



**BUILDING A  
BETTER  
DENVER**

**Bond Built! • 3<sup>11</sup>**



**DENVER**  
THE MILE HIGH CITY

# Better Denver Bond Program

## 2011 Third Quarter Report

**CH2MHILL**



# The Better Denver Bond Program

## Program Report – Q3 2011

October 25, 2011



### Introduction

This report outlines the progress and accomplishments of the Better Denver Bond Program (“Program”) during the third quarter of 2011 (July 1 - September 30). 239 (75% of total) of the Bond Program projects are now completed. The total investment of Bond Program funds contracted now exceeds \$420 million, providing a significant boost to the local economy and jobs. Savings realized from under runs on earlier projects were programmed and reinvested in additional project needs during the quarter. 317 projects are currently being tracked. In addition to management and oversight of the execution of the projects, the Program achieved significant progress this quarter on the migration of Program management approaches and systems to the City.

### Program Highlights

At the end of September 2011, the status of projects that comprise the Program is as shown in Figure 1.

Figure 1: Q3 - 2011 Project Status

Project Phase	Number of Projects	
	September 30, 2011	June 30, 2011
Future Projects	15	5
In Planning Phase	1	1
In Design Phase	17	24
In Construction Phase	41	42
Projects Complete	239	222
Post Program*	4	2
Total Number of Projects	317	296

\* Projected to complete after 2012

There are 59 projects currently in progress. 2011 is the most significant period of the Bond Program in terms of the planned value of major projects being executed, with over \$150 million in projects currently under construction.

Program schedule progress and performance information in Figure 2 shows the value of the work completed through Q3 2011 compared to that which was planned by Purpose. The active Bond Program projects are now 71% complete on an earned value basis, with many of the Bond Program’s larger projects under construction in 2011. The Earned Value of work completed to date of \$358 million is tracking closely to the Planned Value of work scheduled to be completed of \$373 million (approximately 4% behind plan).



Cheesman Park Pavilion Renovation

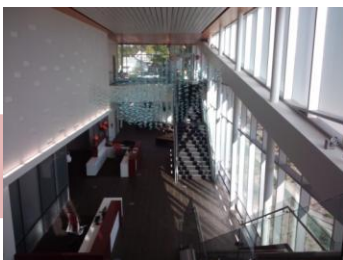


Figure 2: Q3 - 2011 Earned Value

Purpose	Planned Value of Work through September 2011	Earned Value of Work through September 2011	Schedule Variance
1 - Public Office Facilities	\$ 9,956,000	\$ 9,805,000	\$ (151,000)
2 - Deferred Maintenance of Cultural Facilities	\$ 40,743,000	\$ 39,190,000	\$ (1,553,000)
3 - Health and Human Services Facilities	\$ 41,890,000	\$ 41,924,000	\$ 34,000
4 - Parks System Facilities	\$ 83,885,000	\$ 81,977,000	\$ (1,908,000)
5 - Public Safety Facilities	\$ 33,278,000	\$ 36,513,000	\$ 3,235,000
6 - Streets, Transportation and Public Works	\$ 115,237,000	\$ 101,787,000	\$ (13,450,000)
7 - Libraries	\$ 26,987,000	\$ 27,428,000	\$ 441,000
8 - New Construction of Cultural Facilities	\$ 7,556,000	\$ 5,884,000	\$ (1,672,000)
Bond & Program Mgmt	\$ 13,476,000	\$ 13,476,000	\$ 0
<b>Total</b>	<b>\$ 373,008,000</b>	<b>\$ 357,984,000</b>	<b>\$ (15,024,000)</b>

The Schedule Performance Index (SPI) of 0.96 for Q3 2011 is a slightly lower value than at the end of Q2 2011 (.97). SPI shows what percentage of work was actually accomplished relative to what was scheduled or anticipated to be completed. The delivery of \$45 million in earned value in Q3 2011 was a result of:

- Significant progress on several projects such as:
  - City and County Building
  - Boettcher Concert Hall 2011 Maintenance
  - Eastside Human Services Building
  - Denver CARES
  - Berkeley Park
  - Parkfield Lake Park
  - Sloan’s Lake Park
  - Cheesman Pavilion
  - Ruby Hill Park Improvements
  - Parks Irrigation Projects (Alameda Parkway)
  - Police Crime Laboratory
  - Central Park Boulevard at I-70 Interchange
  - 14<sup>th</sup> Street Streetscape and Sidewalk
  - California Street (14<sup>th</sup> to 20<sup>th</sup> Streets) Streetscape and Sidewalk
  - Tennyson Street (38<sup>th</sup> to 44<sup>th</sup> Avenues) Improvements
  - Quincy Avenue (Pierce Street to Sheridan Boulevard) Improvements
  - Public Infrastructure TOD – Louisiana and Pearl Station
  - Broadway Street (Yale Avenue to Wesley Street) Reconstruction
  - Street Reconstruction Projects (West Colfax Avenue; Quincy Avenue)



New Eastside Human Services Building



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

Design:

- Lowry Fire Station
- Police Command Vehicle Garage

Construction:

- Boettcher Concert Hall 2011 Maintenance
- Denver CARES
- Berkeley Park Improvements
- City Park Circulation Improvements
- Cherry Creek Transfer station – Truck Transfer/Fleet Garage Additions/Site Improvements
- Broadway Street (Asbury Street to Wesley Street) Reconstruction
- Broadway Street (Iowa Street to Asbury Street) Reconstruction
- Evans (Broadway Street to Bannock Street)
- Colfax Avenue (Sheridan Blvd to Federal Blvd)
- 29<sup>th</sup> Avenue and Central Park Blvd Intersection Improvements
- Stapleton Branch Library
- Denver Museum of Nature & Science – New Storage and Education Center

## Program Activities and Accomplishments in Q3 2011

During Q3 2011, the Bond Program 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 Q3 2011 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 Bond Program Management team on specific project issues and result in specific actions for follow-up. Reviews were held for several individual or groups of new construction or improvements projects, including:
    - City and County Building
    - Neighborhood House
    - Eastside Human Services
    - Central Denver Recreation Center
    - Parkfield Lake Park Development Projects
    - City Park Circulation
    - La Alma Outdoor Pool
    - Berkeley Park
    - Sloan’s Lake Park
    - Ruby Hill Park



California Street  
Streetscape and Sidewalk  
Progress



- Parks Irrigation Projects
  - Lowry Fire Station
  - Police Crime Laboratory
  - Central Park Boulevard at I-70 Interchange
  - Public Infrastructure TOD – 38<sup>th</sup> and Blake
  - Public Infrastructure TOD – Decatur
  - Cherry Creek Transfer Station
  - TREN Improvement Projects
  - 38<sup>th</sup> Avenue Underpass
  - 14<sup>th</sup> and Colfax Avenue
  - 14<sup>th</sup> Street Streetscape and Sidewalk
  - California Street Streetscape and Sidewalk
  - Denver Public Library Renovation Projects
  - Stapleton Branch Library
  - West Denver Branch Library
  - Denver Museum of Nature and Science
- **Risk Management:**
    - Project review meetings and Bond Leadership Team weekly meetings focus on major projects and potential issues and challenges.
  - **Communication / Public Outreach:**
    - Bond Program staff coordinated with and supported the Departmental Communications Managers regarding special bond project events and outreach during this quarter. Staff assisted with planning and implementation of events and outreach, including:
      - Input to agendas/flow of speakers and speaker points for elected officials and department representatives.
      - Input to or wrote media advisories, press releases, event speaker points, or other material.
      - Sought and summarized project information from Project Managers and others.
      - Prepared project summary display boards.
      - Provided program and project information for public communications.
      - Attended special events to assist with logistics, staff speakers, event photos, etc.
    - Supported at various levels the following Q3 2011 events, meetings, or outreach including:
      - Crime Lab “Topping Out” milestone ceremony held September 9<sup>th</sup>
      - DMNS Educations Storage Collections Facility groundbreaking held September 13<sup>th</sup>
      - West Denver Library 3rd public input meeting held July 19<sup>th</sup> (web site info/notice)
      - 38<sup>th</sup> Inca Pedestrian Bridge public meeting held July 19<sup>th</sup> (web site info/notice)
      - Decatur TOD ( 13<sup>th</sup> Ave/Weir Gulch) public meeting held August 23<sup>rd</sup> (web site info/notice)
      - South Broadway public meeting on construction held August 26<sup>th</sup> (web site info/notice)
      - Broadway (Iowa-Asbury-Wesley) traffic advisories and construction notices



New Denver Crime Laboratory “Topping Out” Celebration



- Broadway Reconstruction (20<sup>th</sup> - California) traffic advisory/construction notices
- Colfax (Sheridan – Federal) traffic advisories and construction notices
- Tennyson Street construction notices
- Other Media Support: Conferred with Departmental Communication/PIO contacts and Mayor’s Office and provided information or messaging in response to or in preparation for media inquiries, including separate Your Hub reporter inquiries relating to the East and West Colfax projects, Tennyson Street, the West Denver Library, and Denver Museum of Nature and Science.
- Provided summaries for the Mayor’s Office and Bond Executive Committee relating to special event/meeting calendar, a look-ahead of communications opportunities for projects starting or completing, and speaking and messaging points. Prepared an overview of the bond status and project progress during the first 100 days of the new Administration.
- Presentations and preparation of presentations: Assisted with presentation preparation for an event with the Colorado Hispanic Real Estate Professionals and Metro Realtor Association held in September at which Denver Public Works spoke covering Bond Program purpose, progress and status.
- Bond Signage:
  - Worked with City Purchasing and others regarding an update to the purchase order and related forms with the sign vendor, as the company had changed ownership.
  - Placed Bond signs in various locations to notify the public of project work that was beginning or underway. During the quarter, signs were placed at 2 additional project locations. A total of approximately 174 bond signs have been placed cumulatively throughout the City.
- Bond Web Site: Provided information to update the Bond Program web site with photos/graphics, events/public meeting calendar, and status/progress information, and submitted updates through Mayor’s Office/Public Works. Worked with Departments, Project Managers, and Communications staff in these efforts.
- Council Information: Provided monthly summary updates to Council for projects within their districts. Assisted in answering Council office inquiries on Bond projects or providing information to Council for their communications (e.g. Rosamond Park Restroom, etc). Visited with new Council persons to provide background and overview of the Bond Program, status and progress.
- Citizen Inquiries: Responded to email and phone call inquiries from citizens on a variety of topics after conferring with Project Managers and others.
- **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 Project Managers (PMs) continue to provide monthly status input using the same reporting criteria as City PMs.
  - Denver Museum of Nature & Science Maintenance: five of the seven defined projects are complete (Phipps Renovation, Elevator Installation, Diorama Film Installation, Restroom/Plumbing Renovations and Boiler Installation); the remaining projects are being



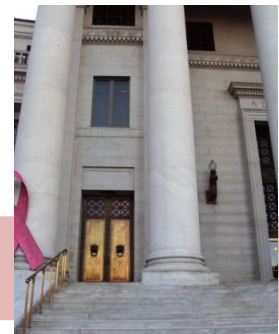
Denver Museum of Nature & Science  
New Education and Collections Facility  
Groundbreaking



- designed or are under construction. A CM/GC contractor for the new Education and Collections Facility addition continued with pre-construction activity and a groundbreaking ceremony was held in late September.
- Denver Botanic Gardens: The Irrigation and Access Improvements and the Greenhouse Replacement projects are both complete.
  - Denver Health and Hospital Building 5<sup>th</sup> Floor Renovation: Construction work is completed; the project is now in the process of closeout. New Denver Health projects were programmed during Q3 2011. A new restroom rehabilitation project for Denver CARES was completed. A project for a new West Side Clinic was initiated.
- **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:
    - Land purchase agreement for the New West Denver Branch Library site at Avondale (Colfax and Irving). Due diligence actions in the agreement are presently in progress.
    - Central Denver Recreation Center site (acquired in March 2010); actions were ongoing to manage the site (note: this Bond Project, by Ordinance, is only intended to acquire land and develop designs; construction of the future recreation center is pending other future sources of funding).
    - Right-of-way acquisition necessary for the Federal Boulevard project is completed; the CDOT improvement project from Alameda to 5<sup>th</sup> Avenue construction started in February 2011.
    - Barnum Park land acquisition is tied to the Valley Highway EIS which is presently not programmed. Other options are presently being explored. Land purchase agreement for the New West Denver Branch Library site at.
  - **Technology Services Coordination:**
    - The Bond Program and Technology Services are continuing to coordinate Technology infrastructure requirements for incorporation into bond projects.
    - Steering committee meetings between Technology Services leadership and Bond Program leadership have continued. Processes and procedures for technology closeout and warranty management actions between all of the implementing parties were discussed and reviewed.
  - **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.
  - **Public Art:** The public art process sponsored by the office of Arts and Venues Denver is underway for the projects listed below. In many cases, the art is envisioned to be integrated into the project structure or area grounds. For each bond project where public art is applicable, funds from the project were set aside for the public art.



City and County Building  
Stairs, Exterior and Bronze Doors



- Art Installations and Dedications Pending or Completed:
  - Denver Municipal Animal Shelter: Artists Laura Haddad and Tom Drugan completed their sculptures: “Sun Spot” sculpture and “Community Collar.”
  - Green Valley Ranch Branch Library: Artist Erik Carlson’s video piece “Cloud Seeding” is complete.
  - Ruby Hill Park: Denver-based sculptor Erick Johnson installed “Twilight Twist” this summer (2011) and will dedicate the artwork soon.
  - Police Traffic Operations and Firing Range: Artist Bob Zoell completed his mural for the facility’s east facing walls.
  - Sloan's Lake Park: Andy Dufford, a Denver artist and Sloan's Lake neighborhood resident, has completed his stone sculpture to top an interactive lake totem. Dedication expected in fall of 2011.
  - Eastside Human Services Facility: Artist Ray King completed installation of “Peace Bird.” Artwork will be dedicated at the opening Facility’s Masquerade Ball on October 15, 2011. Additional artwork by Denver artists Jeremy Ulibarri; Carlos Fresquez; Carol Waugh; Vincent Juarez; and, Jess DuBois were also installed in the new building.
  - Quincy Avenue: Artist Steven Schactman was selected to create a sculptural bridge along Quincy. Installation is expected in fall of 2011, pending MEP approvals.
- Art Projects in Final Design Phase:
  - Police Crime Laboratory: Artist Cliff Garten was selected to create two large-scale suspended sculptures for the atrium areas. Artist is in final design phase.
  - Parkfield Lake Park: A Los Angeles-based design/art team of Jenna Didier and Oliver Hess (called Infranatural) was selected for an integrated project. They are in final design phase to create an interactive fog “sculpture” in the play area of the park.
  - Tennyson Corridor: Artist Kevin Curry has been selected and approved to create a sculptural “totem” from recycled sign materials. Artist is in final design phase.
  - Stapleton Branch Library: Artist Steven Appleton was selected to create an integrated environmental sculptural series for the building. Final design phase is underway.
- Art Projects in Preliminary Design Phase:
  - La Alma Pool: Artist Alexi High was selected for a sculpture/art treatment in the pool/slide area. Artist is in preliminary design phase.
  - 14th Street Streetscape and Sidewalk: Artists Marek Walczak and Wesley Heiss were selected to create interactive sculptural elements along the streetscape. Preliminary design is underway.
  - Central Park Boulevard: Artist team Patricia Leighton and Del Geist were selected to work on a preliminary design for an earthwork/sculpture array in the area of North Stapleton.



**Ruby Hill Park Pavilion**

- **Sustainability:** The Sustainability Committee continued to meet monthly to review major projects for compliance with Greenprint Denver and Executive Order 123. Over 95% of applicable projects reviews have been completed. Project Managers continue to identify innovations and opportunities to incorporate sustainability into their projects.
  - Major accomplishments this quarter, and information on projects with sustainability components that are beginning or are underway during the quarter include:
    - South Broadway Reconstruction Projects: Approximately 24,000 square yards of existing asphalt road will be recycled and replaced with concrete pavement for the three phases of the project. Concrete surfaces require less maintenance resulting in a lower total cost of ownership (TCO) and help reduce the urban heat island effect. Other sustainability features of the project include improved storm drainage, rehabilitated curb, gutter and sidewalk and lighting improvements. Some of the pedestrian-friendly improvements include bulb-out crosswalks, new crosswalk buttons and signs, and ADA pedestrian curb ramps.
    - West Colfax Avenue Reconstruction Project (Sheridan Blvd to Federal Blvd): The west Colfax Avenue reconstruction project began during the quarter. The new design embodies Living Street principles that recognize the role of public rights of way to support both existing businesses as well as the traveling public, and which facilitates pedestrian use.
    - Denver Museum of Nature and Science – Education and Collections Facility: DMNS broke ground on the new Education and Collections Facility. The ECF will add 126,000 square feet on five levels (with two levels below grade) to the south side of the museum. The new construction is planned to achieve U.S. Green Building Council’s highest designation, LEED Platinum, and be 50% more energy efficient than traditional construction.
- **Program Management Integration of Program processes and approaches to the City:**
  - Provided support and guidance for the start-up and establishment of the Public Works Business Office function. Key accomplishments included support and loading of all capital projects into the schedule contracts tracker and data warehouse, and review of data in originating Project Management Plans.
  - Coordinated with Controller’s Office, Public Works, Parks and Business Office staff on the scope and direction of transitioned Program Controls Systems.
  - Tool Development
    - Continued development of Capital Projects management toolset to support long-term departmental requirements
    - Developed web portal framework
    - Reviewed process modeling toolsets
    - Developed functionality to support presentation of Progress and Performance, and Financial data
    - Developed status capture functionality

Ruby Hill Park  
New Restroom



Ruby Hill Park  
New Playground



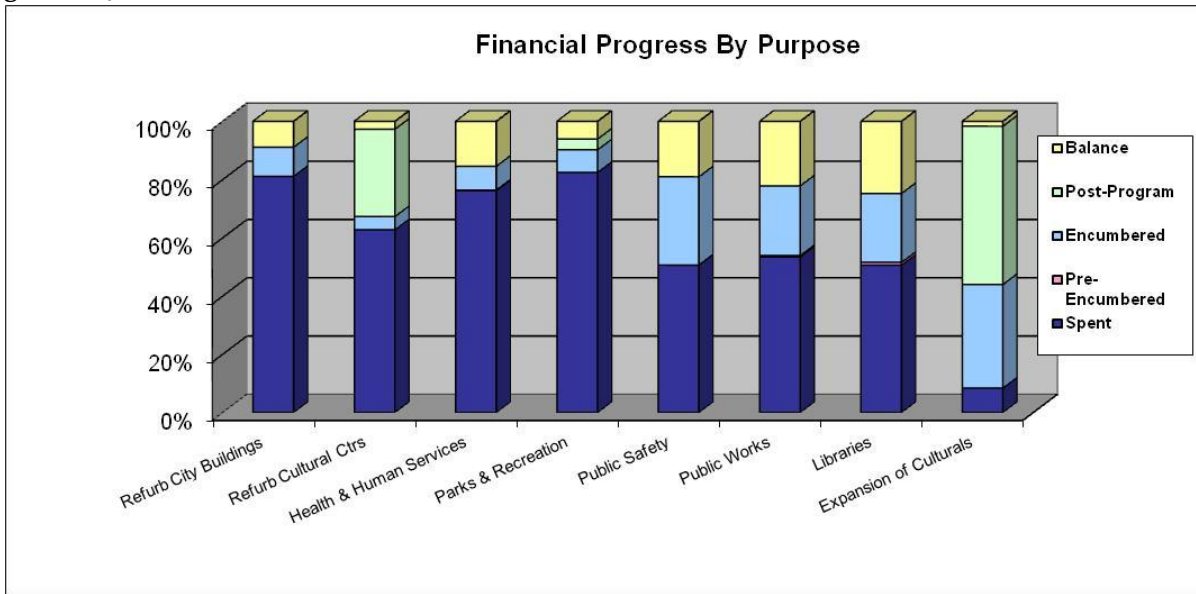
- On-going Program Management Support
  - Maintain a cost and schedule management system and process for integrating and tracking schedule, budget, commitments and cost information to ensure data integrity and consistency
  - Produce monthly reports to track progress and financial status to highlight issues, monitor changes, and provide meaningful performance information to project management and financial staff
  - Develop Estimate at Completion forecasts for all projects to identify potential savings or shortfalls so actions can be taken to minimize funding gaps and identify options for using excess funds

## 2011 Financial Information

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

- As of September 30, 2011 \$313.1 million has been expended on projects, while encumbrances total \$110.6 million.
- The total encumbrances and expenditures of over \$420 million reflects that 84% of the Bond Program project funding has now been contracted.
- Additional General Obligation bonds totaling \$16.5 million were issued in July 2011.
- Total General Obligation bond issuances through September 2011 totaled \$489.1 million.

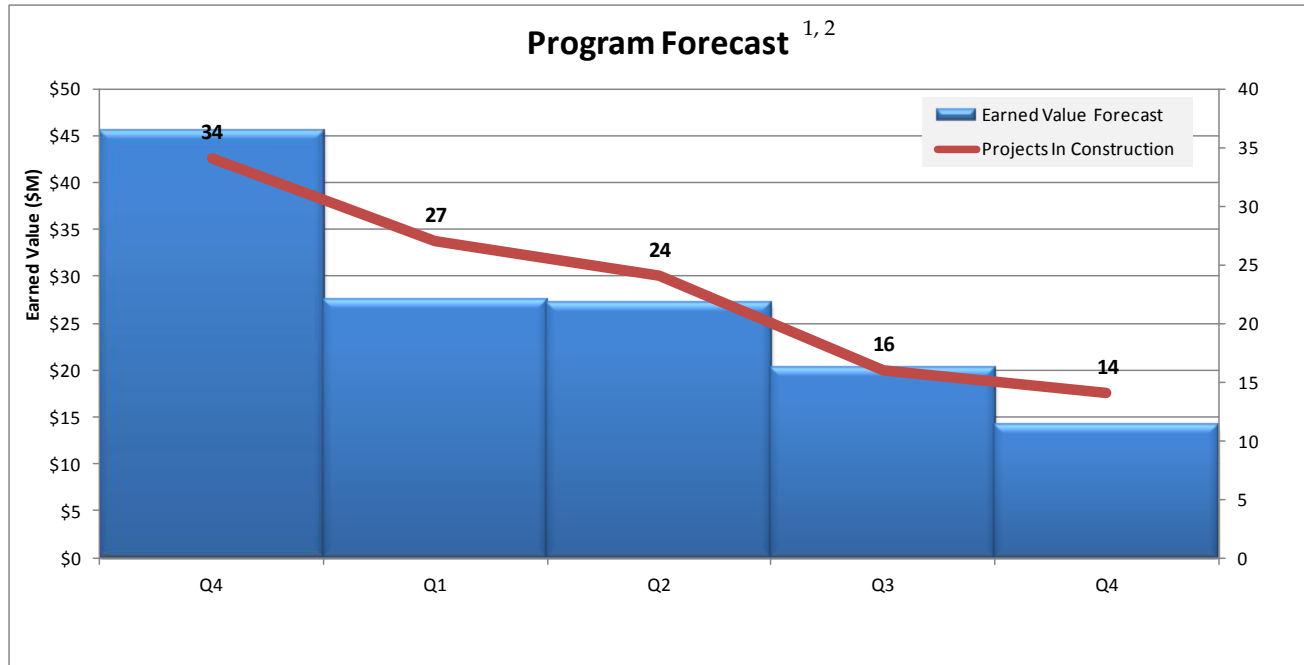
Figure 3: Q3 - 2011 Financials



Purpose	Spent	Pre-Encumbered	Encumbered	Post- Program	Balance	Total
Refurbish City Buildings	8,637,819	-	1,065,635	-	944,746	10,648,199
Refurbish Cultural Centers	38,707,744	-	2,799,736	18,500,000	1,650,058	61,657,538
Health & Human Services	37,954,429	78,601	4,067,826	-	7,700,014	49,800,871
Parks & Recreation	78,929,612	34,773	7,384,215	3,533,000	5,873,259	95,754,859
Public Safety	34,055,539	-	20,361,237	-	12,781,929	67,198,706
Public Works	81,934,493	771,960	37,008,610	1,525,000	32,508,692	153,748,755
Libraries	26,930,585	518,276	12,618,199	-	13,165,342	53,232,403
Expansion of Culturalurs	5,959,980	-	25,296,233	38,630,730	1,190,573	71,077,516
	313,110,202	1,403,610	110,601,693	62,188,730	75,814,612	563,118,847

## Current Forecast:

Figure 4: Q3 - 2011 Program Forecast



<sup>1</sup> Earned Value is attained by multiplying the % complete of project activities by their respective budgets.  
<sup>2</sup> Post-Program projects are not active and therefore not included in this chart.

**FIGURE 4**  
Earned Value Forecast

Cumulative Earned Value (i.e. progress) for the Program is \$358 million at the end of the quarter. A significant number of the major projects (listed earlier in this report) have initiated either design or construction during this quarter. Bid and procurement activity on the larger Bond projects will generate peak construction dollar volume in late 2011.

Due to the exceptional fund-raising challenges, the majority of deferred maintenance and all new construction for the Boettcher Concert Hall projects remain in the Post-Program status category. Two additional projects were included in the Post-Program category this quarter:

- 38<sup>th</sup> Avenue Underpass. \$850,000 of this project is being utilized to design and construct a pedestrian bridge over 38<sup>th</sup> Avenue. The remaining funds of \$1.525 million are being moved into “Post-Program,” pending the completion of an area drainage study. The drainage study will form the next most appropriate actions and investments and the timing for action is presently not determined.



14<sup>th</sup> Street  
Streetscape & Sidewalk Construction In-Progress

- Central Denver Recreation Center. The land acquisition, conceptual design and interim use work is completed, satisfying the original project definition requirements. The balance of \$3.533 million is moved to “Post Program,” with the intent to enable these funds to be used for construction of a recreation center at a future date.

As noted in the previous section, the Bond Program has issued \$489.1 million in general obligation bonds. This amount is forecast by the Bond Program to be an adequate amount to complete all projects, not including Boettcher Concert Hall new construction and deferred maintenance. As previously stated, the Boettcher projects have been moved to Post-Program, and debt authority for these projects remains intact.

New projects, and additional funding on other projects with identified needs, were programmed and incorporated into the tracking and reporting process. There are currently 317 tracked projects.



Parkfield Lake Park Completed

## Completed Bond Projects

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

**Total Projects Completed: 239**

\*Completed in Q3 2011

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 5th Floor-HVAC & Remodel for Sheriff	Facilities	Thomas
1	C&CB Bronze Doors*	Public Works	Guerrero
1	C&CB Main Stair Restoration*	Public Works	Sheehan
1	Former Permit Center (200 West 14th Avenue) Deferred Maintenance	Facilities	Guerrero
2	Boettcher Concert Hall 2010 Maintenance	Public Works	Kontas
2	DBG Irrigation and Access Improvements	3rd Party	Aljonovich
2	DBG Greenhouse Replacement	3rd Party	Williams
2	DPAC Newton Rehearsal Space - Elevator & Lobby Improvements	Public Works	Kontas
2	DMN&S Phipps Renovation	3rd Party	Day
2	DMN&S Elevator Installation	3rd Party	Joplin
2	DMN&S Diorama Film Installation	3rd Party	Joplin
2	DMN&S Restroom/Plumbing Renovations	3rd Party	Joplin
2	DMN&S Boiler Installation	3rd Party	Joplin
2	DPAC Newton Theater Rehearsal Space Improvements	3rd Party	Kontas
3	Eastside Human Services Facility (New)*	Public Works	Gomez
3	Denver CARES*	Public Works	Kontas
3	Denver Health and Hospital Building – 5 <sup>th</sup> Floor Renovation	3 <sup>rd</sup> Party	McCarty
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
3	Westwood Child Care Center Renovation	Facilities	Bertram
3	Denver Municipal Animal Shelter	Public Works	Sheehan
4	Civic Center Greek Theatre Restoration	Parks & Rec	Wagner
4	Civic Center Voorhies Memorial Restoration	Parks & Rec	Wagner
4	Civic Center Balustrade Restoration	Parks & Rec	Wagner
4	Civic Center Broadway Terrace Improvements*	Parks & Rec	Bernstein
4	Cheesman Park Improvements	Parks & Rec	Murayama
4	Cheesman Park Pavilion*	Parks & Rec	Fitzpatrick
4	Alameda Parkway Irrigation*	Parks & Rec	Cieciak
4	Cranmer Park Irrigation	Parks & Rec	Murayama
4	6th Avenue Parkway Irrigation	Parks & Rec	Wilgenbusch
4	Washington Park Irrigation	Parks & Rec	Murayama
4	Lincoln Park Irrigation	Parks & Rec	March
4	Speer Blvd. Irrigation	Parks & Rec	Henke

4	Garland Park Irrigation	Parks & Rec	Hernandez
4	Alamo Placita Park Irrigation	Parks & Rec	Hernandez
4	Berkeley Park Irrigation	Parks & Rec	Binard
4	Magna Carta Park Irrigation	Parks & Rec	Hernandez
4	Veteran's Park Irrigation	Parks & Rec	Hernandez
4	Valverde Park Irrigation	Parks & Rec	Hernandez
4	Verbena Park Irrigation	Parks & Rec	Kupcho
4	City of Kunming Park Irrigation	Parks & Rec	Hernandez
4	Overland Pond Park Irrigation	Parks & Rec	Hernandez
4	Pasquinels Landing Park Irrigation	Parks & Rec	Hernandez
4	Frontier West Park Irrigation	Parks & Rec	Hernandez
4	38th & Colorado Blvd Park Irrigation	Parks & Rec	Hernandez
4	Village Place Park Irrigation	Parks & Rec	Hernandez
4	Auraria Median Irrigation	Parks & Rec	Bernstein
4	Green Valley Ranch East Irrigation	Parks & Rec	Murayama
4	Lincoln Park Booster Pumps	Parks & Rec	March
4	City of Axum Park Irrigation	Parks & Rec	Herwig
4	Habitat Park Irrigation	Parks & Rec	Hernandez
4	Highland Park Irrigation	Parks & Rec	Parikh
4	Jefferson Square Park Irrigation	Parks & Rec	CieCiek
4	Paco Sanchez Park Irrigation	Parks & Rec	Stahly
4	Park Avenue Triangle Irrigation	Parks & Rec	Stahly
4	Richthofen Parkway Irrigation	Parks & Rec	Hernandez
4	Dailey Park Irrigation	Parks & Rec	Hernandez
4	Weir Gulch Marina Irrigation	Parks & Rec	Hernandez
4	Ash Grove Park Irrigation	Parks & Rec	Hernandez
4	MLK Jr. Park Irrigation	Parks & Rec	Henke
4	Cheesman Park Irrigation	Parks & Rec	Sondgerath
4	Congress Park Irrigation	Parks & Rec	Hernandez
4	Barnum Park North Irrigation	Parks & Rec	Stahly
4	Barnum Outdoor Pool and Splash Pad (New)	Parks & Rec	Wilgenbusch
4	Twentieth Street Indoor Pool Surfaces Restoration	Parks & Rec	Schwarz
4	Aztlan Outdoor Pool Shade and Slide Structures	Parks & Rec	Perry
4	Berkeley Outdoor Pool Shade and Slide Structures	Parks & Rec	Perry
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	Green Valley Ranch Outdoor Pool Shade and Slide Structures	Parks & Rec	Perry
4	Harvard Outdoor Pool Shade Structures	Parks & Rec	Perry

4	Harvey Outdoor Pool Shade Structures	Parks & Rec	Perry
4	Ruby Hill Outdoor Pool Shade and Slide Structures	Parks & Rec	Perry
4	Rude Indoor Pool Slide Structures	Parks & Rec	Perry
4	Southwest Outdoor Pool Shade Structures	Parks & Rec	Perry
4	Swansea Outdoor Pool Shade and Slide Structures	Parks & Rec	Perry
4	Barnum Outdoor Pool Shade Structures	Parks & Rec	Perry
4	Cherry Creek Greenway Trail	Parks & Rec	Gannon
4	City Park Greenhouse Renovations	Parks & Rec	Kontas
4	City Park Irrigation	Parks & Rec	Herwig
4	City Park Pavilion Renovations	Parks & Rec	Herwig
4	City Park Bandstand	Parks & Rec	Hamilton
4	City Park New Restroom	Parks & Rec	Fitzpatrick
4	City Park Special Feature Renovations	Parks & Rec	Herwig
4	Park Roads & Parking Lots Improvements - 2008/2009	Parks & Rec	Carruth
4	Garland Park New Restroom*	Parks & Rec	Fitzpatrick
4	Vanderbilt New Restroom*	Parks & Rec	Fitzpatrick
4	Ruby Hill New Restroom*	Parks & Rec	Sondgerath
4	Berkeley Park New Restroom	Parks & Rec	Fitzpatrick
4	Rosamond Park New Restroom*	Parks & Rec	Fitzpatrick
4	Sloan's Lake Park North New Restroom	Parks & Rec	Fitzpatrick
4	Bible Park South New Restroom	Parks & Rec	Fitzpatrick
4	Berkeley Park Restroom Rehabilitation	Parks & Rec	Fitzpatrick
4	Jefferson Park Restroom Rehabilitation	Parks & Rec	Thomas
4	Pferdesteller Park Restroom Rehabilitation	Parks & Rec	Fitzpatrick
4	Rude Park Restroom Rehabilitation	Parks & Rec	Thomas
4	Chaffee Park Restroom Rehabilitation	Parks & Rec	Thomas
4	Washington Park Restroom Rehabilitation	Parks & Rec	Thomas
4	Ruby Hill Park Restroom Rehabilitation	Facilities	Fitzpatrick
4	Pulaski Park Restroom Rehabilitation	Parks & Rec	Fitzpatrick
4	Kennedy Restroom Rehabilitation	Parks & Rec	Fitzpatrick
4	Bible Park North Restroom Rehabilitation	Parks & Rec	Fitzpatrick
4	Veteran's Park Restroom Rehabilitation	Parks & Rec	Fitzpatrick
4	Observatory Park Restroom Rehabilitation	Parks & Rec	Fitzpatrick
4	McWilliams Park Restroom Rehabilitation	Parks & Rec	Fitzpatrick
4	Crestmoor Park Restroom Rehabilitation	Parks & Rec	Fitzpatrick
4	Robinson Park Restroom Rehabilitation	Parks & Rec	Fitzpatrick
4	Cook Park Restroom Rehabilitation	Parks & Rec	Fitzpatrick
4	City Park Tennis Restroom Rehabilitation	Parks & Rec	Thomas
4	Silverman Park Restroom Rehabilitation	Parks & Rec	Thomas
4	Pulaski Park Playground Improvements	Parks & Rec	Hadley
4	Pferdesteller Park Playground Improvements	Parks & Rec	Hadley

4	Argo Park Playground Improvements	Parks & Rec	Hadley
4	Elmendorf Park Playground Improvements	Parks & Rec	Hadley
4	Observatory Park Playground Improvements	Parks & Rec	Hadley
4	Hampden Heights Playground Improvements	Parks & Rec	Hadley
4	Bezoff Park Playground Improvements	Parks & Rec	Stahly
4	City of Axum Park Playground Improvements	Parks & Rec	Herwig
4	DeBoer Park Playground Improvements	Parks & Rec	Stahly
4	West Bar Val Wood Playground Improvements	Parks & Rec	Stahly
4	Sanderson Gulch Playground Improvements	Parks & Rec	Stahly
4	Central Park Recreation Center	Parks & Rec	Upshaw
4	Harvey Park Recreation Center Improvements	Parks & Rec	Schwarz
4	Eisenhower Recreation Center Improvements	Parks & Rec	Fitzpatrick
4	Montclair Recreation Center Improvements	Parks & Rec	Schwarz
4	Athmar Recreation Center Improvements	Parks & Rec	Schwarz
4	Cook Park Recreation Center Improvements	Parks & Rec	Schwarz
4	La Familia Recreation Center Improvements	Parks & Rec	Schwarz
4	Twentieth Street Recreation Center Improvements	Parks & Rec	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	Parks & Rec	Thomas
4	Ashland Recreation Center Improvements	Parks & Rec	Schwarz
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 Newton Recreation Center Improvements	Parks & Rec	Schwarz
4	Wagon Trail Improvements (formerly called Wagon Wheel Trail)	Parks & Rec	Gannon
4	Highline Canal at Iliff Improvements	Parks & Rec	Gannon
4	Platte River Trail Improvements	Parks & Rec	Gannon
4	Cherry Creek Trail Improvements	Parks & Rec	Gannon
4	Platte River & Other Trails Amenities	Parks & Rec	Gannon
4	Bear Creek Trail Improvements	Parks & Rec	Disner
4	Clear Creek Trail Improvements	Parks & Rec	Disner
4	Harvard Gulch Trail Improvements	Parks & Rec	Disner
4	Lake of Lakes Trail Improvements	Parks & Rec	Disner
4	Lakewood Gulch Trail Improvements	Parks & Rec	Disner
4	Sanderson Gulch Trail Improvements	Parks & Rec	Disner
4	Highline Canal Trail Improvements	Parks & Rec	Disner
4	Parkfield Lake Park Development Phase 2	Parks & Rec	Henke
4	Central Denver Rec Center (Land and Design)*	Parks & Rec	Kontas
5	Fire Station #11 Renovation	Facilities	Guerrero
5	Fire Station #6 Renovation	Facilities	Guerrero

5	Fire Station #23 Renovation	Facilities	Guerrero
5	Fire Station #24 Renovation	Facilities	Guerrero
5	Fire Station #25 Renovation	Facilities	Guerrero
5	Firing Range & Traffic Operations Facility (New)	Public Works	Sheehan
6	CCTS New Salt Canopy Cover	Facilities	Guerrero
6	CCTS Existing Hopper Repair	Facilities	Guerrero
6	CCTS New Office Annex (Metal Building)	Facilities	Alson
6	Colfax & 14th Avenue - Phase 1 Improvements	Public Works	Grissom
6	CC Drive South - Phase 1 Improvements	Public Works	Ohlrogge
6	CC Drive South Phase 2	Public Works	Ohlrogge
6	Public Infrastructure TOD - 10th & Osage Station	Public Works	Harmer
6	Public Infrastructure TOD - Southmoor Station	Public Works	Harmer
6	Yosemite Sound Wall Improvements	Public Works	Barwick
6	Street Maint: 13th Avenue (Colorado Blvd to York St)	Public Works	Reynolds
6	Quincy Avenue (Pierce St to Sheridan Blvd) Improvements*	Public Works	Haun
6	Street Maint: DTC (I-225 to Belleview Ave)	Public Works	Haun
6	Street Recon: Holly (Cherry Creek Dr to Evans Ave)	Public Works	Reynolds
6	Street Maint: Tennyson Street (26th Ave to 32nd Ave)	Public Works	Ohlrogge
6	Street Maint: University Blvd (Buchtel St to Asbury St)	Public Works	Haun
6	Street Maint: 3rd Ave (Steele St to Colorado Blvd)	Public Works	Kennedy
6	Street Maint: Irving St (W 17th Ave to W 32nd 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: 13th Ave (Kalamath St to Osage St)	Public Works	Kennedy
6	Street Maint: E 8th 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 (39th Ave to I-70)	Public Works	Kennedy
6	Street Maint: Park Avenue West (Colfax Ave to Welton St)	Public Works	Kennedy
6	Street Maint: E 11th Ave (Monaco Pkwy to Yosemite St)	Public Works	Ohlrogge
6	Street Maint: E 1st Ave (Corona St to University Blvd)	Public Works	Mutz
6	Street Maint: Clarkson St (E 8th Ave to E 20th Ave)	Public Works	Ohlrogge
6	Street Maint: Kalamath St (48th Ave to 52nd Ave)	Public Works	Ohlrogge
6	Street Maint: Perry St (Ellsworth Ave to 6th Ave)	Public Works	Kennedy
6	Street Maint: 8th 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: 1st Ave (Federal Blvd to Irving St)	Public Works	Cabanillas
6	Street Maint: 31st Ave (N. Williams St to N. York St)	Public Works	Cabanillas
6	Street Maint: 46th Ave (N. Jason St to N. Pecos St)	Public Works	Cabanillas
6	Street Maint: Martin Luther King Blvd (Colorado Blvd to Quebec St)	Public Works	Reynolds
6	Street Recon: 15th St (Platte River Dr to Boulder St)	Public Works	Loucks

6	Street Maint: East 1st Ave (Westbound)	Public Works	Mutz
6	Broadway St (Arizona St to Iowa St)	Public Works	Mutz
6	Hampden Travelshed (Dahlia - Yosemite) Improvements	Public Works	Harmer
6	Street Recon: Yale Ave (Federal Blvd to Tennyson St)	Public Works	Haun
6	Street Maint: Emerson St (Virginia Ave to Buchtel Ave)	Public Works	Mutz
6	Street Recon: Larimer St (15 <sup>th</sup> Ave to 17 <sup>th</sup> Ave)	Public Works	Ohlrogge
6	Street Maint: Yale Ave (Tennyson St to Sheridan Blvd)	Public Works	Haun
6	Street Maint: Morrison Road ( Alameda Blvd to Stuart St)*	Public Works	Kennedy
6	Street Maint: Washington St (Virginia Ave to Buchtel Ave)*	Public Works	Kennedy
6	TREX: Phase 1 – Buchtel West of University Improvements	Public Works	Forvilly
6	TREX: Phase 2 – Buchtel East of University (St. Paul to Monroe) Improvements	Public Works	Forvilly
6	HALO Security Cameras (by DPD)	Public Works	Wennen
7	Athmar Branch Library Renovations	Public Works	Bertram
7	Barnum Branch Library Renovations	Facilities	Matthews
7	Bear Valley Branch Library Renovations	Public Works	Augusta
7	Blair Caldwell Branch Library Renovations	Facilities	Matthews
7	Broadway Branch Library Renovations	Public Works	Bertram
7	Byers Branch Library Renovations	Facilities	Matthews
7	Central Branch Renovations	Public Works	Alson
7	Cherry Creek Branch Library Renovations	Facilities	Matthews
7	Decker Branch Library Renovations	Facilities	Hamilton
7	Field Branch Library Renovations	Facilities	Matthews
7	Ford Warren Branch Renovations	Public Works	Bertram
7	Hadley Branch Library Renovations*	Public Works	Bertram
7	Hampden Branch Library Renovations	Facilities	Hamilton
7	Green Valley Ranch Branch Library (New)	Public Works	Rockwell
7	Montbello Branch Library Renovations	Facilities	Bertram
7	Park Hill Branch Library Renovations	Facilities	Hamilton
7	Robinson Branch Library Renovations	Facilities	Augusta
7	Schlessman Branch Library Renovations	Public Works	Augusta
7	Smiley Branch Library Renovations	Facilities	Matthews
7	University Hills Branch Library Renovations	Public Works	Bertram
7	Valdez Perry Branch Library Renovations	Facilities	Bertram
7	Virginia Village Branch Renovations	Public Works	Augusta
7	Woodbury Branch Library Renovations	Facilities	Matthews
7	Westwood Branch Library Renovations	Facilities	Matthews

\*Completed in Q3 2011

**Garland Park  
New Restroom**



**Vanderbilt Park  
New Restroom**

