



# Better Denver Bond Program

## 2010 First Quarter Report



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# The Better Denver Bond Program

## Program Report – Q1 2010

April 26, 2010



### Introduction

This report outlines the progress and accomplishments on the Better Denver Bond Program (“Program”) during the first quarter of 2010 (January 1- March 31). During this quarter, the Program advanced a significant number of projects into the execution pipeline. Over 50% of the Bond Program projects are presently in the design or construction phase, signaling that 2010 will be an extremely busy year for project execution, as anticipated. Additionally, over \$250 Million of Bond Program funds have now been contracted or committed, providing a significant boost to the local economy. Beyond current management and oversight of execution, legacy benefit planning for use of program management approaches and systems remains high on the focus list for 2010. Monthly legacy meetings with Public Works leadership and Project Controls teams continued. A sample portfolio of Public Works CIP projects were taken through a full update and status cycle for purposes of both trial and demonstration. To improve predictability of project outcomes, Project Managers were asked to thoroughly review their projects’ RFP or Bid Advertisement dates to aid in accurately projecting future workload for the Program and the CCD Departments providing functional support. The increased predictability of future workload will allow proper planning to ensure schedule milestones are met. The City financial team is continuing to explore alternative means to finance the Bond Program and drive down the long-term costs of bond issuance and debt service. Build America Bonds will be issued in mid-2010 which will have a considerable beneficial impact for the City.

### Program Highlights

At the end of March 2010, the status of projects that comprise the Program is as shown in Table 1.

Q1 - 2010 Project Status

<u>Project Phase</u>	<u>Number of Projects</u>	
	<u>March 31, 2010</u>	<u>December 31, 2009</u>
Future Projects	17	25
In Planning Phase	13	22
In Design Phase	69	79
In Construction Phase	78	56
Projects Complete	109	104
Post Program*	2	2
Total Number of Projects	288	288

\* Projected to complete after 2012

Greek Amphitheater - Restoration



Voorhies Memorial - Restoration



At the end of Q1 2010, over 65% of Bond Projects are now either in construction or completed. 160 projects are currently in progress; early-to-mid 2010 will be the most active period of the Bond Program in terms of the number of projects being executed.

Program schedule progress and performance information in Table 2 shows the value of the work completed through Q1 2010 compared to that which was planned, by Purpose. The Earned Value of work completed to date of \$161.6 million is tracking closely to the Planned Value of work scheduled to be completed of \$171.8 million (approximately 6% behind plan). The Program is now 33% complete.

Q1 - 2010 Earned Value

Purpose	Planned Value of Work through 3/10	Earned Value of Work through 3/10	Schedule Variance
1 - Public Office Facilities	\$ 4,903,000	\$ 4,809,000	\$ (94,000)
2 - Deferred Maintenance of Cultural Facilities	\$ 32,324,000	\$ 29,970,000	\$ (2,354,000)
3 - Health and Human Services Facilities	\$ 12,288,000	\$ 11,762,000	\$ (526,000)
4 - Parks System Facilities	\$ 41,865,000	\$ 35,968,000	\$ (5,897,000)
5 - Public Safety Facilities	\$ 17,259,000	\$ 17,905,000	\$ 646,000
6 - Streets, Transportation and Public Works	\$ 46,444,000	\$ 41,844,000	\$ (4,600,000)
7 - Libraries	\$ 8,307,000	\$ 10,321,000	\$ 2,014,000
8 - New Construction of Cultural Facilities	\$ 1,488,000	\$ 1,995,000	\$ 507,000
Bond & Program Mgmt	\$ 7,056,000	\$ 7,056,000	\$ 0
<b>Total</b>	<b>\$ 171,934,000</b>	<b>\$ 161,630,000</b>	<b>\$ (10,304,000)</b>

The Schedule Performance Index (SPI) of 0.94 remained approximately the same as Q4 2009. The positive performance through Q1 2010 was a result of:

- Significant progress on several projects such as:
  - Denver Museum of Nature & Science Fire Detection & Suppression
  - Denver Municipal Animal Shelter
  - Eastside Human Services Facility
  - Firing Range and Traffic Operations Facility
  - Public Infrastructure TOD - Southmoor Station
  - Street Reconstruction: Cherry Creek Drive South Phase 2
  - Central Park Blvd. at I-70 Interchange
  - Broadway Branch Library Renovations
  - Denver Health 5<sup>th</sup> Floor Remodel (Phase 2)
  - Denver Botanic Gardens – Greenhouse
  - Central Denver Recreation Center
  - Stapleton Recreation Center



Councilman Garcia and City Librarian Shirley Amore at the Woodbury Branch Library Reopening Celebration



- Several major projects began either design or construction during the quarter including:

#### Design:

- Street Reconstruction: Broadway (Welton St to Park Ave)
- Central Park Blvd. at I-70 Interchange
- Denver Museum of Nature & Science - New Storage and Education Center

#### Construction:

- Denver Municipal Animal Shelter
  - Restoration work at the Civic Center Greek Theater, Voorhies Memorial and Balustrades
  - Barnum Outdoor Pool and Splash Pad
  - City Park New Restroom
  - Rehabilitation of several park restrooms (Kennedy, Bible Park North, Veteran's, Crestmoor, Robinson and Cook)
  - Street Maintenance: Martin Luther King Blvd (Colorado Blvd to Quebec St)
- Schedule changes were approved by the Bond Executive Committee to accurately reflect current conditions of project work, such as:
    - California Street Sidewalk and Streetscape work was modified to reflect completion in 2011, based on the private contribution by the Business Improvement District in the form of ongoing maintenance of these improvements. This project was previously anticipated to complete in 2012.
    - Arterial & Collector Street Improvement projects were defined, all of which will be completed by the end of 2011, making full use of the funding originally authorized for this Bond Project
    - 38<sup>th</sup> Avenue Underpass Improvement work schedule will be deferred until 2012, pending the completion of a master drainage study which directly impacts the project and surrounding basin area

## Program Activities and Accomplishments in Q1 2010

During Q1 2010, the Program has expanded upon the progress and initiatives begun earlier to ensure all project requirements are identified and budgeted for the work being performed.

**The Program's main activities during Q1 2010 are briefly described below:**

- **Project Reviews:**
  - Conducted additional project reviews for specific projects or groups of projects. The reviews allow dialog between Project Managers, City Departments and the Program Management Team on specific project issues and result in specific actions for follow-up. Reviews were held for several individual or groups of projects, including:
    - City and County Building
    - Colfax Avenue (Sheridan Ave to Federal Blvd) Improvements



Woodbury Branch Library - Renovations



- Central Park Blvd at I-70 Interchange
  - TREX Improvement Projects
  - TODs (38<sup>th</sup> & Blake, Decatur, Louisiana & Pearl)
  - 38<sup>th</sup> Avenue Underpass Improvements
  - Denver Municipal Animal Shelter
  - Parkfield Lake Park Development Projects
  - City Park Circulation Improvements
  - City Park Special Feature Renovations
  - Barnum Splash Pad
  - La Alma Outdoor Pool
  - Outdoor Pool Slide Structures
  - Berkeley Park Improvements
  - Park Roads and Parking Lots
  - Denver Public Library Renovation Projects (23)
  - Civic Center Projects - Greek Theater, Voorhies Memorial and Balustrade Restorations
  - Stapleton Branch Library
  - West Denver Branch Library
  - Green Valley Ranch Branch Library
- **Risk Management:**
    - Project Managers provided completed Risk Assessment forms for each of their projects for discussion during the project reviews.
    - PMs continued to gain experience in completing the Risk Assessment form; the more it is used, the more accurate their assessment and identification of potential risks becomes and the more it is accepted as a valid planning tool.
    - The 2010 Q1 forecast presentations made by BLT Department Leads in February provided a look-ahead through the end of 2010, and included issues or risks that might be anticipated at the program and project levels.
    - A risk assessment and trend report were developed for the March 2010 reporting cycle to monitor the projects identified in the February forecast as potentially at risk.
    - The audit process was completed with a final report from the Auditor’s Office in March 2010. The Bond Program team and CCD functional groups will follow-up in 2010 on actions and training related to the Audit recommendations.
  - **Communication / Public Outreach:**
    - Conferred with PIOs and Mayor’s Office regarding special events for 2010.
    - Assisted with information and project team meeting held in early March regarding the strategy to try to secure RTD bus service to the new Eastside DHS site.
    - Special Events and Outreach attended and supported:
      - Denver Museum of Nature & Science Major Donor Recognition event held 1-February.
      - Animal Shelter Ground breaking ceremony held 11-February.



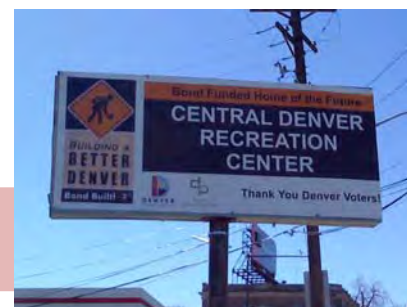
Green Valley Ranch Library  
Groundbreaking



- Woodbury Branch Library Renovation Celebration held 23-February: provided information and input for officials' speaking points, developed and produced informational materials for the event, and assisted with logistics at the event.
- Green Valley Ranch Branch Library groundbreaking held 13-March: provided information and input for officials' speaking points, developed and produced informational materials for the event, drafted fact sheet on Sustainability aspects of the project and assisted with logistics at the event.
- Provided information on Bond Program street and Public Works projects to begin construction in 2010 for Public Works internal Managers Newsletter.
- Provided written summary of Bond Program progress in the "2009 Report to Citizens" being compiled/edited by the Office of Budget Management.
- Met with Parks PIO, City Park Manager and others to begin planning for possible events in June 2010 to highlight the improvements to City Park (bond-funded projects and others).
- Provided overview/status information on the Bond Program and Parks projects for a Parks Department meeting with neighborhood contacts hosted by Council District 4.
- Coordinated with Councilpersons and Parks Department staff regarding the placement and wording for special signs for Central Denver Recreation Center.
- Media Support to PIOs (media outreach or in response to inquiries): input to press release on the land acquisition closing for Central Denver Recreation Center, info and photos on multiuse trails (Village Publisher), information on Cheesman (CBS4), info on Colfax Reconstruction from Sheridan/Federal (YourHub).
- Briefings: The Program Management Team continued with quarterly outreach and meetings with individual City Council members.
  - Provided an opportunity to discuss all Bond projects in each member's district
  - Provided Program schedule information tailored to the Council Member's District, as well as Program maps showing the location of all Bond projects
  - Forwarded comments/questions received from Council members at these meetings to the relevant City Departments for their information or follow-up as appropriate
- Bond Signage: Provided signs at 14 additional sites for a total of 117 signs to date. Assisted with special interpretive sign for City Park new "sustainable restroom."
- Citizen Inquiries: Responded to email and phone call inquiries
- Program Web Site: Continued to post information and updates to the Program web site as appropriate, including bond project special event and public meeting notices, project design renderings and progress photos, and quarterly Program information.
- **3<sup>rd</sup> Party Projects** (Denver Health and Hospitals, Denver Botanic Gardens and the Denver Museum of Nature and Science):
  - 3<sup>rd</sup> Party PMs continue to provide monthly status input using the same reporting criteria as City PMs



Colfax and Josephine  
Future home of the Central  
Denver Recreation Center



- Denver Museum of Nature and Science Maintenance: five of the seven defined projects are complete (the Phipps Renovation, Elevator Installation, Diorama Film Installation, Restroom/Plumbing Renovations and Boiler Installation); the remainder are being designed or are under construction
- Denver Botanic Gardens: one of two projects is complete (the Irrigation and Access Improvements) and the Greenhouse Replacement is under construction
- Denver Health and Hospital Building 5<sup>th</sup> Floor Renovation: construction work continues within budget; still expect to complete by the end of the year
- **Land Acquisition.** The Real Estate Department remains actively engaged in finding suitable locations for those projects that need land or right-of-way. The following are the significant actions during this report period:
  - Search continues for potential West Denver (Westside) Library site.
  - Property closing for a new Central Denver Recreation Center site was completed in March 2010; actions to manage the site and implement interim uses are planned for 2010 (note: this Bond Project, by Ordinance, is only intended to acquire land and develop designs; construction of the recreation center is pending other sources of funding)
  - Right-of-way acquisition necessary for the Federal Boulevard project continues.
  - Barnum Park land acquisition is tied to the Valley Highway EIS which is presently not programmed. Acquisition activity is pending CDOT actions.
- **Technology Services (TS) Coordination:**
  - The Technology Services leadership team mobilized a new project management team in January 2010.
  - The Bond Program staff transitioned all work products, management plans, processes, procedures, tools and standards to the Technology Services team for ongoing implementation.
  - A steering committee of Technology Services leadership and Bond Program leadership was formed, and the first monthly meeting was held in February 2010. Processes and procedures for program and project cost allocation and funding were discussed and reviewed. Monthly meetings will continue to be held.
- **Division of Small Business Opportunity (DSBO) Coordination:**
  - DSBO staff is continuing to support a significant workload related to the Bond Program activities; their workload will continue to be coordinated with the Program Schedule.
  - DSBO continues as a regular participant in weekly BLT meetings
- **Public Art:** The Denver Office of Cultural Affairs' Public Art Process is underway for the projects listed below. In many cases, the art is envisioned to be integrated into the project structure or area grounds.
  - Sloan's Lake Park: Andy Dufford, a Denver artist and Sloan's Lake neighborhood resident, was selected for a public art commission and is working on final designs for an interactive lake totem, to be integrated into the Marina construction.

City Park New Restroom -  
work in Progress



Police Traffic Operations/  
Firing Range - work in  
Progress

- Parkfield Lake Park: A Los Angeles-based design/art team of Jenna Didier and Oliver Hess (called Infranatural) was selected for an integrated project and plan to create an interactive fog piece in the current design of the play area.
- Ruby Hill Park: Denver-based sculptor Erick Johnson was selected to create a kinetic sculpture for the area near the crest of the hill (expected installation in late 2010).
- Cherry Creek Trail & Cherry Creek Solid Waste Facility: Denver-based artist Michael Clapper was selected to create a stone bench and sculptural feature for the Cherry Creek Trail. The artwork will create a beautiful respite area near the creek.
- Stapleton Recreation Center: semi-finalists were selected to propose to the selection panel this spring.
- Westwood Child Care Facility: Michael Juarez was selected to produce a mural for the exterior entry wall of the school. Additional exterior work by Robert Tully is also anticipated in the playground.
- Green Valley Branch Library: Erik Carlson was selected to produce an interactive media-based project for the new library. Contract negotiations underway.
- Quincy Avenue: two semifinalists were selected and staff is currently soliciting community input.
- Eastside Human Services Facility: artist Ray King was selected to create a colorful suspended glass sculpture for the new facility.
- Denver Municipal Animal Shelter: currently undergoing approval process for artist team selected for project. Winners will be announced in April.
- Denver Crime Lab: a request for qualifications was posted; responses under evaluation.
- 14th Street Streetscape and Sidewalk: a request for qualifications was posted; responses under evaluation.
- Stapleton Library: submission deadline for artists was 12-March. There were 350 applications and semi-finalist selection will take place in April 2010.
- La Alma Pool: a selection panel has been approved and first orientation meetings will be held in April 2010.
- Central Park Boulevard: semi-finalist selection to take place at the end of March, with the results to be announced in April 2010.
- Tennyson Blvd: in the process of putting together a project evaluation panel.
- **Sustainability:** The Sustainability Committee continues to meet bi-monthly. The Committee continues to insure that appropriate sustainable concepts are being integrated in all projects. In addition, the Committee reviews completed projects for compliance.
- **Legacy Tools and Processes:**
  - The Project Controls team is focusing greater effort on cost engineering activities in support of the Program. Key initiatives in 2010 will be focused on implementation of



Work in progress  
Broadway Reconstruction



budget, commitment, cost and forecast reports, project funding, project closeout and support of legacy transition.

- Disseminated additional PM bulletin to stress the need for accuracy in project status reporting, especially the advertisement dates for bids and requests for proposals:
  - Helps to predict future workload for various City groups involved in the contracting process
  - Helps Department and Program leadership establish priorities
  - Enables more accurate progress and status reporting
  - Provides greater predictability for cash flow projections
- In February 2010, a coordination and transition meeting was held to formally closeout the external hosting services for management systems on the Bond Program.
  - The Bond Program Management team, supported by City Technology Services resources, will provide the necessary methodologies to continue reporting functionality.
  - This approach will save money, while in parallel; further evaluation of new City platforms is underway.
  - The objective is to develop and implement all existing and future Program Controls System type functionality on City platforms, where the greatest opportunity for cost-effective implementation and legacy benefit can be realized.
- The Bond Program team completed development and refinements to the capital project budgeting database.
  - Developed a methodology for extracting project data from the budgeting database to Primavera, as a basis for then applying planning and scheduling logic.
  - Projects were then statused in Primavera, and the data transferred to the Program Data Warehouse for producing standard progress, performance and variance reports.
  - In support of cost engineering actions (budget, commitment, cost and forecast reporting), a PeopleSoft download and post-processing / coding program was written to allow a mapping of capital project budgets to actual commitments (i.e. contracts) and costs in PeopleSoft.
- A project-level folder structure for document management was created within Alfresco (the City's new document management and collaboration system) in February 2010 for a sample group of projects for review and concurrence by appropriate PW personnel.

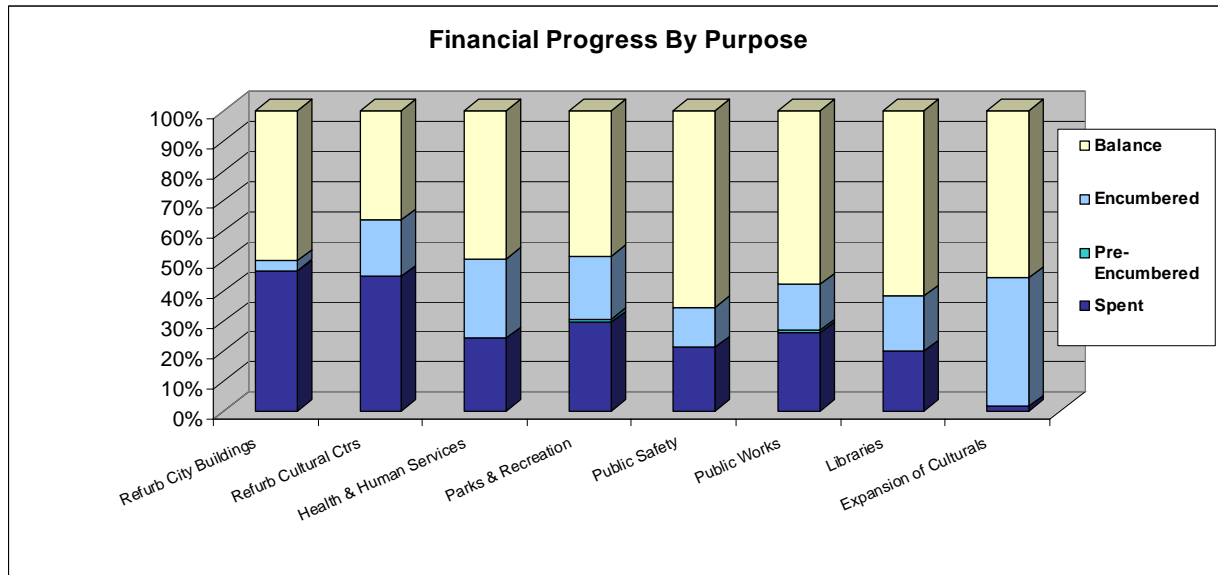
Animal Shelter - Groundbreaking



## 2010 Financial Information

The Better Denver Bond Program continues to meet its financial objectives.

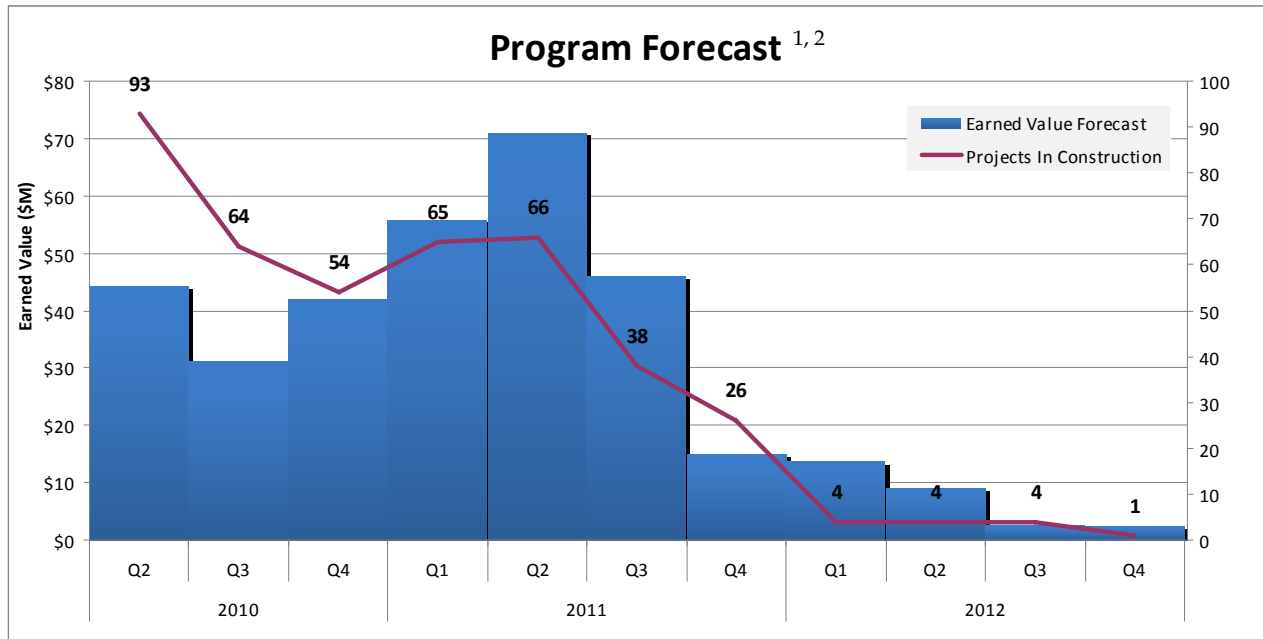
- As of March 31, 2010 \$136.1 Million has been expended on projects, while encumbrances total \$115.4 Million.
- The total encumbrances and expenditures of \$251.5 Million reflects that over 50% of the active Bond Program project funding has now been contracted or committed. There is presently \$492.8 Million under active management (\$60 Million is in “Post-Program”).
- Outstanding commercial paper draws plus general obligation bond issuances through March 2010 totaled \$170 Million.
- Debt service interest costs have been substantially reduced by use of the commercial paper program.
- Next issuance of bonds is planned for June 2010; Build America General Obligation bonds will be issued. The bond issuance will refund all outstanding commercial paper draws and finance planned project expenditures through 2012.



Purpose	Spent	Pre-Encumbered	Encumbered	Balance	Total
Refurb City Buildings	4,857,578	10,000	346,969	5,198,191	10,412,738
Refurb Cultural Ctrs	27,228,983	19,970	11,482,331	22,179,058	60,910,342 *
Health & Human Services	11,901,844	-	12,850,252	24,106,413	48,858,509
Parks & Recreation	27,600,207	1,180,689	19,604,031	45,583,114	93,968,041
Public Safety	13,937,148	-	8,707,246	42,886,967	65,531,362
Public Works	39,066,448	1,431,572	22,993,722	87,103,426	150,595,168
Libraries	10,323,470	130,000	9,508,203	32,171,477	52,134,025
Expansion of Culturals	1,224,802	-	29,928,283	39,262,192	70,415,276*
	<b>136,140,479</b>	<b>2,773,106</b>	<b>115,421,037</b>	<b>298,490,840</b>	<b>552,825,461*</b>

\* Includes \$60 Million in “Post-Program” funding for Culturals.

## 2010 Current Forecast:



<sup>1</sup> Earned value is attained by multiplying the % complete of project activities by their respective budgets.

<sup>2</sup> Boettcher projects are now Post Program and no earned value is included through 2012.

FIGURE 2

During this quarter, cumulative Earned Value (i.e. progress) for the Program surpassed the \$150M milestone (\$161.6M has been earned). A significant number of the major projects (listed earlier in this report) have initiated either design or construction during this quarter. Looking forward, bid and procurement activity on the majority of the remaining larger Bond projects in mid-2010 will lead to peak construction volume in late 2010 and 2011.

The vast majority of all Bond Program projects have been accelerated and are slated to complete by the end of 2011, as requested by the Mayor. Remaining projects with 2012 planned value are 1) West Denver Branch Library, 2) the Denver Museum of Nature & Science New Storage and Education Center, 3) the new Fire Station at Lowry (due to the present land acquisition schedule), and 4) 38<sup>th</sup> Avenue Underpass Improvements.

Due to the exceptional fund-raising challenges faced by the Boettcher Concert Hall projects (both deferred maintenance and new construction), they remain in the 'Post Program' status category (projected to be completed after 2012).



Elmendorf Park  
New Playground



## Economic Outlook:

After peaking in July-August 2008, prices for diesel fuel, asphalt, steel, copper and other materials dropped sharply through early 2009. But many prices have increased again recently. Despite this latest news, the current economic conditions continue to have a favorable and beneficial impact on Bond Program projects.

Construction employment in forty-nine states and the District of Columbia declined between February 2009 and February 2010 according to a new analysis of federal employment data released 26 March 2010 by the Associated General Contractors of America. Ken Simonson, the association's chief economist stated, "We can't afford to turn our back on any opportunity to boost investments in infrastructure and construction." Colorado experienced the 5<sup>th</sup> largest decline in construction employment in the country (unemployment at 20.9%, 30,300 jobs lost). The continued push by the Mayor's Office for accelerated execution of the Better Denver Bond projects will continue to have a positive effect on the local economy.

Looking forward, AGC sees that materials prices are on the rise. The retail price of on-highway diesel fuel hit a 16-month high of \$2.90 per gallon the first week in March, the Energy Information Administration reported. Copper and aluminum futures prices also neared the highest level since the autumn of 2008. At the same time, one manufacturer announced that it was raising rebar prices \$25 per ton immediately and a further \$50 on April 1. Wallboard manufacturers announced in February that they would raise prices 20 percent on March 15. Lumber and plywood prices have also touched multi-year highs recently. Although there is still little sign of inflation for the overall economy, construction is vulnerable to fluctuations in world demand for raw materials, which tend to be much more volatile than consumer prices. At this time it appears unlikely that prices will keep rising. But prices for the most part have bottomed out and upward movements are more likely than a return to the lows of late 2008.

The Bond Program continues to experience a very competitive bidding environment. As previously mentioned, any savings realized in early project execution may help offset any increases seen in the next two years of execution.

A full economic analysis will be included in the mid-year report at the end of Q2 2010.



Pferdesteller Park  
New Playground



## Completed Bond Projects

A list of Bond projects completed to date is shown below.

**Total Projects Completed : 109**

Purpose	Project	Department	PM
1	C&CB Replace Concrete Sidewalks	Facilities	Hamilton
1	C&CB Basement-HVAC & Electrical for OEM	Facilities	Thomas
1	C&CB Window Blinds	Facilities	Hamilton
1	C&CB 5 <sup>th</sup> Floor - HVAC & Remodel for Sheriff	Facilities	Alson
2	200 West 14 <sup>th</sup> Street (Permit Center) Deferred Maintenance	Facilities	Guerrero
2	DBG Irrigation and Access Improvements	3 <sup>rd</sup> Party	Aljonovich
2	DPAC Newton Rehearsal Space - Elevator & Lobby Improvements*	Public Works	Kontas
2	DMN&S Phipps Renovation	3 <sup>rd</sup> Party	Day
2	DMN&S Elevator Installation*	3 <sup>rd</sup> Party	Joplin
2	DMN&S Diorama Film Installation	3 <sup>rd</sup> Party	Joplin
2	DMN&S Restroom/Plumbing Renovations*	3 <sup>rd</sup> Party	Joplin
2	DMN&S Boiler Installation	3 <sup>rd</sup> Party	Joplin
3	Lowry Child Care Center Renovation	Facilities	Hamilton
3	Edna Oliver Child Care Center Renovation	Facilities	Hamilton
3	Northeast Child Care Center Renovation	Facilities	Hamilton
4	Cranmer Park Irrigation	Parks & Rec	Murayama
4	6 <sup>th</sup> Avenue Parkway Irrigation	Parks & Rec	Wilgenbusch
4	Washington Park Irrigation	Parks & Rec	Murayama
4	Lincoln Park Irrigation	Parks & Rec	March
4	Berkeley Park Irrigation	Parks & Rec	Binard
4	Magna Carta Park Irrigation	Parks & Rec	Hernandez
4	Valverde Park Irrigation	Parks & Rec	Hernandez
4	City of Kunming Park Irrigation	Parks & Rec	Hernandez
4	Frontier West Park Irrigation	Parks & Rec	Hernandez
4	Auraria Median Irrigation	Parks & Rec	Bernstein
4	Green Valley Ranch East Irrigation	Parks & Rec	Murayama
4	Twentieth Street Indoor Pool Surfaces Restoration	Parks & Rec	Schwarz
4	Congress Outdoor Pool Shade Structures	Parks & Rec	Perry
4	Cook Outdoor Pool Shade Structures	Parks & Rec	Perry
4	Eisenhower Outdoor Pool Shade Structures	Parks & Rec	Perry
4	Garfield Outdoor Pool Shade Structures	Parks & Rec	Perry
4	Globeville Outdoor Pool Shade Structures	Parks & Rec	Perry
4	Harvard Outdoor Pool Shade Structures	Parks & Rec	Perry



**Central Park Recreation Center  
at Stapleton  
Representation**

4	Harvey Outdoor Pool Shade Structures	Parks & Rec	Perry
4	Rude Indoor Pool Slide Structures	Parks & Rec	Perry
4	Southwest Outdoor Pool Shade Structures	Parks & Rec	Perry
4	Barnum Outdoor Pool Shade Structures	Parks & Rec	Perry
4	Cherry Creek Greenway Trail	Parks & Rec	Gannon
4	City Park Irrigation	Parks & Rec	Herwig
4	City Park Pavilion Renovations	Parks & Rec	Herwig
4	City Park Bandstand	Facilities	Hamilton
4	Park Roads & Parking Lots Improvements – 2008/2009	Parks & Rec	Carruth
4	Berkeley Park Restroom Rehabilitation	Facilities	Thomas
4	Jefferson Park Restroom Rehabilitation	Facilities	Thomas
4	Pferdesteller Park Restroom Rehabilitation	Facilities	Thomas
4	Rude Park Restroom Rehabilitation	Facilities	Thomas
4	Chaffee Park Restroom Rehabilitation	Facilities	Thomas
4	City Park Tennis Restroom Rehabilitation	Facilities	Thomas
4	Silverman Park Restroom Rehabilitation	Facilities	Thomas
4	Pferdesteller Park Playground Improvements*	Parks & Rec	Hadley
4	Elmendorf Park Playground Improvements*	Parks & Rec	Hadley
4	Harvey Park Recreation Center Improvements	Parks & Rec	Schwarz
4	Montclair Recreation Center Improvements	Parks & Rec	Schwarz
4	Athmar Recreation Center Improvements	Parks & Rec	Schwarz
4	La Familia Recreation Center Improvements	Parks & Rec	Schwarz
4	Twentieth Street Recreation Center Improvements	Facilities	Thomas
4	Scheitler Recreation Center Improvements	Parks & Rec	Schwarz
4	Hiawatha Davis Jr. Recreation Center Improvements	Parks & Rec	Schwarz
4	Washington Park Recreation Center Improvements	Facilities	Thomas
4	La Alma Recreation Center Improvements	Parks & Rec	Schwarz
4	Montbello Recreation Center Improvements	Parks & Rec	Schwarz
4	Glenarm Recreation Center Improvements	Parks & Rec	Schwarz
4	Aztlan/Quigg Recreation Center Improvements	Parks & Rec	Schwarz
4	Cherry Creek Greenway Improvements	Parks & Rec	Gannon
4	Wagon Trail Improvements	Parks & Rec	Gannon
4	Cherry Creek Trail Improvements	Parks & Rec	Gannon
5	Fire Station #6 Renovation	Facilities	Guerrero
5	Fire Station #11 Renovation	Facilities	Guerrero
5	Fire Station #23 Renovation	Facilities	Guerrero
5	Fire Station #24 Renovation	Facilities	Guerrero
5	Fire Station #25 Renovation	Facilities	Guerrero
6	CCTS New Salt Canopy Cover	Facilities	Guerrero



Animal Shelter  
Representation

6	CCTS Existing Hopper Repair	Facilities	Guerrero
6	CCTS New Office Annex (Metal Building)*	Public Works	Alson
6	CC Drive South – Phase 1 Improvements	Public Works	Ohlogge
6	Yosemite Sound Wall Improvements	Public Works	Barwick
6	Street Maint: 13 <sup>th</sup> Ave (Colorado Blvd to York St)	Public Works	Reynolds
6	Street Maint: DTC (I-225 to Belleview)	Public Works	Haun
6	Street Recon: Holly (Cherry Creek Dr to Evans Ave)	Public Works	Reynolds
6	Street Maint: Tennyson Street (26 <sup>th</sup> to 32 <sup>nd</sup> )	Public Works	Ohlogge
6	Street Maint: University Blvd (Buchtel to Asbury)	Public Works	Haun
6	Street Maint: 3 <sup>rd</sup> Ave (Steele St to Colorado Blvd)	Public Works	Kennedy
6	Street Maint: Irving St (W 17 <sup>th</sup> Ave to W 32 <sup>nd</sup> Ave)	Public Works	Kennedy
6	Street Maint: Irving St (W Mississippi Ave to W Florida Ave)	Public Works	Kennedy
6	Street Maint: Evans Ave (S Holly St to S Quebec St)	Public Works	Kennedy
6	Street Maint: 13 <sup>th</sup> Ave (Kalamath St to Osage St)	Public Works	Kennedy
6	Street Maint: E 8 <sup>th</sup> Ave (Downing St to York St)	Public Works	Kennedy
6	Street Maint: Quincy Ave (S Wadsworth to County Boundary)	Public Works	Kennedy
6	Street Maint: Steele St (39 <sup>th</sup> Ave to I-70)	Public Works	Kennedy
6	Street Maint: Park Ave West (Colfax Ave to Welton St)	Public Works	Kennedy
6	Street Maint: E 11 <sup>th</sup> Ave (Monaco Pkwy to Yosemite St)	Public Works	Ohlogge
6	Street Maint: Clarkson St (E 8 <sup>th</sup> Ave to E 20 <sup>th</sup> Ave)	Public Works	Ohlogge
6	Street Maint: Kalamath St (48 <sup>th</sup> Ave to 52 <sup>nd</sup> Ave)	Public Works	Ohlogge
6	Street Maint: Perry St (Ellsworth Ave to 6 <sup>th</sup> Ave)	Public Works	Ohlogge
6	Street Maint: 8 <sup>th</sup> Ave (Zuni St to Federal Blvd)	Public Works	Kennedy
6	Street Maint: E Iowa Ave (S Logan St to S Lafayette St)	Public Works	Kennedy
6	Street Maint: Stapleton Industrial Neighborhood	Public Works	Kennedy
6	Street Maint: 1 <sup>st</sup> Ave (Federal Blvd to Irving St)	Public Works	Cabanillas
6	Street Maint: 31 <sup>st</sup> Ave (N Williams St to N York St)	Public Works	Cabanillas
6	Street Maint: 46 <sup>th</sup> Ave (N Jason St to N Pecos St)	Public Works	Cabanillas
7	Barnum Branch Library Renovations	Facilities	Matthews
7	Blair Caldwell Branch Library Renovations	Facilities	Matthews
7	Decker Branch Library Renovations	Facilities	Hamilton
7	Field Branch Library Renovations	Facilities	Matthews
7	Hampden Branch Library Renovations	Facilities	Hamilton
7	Park Hill Branch Library Renovations	Facilities	Hamilton
7	Smiley Branch Library Renovations	Facilities	Matthews
7	Woodbury Branch Renovations*	Public Works	Matthews
7	Westwood Branch Library Renovations	Facilities	Matthews

\*Completed in Q1 2010



Green Valley Ranch Library Representation

