



Better Denver Bond Program

2011 Second Quarter Report

CH2MHILL



The Better Denver Bond Program

Program Report – Q2 2011

July 25, 2011



Introduction

This report outlines the progress and accomplishments of the Better Denver Bond Program (“Program”) during the second quarter of 2011 (April 1 - June 30). 222 (75% of total) of the Bond Program projects are now completed. The total investment of Bond Program funds contracted now exceeds \$395 million, providing a significant boost to the local economy and jobs. 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 June 2011, the status of projects that comprise the Program is as shown in Figure 1.

Figure 1: Q2 - 2011 Project Status

<u>Project Phase</u>	<u>Number of Projects</u>	
	June 30, 2011	March 31, 2011
Future Projects	5	3
In Planning Phase	1	2
In Design Phase	24	28
In Construction Phase	42	50
Projects Complete	222	207
Post Program*	2	2
Total Number of Projects	296	292

* Projected to complete after 2012

There are 67 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.

Program schedule progress and performance information in Figure 2 shows the value of the work completed through Q2 2011 compared to that which was planned, by Purpose. The Earned Value of work completed to date of \$313 million is tracking closely to the Planned Value of work scheduled to be completed of \$324 million (approximately 3% behind plan). The active Program projects are now 64% complete on an earned value basis, with many of the Bond Program’s larger projects planned for construction in 2011.



Central Library Renovations Completed

Figure 2: Q2 - 2011 Earned Value

Purpose	Planned Value of Work through March 2011	Earned Value of Work through March 2011	Schedule Variance
1 - Public Office Facilities	\$ 7,497,000	\$ 7,534,000	\$ 37,000
2 - Deferred Maintenance of Cultural Facilities	\$ 40,237,000	\$ 38,885,000	\$ (1,352,000)
3 - Health and Human Services Facilities	\$ 40,309,000	\$ 40,318,000	\$ 9,000
4 - Parks System Facilities	\$ 80,239,000	\$ 75,603,000	\$ (4,636,000)
5 - Public Safety Facilities	\$ 22,745,000	\$ 24,276,000	\$ 1,531,000
6 - Streets, Transportation and Public Works	\$ 90,733,000	\$ 84,679,000	\$ (6,054,000)
7 - Libraries	\$ 26,674,000	\$ 26,216,000	\$ (458,000)
8 - New Construction of Cultural Facilities	\$ 5,921,000	\$ 5,591,000	\$ (330,000)
Bond & Program Mgmt	\$ 10,117,000	\$ 10,117,000	\$ 0
Total	\$ 324,472,000	\$ 313,219,000	\$ (11,253,000)

The Schedule Performance Index (SPI) of 0.97 for Q2 2011 is a slightly higher value than at the end of Q1 2011 (.96). SPI shows what percentage of work was actually accomplished relative to what was scheduled or anticipated to be completed. The delivery of \$35 million in earned value in Q2 2011 was a result of:

- Significant progress on several projects such as:
 - Denver Municipal Animal Shelter
 - Eastside Human Services Building
 - Police Crime Laboratory
 - Parkfield Lake Park
 - Sloan’s Lake Park
 - Cheesman Pavilion
 - Cheesman Park Improvements
 - Parks Irrigation Projects (Congress Park; Barnum Park North; Ash grove Park; MLK Jr. Park)
 - Parks New Restrooms (Berkeley Park; Sloan’s Lake Park North; Bible Park South)
 - Central Park Boulevard at I-70 Interchange
 - 14th Street Streetscape and Sidewalk
 - Street Reconstruction Projects (Bannock Street; Larimer Street; Quincy Avenue)
 - Civic Center Broadway Terrace
- Several major projects began either design or construction during the quarter including:
 - Design:
 - West Denver Branch Library
 - Construction:
 - California Street (14th to 20th Streets) Streetscape & Sidewalk
 - Tennyson Street (38th to 44th Avenues) Improvements
 - TREX: Phase 3 – Boston/Oxford Buchtel/ Columbine Intersection Improvements
 - TREX: Phase 4 – Boston St (Nassau Ave to Lehigh Ave) Improvements
 - Public Infrastructure TOD – Louisiana & Pearl Station
 - Broadway Street (Yale Avenue to Wesley Street) Reconstruction



New Restrooms Constructed
 Berkeley Park (left)
 Sloan’s Lake (right)



Program Activities and Accomplishments in Q2 2011

During Q2 2011, the 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 Q2 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 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
- DPAC Newton Theatre Rehearsal Space
- Neighborhood House
- Eastside Human Services
- Central Denver Recreation Center
- Civic Center Projects - Broadway Terrace
- Parkfield Lake Park Development Projects
- City Park Circulation
- La Alma Outdoor Pool
- Berkeley Park
- Sloan's Lake Park
- Ruby Hill Park
- Parks Irrigation Projects
- Parks New Restrooms
- Park Roads and Parking Lots
- Lowry Fire Station
- Police Crime Laboratory
- Central Park Boulevard at I-70 Interchange
- Public Infrastructure TOD – Louisiana and Pearl
- Public Infrastructure TOD – 38th and Blake
- Public Infrastructure TOD – Decatur
- Cherry Creek Transfer Station
- TREN Improvement Projects
- 38th Avenue Underpass
- 14th and Colfax Avenue
- 14th Street Streetscape and Sidewalk
- California Street Streetscape and Sidewalk
- Denver Public Library Renovation Projects
- Stapleton Branch Library
- West Denver Branch Library



14th Street – Streetscape & Sidewalk Construction

- **Risk Management:**

- Project Managers (PMs) 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, increasing their accuracy in assessing and identifying potential risk. PMs have come to accept the form as a valid planning tool.
- The 2011 forecast process focused on remaining or available budget. The emphasis on budget, as well as project closeout and documentation, will continue in 2011.

- **Communication / Public Outreach:**

- Bond Communication staff coordinated with and supported the Mayor’s Office and Departmental Communications Managers regarding special events and outreach during this quarter. Staff assisted with planning and implementation of bond project/program 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, and YourHub postings. Prepared media packets for special events, as well as direct mail flyers sent out at project starts for street projects.
 - 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 for the following Q2 2011 events, which involved the Mayor/elected officials, and other outreach, including:
 - Central Denver Library renovation completion event held May 10, 2011
 - Newton Auditorium Studio Loft renovation celebration held May 10, 2011
 - New Animal Shelter ribbon cutting and facility tour held June 11, 2011
 - Virginia Village Branch Library renovation celebration held June 25, 2011
 - Public input meeting notice/calendar posting for Westside Library community meeting #2 regarding design ideas
 - Traffic Advisories and construction notices for bond project construction including Colfax/14th Avenue and Louisiana TOD direct mail flyer
- Other Media Support: Conferred with Departmental Communication/PIO contacts and Mayor’s Office and provided messaging and information in response to or in preparation for media inquiries, including:
 - Channel 7 inquiry regarding Civic Center progress and People’s Fair event
 - Engineering News Record (ENR): drafted a quote on behalf of Mayor Vidal regarding the successful aspects of the Bond Program for ENR publication



New Stapleton Branch Library Groundbreaking

- Mike Rosen Radio Show – Prepared information for Mayor Vidal who was a guest on the show in April, May and June 2011. Prepared messaging/briefing points on the Bond Program status; and anticipated questions and answers.
 - Provided summaries for the Mayor’s Office and/or 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.
 - Presentations and Preparation of presentations:
 - Assisted with preparation for an event for consulting engineers on the city procurement/RFP process, and attended the event on April 21, 2011.
 - Provided bond project information to a Leadership Denver class for their special Denver tour event held in April 2011.
 - Prepared and made a presentation to the Inter-Neighborhood Cooperation at their April 9, 2011 meeting regarding the Bond program status and progress to date.
 - Prepared information and handouts on the bond project bid opportunities for the Contractors Management Association “Owners Night” meeting held April 21, 2011.
 - Bond Signage: 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 7 additional project locations. A total of approximately 170 bond signs have been placed cumulatively throughout the City.
 - Prepared special information display board and banners, including project renderings, to post at La Alma Pool, informing citizens of the pool project and where to seek information on alternative pool sites. These were posted in May for the summer.
 - 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 for council of projects within their districts. Assisted in answering council office inquiries on Bond projects, or providing information to council for their communications (e.g. Louisiana TOD).
 - Citizen Inquiries: Responded to email and phone call inquiries from citizens on a variety of topics after conferring with Project Managers and others.
- **3rd Party Projects** (Denver Health and Hospitals, Denver Botanic Gardens and the Denver Museum of Nature and Science):
 - 3rd 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



Newton Theater Rehearsal Space Renovation – Opening

- designed or are under construction. A CM/GC contractor for the new Storage and Education Center addition continued with pre-construction activity, with construction to begin in Q3.
- Denver Botanic Gardens: The Irrigation and Access Improvements and the Greenhouse Replacement projects are both complete.
 - Denver Health and Hospital Building 5th Floor Renovation: Construction work is completed; the project is now in the process of closeout.
- **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 process was completed 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 and implement interim uses (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 5th 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.
 - **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.
 - DSBO continues as a regular participant in weekly BLT meetings.
 - **Public Art:** The public art process of 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.



Denver
Animal Shelter
Public Art



- Art Installations & Dedications Pending or Completed:
 - Denver Municipal Animal Shelter: Artists Laura Haddad and Tom Drugan completed a large sculpture of a 25-foot tall puppy for the exterior of the building and a sculptural “collar” that is to be suspended in the atrium. The artwork was dedicated along with the building on June 11, 2011.
 - Green Valley Ranch Branch Library: Artist Erik Carlson completed his interactive text and video installation this spring, and the artwork was dedicated on May 21, 2011.
 - Ruby Hill Park: Denver-based sculptor Erick Johnson installed a kinetic sculpture near the crest of the hill. Artwork will be dedicated this summer, 2011.
 - Police Traffic Operations and Firing Range: Artist Bob Zoell completed a mural for the facility’s east facing walls. Dedication will take place this summer, 2011.
 - Sloan's Lake Park: Andy Dufford, a Denver artist and Sloan's Lake neighborhood resident, is currently completing the carving of a stone sculpture to top an interactive lake totem. Installation expected in 2011.
 - Eastside Human Services Facility: Artist Ray King was selected to create a colorful suspended glass sculpture for the new facility. Artist will install this summer, 2011, in time for the opening of the facility. Additional artwork by local community artists is also being selected for the new building.
- 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.
- Art Projects in Preliminary Design Phase:
 - Tennyson Corridor: Artist Kevin Curry has been selected and approved to create a sculptural “totem” from recycled sign materials. Artist is in preliminary 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.
 - La Alma Pool: Artist Alexi High was selected for a sculpture/art treatment in the pool/slide area. Artist is in preliminary design phase.
 - Quincy Avenue: Artist Steven Schactman was selected to create a sculptural bridge along Quincy. Installation is expected in summer of 2011.
 - 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. Artists will be visiting this site for preliminary design.
 - Babi Yar Park: Artist Julian Bonder was selected to provide designs for artwork on site. Private funding will produce the sculpture and landscape designs. Design phase is underway.



Ruby Hill Park Public Art

- Art project in the Artist Selection, Artist Contracting or RFQ Phase:
 - Denver Health: Colorado glass artist Kathy Bradford was selected to create a sand-blasted glass installation for the main lobby. Artist is in contract phase; expected installation is early 2012.
 - Denver Museum of Nature and Science: Artist team Laura Haddad and Tom Drugan are in contract phase to create artwork for the entrance of ECF facility. Some funds have been retained to feature a local “artist in residence” to create artwork after the primary construction is complete.
 - Decatur Station Project: RFQ has been submitted via CAFÉ and artist selection will begin soon.
 - TREX Finalization: Project dollars to be combined with the Colorado Pedestrian/Bike Bridge project for a more significant art project. RFQ is being drafted for project.
 - Colfax Projects (east): Two project funding sources to be combined. Selection process is underway.
 - West Denver Branch Library: RFQ was submitted and applicants will be screened soon. Artist to be selected and under contract by fall, 2011.
 - Denver Botanic Gardens: RFQ was submitted and applicants will be screened soon. Artist to be selected and under contract by fall, 2011.
 - Cherry Creek Drive South: A call for artists will be sent out by the end of 2011.
 - City Park Greenhouse: A call for artists will be sent out by the end of 2011.
- **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 during the quarter included:
 - Eastside Human Services will open in October 2011 and features the use of green infrastructure for 100% storm water capture. Special concrete in the parking lot as well as special roof materials, each with low SRI (solar reflectance index) values, will reduce the urban heat island effect. The building has been designed to operate 60% more efficiently than those with traditional construction, and also uses a raised floor heating system and it is pre-wired for photovoltaic panels.
 - Denver Police Crime Laboratory is on track to achieve LEED-NC Gold. This leading-edge laboratory requires sophisticated systems ranging from high efficiency particulate air filters from the firing range and unique humidity controls, to special exhaust systems and special lab gas piping. The project team has excelled at construction waste management at the site, with 75% of materials being recycled.
 - West Denver Branch Library sustainability elements will achieve a minimum of LEED-NC Silver, and will incorporate ENERGY STAR, public transportation access, bicycle parking, recycled content of building materials, and use of regional materials. Energy efficiency will be achieved in part through a raised floor heating system, a pilot-enhanced commissioning program and use of a solar chimney concept that capitalizes on natural ventilation patterns.



New Police Crime Lab - Construction Progress

• **Program Management:**

Migration 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 assistance in identifying roles and staffing requirements, development of role descriptions, and interview preparation and support.
- Coordination with Controller’s Office, Public Works, Parks and Business Office staff on the scope and direction of transitioned Program Controls Systems.

Tool Development Accomplishments:

- Developed functional prototypes to support discussion with City agencies on potential solutions to support Business Office reporting requirements.
- Developed and implemented an issue Management and Tracking solution to support Public Works.
- Conducted meetings with Public Works and Controller’s Office to understand and document project-related processes, and document program/project management information.
- Tool development and reporting capabilities are being developed around budget and cost management. Key accomplishments include:
 - Data extracts and tools to support the integration of PeopleSoft financial data with progress and performance data
 - Development of Estimate At Complete reports to support budget and cost forecasting

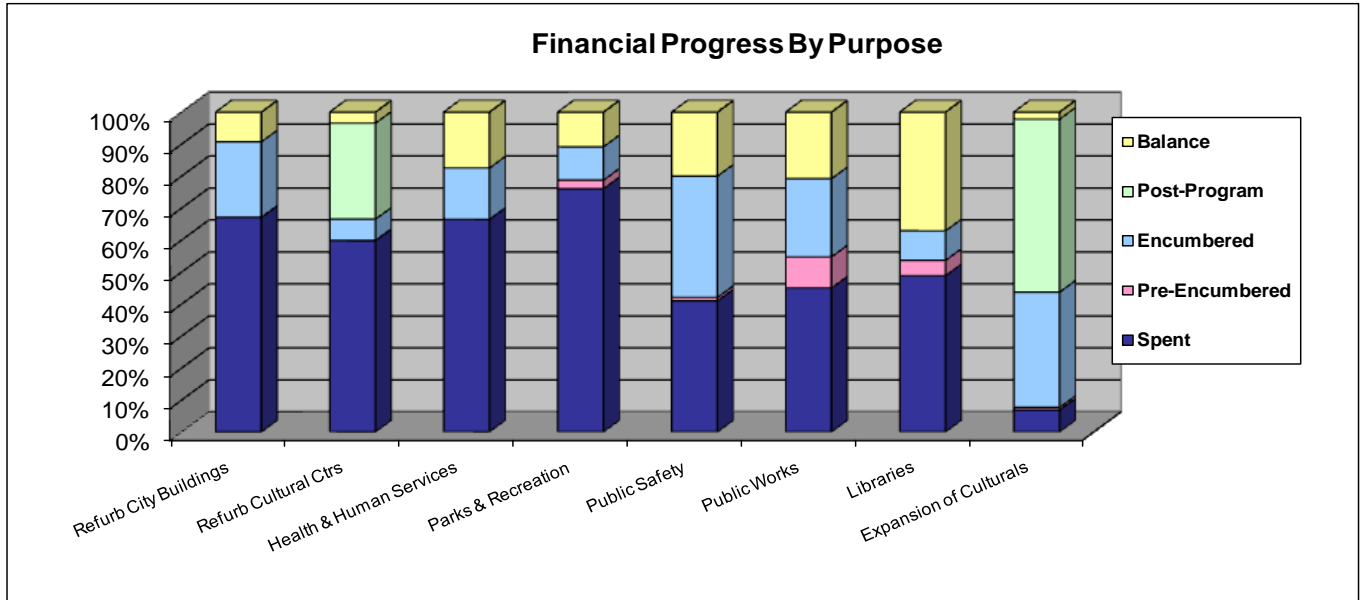


**Virginia Village
Branch Library
Renovations Celebration**

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

- As of June 30, 2011 \$277.2 million has been expended on projects, while encumbrances total \$118.1 million.
- The total encumbrances and expenditures of over \$395 million reflects that 80% of the Bond Program project funding has now been contracted.
- Total General Obligation bond issuances through June 2011 totaled \$472.6 million.

Figure 3: Q2 - 2011 Financials



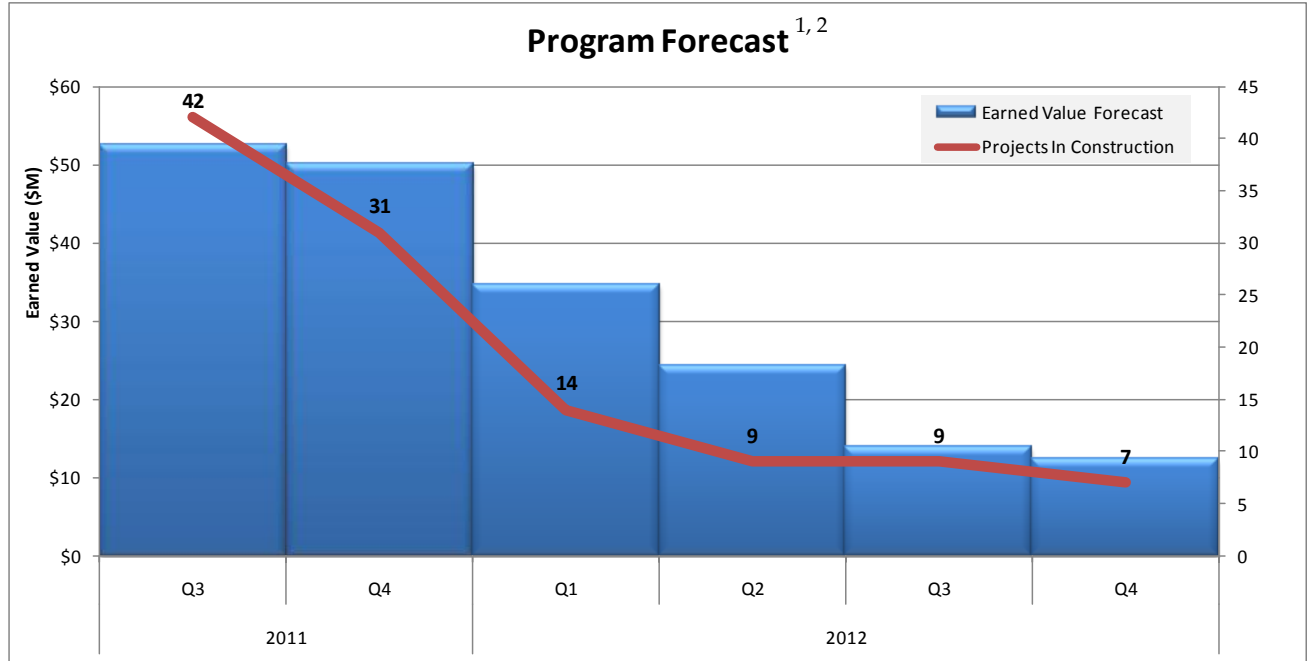
Purpose	Spent	Pre-Encumbered	Encumbered	Post- Program	Balance	Total
Refurbish City Buildings	7,113,899	7,226	2,498,448	-	980,874	10,600,447
Refurbish Cultural Centers	36,875,928	56,106	4,082,803	18,500,000	2,122,155	61,636,992
Health & Human Services	33,077,246	13,464	7,976,135	-	8,677,304	49,744,149
Parks & Recreation	72,631,625	2,555,768	9,970,674	-	10,317,463	95,475,531
Public Safety	27,436,730	714,422	25,340,906	-	13,352,544	66,844,602
Public Works	69,127,560	14,911,338	37,533,201	-	31,905,131	153,477,230
Libraries	25,985,127	2,542,068	4,906,258	-	19,710,705	53,144,158
Expansion of Cultural	4,937,052	573,340	25,744,143	38,636,916	1,566,130	71,457,580
	277,185,167	21,373,733	118,052,568	57,136,916	88,632,305	562,380,688



Civic Center Park – Broadway Terrace Improvements Completed & Recognized

Current Forecast:

Figure 4: Q2 - 2011 Program Forecast



¹ Earned Value is attained by multiplying the % complete of project activities by their respective budgets.

² 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 \$313 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 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.

As noted in the previous section, the Bond Program has issued \$472.6 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.

Savings realized or projected to be realized within each Purpose have been programmed in Q2 2011 and will be reflected in Q3 2011 reporting. Actions are in process to identify opportunities for use of potential future savings, bond premium and interest earnings. As uses are identified and approvals obtained, the number of projects and related schedules will be appropriately adjusted through formal change control processes, and reflected in bond program reporting.



Central Park Blvd/ I-70 Interchange Construction In-Progress

Completed Bond Projects

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

Total Projects Completed: 222

*Completed in Q2 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	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	
3	Denver Health and Hospital Building – 5 th Floor Renovation	3 rd 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	Cheesman Park Improvements*	Parks & Rec	Murayama
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	Berkeley 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



**Cheesman Park
Improvements**



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
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

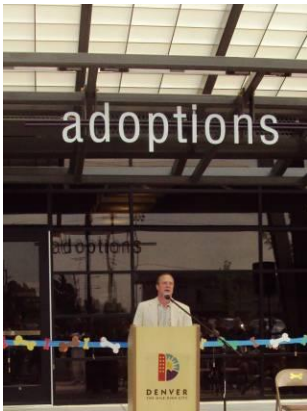
6	Yosemite Sound Wall Improvements	Public Works	Barwick
6	Street Maint: 13th Avenue (Colorado Blvd to York St)	Public Works	Reynolds
6	Street Maint: DTC (I-225 to Bellevue Ave)	Public Works	Haun
6	Street Recon: Holly (Cherry Creek Dr to Evans Ave)	Public Works	Reynolds
6	Street Maint: Tennyson Street (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 th Ave to 17 th Ave)	Public Works	Ohlrogge
6	Street Maint: Yale Ave (Tennyson St to Sheridan Blvd)	Public Works	Haun
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

Bannock Street Improvements



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	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 Q2 2011



**New Animal Shelter
Completion and Opening Celebration**

