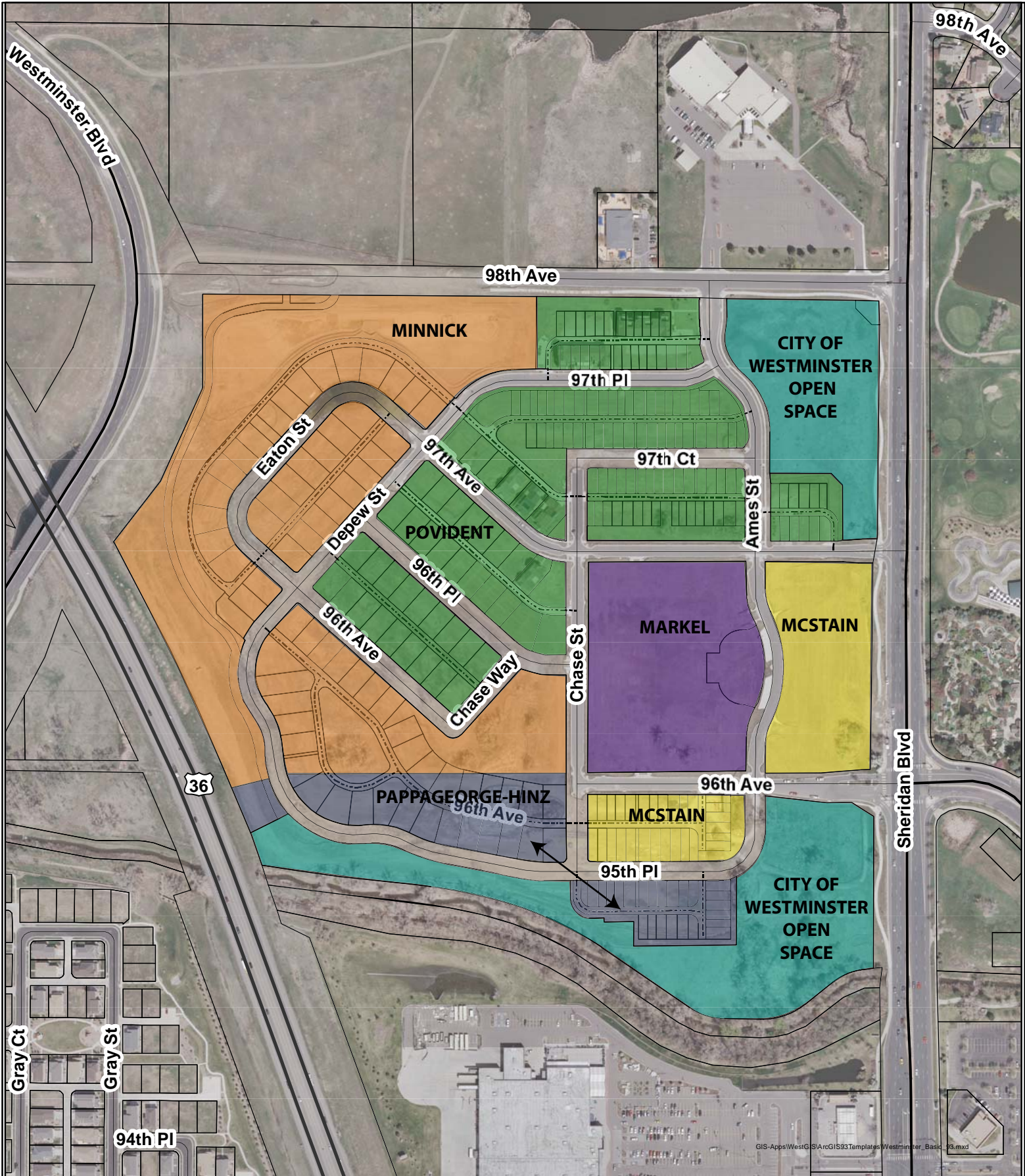
Respectfully submitted,

Stephen P. Smithers

Acting City Manager

Attachment 1 - Map of Property Ownership

Attachment 2 – Approved ODP Phasing



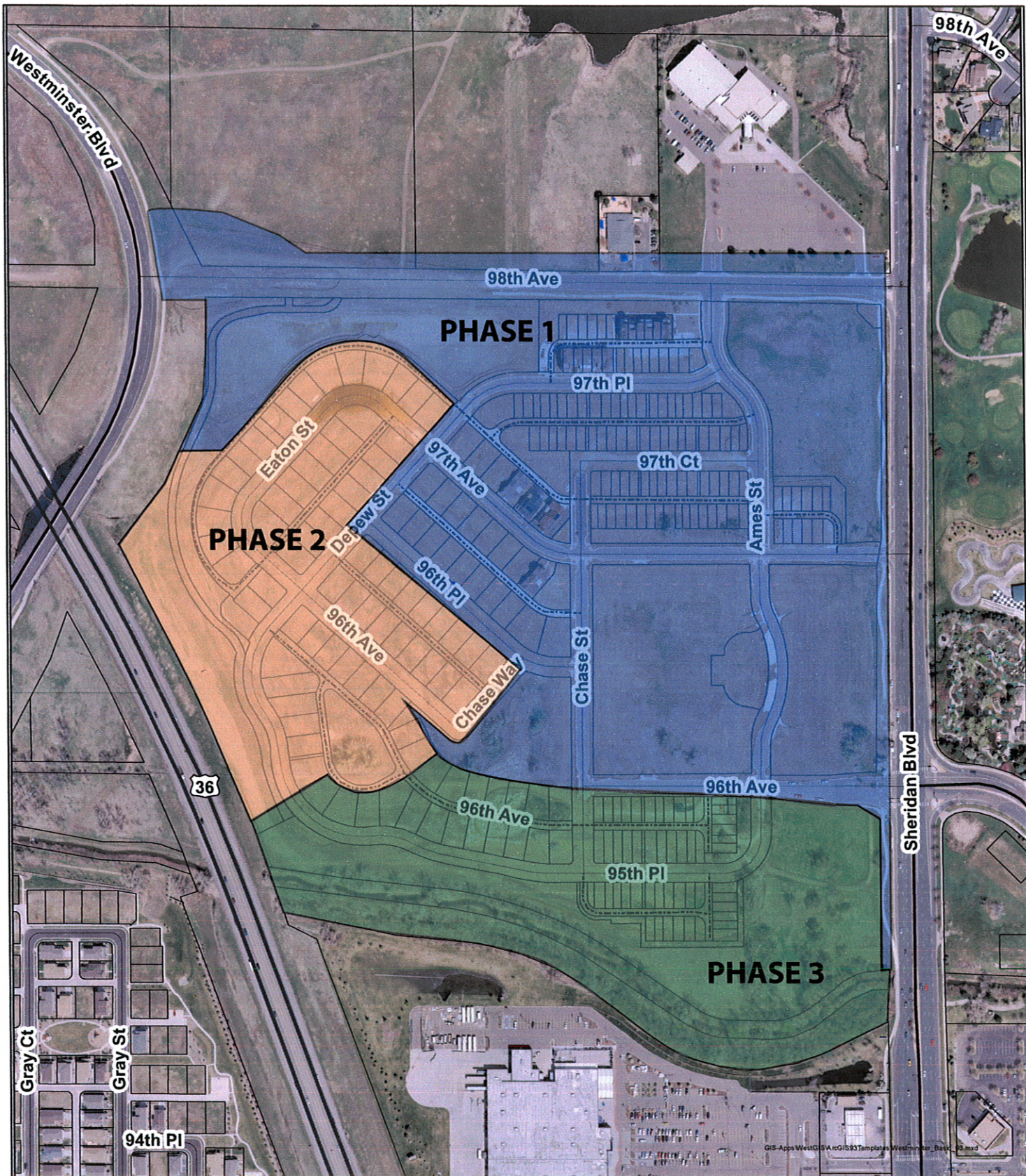
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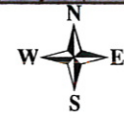
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# HYLAND VILLAGE PHASING PLAN



**City of Westminster**







WESTMINSTER

## Staff Report

Information Only Staff Report  
October 15, 2012



**SUBJECT:** Request for Proposal for Personnel Board Attorney Services

**PREPARED BY:** Debbie Mitchell, General Services Director  
Dee Martin, Workforce Planning and Compensation Manager

### Summary Statement

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

Westminster's Personnel Board fulfills a quasi-judicial function in matters involving employees that appeal disciplinary actions involving suspension, demotion or termination. The Personnel Board is authorized by the Westminster Municipal Code 1-24-12(J) and is advised by special council on legal issues that may arise within the scope of their charter.

A Request for Proposal (RFP) for Personnel Board Attorney Services was opened to solicit bids for a new Personnel Board Attorney upon the resignation of the former, long-term contracted attorney, John Hayes.

A new attorney will be recommended to Council on October 22, 2012, after interviews are conducted and references checked.

### Background Information

The City of Westminster Personnel Board is comprised of lay persons who are fulfilling a quasi-judicial function in matters involving employees that appeal disciplinary actions involving suspension, demotion or termination. The Board's responsibility in the appeal proceeding is to hold a hearing, act as a fact-finder, reach a decision, and make a written recommendation to the City Manager as set forth in W.M.C. § 1-24-12(J).

The Personnel Board attorney acts as an advisor on any legal issues that may arise during or as a result of a hearing and, at the Board's request, may prepare written findings of fact and recommended decisions for final action by the City Manager.

Attorney John Hayes of the law firm Hayes, Phillips, Hoffman and Carberry, P.C. has previously been contracted by City Council to serve as the Personnel Board attorney. John Hayes resigned from this role, resulting in the City needing to seek Personnel Board attorney services.

A Request for Proposal soliciting bids for Personnel Board attorney services was opened from September 6, 2012, through September 19, 2012. Three qualified bids were accepted from Kathie B. Guckenberger of Widner Michow & Cox; Nancy Cornish Rodgers of Kissinger & Fellman, P.C.; and William P. Hayashi of Williamson & Hayashi, LLC. Attorney interviews will be conducted on October 4, 2012, with a panel consisting of three members of the Personnel Board, including Chairperson Margaret Rivera, as well as three City staff members including Debbie Mitchell, General Services Director, and two representatives from Human Resources.

An attorney will be recommended to Council on October 22, 2012, based on the outcome of the formal interviews and reference checks. A contract will be awarded upon Council's approval of the firm.

Contracting with a qualified attorney for Personnel Board attorney services addresses Council's Strategic Plan goal of Financially Sustainable City Government Providing Exceptional Services by maintaining the integrity of our Grievances and Appeals process for City employees as outlined in section XI of the City's Personnel Policies and Rules.

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager





# WESTMINSTER

## Staff Report

Information Only Staff Report  
October 15, 2012



**SUBJECT:** Gasoline and Diesel Fuel Contract Price Lock through 2013

**PREPARED BY:** Jeffery Bowman, Fleet Manager

### Summary Statement

This report is provided to City Council for information purposes only. No Council action is being requested at this time.

- The City of Westminster uses approximately 220,000 gallons of gasoline and 120,000 gallons of diesel fuel annually.
- During 2012, approximately 95% of the gasoline used by the City of Westminster will be purchased through Fleet Maintenance Division's Commodities Fuel Account on a pre-determined fuel contract with Chief Petroleum.
- During 2012, diesel fuel for the City of Westminster has been purchased through Fleet Maintenance Division's Commodities Fuel Account on "spot pricing" where three quotes are solicited for each load of fuel taken.
- Fuel contract lock timelines have changed in the past few years; most notably in the amount of time the purchaser has to make a decision. While previously a fuel vendor could wait days for a purchaser to decide whether or not to lock in a price, in today's faster pace futures market, the purchaser needs to respond immediately.
- City Staff, therefore, recommends using a "strike point" again in 2013, where the Fleet Manager is pre-authorized to lock in futures fuel prices when the price per gallon decreases to a specific per gallon cost. Once the purchase is made, City Council will be asked to ratify the purchase contract at a subsequent City Council meeting.
- When fuel futures pricing is comparable to the budgeted amount in the Commodities Fuel Account, Fleet Maintenance may move to lock up to 90% of estimated fuel into 2013.
- Strike points are estimated to be at or below \$3.00/gallon (gasoline) and \$3.25/gallon (diesel).
- If the strike point is not reached for either type of fuel, Staff will continue to purchase either gasoline or diesel or both on the spot market, as happened throughout 2012 for diesel purchases.

**Background Information**

The last time the City of Westminster entered a fuel contract lock price was 2011, for the 2012 budget year, for gasoline. The speed with which fuel contract transactions happen has increased, leaving decision time to lock a contract often to mere minutes. In comparison to the days or even weeks of decision time to lock a contract in years past, municipal fleets need to be able to react to short term dips in fuel pricing. Municipal fleets are a primary user of fuel contracts, because fuel contracts not only secure a price within the fleet’s budget, it also creates a “first at the pipe” priority assuring fuel supply over fleets that purchase through on spot pricing. For example, as refineries decrease fuel production for maintenance, customers holding contracts are accounted for and are first to receive their allotted fuel delivery. The City is currently purchasing gasoline on a pre-determined contract price of approximately \$2.82/gallon and all diesel fuel on the spot market. As such, the City of Westminster could be more susceptible to diesel fuel shortages. While spot purchasing allows the City to take advantage of price decreases, the City also pays market price when prices soar. Fleet Maintenance Division is following the 2012 fuel contract models, purchasing approximately 90% of fuel on contract, leaving 10% to be purchased on spot. Understanding the fuel tank capacities at City sites and contract delivery methods also justifies the 90-10 split.

The City’s vehicle fleet uses approximately 340,000 gallons of motor fuel annually. Gasoline use is highest at 220,000 gallons, while diesel fuel use averages 120,000 gallons. Fuel is dispensed at three City locations: the Municipal Service Center (MSC), Big Dry Creek Facility (BDC) and City Park. Only the MSC has large enough storage capacity to receive full transport deliveries. A full transport load of gasoline is 8,500 gallons, while a full transport load of diesel fuel is 7,500 gallons. These fuel quantities and ability to accept them are important to know, as fuel contract prices are based on full transport loads and monthly consumption. The fuel tanks at BDC and City Park are smaller, so deliveries are not shipped in transport load sized trailers, but are shipped via “tank wagons.” A tank wagon is a straight truck with an attached tank, whose volume is less than transport loads. A tank wagon delivery can cost as much as 20 cents per gallon more than contracted price.

Determining the amount and type of fuel issued at each City fuel location and the method used to deliver that fuel, along with the fuel budget number, allows the creation of strike points to be calculated. The following scenario represents a possible strike point. Considering Fleet Maintenance Division’s Commodities Fuel Account for 2013 at \$1,117,250 and the last full-year historical fuel use from 2011, the chart below provides a scenario for how the strike point approach can be used to lock in fuel pricing to stay with the 2013 Budget allocation.

Transport \$/Gallon = \$ 3.00/Gallon(Unleaded) and \$ 3.25/Gallon(Diesel)				
<b>Diesel</b>	<b>Tankwagon(\$ .20/Gallon Premium)</b>	<b>Transport</b>	<b>Totals</b>	
2011 Fuel Purchased(Gallons)	42,057.00	74,104.00	116,161.00	
<b>Cost/Gallon \$</b>	<b>3.45</b>	<b>\$ 3.25</b>		
	\$ 145,096.65	\$ 240,838.00	<b>\$ 385,934.65</b>	
				<b>Grand Total \$ 1,036,760.65</b>
<b>Unleaded</b>	<b>Tankwagon(\$ .20/Gallon Premium)</b>	<b>Transport</b>	<b>Totals</b>	
2011 Fuel Purchased(Gallons)	44,715.00	169,246.00	213,961.00	
<b>Cost/Gallon \$</b>	<b>3.20</b>	<b>\$ 3.00</b>		
	\$ 143,088.00	\$ 507,738.00	<b>\$ 650,826.00</b>	

For purposes of comparison, the City is currently paying contracted transport prices of \$2.824 per gallon for unleaded gasoline and \$3.786 per gallon for diesel fuel. Lock-in futures pricing varies considerably day-to-day and the price per gallon is more expensive than the current spot pricing.

City Staff's efforts to secure fuel contracts described above coincide with City Council's goal of "Financially Sustainable City Government" by keeping the City's fuel supply within budget and reliable into 2013.

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager



WESTMINSTER

## Staff Report

Information Only Staff Report  
October 15, 2012



SUBJECT: Capital Improvement Program (CIP) Project  
Status Report – 2012 Second Period

PREPARED BY: Aric Otzelberger, Assistant to the City Manager

### Summary Statement

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

Attached is the second period status report for 2012 on Capital Improvement Program (CIP) projects. The project name, a brief description and status update is provided for each project. If City Council has questions about any of the projects included in this report, Staff will follow up with additional information.

## **Background Information**

Staff has compiled the attached status report on Capital Improvement Program (CIP) projects for activities through the second reporting period of 2012, ending August 31.

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

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

The project name, a brief description of the project, project status, project budget, project expenditures as of August 31, 2012, the project manager(s), engineering firms/contractors, start date, projected completion date and percent complete is provided for each project on the “Capital Improvement Program – Major Projects” pages (Attachment B) and “Capital Improvement Program – Ongoing Projects” pages (Attachment C).

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

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

In 2012, Staff started reporting on construction change orders where formal Council action is not required. If applicable to a project, this information will be reflected in the “Project Status” section of the report. Reporting this information in the CIP Status Reports will present this information in a streamlined fashion and will address a requirement in the Westminster Municipal Code.

This Staff Report supports all five of City Council’s Strategic Plan goals: Strong, Balanced Local Economy; Financially Sustainable City Government Providing Exceptional Services; Safe and Secure Community; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

Stephen P. Smithers  
Acting City Manager  
Attachments

## – DEFINITIONS –

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

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

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

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

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

For Ongoing Projects, this is the amount that has been entered into the financial management system that City Council has appropriated via the current or prior years’ budgets. This amount may be different from the total amount that has been appropriated over the years, since many projects that are ongoing have received funding for many years, in some cases over ten years. Showing the cumulative budget since project inception is not only difficult to gather given the financial management system conversion in 2000, but is not representative of the funds actually available to spend on these ongoing projects. Some projects may include open contracts from which some expenditures have been made but the “Spent” column reflects only those actual expenditures, and therefore the associated encumbrances (i.e., financial obligations) are not reflected in these figures.

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

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

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

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

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

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

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



CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE	PROJECT STATUS (as of 8/31/12)	BUDGET	SPENT (8/31/12)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
	<b>GENERAL CAPITAL IMPROVEMENT FUND</b>									
▶	<b>72nd Avenue/Little Dry Creek Bridge Replacement (formerly Bradburn Boulevard Re-Alignment)</b> - A determination was made that CDBG funds could not be used for the more narrowly-focused bridge replacement project. This leaves federal bridge replacement funding of \$1.8 million and local funding to support the project. The approach will be to design and construct the structure and raise the pedestrian trail through it (reducing the frequency of trail inundation by creek flows) such that the realignment of Bradburn Boulevard can happen at some future date.	A contract for final design engineering was signed in 2Q 2012. The Colorado Department of Transportation (CDOT) is drafting the funding agreement for the federal portion of the project budget. Initial coordination with the utility companies, evaluating and pursuing appraisals of proposed right-of-way and technical design activities are underway with an objective to start construction in the first half of 2013.	\$2,490,018	\$0	Steve Baumann (CD)	City Employee	Jacobs Engineering Group	8/2010	4/2013 (design); TBD (construction)	5% design; 0% construction
▶	<b>80th Avenue Bridge/U.S. 36 Enhancements</b> - This project will upgrade the standard plain bridge that the Colorado Department of Transportation (CDOT) typically installs with architectural enhancements similar to those installed on other recent bridges in the City.	The actual project is complete. In accordance with an agreement with CDOT, the City's final payment for 80th Avenue Bridge enhancements will be made in the second half of 2012. After that payment is made, this project can be closed.	\$600,000	\$365,100	Dave Downing (CD)	Colorado Department of Transportation	DTJ Design / Structures, Inc.	9/2008	6/2011	100%
NEW	<b>92nd Avenue/Federal Boulevard Intersection Improvements</b> - This project will provide additional lanes at the intersection to improve traffic flow and existing overhead utilities will be placed underground. The City of Federal Heights submitted a proposal for DRCOG Transportation Improvement Program (TIP) funding in early 2012 that included matches from CDOT and Westminster for this intersection improvement. The total project cost is \$5.67 million and the City's share is \$600,500. This project is being managed by Federal Heights with oversight by CDOT. Westminster Staff will be involved in all funding and design decisions.	\$181,000 was appropriated through 2011 carryover and covers the amount needed in 2012 to commence final engineering design. Future funding amounts are proposed in the 2013/2014 Budgets. Design will begin in 4Q 2012 with construction scheduled to begin 1Q 2015 with completion before the end of 2015.	\$181,000	\$0	Dave Loseman (CD)	Federal Heights	Muller Engineering	8/2012	10/2015	0%
▶	<b>120th Avenue and Federal Boulevard Intersection Improvement Project</b> - This project includes the installation of additional lanes at this intersection and an overall configuration improvement. Improvements will include additional turn lanes and improvements to through lanes. This is a Colorado Department of Transportation project that was also awarded Transportation Improvement Program (TIP) funds from the Denver Regional Council of Governments. This budgeted amount represents the City's local match contribution.	CDOT is anticipating that design will be completed during 4Q 2012 and construction will commence in 1Q 2015. In addition to the \$580,000 that is currently budgeted for this project, the City will need to contribute an additional \$463,000 in the future. These additional funds will not be needed until 2015. City Staff will present a budget request for these funds at the appropriate time.	\$580,000	\$0	Dave Loseman (CD)	Colorado Department of Transportation	TBD	8/2012	12/2015	5%
▶	<b>124th and Huron Street Intersection Improvements</b> - This project is jointly funded by the City and the Adams 12 Five Star School District to improve roadway turning movements, add lanes and to add the west bound leg to the existing traffic signals. This City is responsible for project management including design, construction management and contracting.	Construction is complete. The project account can be closed when the cost participation provisions of the IGA with Adams District 12 are reconciled, which should occur in the second half of 2012.	\$625,145	\$585,144	Steve Baumann (CD)	City Employee	Stolfus & Associates, Inc. / Goodland Construction	11/2007	12/2008	100%
▶	<b>128th Avenue and Huron Street Landscaping</b> - The City's Intergovernmental Agreement with School District 12 (SD 12) regarding Mountain Range High School obligates the City to build landscaping along 128th Avenue and Huron Street, abutting the high school site. This project will utilize \$93,708 in existing SD 12 school land dedication funds to construct the improvements.	This project is complete. A one-year warranty period on the project commenced in September 2011. Replacement of landscape material that perished during last winter was completed in May 2012. The project warranty will now continue into the spring of 2013.	\$93,708	\$68,795	Dave Loseman (CD)	City Employee	City Staff / CoCal Landscaping	8/2010	8/2011	100%
TO BE CLOSED	<b>144th Avenue: Zuni to Huron</b> - This project will fund design and construction for the widening of 144th Avenue between Huron and Zuni Streets. With the opening of The Orchard at Westminster, it is anticipated that a significant increase in traffic will occur along 144th Avenue between Huron Street and the western City limits at Zuni Street. The existing two-lane road will be widened to arterial street standards.	This project and its warranty period is complete. The project account can be closed.	\$4,190,501	\$4,039,895	Dave Loseman (CD)	City Employee	Felsburg, Holt & Ullevig	1/2007	5/2010	100%
▶	<b>Armed Forces Tribute Garden</b> - This park honors six armed services (Army, Navy, Air Force, Marine Corps, Coast Guard and Merchant Marine) and is located at City Park. The project includes a fountain, brick pavers, seating, shade structures, irrigation and plant material.	Fundraising efforts continue. Tile work on the fountain has been completed and a set of stairs from the western parking lot to the pedestrian bridge have been installed as part of landscape improvements.	\$1,571,279	\$1,571,278	Becky Eades (PR&L)	City Employee	Goodland Construction / Alpine Pool and Plaster	Landscape: 4/2011	Landscape: 5/2012	100% (Phase 1); 100% (Phase 2); 100% (Landscape Improvements)
▶	<b>CEP Master Plan (Phase II)</b> - These funds are to be used as a match with Adams County School District 50 funds to plan for and make physical improvements to the District Career Enrichment Park.	The final conceptual development plan is complete. Finalization of the plan's financial assessment will occur in September 2012.	\$339,018	\$332,234	Tony Chacon (CD)	City Employee	Perry-Rose, LLC Civitas	6/2002	9/2012	95%
▶	<b>City Park Recreation Center Aquatic Enhancement</b> - Funded in part by the 2007 POST bond issue, this project is for the renovation of the City Park Recreation Center aquatics area and locker rooms, to include additional amenities into the pool area to increase the play-ability of the pool area, including a lazy river feature, a new waterslide and an outdoor splash pad. Locker room renovation will include the addition of family changing rooms.	This project remains under warranty and Staff continues to work with both the contractor and architect to resolve issues with the pool's filtration and ozone systems. The project warranty was extended through 1Q 2013. Staff is working on options for assuring that the systems function in the future as originally specified.	\$6,793,881	\$6,734,842	Becky Eades (PR&L)	City Employee	Sink Combs Dethliefs / Adolphson Peterson	11/2007	5/2010	100%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE	PROJECT STATUS (as of 8/31/12)	BUDGET	SPENT (8/31/12)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
▶	<b>Citywide Radio System Replacement</b> - This project would replace the City's existing radio system with a P-25 digital interoperable simulcast radio system. The City's current radio system is 19 years old and its technology has reached end-of-life status. This project will start setting funds aside for the eventual replacement of this system. The P-25 radio system would provide improved coverage, direct interoperability with surrounding agencies and increased choices in radios themselves, as the P-25 system is non-proprietary. This project would include replacement of the major radio system components, dispatch equipment and radios. Total project cost is estimated at \$4,345,000. The City of Arvada would continue to partner with the City on the radio system, so the City of Westminster's portion of this estimated cost would be \$2,172,500. Staff is pursuing grants and alternative funding options to help supplement capital project funding for this major project.	Staff applied for the 2012 Assistance to Firefighter Grant (AFG) for \$180,754 to purchase portable and mobile radios. If awarded, this grant would require a 20% match of \$36,150. The first round of awards related to the AFG will occur during 3Q 2012. City Council approved \$265,423 in 2011 carryover funds project. City Staff has started discussions with firms and five vendors have presented various design and engineering propositions. Staff continues to research and prepare for possible grant funding opportunities. Staff is also starting the framework for a potential request for proposals or considerations for utilizing a possible single source vendor.	\$643,423	\$0	Russ Bowers (PD)/ Nelson Martinez (PD)	City Employee	TBD	TBD	TBD	5%
▶	<b>Community Development Building Division Operating Computer System Software</b> - This project is for the replacement of antiquated software currently being used to manage building permits, inspection information and rental property maintenance records.	Field devices (iPads) have been selected and have been deployed into the field with inspection staff. Staff is currently working on upgrading the Accela servers to better support the additional programs (Accela Inspectors App and Accela Citizen Access). Once the servers are upgraded, the configuration related to the implementation of Accela V360 and Accela Citizens Access will continue. This should be completed by the end of 2012.	\$110,734	\$16,724	Dave Horras (CD)	City Employee	Accella, Inc.	1/2007	12/2012	90%
▶	<b>Energy Efficiency and Conservation Block Grant (EECBG) Projects</b> - This project is funded by the federal 2009 ARRA stimulus package to improve energy efficiency and conservation efforts at the local level. Projects include an energy performance contract, residential and commercial rebates administered by the Governor's Energy Office (GEO), a bicycle master plan, an update to the City's Energy Code, support of the U.S. 36 Commuter CASH program, the hiring of a new Energy and Facilities Project Coordinator, LED parking lot lighting and education outreach efforts in the community. All funds must be expended by 9/29/12 per federal requirements.	Unspent funds from various activities have been combined into the LED City Hall Parking Lot Lighting Retrofit project (\$65,000). That project is currently underway. All other activities related to EECBG funds are complete and final closeout details, including final financial reconciliation, will be completed before the end of the year.	\$952,800	\$862,548	Tom Ochtera (GS) / Barbara Opie (CMO)	City Employee	Various	9/2009	12/2012	90%
	<b>Energy Performance Contract (Phase II)</b> - This project will modify or upgrade multiple energy and water consuming systems or facilities in the City. Specific systems/facilities will be selected based on a high rate of return in potential savings and/or greatest need based on age and stability of existing equipment. Individual projects include the installation of central controls, lighting, electrical upgrades, HVAC upgrades and irrigation improvements. The City will pay for the project up front through financing and will pay back that financing with the money from annual energy and water cost savings through a lease arrangement.	All major project activities are complete. The measurement and verification phase (M&V) has begun and will continue for three years (until November 2014). Warranty work is on-going.	\$3,368,750	\$3,333,630	Tom Ochtera (GS)	City Employee	Siemens	6/2010	6/2011	100%
	<b>FasTracks Local Match</b> - This project is to fund the City's anticipated FasTracks local match associated with RTD's commuter rail line through Westminster. While the total cost to local jurisdictions remains unknown at this time, it is anticipated that the City of Westminster's share will be significant.	With the RTD Board's recent decision to not pursue an additional sales and use tax this fall to complete the FasTracks program in a more timely manner, Staff is working with RTD and corridor stakeholders on how to proceed with plans for the Northwest Rail corridor.	\$250,000	\$0	Aric Otzelberger (CMO)	City Employee	N/A	N/A	TBD	0%
▶	<b>Federal Boulevard Trail</b> - This project will fund the installation of an eight-foot sidewalk along the west side of Federal Boulevard between 92nd Avenue and the south boundary of the Northpark Subdivision, a "missing link" section of sidewalk on the east side of Federal Boulevard, approximately 650 feet south of 119th Avenue and the extension of the trail on the west side of Federal for a distance of 1,000' from the north boundary of the Stratford Lakes community.	The City recently received an \$87,500 Open Space Grant from Adams County for this project, which will allow for an expanded scope of work. Design work is complete and the project is in the bid process. Construction is scheduled to commence in 4Q 2012 with completion anticipated in 1Q 2013.	\$200,850	\$38,707	Dave Loseman (CD)	City Employee	J.F. Sato and Associates	10/2010	3/2013	100% (design); 0% (construction)
▶	<b>Fire EMS Field Reporting (Hardware)</b> - This project is to purchase and install field reporting tablets (laptops) and software, which will be integral components to the Fire Department's records management system. Field tablets will permit personnel to complete all required EMS, fire and inspection reports in the field, thereby reducing the need to paper reports and improving the efficiency of operations.	EMS mobile software is in the final stages of testing. Initial procurement of eight field laptops was accomplished in 4Q 2011. Fire inspection, pre-plans and other field reporting software modules are under development.	\$350,000	\$93,141	Alan Kassen (FD) Rich Welz (FD) Rick Spahn (FD)	City Employee	Alpine Software	3/2008	12/2012	75%
▶	<b>Firefighting Simulator/Burn Building</b> - This project is for the design and construction of a firefighting simulator/burn building. Plans for a new simulator include two burn rooms, roof chop outs, a forcible entry simulator, a smoke distribution system and moveable maze partition panels.	Based on a prioritization of needs and other considerations related to this project, Staff is exploring the possibility of not pursuing this project and moving these funds to higher-priority public safety-related capital projects. Staff will communicate with City Council as a recommendation is finalized.	\$522,000	\$0	Bill Work (FD) Dennis Bishop (FD)	City Employee	TBD	6/2007	TBD	0%
▶	<b>Golf Course Fund Transfer</b> - This transfer from the General Capital Improvement Fund (GCIF) to the Gold Course Fund is necessary in order to attain a balanced budget for the Golf Course Fund. Due to continuing debt obligations at The Heritage and challenges facing the golf industry as a whole, revenues from Golf operations alone are not projected to cover the total expenditures proposed for Golf operations in 2012.	This represents the budgeted transfer from GCIF to the Golf Course Fund for 2012. This transfer payment is occurring in monthly installments of approximately \$42,333.	\$508,000	\$338,666	Barbara Opie (CMO)	City Employee	N/A	1/2011	12/2012	66%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE	PROJECT STATUS (as of 8/31/12)	BUDGET	SPENT (8/31/12)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
TO BE CLOSED	<b>Greenlawn Traffic Mitigation</b> - This project was created to address a large number of concerns from residents over traffic issues associated with the development of Cambridge Farm and Asbury Subdivisions in the area bounded by Wadsworth Boulevard, 92nd Avenue, Pierce Street and 96th Avenue. A citizen task force identified the extension of 96th Avenue between Pierce Street and Teller Street as a solution to these concerns.	This project will be ready to close out in October 2012. The right-of-way agreement with an adjacent property will expire and final payment will be made for the water used to irrigate their property.	\$7,884	\$0	Mike Normandin (CD)	City Employee	Nolte / Asphalt Specialties	6/2000	10/2012	95%
▶	<b>Heritage Golf Course Back Nine Acquisition</b> - These funds will be utilized towards purchasing the land associated with the back nine holes owned by and leased from the Rocky Mountain Metropolitan Airport. This lease has an escalator built into it that continues to strain the finances of the golf course operations.	Staff is working with Jefferson County and the Rocky Mountain Metropolitan Airport on finalizing this land acquisition. Airport officials have completed an appraisal and are sending information to the FAA. The acquisition should be complete by the end of the year.	\$1,945,477	\$0	Ken Watson (PR&L)	City Employee	N/A	8/2011	12/2012	0%
▶	<b>Historical Marker Program</b> - This project is for the design and installation of markers throughout the City to record historical events, people and places from Westminster's history.	A plaque was installed in 2012 for the Church Crossing Stage Stop at 103rd Avenue and Wadsworth Boulevard.	\$30,000	\$25,581	John Carpenter (CD)	City Employee	Quinby Clune Designs / Arapahoe Sign Arts	11/2000	TBD	85%
▶	<b>Holly Park</b> - This will provide funds to clear the existing deteriorating buildings and other costs for redevelopment on the Holly Park site.	This project is ongoing. Staff has received limited interest from developers regarding purchase of the property. The City has been maintaining the property, but will cease to do so in the developed property areas in 2012. The property is currently listed with The CoStar Group. Staff is pursuing an arrangement with a new listing agent.	\$1,125,000	\$1,101,943	Dave Loseman (CD)	City Employee	N/A	7/2005	TBD	50%
▶	<b>Huron Street from 129th Avenue to 140th Avenue (Phase I) and Huron Street from 140th to 150th Avenue (Phase II)</b> - The project is for the design and construction of a total of nearly two and a half miles of Huron Street.	Major street improvements in the Huron Street corridor are complete. Certain landscape improvements along the Casa Estates mobile home park frontage of Huron Street were accomplished in the first half of 2012. Minor sidewalk improvements on the west leg of the 148th Avenue and Huron Street intersection will be installed during the second half of 2012.	\$18,821,737	\$18,273,315	Steve Baumann (CD)	City Employee	Felsburg, Holt & Ullevig	6/1998	10/2012	98%
NEW	<b>Hyland Village Public/Private Improvements</b> - The City received a settlement payment for performance bonds associated with original McStain project located at 98th Avenue and Sheridan Boulevard. These funds will be utilized to install improvements that were the original obligations of the developer.	The funds from the settlement with the bonding company were appropriated in August 2012. Staff is working with a firm to design a bid package for the construction of 98th Avenue. The project will be bid in October 2012.	\$1,957,000	\$0	Dave Downing (CD)	City Employee	NV5, Inc. (design)	8/2012	12/2013	5%
▶	<b>Kings Mill Park Renovation</b> - This project includes the demolition of the building and the swimming pool on the site. The park expansion will include climbing boulders, a skate spot, a picnic shelter and free standing play elements such as swings and spinners.	The skatespot is nearly complete and construction on the second phase of the park expansion will begin in late September 2012. Work is expected to be completed by the end of 2012.	\$250,000	\$71,998	Becky Eades (PR&L)	City Employee	California Skateparks and Goodland Construction	2/2010	12/2012	100% (demolition); 50% (renovation)
TO BE CLOSED	<b>Little Dry Creek Dog Park</b> - This dog park will be located at 69th Avenue and Lowell Boulevard. This dog park will include a small and large dog area, an asphalt parking lot for 20 cars, fencing, benches, two small shade structures dog watering and trees.	The project and its warranty period is complete. Staff received a reimbursement from Adams County Open Space for the \$70,000 grant that was awarded to this project.	\$190,000	\$168,348	Kathy Piper (PR&L)	City Employee	Urban Farmer, Inc.	8/2010	8/2011	100%
▶	<b>McKay Lake Outfall Drainage</b> - This is a joint project between the cities of Thornton and Westminster. It includes the planning, cost apportionment, design and construction of improvements to reduce the significant floodplain between Huron Street and Washington Street, north of 136th Avenue.	Construction of the portion of this project from I-25 east to Big Dry Creek in Thornton (Phase 3) was completed in July 2010. A two-year maintenance period is also part of the Phase 3 contract, running through 2012. Subsequent phases are dependent on cost participation and developer plans for the area upstream of I-25. A portion of that funding was received in 2011 and has been appropriated to the project account.	\$9,589,386	\$4,093,776	Steve Baumann (CD)	City Employee	WHPacific / American West Construction, Inc.	1/1999	7/2012 (Phase 3 Maintenance); TBD (Future Phases)	100% (Phase 3 Maintenance)
▶	<b>Metzger Farm Improvements</b> - This is a joint project with the City and County of Broomfield through the Broomfield-Westminster Open Space Foundation. These funds are for the first phase implementation of the Master Plan for the site. It is anticipated that improvements will include trails and structural enhancements to the buildings on site.	Construction of these improvements is nearly complete. These improvements include an overlook, dock, shelter, parking and trail system. The trail system includes a bridge connection to the Big Dry Creek trail.	\$691,800	\$452,327	Heather Cronenberg (CD) / Becky Eades (PR&L)	City Employee	Wenk Associates (design): AJI (construction)	1/2008	12/2012	80%
TO BE CLOSED	<b>Municipal Service Center (MSC) Service Drive Rehabilitation</b> - This project will fund the removal and replacement of deteriorated concrete panels, joint sealing, and the application of liquid sealant on the west service drive at the MSC.	All construction is complete and the warranty period has expired. The project can be closed.	\$22,000	\$22,000	Rob Dinnel (PW&U)	City Employee	Keene Concrete	9/2011	12/2011	100%
	<b>Photovoltaic Solar Panel System</b> - The City entered into a power purchase agreement with Main Street Power for the installation of photovoltaic solar panels on four facilities. Pursuant to this agreement, the City needs to set aside the first six years of energy purchase funds as a guarantee to Main Street Power and their financiers that they will be receiving the income stream from the City's energy payments. At the conclusion of the six-year period, should the City decide to exercise the option to purchase the system, these funds could be utilized towards that purchase.	As of December 30, 2009, all solar energy systems were installed and producing energy at City Park Recreation Center, Westview Recreation Center, the Public Safety Center and the Municipal Service Center. No expenditures have been made to date, as these funds serve as an energy payment "guarantee" as discussed in the project description.	\$110,000	\$0	Jerry Cinkosky (GS)	City Employee	Main Street Power / Simple Solar	7/2009	12/2009 (funding will stay in place until 2015)	100%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE	PROJECT STATUS (as of 8/31/12)	BUDGET	SPENT (8/31/12)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
	<b>Railroad Crossing Surface Replacement Program</b> - This program will replace railroad crossing surfaces at several crossing locations throughout the City with concrete crossing pad materials. These crossings are rated poor to very poor. The program is proposed to be funded over several years.	The crossings at Lowell Boulevard and 88th Avenue are complete. Staff contacted BNSF in February 2012 regarding crossing replacement at Bradburn Boulevard, which is the next candidate for replacement. Staff was informed that BNSF's 2012 installation schedule is full. Staff asked for consideration of 50/50 cost sharing with BNSF, as this has occurred with crossing replacements in the past. Staff requested an estimate of that City cost and asked that replacement of the crossing be added to BNSF's 2013 schedule. No response has been received to date.	\$177,507	\$119,411	Dave Cantu (PW&U)	City Employee	BNSF Railroad	1/2011	12/2013	65%
	<b>Railroad Quiet Zone Study</b> - This project will provide funds to conduct a quiet zone study associated with the FasTracks commuter rail project.	The Regional Transportation District will not commence the preparation of a quiet zone study until a vote to increase the current sales tax is passed to fund the future extension of the Northwest Rail Line.	\$100,000	\$0	Dave Downing (CD)	City Employee	URS	1/2008	1/2015	0%
▶	<b>Revegetation of Sisters of the New Covenant Open Space Property</b> - This project account is to help fund the revegetation and restoration of the recently-acquired 25.49-acre Sisters of the New Covenant open space property located at 100th Avenue and Alkire Street.	Staff is still working with the State of Colorado regarding the reimbursement towards the acquisition of this property. Once these funds are received, Staff will bid out the revegetation work. The work should take approximately two growing seasons to complete.	\$88,000	\$0	Heather Cronenberg (CD)	City Employee	n/a	1/2013	1/2015	0%
▶	<b>Savory Farms Open Space Rehabilitation</b> - This project will fund the engineering, design and construction of improvements at the 8.1-acre Savory Farm Open Space. Improvements include extensive earthwork to redistribute the existing soil stockpile on-site, a 22-vehicle asphalt parking lot, 1 mile of concrete trails, wood open space fencing and re-vegetation.	Construction for the project is complete. Ongoing maintenance of the temporary irrigation system and weed management for the 8 acres of native seed is ongoing through early September. Overall, a total of five construction change orders have been processed for this project; the total amount of all construction change orders is \$27,299 to date. All of these change orders are within the scope of the project, do not require Council action for approval pursuant to WMC and were only necessary due to unforeseen conditions or variations in project quantities from that shown in the design documents. This project is partially funded with a \$232,000 Adams County Open Space Grant.	\$355,632	\$335,617	Sarah Washburn (PR&L)	City Employee	ECI Site Construction Management, Inc.	7/2011	10/2012	95%
▶	<b>Shoenberg Farm Restoration</b> - This project will help facilitate the acquisition of historic properties located at the former Shoenberg Farm site by commercial and non-profit users. The project will also help fund and facilitate rehabilitation of the concrete silo.	The concrete silo restoration project is complete. The next phase of this project will focus on structural and exterior rehabilitation on the milk house, pending City Council approval of the Proposed 2013/2014 Budgets and obtainment of a State Historical Grant.	\$1,369,156	\$1,211,735	Tony Chacon (CD)	City Employee	TBD	1/2009	5/2012 (concrete silo)	100% (concrete silo)
▶	<b>South Westminster Transit-Oriented Development</b> - This design project will assist with the redevelopment projects and land acquisitions necessary to assist the forward movement of the FasTracks efforts for the RTD commuter rail station near 71st Avenue and Irving Street, along with the development of the surrounding area.	A draft circulation/improvement plan has been completed. A TOD land use plan revision is underway. The final draft of design guidelines is being completed. Staff is continuing to work on a land assemblage strategy. In July 2010, the City acquired the 6.87 acre Icon property at 70th Avenue and Hooker Street. Staff is also working with RTD and preparing for necessary capital improvements related to station infrastructure, including the station platform and parking structure. Work related to the Little Dry Creek storm drainage and detention project is highlighted under that project listing below.	\$6,896,815	\$3,261,142	Mac Cummins (CD) / Steve Baumann (CD)	City Employee	IBI Group / Van Meter, Williams, Pollack	12/2008	TBD	75% (design and land purchase); 0% construction
▶	<b>South Westminster Transit-Oriented Development Roadway Improvements</b> - This project will assist with the roadway improvements needed around the forthcoming FasTracks station and City-proposed parking structure near 71st Avenue and Irving Street. The project funding is from the City's share of Adams County road tax revenues.	The Intergovernmental Agreement with RTD was signed in June 2012. Coordination with RTD and their concessionaire (DTP) is ongoing, but is now focused on the acquisition in 2013 of property needed for the station plaza and nearby supporting infrastructure. DTP is projecting a start to their construction activities in mid-2013.	\$553,839	\$226,963	Steve Baumann (CD)	City Employee	Martin/Martin	8/2010	12/2016	75% (Phase 1 design)
▶	<b>Street Lights Standards Study</b> - This project will fund a study to develop street lighting spacing standards for the City. Additionally, if funding permits, an initial street lighting technology review would be included in this study (the possibility of placing solar on each street light to take them off of the electrical grid).	A consultant has been selected and is under contract. The study is 70% complete and should be completed no later than December 31, 2012. Staff is working to coordinate a field tour with City Council and key Staff to evaluate different lighting types during the fall of 2012.	\$60,000	\$19,240	Mike Normandin (CD) / Ben Goldstein (CMO)	City Employee	Clanton and Associates, Inc.	8/2011	12/2012	70%
▶	<b>Swim and Fitness Center Renovation</b> - Funded in part by the 2007 POST bond issue, this project is for the renovation of the Swim and Fitness Center to include enhancements to the locker room and aquatics area, as well as the installation of an outside play area.	Both the interior renovations and new splash pad area have been completed. A two-year warranty is now in effect. Warranty items are being taken care of as needed. Staff applied for and received a \$205,000 Adams County Open Space grant and has received these funds as a reimbursement.	\$2,041,533	\$1,997,832	Kathy Piper (PR&L) / Peggy Boccard (PR&L)	City Employee	Sink Combs Dethlefs / Dohn Construction	2/2009	1/2012 (interior); 5/2012 (splash pad)	100%
▶	<b>Teleworks Upgrade</b> - This project is funded by both the General and Utility Funds. The City uses Teleworks to give citizens and businesses access to account information and to make payments in real-time. This upgrade will keep the current system under maintenance and receiving enhancements. This upgrade will also give the City the ability to interface with the Building Permit System and with the Court's Jury Plus System, allowing citizens and businesses to access their information and make payments through the phone.	The Teleworks Upgrade, which includes AlertWorks, UtilityWorks and BuildingWorks, has been installed on a new server. AlertWorks is currently in production and is used by Municipal Court to remind jurors of their jury duty that week. Utility Works is currently in production. Staff is currently working with Teleworks and Accela on Building Works.	\$166,000	\$127,775	Art Rea (IT)	City Employee	Teleworks	2/2011	11/2012	85%



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NEW	<b>U.S. 36 Bus Kiosks Local Match</b> - This project represents the City's share of the corridor-wide FASTER grant award through CDOT for US36 Bus Kiosks. Per the grant proposal, 14 kiosks will be installed along the U.S. 36 corridor, totaling \$781,000. Two kiosks will be installed at each park n ride along the corridor. These kiosks will allow more convenient payment for commuters and will help decrease travel time along the corridor, as the kiosks will eliminate some cash transactions between the driver and commuters.	The installation of the bus kiosks is not yet programmed by the contractor, but it is anticipated that these will be installed in 2014.	\$44,630	\$0	Dave Loseman (CD)	City Employee	Ames/Granite	4/2012	4/2014	0%
▶	<b>U.S. 36 Pedestrian Box Widening - Shops at Walnut Creek</b> - This project is related to the U.S. 36 Managed Lanes project. Per a previous intergovernmental agreement (IGA) with CDOT, the City is obligated to lengthen the existing underpass that connects the Westminster Promenade to The Shops at Walnut Creek. The IGA was signed when the bridge was originally constructed. Per negotiations with CDOT, the City's total cost of this project is \$855,373. An additional \$467,000 will be needed in future years. The City will pay project costs to CDOT in three installments spread out over three years.	The widening of this bridge will occur in early 2013 as part of the U.S. 36 Managed Lanes Project being administered by CDOT and constructed by Ames Construction. The City will enter into an IGA with CDOT, which will identify a payment schedule in 2013, 2014 and 2015 for the total City obligation of \$855,373.	\$389,000	\$0	Dave Loseman (CD)	City Employee	Ames/Granite	1/2013	TBD	0%
NEW	<b>Wellness Clinic</b> - This project will retrofit space in City Park Fitness Center for the new employee Wellness Clinic opening January 2013. Funds from the City's Medical/Dental Fund will pay for moving existing tenants out (IT with the disaster recovery room and PR&L programming that includes two massage rooms and one office with storage space), retrofitting the new space, and tenant improvements for the Wellness Clinic. Costs include fixtures, furniture and equipment for new clinic.	The IT Disaster Recovery site relocation has been completed. Remodeling work at City Park Fitness Center will begin in September 2012.	\$300,000	\$17,516	Jerry Cinkosky (GS) / Brian Grucelski (GS)	City Employee	Sand Construction	8/2012	12/2012	10%
NEW	<b>Westminster Public Safety Recognition Foundation Short Term Art Note</b> - City Council is providing a short term loan (note repayable within 12 months) to the Westminster Public Safety Recognition Foundation (WPSRF) for the installation of the public art piece in front of the Public Safety Center. This account is from where the funds will be deposited/paid out.	WPSRF unveiled the "Teamwork" sculpture on August 6. The City has provided note proceeds to the WPSRF. WPSRF will be responsible for repaying the note within one year. The project will remain open until that occurs.	\$35,000	\$35,000	Barbara Opie (CMO)	City Employee	Hanlon Sculpture Studio / Goodland Construction	6/2012	8/2012	100%
NEW	<b>Westminster Urban Reinvestment Project (WURP) - Capital Reserve Account</b> - This funding is set aside as a contingency measure should the City need to complete payment on the Sears note due in December 2013. While the plan remains to have a developer on board assuming the note for the WURP site by that time, it is prudent to develop a contingency plan should unforeseen delays be experienced.	City Council appropriated funds into this account as part of the 2011 carryover process. Staff continues negotiations with a developer related to the WURP project.	\$1,500,000	\$0	Steve Smithers (CMO)	City Employee	N/A	8/2012	2/2014	0%
<b>UTILITY FUND CAPITAL IMPROVEMENTS (WATER, WASTEWATER AND STORMWATER)</b>										
▶	<b>78th Avenue and Stuart Place Sewer Line Replacement</b> - This project includes the replacement of approximately 2,400 linear feet of sanitary sewer pipe that is either undersized or contains sags or other serious defects that affect the operations and/or maintenance of the pipeline, along with the replacement of several manholes. This work will be done in conjunction with the waterline replacement and street repaving.	Staff is coordinating this project with the 78th Avenue and Stuart Place water main replacement. Project bids were received on June 28. Construction began in late August and is scheduled to be completed by December 31, 2012, weather permitting.	\$650,000	\$13,954	Mike Wong (PW&U)	City Employee	J&T Consulting, Inc. Brannan Construction	3/2012	12/2012	100% (design); 0% (construction)
▶	<b>78th Avenue and Stuart Place Water Line Replacement</b> - This project included the replacement of approximately 2,700 feet of waterline due to pipe size, pipe age and significant break history to improve service, pressure and/or fire flow capacity. This work will be done in conjunction with the sewer line replacement and street repaving.	Staff is coordinating this project with the 78th Avenue and Stuart Place sewer line replacement. Project bids were received on June 28. Construction began in late August and is scheduled to be completed by December 31, 2012, weather permitting.	\$600,000	\$30,682	Mike Wong (PW&U)	City Employee	J&T Consulting, Inc. (Design) Brannan Construction (Construction)	3/2012	12/2012	100% (design); 0% (construction)
▶	<b>87th and Wadsworth Lift Station Replacement</b> - The existing lift station was built in 1992. This project will construct a larger wet well, install parallel force mains, improve mechanical and electrical equipment and stand-by power. These improvements will improve functionality and help mitigate the risk of sewage overflows.	The new lift station design is 90% complete. The preferred site for the new lift station, selected through an alternatives study, is located west of Wadsworth Parkway at approximately 87th Avenue, directly across Wadsworth from the existing site. Western States Land Services, Inc. is under contract to assist the City with easement acquisitions. The land acquisition was approved by City Council in July 2012. Offers will be sent to the land owners in 3Q 2012 to begin negotiations on the condemnation process. Design is expected to be completed in 4Q 2012.	\$3,200,000	\$216,722	Dan Strietelmeier (PW&U)	City Employee	Carollo Engineers, Inc. Western States Land Services, Inc. Clayton and Company, Inc.	3/2011	10/2012 (design); TBD (construction)	90% (design)

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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▶	<b>Big Dry Creek Waste Water Treatment Facility Capacity Analysis</b> - This project will fund an evaluation of the treatment capacity of the Big Dry Creek Waste Water Treatment Facility. The influent waste water strength (also known as organic loading) has recently exceeded 80% of the State permitted capacity of the plant. Organic loadings at this level are a key regulatory trigger point that requires planning for re-rating the capacity of the plant and/or possible expansion of specific facility processes.	The study has been completed and the final report has been issued, confirming that the existing facility has additional treatment capacity. Staff met with the Colorado Department of Public Health and Environment (CDPHE) to informally review the results of the study and plan future project needs. Staff is moving forward with the facility re-rating portion of the project. The report and application were submitted to the State in July 2012 and are currently in the 90 day review period by CDPHE.	\$192,335	\$161,574	Kent Brugler (PW&U)	City Employee	Black and Veatch	6/2011	9/2012	95%
▶	<b>Big Dry Creek Waste Water Treatment Facility Improvements</b> - This project will implement redundant electrical power to the UV process and the influent pump station. Funds will also be used to install a vehicle wash station, which will be used primarily by biosolids applicator vehicles.	This project is scheduled to commence in 4Q 2012.	\$230,000	\$0	Kent Brugler (PW&U)	City Employee	TBD	10/2012	6/2013	0%
▶	<b>Big Dry Creek Waste Water Treatment Facility: Solids Processing and Handling Improvements</b> - Due to new plant operations and an unforeseeable increase in the viscosity of solids flow streams, current conditions at the plant have led to bottlenecks and plugging in the facility piping. This project will systematically evaluate current conditions and design appropriate system modifications to provide safe, stable and sustainable long-term treatment operations.	Improvements have been installed and are complete. The project is currently in a warranty phase.	\$993,487	\$807,220	Steve Grooters (PW&U) / Kent Brugler (PW&U)	City Employee	Black and Veatch (engineering); Velocity Constructors, Inc. (contractor)	6/2010	8/2012	100%
▶	<b>Brighton Ditch Enlargement</b> - This project is part of the City's Comprehensive Water Supply Plan (CWSP) - Wattenberg Gravel Lakes project, which will be a series of lined reservoirs adjacent to the South Platte River in southern Weld County. This specific project will provide for study, design and construction of an enlargement of the Brighton Ditch, which diverts water from the South Platte River. This added capacity will be used to divert Westminster's water from the South Platte into storage at Wattenberg Gravel Lakes. This project will also fund any necessary permitting.	Staff has conducted a needs assessment and is continuing to evaluate the options to best address the City's long term water storage needs. This project will be considered in the upcoming Raw Water Master Plan to ensure that the options considered provide sufficient flexibility and storage to meet build out needs.	\$900,000	\$0	Josh Nims (PW&U)	City Employee	Slattery & Hendrix Engineering, LLC.	4/2011	12/2013	100% (Needs Assessment Study); 0% (design and construction)
▶	<b>Brookhill/Vance Street Water Main Replacement</b> - This project will replace old water lines near the apartment complex located just off Vance Street, south of 92nd Avenue and north of 90th Avenue. In addition, this project will replace old water lines within the Brookhill Shopping Center. Both of these areas have a significant pipe break history.	Engineering design commenced in April 2012. The new waterline will be located almost entirely within the paved parking lots of an apartment complex. As the site owners are in the process of trying to sell the property, Staff agreed to delay the the construction start date until spring 2013.	\$1,100,000	\$7,510	Stephanie Bleiker (PW&U)	City Employee	Jacobs Engineering Group, Inc.	12/2011	6/2013	60% (design)
▶	<b>City Hall Cashier System Replacement</b> - This project is to install a new cashier system at City Hall. The existing system will no longer be supported after 12/31/10 and this replacement will ensure reliability of the system.	Accella integration has been completed and Staff anticipates an upgrade conversion in three to six months in order to process utility bills with specific readers.	\$150,000	\$116,660	Robert Byerhof (FIN)	City Employee	Active Network	12/2008	12/2012	95%
▶	<b>Comprehensive Water Supply Plan (CWSP) - Raw Water Improvement Studies</b> - This project will fund studies and assessments of the City's raw water supply system in order to develop additional water supply, promote system efficiencies and maximize resources.	Staff has kicked-off the scoping process for a raw water study, which is intended to address the components of the raw water system that are the City's responsibility. Staff anticipates completion of the study in 3Q 2013.	\$75,000	\$0	Josh Nims (PW&U)	City Employee	TBD	3/2009	9/2013	5%
▶	<b>Comprehensive Water Supply Plan (CWSP) - South Westminster Non-Potable System</b> - This project consists of pursuing the development of non-potable water sources for irrigation purposes in the southern area of the City, which includes planning, design and construction of the system in conjunction with south Westminster development and redevelopment. The system would use sources of water that the City has rights to but cannot incorporate into the potable water system. The system would be separate and distinct from the City's Reclaimed Water System.	Staff is continuing to develop and scope a follow-up study to the URS feasibility report, which identified potential system demands, developed conceptual system infrastructure and provided "study-level" pre-design costs. The follow-up study will incorporate a broader master plan approach and assess potential water sources. It will also seek to enhance system design, develop better cost information and estimate the project schedule. This project will move forward in conjunction with other utility work in the South Westminster TOD area.	\$375,000	\$40,034	Josh Nims (PW&U)	City Employee	URS	5/2008	TBD	25% (study) 0% (design)
▶	<b>Comprehensive Water Supply Plan (CWSP) - Standley Lake Bypass</b> - This study will evaluate various alternatives for reducing vulnerability of the City's water supply system under certain emergency scenarios including drought, infrastructure failure, or water quality upsets. Final design and construction of the preferred alternative will commence following the study phase. Funding in future budget years will be needed to complete the project.	The final report for the project is completed and City Council has provided direction on this project. Pipeline construction is planned for 2014. Additional funds for this project will be considered as part of the Proposed 2013/2014 Budgets.	\$1,100,000	\$174,841	Stephanie Bleiker (PW&U)	City Employee	Hatch Mott MacDonald	3/2009	6/2012 (study); TBD (design and construction)	100% (study) 0% (design)

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▶	<b>Comprehensive Water Supply Plan (CWSP) - Water Supply Development</b> - The purpose of this project is to replace the annual volume of water supply lost due to the elimination of the treated water contract with Thornton and to develop water supply to meet future water demand of the City at build-out. This includes purchasing additional water rights, expanding the reclaimed system, developing a non-potable water system for the southern portion of Westminster, optimizing the raw water system and increasing water conservation efforts.	The Residential Water Demand Study (previously known as the Water Conservation Verification Study) is finalized and a Draft Water Conservation Plan has been completed. The Draft Water Conservation Plan will be presented to City Council in October 2012 and submitted to the State for approval by the end of 2012. In April 2012, the City purchased 18 Manhart Ditch shares that enhance the City's Jim Baker Reservoir water supply and will provide additional water for water rights exchanges to Standley Lake and supply for the City's planned South Westminster non-potable water system.	\$20,147,503	\$19,791,776	Mike Happe (PW&U) Josh Nims (PW&U) Chris Gray (PW&U)	City Employee	Aquacraft, Inc.	1/2004	10/2012	85%
	<b>Comprehensive Water Supply Plan (CWSP) - Wattenberg Gravel Lakes Storage</b> - In order to meet the City's build-out water demand, the City is pursuing construction of reservoirs from reclaimed gravel mines along the South Platte River near Wattenberg in Weld County. This project involves the mining company, Aggregate Industries, constructing water storage for Westminster as part of their mining reclamation plan. Westminster is responsible for constructing inlet and outlet facilities. The project is anticipated to take 17 years to complete.	Due to permitting issues and a drastically slowed construction environment, Staff negotiated new agreements with Aggregate Industries (AI) in 2008 with updated timelines and delivery dates for each component's completion. Staff also negotiated lease agreements with AI.	\$2,610,846	\$2,217,077	Josh Nims (PW&U)	City Employee	Aggregate Industries	1/2000	12/2017	15%
▶	<b>Copper Control Study</b> - This project will review existing data regarding copper levels in the water distribution and wastewater collection systems, and will perform water quality and corrosion analyses. Based on these findings, recommendations will be made regarding the potential sources of copper in the system and the control of copper release to the system. The proposed contractor for this work is a nationally recognized expert with copper corrosion and copper control in water and wastewater infrastructure.	Project is complete and can be closed out. Staff has reviewed findings of the study and is exploring strategies for controlling copper release in the water and wastewater systems.	\$42,500	\$42,500	Steve Grooters/Tom Settle (PW&U)	City Employee	Marc Edwards	12/2011	6/2012	100%
▶	<b>Critical Sewer Repairs</b> - This project will re-align some sewer infrastructure that is needed immediately. This project had been separated out of the main Sewer Open Cut project account in order to better track expenses associated with the project.	This main sewer component of this project is complete. The contractor is committed to completing site restoration work in the open space area near Vogel Pond where the sewer line was relocated and is currently eliminating weeds. The contractor will also provide a second seed mix application by the end of 2012.	\$526,586	\$407,025	Stephanie Bleiker (PW&U)	City Employee	Northern Colorado Constructors	12/2010	6/2011	100%
▶	<b>Croke Canal and Standley Lake Improvements</b> - This project will replace the dam tender house at Standley Lake. The 30-year old modular home has wind and mold damage and is need of replacement. FRICO is up-fronting the costs of the project and the City will use these funds to reimburse FRICO. Thornton and Northglenn will also share in the costs.	Construction of the new dam tender house has been completed and a Certificate of Occupancy was issued in July 2012. FRICO will be invoicing the City for the costs associated with the new house in the next couple of months. Thornton and Northglenn will also share in the costs.	\$120,000	\$0	Josh Nims (PW&U)	Standley Lake Operating Committee (SLOC)	Various	11/2010	7/2012	100%
▶	<b>England WTF Decommissioning</b> - This project consists of demolishing and disposing of the former England Water Treatment Facility (WTF) buildings and structures in anticipation of development to the south Westminster corridor. Also, this project is related to the development of a south Westminster non-potable water system that may use this site.	American Demolition initiated environmental abatement work in May 2012. The abatement process has been completed and American Demolition is now actively demolishing the decommissioned water treatment facility structures.	\$600,000	\$106,625	Stephanie Bleiker (PW&U)	City Employee	Farnsworth Group, Inc. / American Demolition	6/2011	10/2012	100% (design) 40% (construction)
TO BE CLOSED	<b>Federal Boulevard Water Main/Wandering View Yard Piping Project</b> - This project will replace broken water valves and aging pipeline in the 104th Avenue and Sheridan Boulevard/Wandering View areas. Due to the size of the project, it is being broken out into a separate account from the Open Cut Waterline Replacement CIP project account.	This project is complete and the warranty period has expired. The project can be closed.	\$559,829	\$514,821	Stephanie Bleiker (PW&U)	City Employee	Northern Colorado Constructors / T. Lowell Construction, Inc.	12/2010	9/2011	100%
▶	<b>JBR Aeration System Replacement</b> - This project is to replace the existing aeration system located in the eastern section of Jim Baker Reservoir (JBR). This aeration system is an important part of the site operations and provides valuable water quality benefits to the reservoir.	The City awarded the construction contract to Keeton Industries in August 2012. Keeton will start construction on site by September and is expected to complete the work before the end of 2012.	\$50,000	\$13,275	Josh Nims (PW&U)	City Employee	Keeton Industries	9/2007	12/2012	35%
▶	<b>Lift Station Improvements (wastewater lifts)</b> - This project consists of wet well lining, impeller replacements, spare pump purchases, access hatch replacements, emergency force main connections and preliminary investigation of emergency overflow connections to adjoining agencies' collection systems.	Stantec Consulting has completed a comprehensive study to evaluate all lift stations owned and operated by the City for potential elimination or system upgrades if elimination is not feasible. A final study report was submitted to Staff in March 2012. Remaining work for Stantec is to respond to site application review comments from the Colorado Department of Health and Environment. Project design for the <u>87th Avenue and Wadsworth Lift Station Replacement</u> is underway (see separate project description above). Quotes have been obtained to purchase a new pump for the 87th Avenue and Wadsworth Lift Station to keep it operational until the new lift station is constructed (debris has damaged the existing pump). The purchase will be made as soon as all quotes are received.	\$425,000	\$317,619	Mike Wong (PW&U) Dan Strietelmeier (PW&U) Bob Booze (PW&U)	City Employee	Stantec Carollo Staff	4/2008	12/2012	95% (study); 75% (pump purchase)



CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

UPDATED	PROJECT TITLE	PROJECT STATUS (as of 8/31/12)	BUDGET	SPENT (8/31/12)	PROJECT MANAGER (DEPARTMENT)	EXTERNAL PROJECT MANAGER UTILIZED?	ENGINEERING FIRMS OR CONTRACTORS	START DATE	PROJECTED COMPLETION DATE	% COMPLETE
▶	<b>Little Dry Creek Regional Detention</b> - This project is located between Federal and Lowell on the south side of the Burlington Northern Santa Fe (BNSF) railroad. This project will create a regional detention area to help facilitate the redevelopment of the TOD area north of the BNSF railroad between Federal and Lowell, south of 72nd Avenue. The project will also create an open space amenity for the neighborhood and the train station and surrounding area. The current estimated total project cost is \$9.1 million and is anticipated to be funded over several years.	Preliminary design is complete. The design team is in constant coordination with RTD/Denver Transit Partners, PW&U Staff for sewer relocation, Adams County, Urban Drainage and Flood Control District and the north plaza design team. This project was recently awarded a \$1.5 million dollar Adams County Open Space grant. Phase I of construction is planned for spring of 2013.	\$4,946,008	\$1,364,190	John Burke (CD)	City Employee	Muller Engineering	9/2009	12/2014	100% (preliminary design); 0% (final design)
▶	<b>Lowell Boulevard Water Line</b> - This project will replace approximately 1,750 feet of water main in Lowell Boulevard extended from 84th Avenue to Chestnut Lane. This segment of water line has experienced multiple waterline breaks in the past five years.	This project is complete and currently in a warranty period.	\$802,850	\$480,417	Mike Wong (PW&U)	City Employee	Burns & McDonnell	4/2011	6/2012	100%
TO BE CLOSED	<b>Meadowlark Water Lines</b> - This project will design and construct new water lines throughout the Meadowlark subdivision and along 71st Avenue and Irving Street in the TOD area. Due to the size of this project and the types of funding (cash and bond), it has been broken out into two separate accounts from the Open Cut Waterline Replacement CIP project account.	Construction is complete and the warranty period has expired. The project can be closed.	\$1,797,394	\$1,582,501	Dan Strietelmeier (PW&U)	City Employee	Burns & McDonnell / BT Construction	9/2010	7/2011	100%
	<b>Northwest Treatment Facility Membrane Expansion</b> - This will fund the addition of three membrane filtration racks that will be necessary to replace the diminished potable water capacity resulting from reallocation of Thornton water purchases. These additional membranes will assure a basic drinking water supply under a variety of planned shutdown or emergency conditions. The added capacity will be equivalent to two to five million gallons per day.	Construction of the project is complete and in warranty. Once the warranty period is over, the project can be closed.	\$2,725,311	\$2,725,311	Kent Brugler (PW&U)	City Employee	Garney Companies, Inc. / Burns & McDonnell	6/2010	11/2011	100%
	<b>NWTF Major Repair and Replacement (Treatment Processes)</b> - The Northwest Water Treatment Facility (NWTF) is in need of two major repairs to the facility. The HVAC project is intended to improve the current heating system for the membrane room in order to improve efficiencies with the calibration of instrumentation. The NWTF Filtrate Header project will replace the 24" stainless steel header pipe that collects final filtered water from the membrane filters, as the current pipe has developed numerous pinhole leaks.	Construction of the project is complete and in warranty. Final design and construction for this work was included as part of the NWTF Membrane Expansion Project.	\$284,600	\$157,200	Kent Brugler (PW&U)	City Employee	Garney Companies, Inc. / Burns & McDonnell	8/2008	11/2011	100%
▶	<b>Ongoing Water System Modeling/Master Planning: Project Development/Prioritization</b> - This project is part of overall modeling and master planning efforts. This project will select certain proposed projects from this modeling to receive a pre-design level of detail, including appropriate timing and implementation scheduling for these projects.	This project is scheduled to commence in 1Q 2013.	\$250,000	\$0	Chris Gray (PWU)	City Employee	TBD	1/2013	TBD	0%
	<b>Ongoing Water System Modeling/Master Planning: Transmission Mains and Pressure Zones</b> - This project is part of overall modeling and master planning efforts. Computer modeling will be performed to provide a variety of design scenarios related to planned improvements throughout the City. Pressure zones throughout the City will also be examined and modeled, including the Westminster Center Urban Reinvestment Project (WURP) area and areas in the southern part of Westminster envisioned for transit-oriented development (TOD).	This project is scheduled to commence in 1Q 2013.	\$250,000	\$0	Andy Walsh (PW&U)	City Employee	TBD	3/2013	TBD	0%
▶	<b>Pressure Relief Valve (PRV) Rehabilitation</b> - PRVs are intended to control water system pressures and maintain safe pressures (less than 80 PSI) in the distribution system. This project is intended to return several PRV vaults to good working order and replace obsolete equipment with current, maintainable hardware.	The Home Farm PRV project is complete and in the warranty period.	\$275,000	\$179,374	Dan Strietelmeier (PW&U)	City Employee	J&T Consulting, Inc., Ricor, Inc.	1/2010	12/2011	100%
▶	<b>Pressure Zone 12 Improvements</b> - This project includes installation of pressure-reducing valves (PRVs) in the Arrowhead Subdivision. Correcting the high pressure currently experienced in the neighborhood will reduce pipe break frequency and help prolong the life of the existing pipeline.	A contract for project design with Burns and McDonnell was approved by City Council in July 2012. The design phase is underway and expected to be completed this year with construction commencing in 2013.	\$900,000	\$0	Dan Strietelmeier (PW&U)	City Employee	Burns and McDonnell	12/2011	6/2013	10% (design)
	<b>Quail Creek Channel Improvements</b> - This project will rehabilitate the existing Quail Creek channel upstream of Huron Street to improve flow. The low slope of the existing channel has caused a standing water problem.	Project construction was completed during 3Q 2009. Some corrections and warranty work was necessary in 2010. Wetlands mitigation monitoring requirements for this project will extend into 2014 and the project will remain open to cover these expenses.	\$1,800,000	\$1,283,150	Steve Baumann (CD)	City Employee	Urban Drainage and Flood Control District / ICON Engineering / SaBell's Landscaping	10/2004	3/2010	100%

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▶	<b>Raw Water System Infrastructure Master Plan</b> - This project will inventory and provide assessments of structures, facilities, and other components of the raw water delivery and storage system while identifying vulnerabilities in the existing system. The master plan will also recommend improvements to the system. Some of the items to be included in the assessment are stream bypass structures, sampling stations, SCADA software systems and hardware.	An RFQ will be distributed to consultants in 3Q 2012. The most qualified consultant will be selected for negotiation of a scope and fee. The Master Plan process will be initiated in 4Q 2012.	\$250,000	\$0	Dan Strietelmeier (PW&U)	City Employee	TBD	10/2012	TBD	5% (design)
▶	<b>Reclaimed Water Salinity Projects</b> - This project will provide funds to implement a management plan to assist reclaimed water customers and City Staff is dealing with issues related to salinity in landscaping at reclaimed water customer sites. The project will also fund the implementation of efforts to prevent or mitigate the impacts of salinity in reclaimed water.	The City Hall irrigation improvements project has been completed and has corrected reclaimed water pressure issues at City Hall. Many landscape issues that were originally thought to be due to salinity in the reclaimed water have been determined to have a variety of other causes. Staff is currently identifying and implementing improvements to help reclaimed water customers maintain successful landscapes. The Reclaimed Water Master Plan is due to be kicked off in late 2012. Components will address system improvements that customers can implement with their landscaping practices.	\$300,000	\$198	Jenny Fifita (PW&U)	City Employee	TBD	4/2011	12/2013	100% (irrigation pressure at City Hall); 30% (salinity improvements)
▶	<b>Reclaimed Water Treatment Facility Expansion</b> - This project is to both expand the Reclaimed Water Treatment Facility and to build new influent storage and pumping for the facility. The facility needs to be expanded in order to meet customer demands currently being added to the system. Covered storage will replace existing uncovered ponds and a new pump station will deliver the stored water to the treatment facility. The project is partially bond-funded (issued in 2010).	Phase 1 of this project is complete, which included the installation of a 2.2 million gallon influent storage tank and a new pump station at the Reclaimed Water Treatment Facility (RWTF). Phase 2 (expansion of the filtration and pumping capacities of the RWTF) has recently been completed. A total of nine change orders were processed totaling \$226,015, or 5% of the contract amount. These change orders addressed field conditions that differed from the design documents and other City requested changes necessary for the project. The project is now in a warranty phase.	\$13,971,240	\$13,659,766	Kent Brugler (PW&U)	City Employee	Black and Veatch / Overland Contracting, Inc. / Moltz Construction	1/2009	8/2012	100%
NEW	<b>Reclaimed Water Treatment Facility (RWTF) - Sodium Hypochlorite Tank</b> - This project involves the replacement of the liners of two existing steel sodium hypochlorite storage tanks in the facility, which are experiencing significant interior corrosion.	The design phase of this project has been completed and the Request for Bids will be issued in early September 2012. The construction work is scheduled to be completed by April 1, 2013. Funding for this project has been identified from project savings in the Reclaimed System Improvements account and has been transferred.	\$300,000	\$0	Kent Brugler (PW&U)	City Employee	Black & Veatch	8/2012	4/2013	100% (design) 0% (construction)
	<b>Rocky Flats Wildlife Refuge</b> - This project represents funds received from Kaiser Hill in 2006 as payment to the City for the Rocky Flats closure. These funds will be utilized for water quality monitoring purposes within and around Rocky Flats Wildlife Refuge.	A review of appropriate monitoring systems is in process by Standley Lake cities. No use of City funds has been necessary at this time.	\$100,000	\$0	Mike Happe (PW&U)	City Employee	TBD	6/2007	TBD	5%
▶	<b>SCADA Enhancements</b> - This project is to replace the existing Supervisory Control and Data Acquisitions (SCADA) system with a new system that is consistent with present-day technology. Other improvements include providing enhanced communications and additional alarms for detecting water on the floor, door entry, building temperature, smoke detection, flood warning and vibration monitoring. Phase 2 of this project is the replacement of the aging access control and video monitoring systems at the two water treatment facilities.	The SCADA replacement project is complete and in service. Replacement of the access control and video systems has concluded. A pilot study to identify an appropriate software package to centralize the door control systems and integrate the video links to the SCADA system is underway. Bids for hardware components are currently being conducted.	\$1,571,500	\$1,323,901	Stephanie Bleiker (PW&U) / Tom Settle (PW&U)	City Employee	ESC Engineering, Inc.	7/2008	6/2012 (SCADA replacement); 6/2013 (Phase 2 Access Control)	100% (SCADA replacement); 15% (Phase 2 Access Control)
TO BE CLOSED	<b>Sewer Condition/Capacity Assessment</b> - This project will evaluate the City's sewer system hydraulics to determine what improvements need to be performed to maintain the infrastructure.	This project is complete and can be closed. Flow results and condition assessment data were used to prioritize sewer repairs and to develop a comprehensive capital improvement program/plan for 2012 to 2020.	\$750,000	\$722,542	Mike Wong (PW&U)	City Employee	HDR, Inc.	11/2010	7/2012	100%
▶	<b>Shaw Boulevard/Circle Drive Drainage Improvements</b> - This project is for the design and construction of drainage improvements to route storm runoff originating in the City of Westminster past the Allen Ditch and adjoining residential lots in unincorporated Adams County to the Rotary Park detention pond. The project will provide an enhanced conveyance system that will protect residential lots from minor flooding events.	Construction is complete and the project is in the warranty stage.	\$400,000	\$400,000	John Burke (CD)	City Employee	S.E.H. / Concrete Express, Inc.	2/2008	8/2011	100%
NEW	<b>Silo Pump Station Header Replacement</b> - This project involves the replacement of the suction and discharge headers in the Silo Booster Pump Station. The major objectives of the project involve maintaining booster pump station services while the original suction and discharge headers are removed and replaced with new headers.	A request for proposals (RFP) was written and sent to engineering consulting firms to propose on the project. Staff received and evaluated three responsible proposals on the RFP and plans to bring a design-build contract to City Council this fall for engineer/construction services.	\$350,000	\$0	Stephanie Bleiker (PW&U)	City Employee	TBD	8/2012	3/2013	5%
▶	<b>Small Stormwater Drainage Improvement Projects</b> - This project will alleviate localized flooding in select areas following significant 2011 rain events. Locations to be improved include 98th Place/99th Place and Lowell Boulevard/94th Avenue. This project was funded by re-allocating funds from the Stormwater Capital Reserve Project account, which is designed to fund high-need projects such as these.	Final design for these projects is complete and construction is scheduled to commence at end of September. The projects should be completed by the end of November 2012.	\$271,371	\$37,645	Andrew Hawthorn (CD)	City Employee	Martin/Martin (design)/Diamond Contracting (construction)	12/2011	11/2012	100% (design); 10% (construction)

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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▶	<b>South Westminster TOD Sewer Utilities</b> - This project will provide an evaluation of utility needs, project design and construction of the Little Dry Creek interceptor sewer. This supports utility relocations due to the RTD FasTracks project and the Little Dry Creek Park project.	Final design services for the relocation of the Little Dry Creek interceptor sewer between Lowell Boulevard and Federal Boulevard are nearing completion. Construction for this project is anticipated to begin in late 2012 and completed during 2Q 2013. RTD will relocate a portion of the sewer interceptor east of Federal and the City will pay for betterments associated with this relocation. Funding for this project has been approved since 2010 and was increased in 4Q 2011 to address project complexities.	\$3,850,000	\$254,085	Andy Walsh (PW&U)	City Employee	URS	11/2010	12/2013	95% (design); 0% (construction)
▶	<b>Strasburg Natural Resources Farm Projects</b> - This project will fund the evaluation and refurbishment/replacement of three wells and pump systems that provide water to two pivot irrigation systems at the Farm.	Staff is waiting for a proposal from the consultant regarding the cost estimate for re-drilling and replacing all three irrigation wells at the Strasburg Farm.	\$50,000	\$0	Mike Wong (PW&U)	City Employee	Hemenway Groundwater Engineering	8/2012	12/2012	20%
▶	<b>Sunset Ridge Lift Station Improvement</b> - This project will provide traffic protection to the Sunset Ridge Lift Station along Federal Boulevard. There is currently a high risk of damage to the lift station from motor vehicles. This project would help to mitigate this risk.	Installation of a protective device for the lift station needs to be approved by CDOT. Staff will select a design engineer for a preliminary design and route to CDOT for their approval review in 2013.	\$50,000	\$0	Mike Wong (PW&U)	City Employee	TBD	5/2012	12/2013	5%
	<b>SWTF Administrative Building Roof Replacement</b> - This project will fund the replacement of the roof at the Administrative Building at the Semper Water Treatment Facility. Due to age and condition, the roof is due for replacement.	A construction contract was awarded to Colorado Moisture Control in July 2012. Final completion is targeted for the end of 2012.	\$472,817	\$0	Mike Wong (PW&U)	City Employee	Garland Co.	7/2012	12/2012	100% (design) 10% (construction)
▶	<b>SWTF Electrical System Improvements</b> - This project will improve the existing treatment processes at the Semper Water Treatment Facility (SWTF) by modifying or replacing the existing, outdated electrical controls. This project will update the system to current electrical code standards.	Sub-projects being funded by this account and moving forward include the upgrade of control system components, the addition of operator access points, and the consolidation of three emergency generators to one. Control system components have been installed. The generator consolidation has been completed. Disconnection of two old generators and transfer to new applications at field stations remains for this winter.	\$150,000	\$140,580	Tom Settle (PW&U)	City Employee	City Staff (in-house)	4/2008	12/2012	95%
▶	<b>SWTF Filter Valve Replacement</b> - This project is for major work at the Semper Water Treatment Facility (SWTF) that is integral to water treatment processes. This project will replace aging filter valves at the facility.	Valves have been delivered and await installation, which is scheduled to occur during the upcoming fall/winter season. 50% have now been installed. Work will resume in the fall 2012. The balance of bolt and gasket materials need to be purchased.	\$457,000	\$449,416	Tom Settle (PW&U)	City Employee	Internal	1/2011	3/2013	65%
▶	<b>SWTF Lagoon Valve/Raw Water Pipe Abandonment</b> - This project is for major work at the Semper Water Treatment Facility (SWTF) that is integral to water treatment processes. This project will fund the replacement of four existing telescoping valves associated with solids handling lagoons and repair work to areas of the concrete lagoon. This project will also fund the elimination and abandonment of the old raw water line on the SWTF site that used to connect to the abandoned England Water Treatment Facility.	This project has been initiated and a Request for Proposals for engineering design services is anticipated to be issued in September 2012. Construction is scheduled to be completed by April 2013.	\$250,000	\$0	Kent Brugler (PW&U)	City Employee	TBD	6/2012	4/2013	0%
▶	<b>SWTF Process Improvements</b> - This project is to implement an additional process in the water treatment process at the Semper Water Treatment Facility (SWTF) to improve the sedimentation and filtration processes. This process is flocculation, which is the controlled, mechanical mixing of chemically-treated raw water that generates the largest particles possible to enhance the settling and filtration processes. Adding this process will allow the treatment facility to meet new federal mandates on drinking water while avoiding more expensive technologies.	The settling basin diffusers have been delivered. In-house Staff completed installation during the 1Q 2012. Replacement chemical feed equipment was purchased during early 2Q 2012.	\$300,000	\$73,099	Tom Settle (PW&U)	City Employee	AECOM / MRI/Internal	6/2010	12/2012	80%
▶	<b>SWTF Pumps: Variable Frequency Drives Addition</b> - This project is for major work at the Semper Water Treatment Facility (SWTF) that is integral to water treatment processes. This project will install variable frequency drives to two existing pumps to add flexibility and increase efficiency of the station.	All physical work is completed and the new drive systems are functioning. Paperwork was filed with Xcel Energy confirming the installation and the rebate of \$39,896 was received. Floor sealant was applied to the station to protect the new drive systems from concrete dust. Staff is investigating the need to provide some additional ventilation for the electrical room to mitigate the heat build-up seen this summer from the drive systems. The project account is being left open in case this work is warranted.	\$239,896	\$188,654	Tom Settle (PW&U)	City Employee	Eaton Corporation	2/2011	12/2012	95%

CAPITAL IMPROVEMENT PROGRAM - MAJOR PROJECTS

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▶	<b>Turnpike Water Main Replacement</b> - The Turnpike Drive Waterline project includes replacement of old waterlines in Turnpike Drive from U.S. 36 to 80th Avenue, and in 80th Avenue to Tennyson Street. The new waterline replacement total project length is approximately 2,200 feet. The old waterline has a history of water breaks and the Turnpike Drive portion of the project is scheduled to be completed in advance of planned street improvements.	Design was completed by J & T Consultants. Construction commenced in April 2012 and is substantially complete.	\$1,052,454	\$875,797	Dan Strietelmeier (PW&U)	City Employee	J&T Consulting, Inc., Brannan Construction Company	10/2011	7/2012	100% (design); 90% (construction)
▶	<b>Wandering View Water Tank Repair/Replacement</b> - This project is intended to rehabilitate the Wandering View Water Tanks that require significant roof repairs to keep these storage tanks operational and within Colorado Department of Health and Environment (CDPHE) compliance.	The construction contractor, Riley Industrial Services, Inc. began construction in April 2012 with completion anticipated for the 2Q 2013.	\$4,787,782	\$266,952	Dan Strietelmeier (PW&U)	City Employee	Carollo Engineers, Inc., Riley Industrial Services, Inc.	9/2011	5/2013	100% (design) 15% (construction)
▶	<b>Zone 4 System Improvements</b> - This project consists of the design and construction of pipeline improvements to provide a redundant source of supply to the current Silo pump station located at approximately 90th Avenue and Wadsworth Boulevard and internal zone pipe improvements. The piping improvements will increase redundancy in this pressure zone as well as better regulate water system pressures to an acceptable standard.	Staff conducted a feasibility review and preliminary design report for alternatives to a new pump station. Results showed that a new pipeline from the Countryside neighborhood to the neighborhood adjacent to the southeast corner of Standley Lake was the most cost effective option. HDR Engineering, Inc. was awarded the design contract on August 13, 2012. The design phase is scheduled to be completed by March 2013, with construction completion anticipated by the end of 2014.	\$5,987,000	\$31,973	Kent Brugler (PW&U)	City Employee	IDModeling, Inc. (Pre-design) HDR Engineering, Inc. (Final Design)	9/2008	6/2014	100% (pre-design) 0% (final design)

**CAPITAL IMPROVEMENT PROGRAM - ONGOING PROJECTS**

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	<b>GENERAL CAPITAL IMPROVEMENT FUND</b>						
▶	<b>Adams County Open Space Land Acquisition</b> - The project funds will be utilized for the acquisition of additional open space lands in Westminster. The funds are a portion of the open space sales tax revenue received from Adams County from the 2001 voter-approved tax.	These funds are used towards annual debt payment for the acquisition of Metzger Farm. This payment has not been processed yet this year.	\$226,185	\$0	Heather Cronenberg (CD)	City Employee	Various
▶	<b>Arterial Roadway Rehabilitation and Improvements</b> - This project is to supplement arterial street maintenance in the PW&U operating budget. Project funds will be used for improvements to existing pavement on major arterials to extend the life of the pavement and to offset repair costs. In addition to various resurfacing strategies, improvements include cracksealing, concrete replacement, re-striping of lane lines and new pavement marking installations.	The 2012 project consists of resurfacing the following roadways: Sheridan Boulevard - 92nd Avenue to 96th Avenue, 100th Avenue - Simms Street to Alkire Street, Wadsworth Boulevard - 108th Avenue to 111th Avenue, Main Street - 112th Avenue to 116th Avenue, 90th Avenue - Wadsworth Parkway to Cody Street, Cody Street - 90th Avenue to 91st Avenue, 91st Avenue - Cody Street to Field Street and Field Street - 91st Avenue to 88th Avenue. All work has been completed.	\$650,000	\$579,000	Rob Dinnel (PW&U)	City Employee	A-1 Chipseal; Keene Concrete; Roadsafe Traffic Systems; Asphalt Specialties Company
▶	<b>Aquatics Major Maintenance</b> - This project provides dedicated funds for major repair and replacement of aquatics equipment at the City's pools. This equipment includes pool pumps, motors, heat exchangers, boilers and ozone equipment. The City operates indoor pools at City Park Recreation Center and at Swim and Fitness Recreation Center. The City operates an outdoor pool at Countryside.	Tile replacement around the pool edges and replacement of two circulation pumps at the Swim and Fitness Center have been completed. Payment for this work is pending. Additional projects identified in 2012 include replacement of contact chambers for hot tub filter systems at City Park Recreation Center and Countryside Pool. The reactor vessel and multi-media filter system for the City Park Recreation Center hot tub was replaced in August during the annual maintenance closing.	\$44,423	\$35,250	Jerry Cinkosky (GS)	City Employee	Various / Dr. Guenter Moldzio
▶	<b>BO&amp;M Major Maintenance</b> - This project is for major maintenance projects throughout City facilities. Emphasis is placed on needs identified by the Bornengineering facility needs assessment. \$250,000 of the total project is set aside as an "emergency reserve" for major, unanticipated needs.	Replacement of granite structures, granite monument signs at entrances (92nd Avenue and Yates Street) and installation of a metal cap on the arcade wall in front at City Hall have been completed. An engineering study and soil sampling is underway for potential City Hall cooling loop replacement with a geothermal cooling system. A matching grant has been utilized for the Bowles House Museum east and north porch rehabilitation project, which is complete. Replacement of all control and expansion joints on City Hall is complete. Roof work was completed on warm storage facilities at the MSC. Replacement of heat pumps at the facility housing the State Department of Corrections was completed in July 2012.	\$1,471,263	\$316,278	Jerry Cinkosky (GS)	City Employee	Various / Blazer Waterproofing Roof Masters of Colorado
▶	<b>Bridge/Pedestrian Railing Repainting Project</b> - This project is for repainting railings along bridges, drainage ways and right of way walkways throughout the City. Staff has identified 11 bridge locations with railings and fencing over state highways and railroad overpasses throughout the City.	The scheduled bridge for this year is 92nd Avenue over US 36. Staff also plans to work with the City of Thornton regarding surface preparation and coating recommendation of shared maintenance bridges (136th and 144th Avenues) over I-25. The 92nd Avenue Bridge has been has been completed. Coating analysis for the other bridges is still pending. A final report is due in September and Staff will meet with Thornton at that time.	\$254,566	\$0	Rob Dinnel (PW&U)	City Employee	Quality Linings and Painting Inc.
	<b>Cash-In-Lieu for Park Acquisition and/or Open Space Purchases</b> - These are funds collected from private developers in lieu of land dedications for park and open space areas. These funds may be utilized for either park or open space acquisitions.	Funds are being held for potential opportunities in the future.	\$755,994	\$0	Barbara Opie (CMO)	City Employee	N/A
▶	<b>City Facility Parking Lot Maintenance</b> - This project funds the program to maintain City facility parking lots on an on-going basis (crack sealing, seal coating, resurfacing and reconstruction).	2011 funds carried over to 2012 were used to crackseal the following parking lots in 2012: Fire Station 2, West View Recreation Center, Heritage Golf Course, Municipal Court, City Park and Skyline Vista Park. 2012 projects include concrete replacement and asphalt patching at City Park, Westview Recreation Center, Heritage Golf Course, Legacy Ridge Golf Course and Municipal Court. Asphalt Patching and concrete work is scheduled to begin in September 2012.	\$144,274	\$80,511	Rob Dinnel (PW&U)	City Employee	A-1 Chipseal and Keene Concrete, Coatings Inc. Maritn Maretta Materials



**CAPITAL IMPROVEMENT PROGRAM - ONGOING PROJECTS**

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▶	<b>Community Enhancement Program (CEP)</b> - These funds provide for a variety of projects throughout the Westminster community. Project categories include gateways, medians, rights-of-way, street improvements, bridges, public art, lighting, contract maintenance and staffing for maintenance activities.	Neighborhood grants for 2012 have been awarded by the PR&L Board. Grant awards must be completed by December 2012. Staff has had discussions on current and future CEP funding needs. Staff has been working on revising funding categories and will provide recommendations to Council via a Staff report by the end of 2012. All available capital funds in 2013-14 will be used to fund committed architectural enhancements to the Sheridan Boulevard bridge as part of the U.S. 36 Managed Lanes project.	\$2,452,088	\$602,972	Kathy Piper (PR&L)	City Employee	Various
▶	<b>Facelift Program</b> - This program provides matching grants to qualifying commercial properties and/or businesses to improve the aesthetic appearance of the site and/or buildings. The grant is provided on a one-for-one dollar basis not to exceed \$5,000 and can be used for landscaping, painting, awnings and signage for facade improvements.	The City is processing four new applications for Jim's Burger Haven, C & D Flooring, Red & White Building and City Inn.	\$26,857	\$5,000	Tony Chacon (CD)	City Employee	N/A
▶	<b>Facility and Infrastructure Stewardship</b> - As a component of the Building Operations and Maintenance (BO&M) Major Maintenance CIP program, this project account will fund, when appropriate, all or part of the incremental cost for utilizing higher efficiency equipment or design in certain projects when a Life Cycle Cost Analysis shows long term savings to the City. The fund can only cover the cost of the upgrade, not the cost of the capital improvement itself.	Staff is continuously seeking opportunities for utilization of these funds. Two projects have been identified to date, which include the Westview Recreation Center Gym Racquetball LED retrofit and installation of a solar powered weather station/irrigation controller. These projects have yet to commence. More projects are being investigated.	\$236,206	\$0	Tom Ochtera (GS)	City Employee	Various
▶	<b>Fire Station Concrete and Asphalt Replacement Program</b> - This project provides funding for on-going replacement of deteriorated concrete curb, gutter and sidewalk, along with asphalt paving adjacent to the six fire stations.	Funds for this project replaced the asphalt drive around the back of Fire Station 2 with concrete. Due to favorable weather, this project was completed in March 2012. The Fire Department's costs for this project was \$104,658 and was a part of the PW&U 2010 Concrete Replacement Project. No additional concrete or asphalt replacement projects out of this account are expected to occur in 2012.	\$111,460	\$104,658	Bill Work (FD)	City Employee	N/A
▶	<b>Fire Station Major Modifications</b> - This ongoing project will fund necessary modifications that fall outside of the purview of Building Operations and Maintenance. This project covers all six fire stations, the training tower and the storage facility (old station #2).	The Station 2 battalion chief office project has been moved to a new capital improvement project proposed in 2013, titled "Station 2 Office Creation and Reconfiguration". A meeting with Staff took place in March 2012 to identify and prioritize 2012 major station maintenance and modification needs. The Fire Station #3 kitchen remodel was completed in August 2012. Work will begin on remodeling work at Fire Station #1 in October 2012.	\$84,659	\$0	Bill Work (FD)	City Employee	Various
▶	<b>Geographic Information System</b> - The GIS is the warehouse for geographic data, utility layout and the mapping that supports planning, record keeping and maintenance activities throughout the City. All but the very basic support for the GIS comes from the City's Capital Improvement Program.	In addition to day-to-day data maintenance, the development of GIS applications to streamline data usage, and offering training for GIS users, the GIS Section is developing and defining a strategy for presenting GIS maps online through hosted and local services. In 2012, the City will again collaborate with other DRCOG members to get updated aerial photography, a basic component of base-mapping for City projects and operations. Also this year a project to vectorize all of the residential building footprints, driveways, patios and walkways is being conducted. This project will also capture the irrigated acres within the city. The total cost of this project is \$130,327 and will be paid out of GIS and Utilities CIP funds. The project will be completed in 2012.	\$184,834	\$9,729	Steve Baumann (CD) / Dave Murray (CD)	City Employee	N/A
▶	<b>Golf Course Improvements</b> - These funds are for capital projects at the City's two golf courses, Legacy Ridge and The Heritage.	Replacement patio furniture at the Heritage has been ordered. Other projects will be determined after the peak golf season.	\$121,588	\$37,003	Ken Watson (PR&L)	City Employee	Various
▶	<b>Greenbelt Drainage Improvements</b> - This project provides funding for improvements along greenbelts and drainageways. These improvements may be caused by flooding or mandates for wetland mitigation/monitoring. This project also funds improvements to ditches that convey raw water to ponds and environmental repair to areas damaged by prairie dog colonies (including removal and re-seeding).	Wetland mitigation continues with water monitoring of the Big Dry Creek underpass at Wadsworth Boulevard. Additional channel clean up has occurred along airport creek south of 112th Avenue and the concrete drainageway channel south of 136th Avenue west of Quails Crossing. Fewer storm events during the 2012 season and subsequent drought conditions have minimized the need to make emergency repairs in drainage corridors.	\$150,057	\$8,759	Richard Dahl (PR&L)	City Employee	Various

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	<b>Historical Preservation Grants</b> - This is a project for City-sponsored preservation projects. Most of these projects are grant funded, but the City must often up-front costs and then be reimbursed. This account provides the up-front funds.	The Shoenberg Farm Concrete Silo restoration is complete. The Bowles House porch and foundation stabilization project is complete. The City was unsuccessful in procuring a grant from the State Historical Fund for the restoration of the "Milk House" at Shoenberg Farm. There are no additional historical preservation grant funds awarded to the City at this time, so accordingly, there is no budget for this project at this time.	\$0	\$0	Patrick Caldwell (CD)	City Employee	Various
▶	<b>Major Software Upgrades</b> - Funds in this project are intended for major software applications in the City including Intergraph, Microsoft and other selected enterprise applications.	The JDE enterprise management system upgrade is live. The Public Safety Computer-Aided Dispatch (CAD) system contract is completed. Staff is on track to complete the upgrade to CAD by the end of October 2012. Court system implementation is completed, but Staff continues to work on some functionality and server issues.	\$636,242	\$134,587	Scott Rope (IT) / Art Rea (IT) / David Puntenney (IT)	City Employee	Various
▶	<b>Median Rehabilitation (Minor Median Maintenance)</b> - This project rehabilitates and maintains medians throughout the City.	Staff is working on identifying and prioritizing median planting needs. Planting will be coordinated with the City's median maintenance contractor to ensure that plant material selected has the best chance for survival.	\$180,355	\$0	Kathy Piper (PR&L)	City Employee	TBD
▶	<b>Miscellaneous Community Development Construction Projects</b> - This ongoing project will provide funding for the maintenance and repair of City-owned brick walls and wood fences, as well as minor construction and maintenance work within public rights-of-way and other public lands.	In the summer of 2012, funds from this project were used to perform maintenance improvements to a portion of the wall located along the south side of 120th Avenue at The Ranch Subdivision. Future phases of this wall rehabilitation will be implemented as sufficient funds are accrued in this project.	\$71,037	\$2,622	Dave Downing (CD)	City Employee	Martin/Martin
	<b>New Art Participation</b> - This project serves as a "holding account" for developer contributions toward public art.	A new sculpture has been commissioned for the Westminster Promenade at the entrance to the Ice Centre. This will be installed during spring of 2013.	\$95,364	\$13,068	John Carpenter (CD)	City Employee	N/A
▶	<b>New Development Participation</b> - This project funds the City's share of certain public improvements (e.g. the middle portion of arterial streets) installed by private developers.	There are no current projects in process at this time. Funds are being held for future project opportunities.	\$516,264	\$1,353	Dave Downing (CD)	Various Developers	N/A
▶	<b>Parks Renovation Program</b> - This program funds improvement projects that are needed to update the safety and quality of Westminster parks.	2012 work underway includes the Torii Square renovation, Countryside Park tennis court renovation and the construction/expansion of the Kings Mill playground and skate spot. Minor project work has taken place and will take place at City Park during the remainder of 2012.	\$1,721,864	\$143,118	Richard Dahl (PR&L)	City Employee	Various
▶	<b>Public Safety Facilities Major Maintenance (BO&amp;M)</b> - This project provides funds for major maintenance projects for the Public Safety Center and fire stations. Types of projects include both interior and exterior replacements and improvements, along with major mechanical (HVAC), plumbing and electrical work.	Replacements of bay door openers and tracks were completed in the sally port at the Public Safety Center. BO&M's share of funding was applied to Fire Station #3 kitchen remodel.	\$268,368	\$56,372	Jerry Cinkosky (GS) / Tom Ochtera (GS)	City Employee	Various
▶	<b>Recreation Facility Improvements</b> - This project funds projects at various recreation facilities to enhance guest experiences. Types of projects include replacements and upgrades to aquatics, weight rooms, cardiovascular equipment, etc.	Projects that have been completed include an upgrade to the security system at Swim and Fitness Center, the purchase of outdoor furniture for the new splash pad at the Swim and Fitness Center, replacement of a 15 year old ice machine at the MAC, purchasing the identified priorities of aging fitness equipment at all facilities, and purchase of floor scrubbers at City Park Fitness Center and Swim and Fitness Center.	\$999,437	\$137,051	Peggy Boccard (PR&L)	City Employee	Various



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▶	<b>Recreation Facilities Major Maintenance (BO&amp;M)</b> - This project provides funds for timely repairs and maintenance of all recreation facilities. Priority projects will focus on needs identified through the Bornengineering facility needs assessment study.	Funds to date have been used remodel the Swim and Fitness Center. In addition, sanding, painting, and re-sealing of the gymnasium at City Park Recreation Center has been completed. Elevator replacement at City Park Recreation Center is also complete. Two HVAC rooftop units and a major exhaust fan were replaced at the Legacy Ridge Golf Course and the engineering and design for HVAC upgrades to The Heritage Golf Course Clubhouse have been completed. Installation at The Heritage will commence once the weather turns cooler and the level of play at the course diminishes (tentatively November 2012). The HVAC project will go out for bids in October. Exterior repairs to siding and exterior painting at Legacy Ridge are complete. Roof replacements completed at both The Heritage and Legacy Ridge Maintenance Facilities. The project included gutter replacements at Legacy Ridge, concrete replacements and recaulking of expansion joints and control joints at Legacy Ridge Clubhouse along with mudjacking concrete around Legacy Maintenance Facility. Interior painting of Legacy Ridge to be completed December 2012. The roof at City Park Fitness Center was retrofitted with white elastomeric membrane for energy efficiency purposes.	\$1,401,780	\$461,679	Jerry Cinkosky (GS)	City Employee	Various
▶	<b>Standley Lake Regional Park Improvements</b> - This project will fund improvements that upgrade, update or renovate existing facilities at the Standley Lake Regional Park.	A replacement patrol boat has been ordered. The storage/seasonal staff building project is out to bid. A video security system will be ordered in September 2012.	\$437,217	\$32,194	Ken Watson (PR&L)	City Employee	Various
▶	<b>Sidewalk Connections</b> - This project provides funding for the design and construction of "missing links" of sidewalks at various locations where private development is not anticipated in the foreseeable future.	During 2012, funds from this project were used to install very minor missing links of sidewalk and curb ramps throughout the City. No specific, significant use of these funds is projected for the next several months.	\$18,885	\$0	Dave Downing (CD)	City Employee	Various
▶	<b>Small Business Assistance Program (Capital Grant Program)</b> - This project provides financial assistance to encourage the growth of existing businesses in Westminster with 50 or fewer employees. The program is designed to pay for one-time project related costs. Qualifying projects include tangible asset costs, office furnishings, specialized equipment, software purchases, IT equipment, capital improvements and machinery.	One small businesses in the City applied for grant funding from this program during the 2nd Period 2012. Two grants have been awarded in 2012.	\$25,670	\$13,400	Susan Grafton (CMO)	City Employee	N/A
▶	<b>South Westminster Revitalization</b> - These project funds are to be used in conjunction with planning, appraisals, and capital funding of redevelopment within the south Westminster area.	Funds are being used to assist in preparation of development plans at 72nd Avenue and Meade Street. An initial development plan was submitted to the City for potential mixed use development in the 7200 block of Lowell Boulevard. Initial review has been completed by Staff. Construction of a plaza on east side of Rodeo building is complete.	\$168,066	\$79,156	Tony Chacon (CD)	City Employee	Various
▶	<b>Street Lighting Improvements</b> - This project provides funding for the installation (by Xcel Energy) of isolated street lights in appropriate areas in response to citizen requests.	Two additional street lights on residential streets are currently in construction for \$1,500. An additional street light is in the planning stages on Turnpike Drive at Bradburn Boulevard at an estimated cost of \$6,000. This light will be "fed" underground.	\$9,988	\$1,669	Mike Normandin (CD)	Xcel Energy	Xcel Energy
▶	<b>Traffic Signal System Improvements</b> - This project provides funding for the design and installation of traffic signals at selected intersections and the installation of major traffic signal infrastructure improvements.	No new traffic signal warrants were satisfied as part of the annual evaluation process completed in May 2012. A contract for a portion of the aging LED traffic signal displays is underway at a cost of \$49,500.	\$238,440	\$254	Mike Normandin (CD)	City Employee	W/L Contractors, Inc.
▶	<b>Trail Development</b> - This project provides funding to implement the trails master plan by developing trails throughout the City.	A portion of Farmers High Line Canal regional trail through Semper Farm has been re-routed and re-opened to the public. Trails and a trailhead parking lot at Savery Farm are completed. Trail linkage engineering design is underway for the Tanglewood Creek Trail, a new segment of a regional trail in the I-25 corridor.	\$345,122	\$13,460	Sarah Washburn (PR&L)	City Employee	Goodland Construction / M&M Contractors, Inc.

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▶	<p><b>Tree Mitigation</b> - This project serves as a "holding account" for developer contributions toward landscaping requirements. These funds will be utilized throughout the City towards forestry projects, including tree replacement and new plantings as needed.</p>	<p>\$38,917 from the Harlan Commercial Center at 88th Avenue and Harlan Street and \$7,200 from Verizon Wireless at 72nd Avenue and Newton Street were deposited into the account in 4Q 2011. \$4,223 was expended in 2Q 2012 to purchase 40 trees that were planted by City crews in Countryside, Stratford, Trailside, and Municipal Parks. Staff is putting together a bid to plant replacement trees in the medians on 104th Avenue from Westminster Boulevard to Grove Street and Sheridan Boulevard from 104th Avenue to 112th Avenue. This project is slated for completion by June 2013.</p>	\$96,702	\$4,223	Richard Dahl (PR&L) / John Kasza (PR&L)	City Employee	N/A
	<p><b>Underground Utility Lines</b> - This project houses funds that are collected from private developers as "cash-in-lieu" payments for the underground relocation of overhead utilities adjacent to their sites. Xcel Energy will not perform these relocations for short lengths of lines. In such cases, funds are collected from the developers for future, longer projects.</p>	<p>There are no current projects in process at this time. Funds are being held for future project opportunities.</p>	\$177,124	\$0	Dave Downing (CD)	Xcel Energy	Xcel Energy