JOINT STUDY SESSION

CITY OF LOUISVILLE CITY COUNCIL
&
CITY OF BOULDER CITY COUNCIL

Tuesday, October 30, 2012
5:00 P.M. – 7:00 P.M.

Boulder Municipal Building – Council Chambers
1777 Broadway
Boulder, CO

1) Welcome (Boulder Mayor Appelbaum)

2) Introductions

3) Discussion Items:

   A. Boulder's Energy Future Update

   B. FasTracks & Transportation Issues

   C. Louisville's Historic Preservation Efforts/Funding

   D. Boulder's Capital Investment Strategy

   E. Other Items

4) Next Steps

SUBJECT: **JOINT STUDY SESSION WITH LOUISVILLE AND BOULDER CITY COUNCILS**

DATE: **OCTOBER 30, 2012**

PRESENTED BY: **MALCOLM FLEMING, CITY MANAGER**

SUMMARY:
The City Councils of both Boulder and Louisville will be meeting for a joint study session on October 30, 2012 at the Boulder Municipal Building, Council Chambers from 5:00 to 7:00 PM. Topics to be discussed include 1) Boulder's Energy Future Update (Attachment 1), discussion on FasTracks and other transportation issues, a summary of Louisville's Historic Preservation efforts/funding (ballot language is Attachment 2) and lastly Boulder's Capital Investment strategy. Specifically, Attachment 3 includes discussion and analysis from Boulder City Council's July 19, 2011 discussion on a November ballot issue related to capital improvements that was approved by Boulder voters in November of 2011.

RECOMMENDATION:
Discussion

ATTACHMENT(S):
1. Community Guide on Boulder's Energy Future
2. Ballot language for Historic Preservation Tax in Louisville, November 2009
3. July 19, 2011 Boulder City Council Materials on Capital Investment Strategy

Attachment A has been included in its original form as a separate attachment.

CITY OF LOUISVILLE
BALLOT ISSUE 2A

SHALL CITY OF LOUISVILLE TAXES BE INCREASED $340,000 IN 2009 (FIRST FULL FISCAL YEAR INCREASE) AND ANNUALLY THEREAFTER IN SUCH AMOUNTS AS ARE RECEIVED EACH YEAR FROM THE LEVY OF AN ADDITIONAL SALES TAX OF ONE-EIGHTH OF ONE PERCENT (0.125%); WITH SUCH TAX TO COMMENCE ON JANUARY 1, 2009 AND EXPIRE DECEMBER 31, 2018, WITH THE NET PROCEEDS OF SUCH ONE-EIGHTH PERCENT SALES TAX TO BE COLLECTED, RETAINED AND SPENT EXCLUSIVELY FOR THE FOLLOWING PURPOSES WITHIN HISTORIC OLD TOWN LOUISVILLE, WHICH AREA INCLUDES THE "HISTORIC OLD TOWN OVERLAY DISTRICT" AND "DOWNTOWN LOUISVILLE" AS DEFINED BY THE CITY ZONING MAP AND ORDINANCES, IN ORDER TO PRESERVE THE UNIQUE CHARM AND CHARACTER OF HISTORIC OLD TOWN LOUISVILLE THAT IS A VITAL PART OF OUR IDENTITY AS A COMMUNITY:

1. PROVIDE INCENTIVES TO PRESERVE HISTORIC RESOURCES, INCLUDING FUNDING OF PROGRAMS TO IDENTIFY AND ATTEMPT TO PRESERVE BUILDINGS WHICH QUALIFY FOR LISTING ON THE LOUISVILLE REGISTER OF HISTORIC PLACES;

2. PROVIDE INCENTIVES TO PRESERVE BUILDINGS THAT CONTRIBUTE TO THE HISTORIC CHARACTER OF HISTORIC OLD TOWN LOUISVILLE BUT DO NOT QUALIFY FOR LISTING ON THE LOUISVILLE REGISTER OF HISTORIC PLACES, WITH SUCH BUILDINGS TO BE TREATED THE SAME AS HISTORIC BUILDINGS BUT WITH LOWER PRIORITY; AND

3. PROVIDE INCENTIVES FOR NEW BUILDINGS AND DEVELOPMENTS WITHIN HISTORIC OLD TOWN LOUISVILLE TO LIMIT MASS, SCALE, AND NUMBER OF STORIES; TO PRESERVE SETBACKS; TO PRESERVE PEDESTRIAN WALKWAYS BETWEEN BUILDINGS; AND TO UTILIZE MATERIALS TYPICAL OF HISTORIC BUILDINGS, ABOVE MANDATORY REQUIREMENTS;

WITH RECEIPT OF FINANCIAL INCENTIVES FUNDED BY SUCH PROCEEDS TO BE CONDITIONED UPON HISTORIC LANDMARKING OF THE RECEIVING PROPERTY IF THE PROPERTY QUALIFIES FOR LISTING ON THE LOUISVILLE REGISTER OF HISTORIC PLACES, OR CONDITIONED UPON THE

CITY RECEIVING A CONSERVATION EASEMENT IF THE RECEIVING PROPERTY DOES NOT SO QUALIFY; WITH ANY SUCH LANDMARKING OR EASEMENT TO BE WITH CONSENT OF THE PROPERTY OWNER; AND WITH SUCH FINANCIAL INCENTIVES TO INCLUDE ANY OF THE FOLLOWING:

GRANTS TO PRESERVE HISTORIC BUILDINGS OR THEIR FACADES;

ACQUISITION OF CONSERVATION EASEMENTS ON HISTORIC PROPERTIES OR OTHER ELIGIBLE PROPERTIES;

ACQUISITION AND REHABILITATION OF HISTORIC PROPERTIES TO BE SOLD WITH CONSERVATION EASEMENTS;

GRANTS OR LOW INTEREST LOANS TO PRESERVE AND REHABILITATE ELIGIBLE PROPERTIES;

FUNDING FOR TAX OR FEE REBATES FOR ELIGIBLE BUILDINGS;

FUNDING OF A PUBLIC-PRIVATE PARTNERSHIP FOR PRESERVATION OF BUILDINGS OF HISTORIC SIGNIFICANCE; AND

FUNDING OF OTHER PROGRAMS TO PRESERVE HISTORIC BUILDINGS AND BUILDINGS WHICH CONTRIBUTE TO THE CHARACTER OF HISTORIC OLD TOWN LOUISVILLE;

WITH ELIGIBILITY FOR HISTORIC LANDMARKING TO BE DETERMINED BY THE LOUISVILLE HISTORIC PRESERVATION COMMISSION AND APPROVED BY THE CITY COUNCIL PURSUANT TO CITY ORDINANCES, AND ALL INCENTIVE FUNDING DECISIONS TO BE APPROVED BY THE CITY COUNCIL;

AND SHALL THE CITY BE PERMITTED TO COLLECT, RETAIN AND EXPEND ALL REVENUES DERIVED FROM SUCH TAX FOR SUCH PURPOSES AND FOR CITY STAFF TIME TO ADMINISTER THE PROGRAMS FUNDED BY SUCH TAX, AS A VOTER-APPROVED REVENUE CHANGE AND AN EXCEPTION TO LIMITS WHICH WOULD OTHERWISE APPLY UNDER ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION OR ANY OTHER LAW?

YES_____
NO_____

C I T Y O F B O U L D E R
CITY COUNCIL AGENDA ITEM

MEETING DATE: July 19, 2011

AGENDA TITLE: Introduction, first reading and consideration of a motion to order published by title only Ordinance No. _____ submitting to the voters at the election on November 1, 2011, a ballot issue that would: without raising taxes, increase the debt of the city up to 49 million dollars for capital improvement bonds to fund capital improvement projects that may include, without limitation:

- repairing and maintaining streets and pathways;
- repairing and replacing structurally deficient bridges and structures;
- completing missing links in the transportation system;
- repairing and renovating aging city facilities;
- replacing and modernizing core service computer software;
- modernizing basic police and fire safety facilities and equipment;
- renovating and repairing parks and recreation facilities;
- renovating portions of the main library;
- improving connections and streetscapes downtown,

and setting forth related details.

PRESENTERS: Jane Brautigam, City Manager
Bob Eichem, Chief Financial Officer

Tracy Winfree, Director of Public Works for Transportation
Susan Richstone, Comprehensive Planning Manager
Chris Meschuk, Planner II
Abbie Poniatowski, Senior Business Manager

EXECUTIVE SUMMARY

At the April 5, 2011 City Council meeting, council accepted a work plan and stakeholder structure and process for advancing a citywide Capital Investment Strategy to address the city's growing list of unfunded capital needs. For 2011, this included developing a 2011 bonding package that does not raise taxes and funds a balance of significant deficiencies to address maintenance and renovation of existing facilities as well as high priority facility enhancements. Council also supported considering a bond package in 2012 that would raise new revenues to invest in high priority new or expanded community facilities, including ongoing operation and maintenance costs, and fund other significant deficiencies not addressed in the 2011 initiative.

To help determine which projects should be part of the 2011 bond package, the city manager appointed a 16-member Capital Investment Strategy stakeholder committee in May of this year. The stakeholder committee held four meetings and took a bus tour of selected projects. The

committee finalized its recommendations July 11 and held an open house with relevant boards and commissions.

The stakeholder committee recommends up to $49 million in funding for the projects listed on page 9. The highest priority projects recommended are those for which the committee came to consensus. Other projects that had majority support are also recommended for funding. The list includes a combination of projects defined as significant deficiencies (improvements or corrections that achieve health and safety requirements, maintain industry standards, and/or meet legal/ballot requirements) and high priority Action Plan items (new or expanded facility or infrastructure enhancements requiring new or additional funding sources or the implementation of a significant reallocation). The following city departments or divisions have projects on the recommended list: Public Works-Transportation, Facilities and Asset Management (FAM), Parks and Recreation, Fire, Police, Information Technology, Library, and Downtown & University Hill Management.

To assist the committee with developing the stakeholder committee's recommendation, staff identified three levels of funding options that would support bond issuance ranging from $40 million up to $55 million without raising taxes. These options are provided on page 8. Project descriptions, along with a longer list of unfunded capital projects in the significant deficiency and high priority Action Plan categories that could be eligible for bond funding are provided in **Attachment B**. When originally discussed with council and the stakeholder committee, preliminary information indicated that there may be $5 million in unallocated revenues available for bonding for up to $62 million to fund a list of capital projects. The most recent information received from the county Assessor's Office indicates there will be less money received from the de-bruced funds. The maximum amount of bonds that could be issued has been reduced from $62 million to $55 million.

If council endorses a package for voter approval, a second reading will be held on Aug. 2.

STAFF RECOMMENDATION

Suggested Motion Language: Staff requests council consideration of this matter and action in the form of the following motion:

Motion to order published by title only Ordinance No. ____ submitting to the voters at the election on November 7, 2011, a ballot issue that would: without raising taxes, increase the debt of the city up to forty-nine million dollars for capital improvement bonds to fund capital improvement projects that may include, without limitation:

- repairing and maintaining streets and pathways;
- repairing and replacing structurally deficient bridges and structures;
- completing missing links in the transportation system;
- repairing and renovating aging city facilities;
- replacing and modernizing core service computer software;
- modernizing basic police and fire safety facilities and equipment;
- renovating and repairing parks and recreation facilities;
- renovating portions of the main library;
- improving connections and streetscapes downtown,

and setting forth related details.

FISCAL IMPACT

Capital Investment Strategy Bonds: The fiscal impact for the capital investment bonds would entail committing existing funds to make payments to retire bonds of up to $49 million over a 20-year period. There would be no increase in taxes to support these bonds.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

Economic: Capital investment by the school district, federal labs and University of Colorado at Boulder has helped maintain economic activity and revenues in the city during a difficult period. Capital investment in significant deficiencies, like structurally deficient bridges and renovations to existing parks and recreation facilities, and high priority system enhancements, such as investing in key Boulder Junction improvements and library renovations, will help Boulder maintain economic competitiveness and diversity. Aging infrastructure and business systems that are not properly maintained or upgraded become more costly to rebuild later.

Environmental: Capital maintenance for buildings, streets, and other physical assets supports resource systems for water, energy, and multimodal mobility. Efficient functioning systems reduce impacts on the environment that would otherwise result from less efficient, malfunctioning systems.

Social: Taking adequate care of community assets will benefit the entire community, including user groups ranging in age, income levels and backgrounds.

BOARD AND COMMISSION FEEDBACK

In March and April of 2011, departments or divisions that have boards (Downtown University Hill Management (DUHMD), Library and Arts, Parks and Recreation, and Transportation) solicited input on their unfunded project lists in preparation for work with the Capital Investment Strategy stakeholder committee. Boards have various authorities, so the approaches to how information was presented, discussed and ultimately prioritized for recommendation were tailored accordingly. For example, the Parks and Recreation Department started with its entire list of unfunded needs and had a series of meetings with the Parks and Recreation Advisory Board (PRAB) to discuss priorities. Based on the board discussion, staff refined the list and PRAB then prioritized it in numerical order. Since the Transportation Advisory Board (TAB) had recently updated the Transportation Master Plan (TMP) and has been considering funding for maintenance and enhancements over the last two years, its evaluation focused on the categories of significant deficiency and high-priority action items, and then reduced some project types in scope to meet funding realities projected in the 2011 bond package.

A summary of Board and Commission input was included on the project lists presented to the stakeholder committee on June 13 (and included in the Information Packet memo distributed to council at its June 16, 2011 study session). This material is also available on the project website at: www.bouldercolorado.gov/cis.

Once the stakeholder committee process was launched, staff continued to update boards. On July 11, the committee hosted an open house with boards to share its 2011 bond package recommendation.

PUBLIC FEEDBACK

A public opinion poll was conducted by Talmey-Drake Research in early May 2011 to:

- Gauge the likelihood of success of a $62 million[1] capital bond ballot initiative should the City of Boulder decide to place the issue on the November 2011 ballot;
- Test the acceptability to voters of different capital project options on which the bond proceeds could be spent; and
- Test voter response to possible messages on why the capital bonds are necessary.

A copy of the report is available at: www.bouldercolorado.gov/cis. Overall, the Talmey-Drake report indicates that there is a strong likelihood that the voters would support issuing bonds without raising taxes for the purposes identified in the ballot language.

BACKGROUND

Council discussions and direction

At council's Feb. 22, 2011 study session, it discussed and considered developing a new capital investment strategy for the city based on:

- A desire to revive the community's capital investment history;
- Difficulties experienced during the 2000's that have resulted in the city's constrained capacity for ongoing capital investment;
- Capital investments that address critical deficiencies first and high-priority enhancements second;
- Importance of assuring that any new assets or facilities have adequate new allocations of operating and maintenance funding;
- Methods and options for funding such capital investment needs through existing revenues and potentially new revenues;
- Lessons learned from experiences from other Colorado communities; and
- Stakeholder processes and timelines that would support developing packages for the voters, including new revenues and bonding.

In order to create this new capital investment strategy, council generally endorsed that staff develop a work plan and stakeholder process for council approval. The work plan, stakeholder process and timeline were endorsed by council at its April 5, 2011 meeting.

Council endorsed developing a capital investment strategy with existing revenues and asking voters in November 2011 for bonding authority based on those existing revenues. Council also was open to asking the voters for bonding authority in November 2012, with an additional ballot item asking for increased revenues by increasing taxes and/or fees.

City Council has discussed the background and rationale for proceeding with developing a Capital Investment Strategy in three recent council meetings. Rather than reiterate the information and materials from those meetings, the information is available online at the Capital Investment Website: www.bouldercolorado.gov/cis. Included are links to materials related to:

- Feb. 22, 2011 Study Session providing background, rationale and context for a capital investment strategy.

[1] Revenue projections have been revised downward since the Talmey-Drake survey was conducted (see page 5).

- April 5, 2011 in which council approved a work plan, stakeholder committee and schedule to support a capital investment strategy.
- April 26, 2011 Study Session providing information about moving forward with potential ballot items in 2011, including Capital Investment Strategy Bonds.

Additionally, council received an informational memo transmitting stakeholder committee meeting materials at its June 16, 2011 study session and these materials also are available on the project website.

Capital Investment Strategy Stakeholder Committee Process
The Capital Investment Strategy committee was appointed by the city manager to make recommendations on the Capital Investment project. The committee's purpose is to:
I. Develop a 2011 bonding package that:

- does not raise taxes;
- funds a balance of significant deficiencies to address maintenance and renovation of existing facilities as well as high priority facility enhancements; and
- is understandable and has community support.

II. Develop a draft funding package for possible inclusion in the 2012 ballot that:

- raises new revenues to invest in high priority new or expanded community facilities, including ongoing operation and maintenance costs;
- funds other significant deficiencies not addressed in the 2011 initiative; and
- is understandable and has broad community support.

The following individuals are members of the committee:

Leslie Brown	Michael Kruteck	Max Taffet
Natalie (Tally) Costa	Kristin Macdonald	Leonard Thomas
Steve Fenberg	Victoria Marschner	Bob Yates
Nino Gallo	Miriam McGilvary	Jessica Yates
Cynthia Husek	Michael Minard	
Dan King	Bill Shrum	

The stakeholder committee held four meetings and took a bus tour of selected unfunded capital projects. It also held an open house with relevant boards to share its recommendation.

ANALYSIS

Bonding Capacity
Based on existing revenues, the city has the capacity to bond for $55 million. The Finance Department recently completed an update on the revenue projections used for this project. Property assessments in Boulder are coming in with lower property values; hence, lower property tax revenues are projected for 2012 and beyond. Since a portion of the revenues being considered to fund the capital bonds comes from the de-Bruced property taxes, the city will have less funding (approximately $1 million less annually, for an approximate annual contribution amount of $4 million) than initially projected to issue bonds against.

In response to this recent information, bonds could be issued in the amounts that follow:

$55 million – Revenues to support the capital bond debt service would be reduced by $500,000 per year (for an annual contribution amount of $4.5 million), thus lowering the amount of the

bonds by approximately $6 to $7 million in the principal amount. The difference would be split between a reduction in funding for the capital bond and the General Fund as shown below.

Revenue Sources for $55 Million Bond						
Revenue Source	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Accommodations Tax	$480,000	$480,000	$480,000	$480,000	$480,000	$480,000
Paid off Bonds*		$1,080,000	$2,230,000	$2,230,000	$2,230,000	$2,230,000
De-Bruced Property Tax		$700,000	$1,200,000	$1,300,000	$1,300,000	$1,300,000
Budget Savings	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000
Total	**$980,000**	**$2,760,000**	**$4,410,000**	**$4,510,000**	**$4,510,000**	**$4,510,000**

$49 million – Revenues to support the capital bond debt service would be reduced by $1 million per year (for an annual contribution amount of $4 million), thus lowering the amount of the bonds by approximately $12 to $13 million in the principal amount (total bond of $49 million). The difference would be absorbed by a reduction in funding for the capital bond, keeping the General Fund whole as shown below.

Revenue Sources for $49 Million Bond						
Revenue Source	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Accommodations Tax	$480,000	$480,000	$480,000	$480,000	$480,000	$480,000
Paid off Bonds*		$1,080,000	$2,230,000	$2,230,000	$2,230,000	$2,230,000
De-Bruced Property Tax		$700,000	$800,000	$800,000	$800,000	$800,000
Budget Savings	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000
Total	**$980,000**	**$2,760,000**	**$4,010,000**	**$4,010,000**	**$4,010,000**	**$4,010,000**

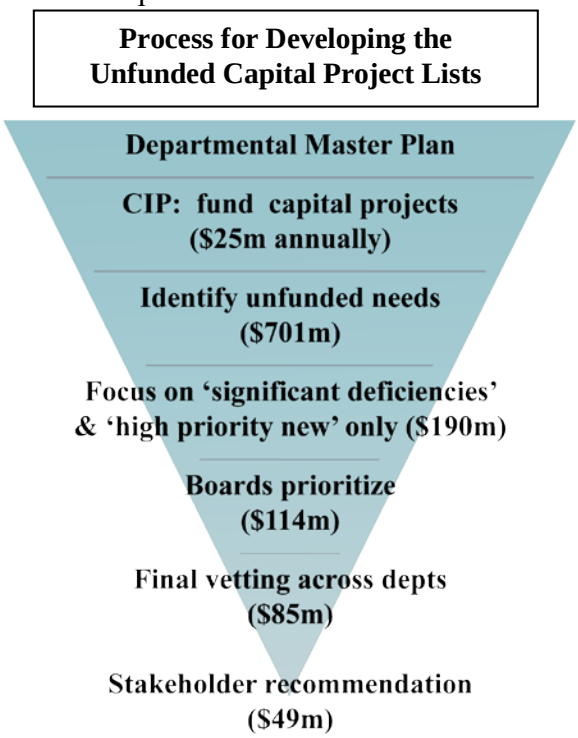
40 million - A third scenario of $40 million dollars was also considered. This amount is the most conservative of the possibilities and is based on a further reduction of $570,000 of available revenue. This is considered by staff to be the worst case option.

Revenue Sources for $40M of Bonds						
Revenue Source	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Accommodations Tax	$480,000	$480,000	$480,000	$480,000	$480,000	$480,000
Paid off Bonds*		$1,080,000	$2,230,000	$2,230,000	$2,230,000	$2,230,000
De-Bruced Property Tax		$210,000	$230,000	$230,000	$230,000	$230,000
Budget Savings	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000
Total	**$980,000**	**$2,270,000**	**$3,440,000**	**$3,440,000**	**$3,440,000**	**$3,440,000**

* Bond Payoffs of Library Expansion ($1M), Ballfields ($500k), & E. Boulder Community Center ($600k)

Potential Bond Packages

The 2011 stakeholder committee process has entailed an iterative process to create a recommendation to the City Council. Iterations relied on the foundation of department and division master plans; prioritization input from relevant boards; vetting of projects and/or project types that comply with bonding requirements; and input and feedback from the stakeholder committee.



As a result of this iterative process, initial identified unfunded needs exceeding $700 million was winnowed to $85 million of unfunded needs that were presented to the stakeholder committee for consideration (see **Attachment B**). The graphic on the right illustrates the steps in this winnowing process.

The initial list that the committee received consisted of $85 million worth of projects, with a summary of board and commission input. The list included only projects in two categories:

- Significant Deficiencies: improvements or corrections that achieve health and safety standards, maintain industry standards, and/or include legal/ballot requirements.
- High Priority Action Plan Items: new or expanded facility or infrastructure enhancements requiring new or additional funding sources or the implementation of a significant reallocation.

The stakeholder committee discussed and asked questions about projects and project types, reviewed and discussed board and commission input and community survey results and provided feedback and input to help shape three options that packaged investments. A dot-voting exercise by the stakeholder committee tended to match the community survey results.

Staff created three draft packages based on the collective feedback and input as follows:

- **Option 1: $49M** package containing a mixture of Significant Deficiency and High Priority Action Plan projects (62% & 38% respectively).
- **Option 2: $55M** package containing a mixture of Significant Deficiency and High Priority Action Plan projects (71% & 29% respectively).
- **Option 3: $40M** package containing a mixture of Significant Deficiency and High Priority Action Plan projects (77% & 23% respectively).

The specific projects in each option are listed on the chart on the next page. More detail about each project, including project descriptions, rationale, the impact of not funding the project this year, and the full unfunded amount for all the projects is provided in **Attachment B.**

Capital Investment Strategy Stakeholder Group
DRAFT Options for June 27, 2011 Meeting

				Option 1	Option 2	Option 3
				Reflecting preliminary dot voting (& generally consistent with polling results)	Reflecting preliminary dot voting results with added funding to select projects reflecting community values	Reflecting preliminary dot voting results & public opinion polling results
				$49M Package	$55M Package	$40M Package
				62% SD/38% HPA	71% SD/ 29% HPA	77% SD/ 23% HPA
Significant Deficiencies						
Project Name	**Department**	**Score**	**"Pretty/ Very Important" Polling % Total**	**Estimated Funding Amount**	**Estimated Funding Amount**	**Estimated Funding Amount**
Replace substandard bridges, structures, signs and systems	Public Works (PW)- Transportation	45	61%	$4,500,000	$4,500,000	$4,500,000
Arterial Road Reconstruction	PW- Transportation	39	68%	$3,000,000	$9,000,000	$3,000,000
Replace Financial and Human Resources Software	Information Technology	34	53%	$2,803,000	$2,803,000	$2,803,000
Facility ADA Compliance	Facilities Asset Management (FAM)	34	not tested	$500,000	$500,000	$500,000
Facility Electrical, Plumbing, HVAC and Elevator Replacements	FAM	33	53%	$925,000	$925,000	$925,000
Boulder Reservoir Infrastructure Improvements	Parks and Recreation (P&R)	24	53%	$3,000,000	$3,000,000	$3,000,000
Police Equipment	Police	23	39%	$328,000	$328,000	$328,000
Road Pavement Repair	PW- Transportation	23	68%	$5,000,000	$7,500,000	$5,000,000
Road Reconstruction	PW- Transportation	23	68%	$5,000,000	$5,000,000	$5,000,000
Existing Park or Recreation Facility Renovations	P&R	21	36%	$3,700,000	$3,700,000	$3,700,000
Facility Outdoor Lighting	FAM	20	not tested	$50,000	$50,000	$50,000
South Boulder Recreation Center Floor Rehabilitation	P&R	19	not tested	$100,000	$100,000	$100,000
Facility Parking Lot repair	FAM	14	not tested	$1,340,000	$1,340,000	$1,340,000
			Total Significant Deficiencies	$30,246,000	$38,746,000	$30,246,000
High Priority Action Items						
Major Business Software Replacement	Information Technology	44	53%	$1,602,602	$1,602,602	$1,602,602
Transportation Boulder Junction Improvements	PW- Transportation	33	not tested	$2,560,000	$5,000,000	$2,560,000
Wildland Fire Facilities	Fire/FAM	29	45%	$1,150,000	$1,150,000	$1,150,000
Transportation Transit System Enhancements	PW- Transportation	27	not tested	$910,000	$910,000	$910,000
Transportation New Multi Use Path connections	PW- Transportation	25	45%	$2,250,000	$2,250,000	$2,250,000
Transportation New Bike Share Stations	PW- Transportation	20	not tested	$500,000	$500,000	$500,000
Transportation Pedestrian Enhancements	PW- Transportation	20	45%	$850,000	$850,000	
Downtown Commercial District Enhancements	Downtown University Hill Management District (DUHMD)/ Parking Services (PS)	18	19%	$2,500,000	$2,500,000	
Police Equipment Upgrades/Replacement	Police	18	39%	$660,000	$660,000	
Transportation Bike System Enhancements	PW- Transportation	16	45%	$300,000	$300,000	
Transportation Intersection Improvements	PW- Transportation	16	61%	$500,000	$500,000	
Facility Upgrades/Enhancements	FAM	15	53%	$200,000		
Neighborhood/ Community Park Shelter Replacements/ Improvements	P&R	14	not tested	$3,000,000		
Flatirons Events Center	P&R	14	not tested	$1,060,000		
Library Facility Upgrades/Enhancements	Library / FAM	12	23%			
Library New Facilities	Library / FAM	12	23%			
Existing Recreation Facility Enhancements	P&R	11	not tested			
Columbia Cemetery Upgrades/Enhancements	P&R	11	not tested			
East Boulder Community Park	P&R	10	21%			
City Arboretum Renovation	P&R	10	not tested			
			Total High Priority Action Items	$18,042,602	$16,222,602	$8,972,602
			TOTAL BOND PACKAGE	**$48,288,602**	**$54,968,602**	**$39,218,602**

6/23/2011

Along with the above options, at its June 27 meeting, the stakeholder committee received updated information related to revenue and a lower potential bonding level and additional information related to the projects/project types. (The latter of which is included in **Attachment B.**)

At the meeting, the committee had in-depth small group discussions about:

1. what criteria are most important to consider when selecting projects for 2011 funding,
2. the level of funding that they most supported,
3. which option most closely represented their preferred option and specifically which projects they felt should be on and off the list, and
4. additional issues or comments that they wished to forward onto City Council as part of their recommendation.

The full committee discussed the results of the small group discussions and identified areas of consensus. They then discussed each of the projects that received some support but not 100% consensus and then voted on whether to partially fund, fully fund, or increase funding for that project. These discussions formed the basis for a draft recommendation to City Council that was refined and finalized at the stakeholder committee meeting on July 11. The results of the small group discussions and the voting exercises at these meetings are provided in **Attachment C.**

CAPITAL INVESTMENT STAKEHOLDER COMMITTEE RECOMMENDATION

2011 Project Selection Considerations

The group generally agreed that the 2011 bond package should focus on projects that:

- Are weighted toward significant deficiencies (improvements or corrections that achieve health and safety standards, maintain industry standards, and/or include legal/ballot requirements);
- Avoid higher cost investments later (such as repairing buildings, road and structures now when costs are lower and the scope is smaller);
- Reduce rather than increase ongoing operation and maintenance costs;
- Provide for ongoing and/or greater efficiency in conducting the city's business;
- Focus new, higher priority investments in areas of opportunity that also reflect community values.

Projects Recommended for 2011 Bond Funding

Consensus: The committee had consensus on funding the following projects:

1	Replace substandard bridges, structures, signs and systems	$4,500,000
2	Arterial road reconstruction	$3,000,000
3	Replace Financial and Human Resources Software	$2,803,000
4	Facility Electrical, Plumbing, HVAC and Elevator Replacements	$925,000
5	Boulder Reservoir Infrastructure Improvements	$3,000,000
6	Police Equipment	$328,000
7	Road Pavement Repair	$5,000,000
8	Road Reconstruction	$2,500,000
9	Existing Park or Recreation Facility Renovations	$3,700,000
10	Facility Parking Lot Repair	$500,000
11	Major Business Software Replacement	$1,602,602

12	Transportation Boulder Junction Improvements	$2,560,000
13	New Wildland Fire Facilities	$1,150,000
14	Transportation Transit System Enhancements	$600,000
15	Transportation New Multi Use Path connections	$2,000,000
16	Transportation Pedestrian Enhancements	$850,000
17	Police Equipment Upgrades/ Replacement	$660,000
	Total Consensus	$35,678,602

Majority Support: A majority of the committee also supported additional projects or increased funding for the above projects as follows:

18	Increase funding for Arterial Road Reconstruction (#2 above) for $5M total (78% support to add $2 M to above amount)	$2,000,000
19	Fund Transportation Intersection Improvements at (71% support)	$500,000
20	Fund Facility Outdoor Lighting (70% support)	$50,000
21	Increase funding for Boulder Junction (#12) for $5,060,000 total (64% support to add $2.5M to above amount)	$2,500,000
22	Fund Transportation Bike System Enhancements (64% support)	$300,000
23	Fund Columbia Cemetery Upgrades/ Enhancements (64% support)	$550,000
24	Fund Facility ADA Compliance project (57% support)	$500,000
25	Fund Neighborhood/ Community Park Shelter replacements/ improvements (57% support to fund; 71% support to fund at lower amount of $1M)	$1,000,000
26	Fund Library Facility Upgrades/ Enhancements (Children and Teen area) (54% support)	$2,450,000
27	SBRC Floor Replacement	$100,000
28	Downtown Commercial District Improvements	$2,500,000
	Total Majority Support	$12,450,000

Total Combined Amount (consensus + majority support)	***$48,128,602***

Additional Comments/ Recommendations

The committee had the following additional comments that it wished to forward to City Council about the capital investment strategy:

1. The city should monitor expenditures to ensure efficient spending on highest needs projects.
2. The issue of funding ongoing operation and maintenance must be identified.
3. Many of the projects not identified above may be more appropriate for considering as part of a potential 2012 initiative. Council may wish to balance what will be appealing to voters in 2011 with what may be more difficult to pass in 2012.

2011 NEXT STEPS

If council endorses a package for voter approval, a second reading will be held on Aug. 2. If a third reading is required, it will occur on Aug. 16.

2012 PROJECT AND PROCESS

Staff and the stakeholder committee will begin working on a draft funding package for possible inclusion in a 2012 ballot that would raise revenues to invest in high priority new or expanded community facilities, including ongoing operation and maintenance costs, and possibly fund other significant deficiencies not addressed in the 2011 initiative. The preliminary draft schedule is as follows:

Aug. 11: Stakeholder committee debriefs 2011 process & discusses 2012 process & schedule.
Aug. 29 - Jan. 12: Stakeholder committee develops draft options to take out to the public.
February: City Council Study Session on draft options.
March and April: Stakeholder committee refines options based on council input. City hosts community outreach & polling on refined options.
April & May: Report to council on public input & stakeholder committee refines packages & develops recommendation to City Council
June: City Council Study Session on Stakeholder Group recommendation
July: City Council finalizes 2012 ballot language

Approved By:

Jane S. Brautigam,
City Manager

ATTACHMENTS

A. Proposed Ordinance
B. Unfunded Capital Project Lists (includes only projects defined as Significant Deficiencies and High Priority Action Plan items that would be "shovel ready" within 3 years)
C. June 26 & July 11 Stakeholder Group Meeting Summaries and voting results

ORDINANCE NO. _____

AN ORDINANCE SUBMITTING TO THE REGISTERED ELECTORS OF THE CITY OF BOULDER AT THE MUNICIPAL COORDINATED ELECTION TO BE HELD ON TUESDAY, NOVEMBER 1, 2011, WITHOUT RAISING TAXES, INCREASE THE DEBT OF THE CITY UP TO _____ MILLION DOLLARS FOR BONDS TO FUND CAPITAL IMPROVEMENT PROJECTS, AND SETTING FORTH RELATED DETAILS.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BOULDER, COLORADO:

Section 1. A special municipal coordinated election will be held in the city of Boulder, county of Boulder and state of Colorado, on Tuesday, November 1, 2011.

Section 2. At that election, the following measure shall be submitted to the electors of the city of Boulder that will allow voters to increase the debt of the city, without raising taxes, to fund public improvement projects:

BONDING FOR CAPITAL IMPROVEMENT PROGRAM

BALLOT ISSUE NO. _____

SHALL CITY OF BOULDER DEBT BE INCREASED UP TO $********** WITH A REPAYMENT COST OF UP TO $****** WITH NO INCREASE IN ANY CITY TAX; and

SHALL THE BOND PROCEEDS BE USED FOR FUNDING CAPITAL IMPROVEMENT PROJECTS THAT MAY INCLUDE WITHOUT LIMITATION: [add a demonstrative list of projects]; and

SHALL THIS PURPOSE BE ACCOMPLISHED BY THE ISSUANCE AND PAYMENT OF BONDS OF THE CITY, AT A NET EFFECTIVE INTEREST RATE NOT TO EXCEED ****% PER YEAR AND WITH A MATURITY DATE NOT TO EXCEED 20 YEARS FROM THE RESPECTIVE DATES OF ISSUANCE; and

SHALL SUCH BONDS BE ISSUED, DATED, AND SOLD AT SUCH TIME OR TIMES AND IN SUCH MANNER AND CONTAIN SUCH TERMS, NOT INCONSISTENT HEREWITH, AS THE CITY COUNCIL MAY DETERMINE,

SUCH BONDS TO BE PAYABLE FROM ANY LEGALLY AVAILABLE FUNDS IN THE CITY'S GENERAL FUND

AND IN CONNECTION THEREWITH SHALL ANY EARNINGS FROM THE INVESTMENT OF THE PROCEEDS OF SUCH BONDS (REGARDLESS OF THE AMOUNT) CONSTITUTE A VOTER APPROVED REVENUE CHANGE AND AN EXCEPTION TO THE REVENUE AND SPENDING LIMITS OF ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION?

FOR THE MEASURE ____ AGAINST THE MEASURE ____

Section 4. If this ballot issue is approved by the voters, the City Council may adopt any necessary amendments to the Boulder Revised Code to implement this change.

Section 5. If a majority of all the votes cast at the election on the measure submitted are for the measure, the measure shall be deemed to have passed and the charter shall be amended as provided in this ordinance.

Section 6. The election shall be conducted under the provisions of the Colorado Constitution, the Charter and ordinances of the city, the Boulder Revised Code, 1981, and this ordinance, and all contrary provisions of the statutes of the state of Colorado are hereby superseded.

Section 7. The officers of the city are authorized to take all action necessary or appropriate to effectuate the provisions of this ordinance.

Section 8. If any section, paragraph, clause, or provision of this ordinance shall for any reason be held to be invalid or unenforceable, such decision shall not affect any of the remaining provisions of this ordinance.

Section 9. This ordinance is necessary to protect the public health, safety, and welfare of the residents of the city, and covers matters of local concern.

Section 10. The City Council deems it appropriate that this ordinance be published by title only and orders that copies of this ordinance be made available in the office of the city clerk for public inspection and acquisition.

INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED BY TITLE ONLY this ____ day of _____, 2011.

.

_____
Mayor

Attest:

_____
City Clerk on behalf of the
Director of Finance and Record

READ ON SECOND READING, PASSED, ADOPTED, AND ORDERED PUBLISHED BY TITLE ONLY this _____ day of August, 2011.

.

_____
Mayor

Attest:

_____
City Clerk on behalf of the
Director of Finance and Record

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated Annual O & M	Identified in Master / Strategic Plan?
53%	Replace Financial and Human Resources Software	Information Technology	This project replaces Boulder's finance system (BFS) and human resources system (Vista) with a tier 2 Enterprise Resource Planning (ERP) system.	The city's current financial, human resources and payroll applications are nearly 15 years old and are not part of a single, integrated system. The financial applications are facing the likelihood of de-support by the vendor in the near future. The systems lack key efficiency-enhancing features and functionality and are increasingly costly to integrate and maintain (e.g. the vendor support costs for the financial package increased by nearly 25% in 2011).	Given the looming loss of support for – and significant age of -- these critical administrative systems, the city would literally be faced with reverting to manual processes and spreadsheets to complete core city accounting tasks and administrative functions such as payroll processing. The city would not be able to meet basic accounting and contractual commitments (financial reporting, payment of vendors and employees, audit requirements). The city would also experience critical slowdowns in its ability to collect revenue to sustain basic city operations.	$2,803,000	$3,500,000	$697,000	$2,803,000	$15,750	Yes, this project is identified in the 2009 IT Strategic Plan.
		IT Total				**$2,803,000**	**$3,500,000**	**$697,000**	**$2,803,000**	**$15,750**	
53%	Boulder Reservoir Infrastructure Improvements	Parks and Recreation	Replace major infrastructure elements at the Boulder Reservoir park including: entry gate fencing, roadway and parking lot improvements, utility and stormwater management infrastructure, grounds and landscaping improvements and raw water irrigation system. The funding will also address the need to install the Aquatic Nuisance Species (ANS) wash station and monitoring system as proposed by the Reservoir Master Plan. This project was determined as a high priority bond program initiative by the Parks and Recreation Advisory Board (PRAB).	The Boulder Reservoir recreation area is a significant revenue producing resource for the Parks and Recreation Department. Over time, the infrastructure, facilities and park amenities have fallen into disrepair and improvements are required to maintain uses at the reservoir and prepare for future needs. This project will provide access to a wide range of users, improve recreational opportunities and conserve natural resources at the reservoir.	Capital improvement needs are required to address the essential infrastructure needs at the Reservoir. Failing to address these needs will result in closure of public facilities and operational areas of the reservoir within the next five years. Annual revenues help offset operating expenses, but not capital expenditures at this time. The Reservoir is a large revenue source for Parks and Recreation and provides additional revenue beyond operating costs. Existing sewer and water systems are obsolete requiring additional maintenance costs and excessive utility costs to the department. An example is the current domestic water system is operating off of the Left Hand Water District water which is more costly than using city of Boulder water. Among other things, this project would assist in addressing the infrastructure costs to transition from Left Hand Water to city of Boulder water and the return on investment for this upgrade alone would pay back the investment over time. The CIP investment for Reservoir improvements is near the top of the list for the Department.	$3,000,000	$3,000,000	$0	$3,000,000	-	The Boulder Reservoir is identified in the Parks and Recreation Master Plan, and the department is in the process of completing a Boulder Reservoir Master Plan.

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated Annual O & M	Identified in Master / Strategic Plan?
36%	Existing Park or Recreation Facility Renovations	Parks and Recreation	Renovate existing parks and recreation facilities at high priority park locations that may include; Scott Carpenter Park, Lumber Park (Municipal Complex), Aurora Seven Park, Meadow Glenn Park, Wonderland Park, Arapahoe Ridge Park and other high priority parks in the city. Park improvements range from playground, irrigation, soil and turf, hardscaping, ADA accessibility, facility improvements (shelters, pool bathhouse, parking lot and skate park fencing), play court resurfacing, signage, and repairs at park entry sidewalks, access and trail surfacing. This project was determined as a high priority bond program initiative by the Parks and Recreation Advisory Board (PRAB).	This project will address ongoing maintenance and ADA accessibility considerations, improve overall safety of parks, and accelerate the efficiency and level of care renovations of the existing park system.	The Parks and Recreation Departments is required to meet specific industry standards addressing health and safety, universal accessibility and levels of service that support a wide range of individuals throughout the community. If funding for this project is not provided, the impact to the community is a growing backlog of park care needs. Potentially, parks and certain park amenities such as playgrounds and fields, will need to be closed, due to failing infrastructure and safety and ADA compliance issues. In addition, existing work projects will cost more and take more time to complete due to the additional needs for each subsequent park or facility. Park amenities and equipment and irrigation systems intended to optimize water efficiencies and sustainability performance measures throughout our park system will take much longer to complete as the current funding level only addresses the goal of renovating one park per year. This CIP need is the highest priority of the Department	$3,700,000	$4,300,000	$600,000	$3,700,000	$60,000	Yes
		P and R Total				**$6,700,000**	**$7,300,000**	**$600,000**	**$6,700,000**	**$60,000**	
39%	Police Equipment	Police	This project will complete the installation of in-car video systems in the fleet of city police cars, and will upgrade the hardware and software for the city's records management software Tiberon.	The police in-car video systems will help the department become more effective and efficient in the collection of evidence for certain cases. The software and hardware for Tiberon will help continue to provide efficient internal records management, as well as convenient public online reporting.	The Boulder Police Department has installed digital camera systems in six marked police cards and trained 49 officers and supervisors in its use. The department has purchased 5 additional camera systems which will be installed in this year's new police cars. The current equipment will be obsolete in 5 years. The current equipment is standard practice for all police agencies to have recording capabilities. The cost of equipment will increase. The purchase of further camera systems and the O & M costs are an unfunded liability.	$328,000	$400,000	$72,000	$328,000	$85,000	The Police Master Plan is currently being updated.
		Police Total				**$328,000**	**$400,000**	**$72,000**	**$328,000**	**$85,000**	

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated Annual O & M	Identified in Master / Strategic Plan?
53%	Facility Electrical, Plumbing, HVAC and Elevator Replacements	Public Works / FAM	FAM #1 - This project will replace or renovate aging elevators, electrical systems, plumbing systems and heating, ventilation, and air conditioning (HVAC) systems that are due for replacement. This project includes the elevators at the Public Safety building and main library, the electrical system at the Municipal Building and Park Central Building, and HVAC systems at the Dairy Center, Fleet Services and Public Safety building. Concurrent ADA corrections will be made, as well as the upgrade to the fire detection system and plumbing at the Park Central building.	This project replaces many facility infrastructure systems that are past their useful life. Systems are obsolete and parts are hard to obtain which leads to unscheduled failures that have operational impacts to occupants and users of some essential facilities.	Not replacing building infrastructure that is past due its replacement affects the city operations in those facilities in numerous ways including: - Higher energy bills due to equipment that is typically 30% less efficient than today's technology; - Building comfort - due to less control technology available in older systems, systems are often both heating and cooling at the same time; - Increase down time - with parts hard to find, systems are often down for a longer time as specialty parts are ordered.	$925,000	$925,000		$925,000	$0	Yes, these projects are identified in the 2005 Facilities and Asset Management Master Plan
Not Tested	Facility Outdoor Lighting	Public Works / FAM	FAM #2 - This project will provide parking lot lights in the public parking lot next to the Park Central building at the corner of Broadway and Arapahoe.	This public parking lot does not currently have any lighting, and is heavily used. Installation of parking lot lighting will increase safety and security in this area.	Having an unlit parking lot creates an area for possible vandalism to property and reduces safety of personnel.	$50,000	$50,000	$0	$50,000	$2,250	No
Not Tested	South Boulder Recreation Center Floor Rehabilitation	Public Works / FAM	FAM #3 - This project will replace the water damaged wooden gym floor and racquetball floors at the South Boulder Recreation Center	The warped and uneven floors that also have gaps create a tripping hazard for basketball, racquetball, and other sports using these floors.	Currently, maintenance staff are filling cracks and sanding uneven, warped floor boards on an annual basis. At some point, the floor boards will be beyond repair and need replacement.	$100,000	$100,000	$0	$100,000	$0	Yes
Not Tested	Facility ADA Compliance	Public Works / FAM	FAM #5 - Adapt 56 city facilities that do not meet the new requirements of the Americans with Disabilities Act (ADA). This will include the assessment and will correct the deficiencies found.	To ensure compliance with federal law. The Americans with Disabilities Act (ADA) changed in 2010, and the new requirements include that all municipalities audit and correct all deficiencies found by 2015.	Should the city not be in compliance with ADA requirements, they leave themselves open for possible litigation.	$500,000	$500,000	$0	$500,000	$22,500	This project is not identified in the current 2005 FAM Master Plan, as the law changed in 2010. The 2011 update to the Master Plan is underway.

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated Annual O & M	Identified in Master / Strategic Plan?
Not Tested	Facility Parking Lot Repair	Public Works / FAM	FAM #6 - This project will repair and complete maintenance needs for 34 city asphalt parking and paving areas including the downtown facilities, Public Safety Building, Municipal Service Center, and fire stations.	Failure to maintain these surfaces creates tripping hazards and causes further degradation resulting in repairs costing 4.5 times greater. Parking lot evaluations were conducted in Fall 2010 which identified the condition and repair costs.	The city's risk management office has identified any crack or tripping hazard greater than 1/4-inch should be repaired. Not fixing failed pavements is not an option and since this program is currently unfunded, maintenance funds earned for other activities are used to make these pavement repairs at the time of failure which becomes the most expensive. Currently, of the 34 parking lots, 8 lots are beyond repair and need full replacement, 15 lots are 2 years away from needing full replacement, and 5 lots are 4 years away from needing full replacement. For the 15 lots, the difference is roughly $650,000 more to replace the pavement versus patching and repair in its current condition. For the 5 lots, the difference is roughly $100,000 more. In total $750,000 added costs for full replacement if the parking lots are not maintained, patched and repaired in their current condition and left to degrade for another 2 to 4 years.	$1,340,000	$1,340,000	$0	$1,340,000	$247,000	No
		FAM Total				**$2,915,000**	**$2,915,000**	**$0**	**$2,915,000**	**$271,750**	
68%	Arterial Road Reconstruction	PW - Transportation	This project would fund reconstruction of arterial roads in the worst condition. The highest need is on Arapahoe Avenue from Broadway to Folsom with a total project cost of $10 million. Other priorities include portions of the Diagonal between 28th & Foothills and Pearl Parkway west of 55th.	Reconstruction of Boulder's biggest streets is important to maintaining mobility, safety and connectivity. These projects rebuild the entire street section, including upgrading underground utilities, refining cross slopes, and bringing curb & gutter, sidewalks, drainage and other elements up to standard. In some cases, replacing asphalt with concrete can result in maintenance cost savings over time.	If this project is not funded, these roads will continue to deteriorate, with potential safety and travel time impacts for drivers, transit users and pedestrians. The arterials are the primary transportation corridors in the community, so keeping them in good repair is essential to mobility and commerce. Reconstruction provides a "facelift" which may catalyze private investment along the corridor. Staff is confident that projects up to $10 million in this category could be completed within the 3 year bond horizon.	$20,000,000	$3,000,000		$3,000,000	$0	Yes

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated Annual O & M	Identified in Master / Strategic Plan?
61%	Replace substandard bridges, structures, signs, and systems	PW - Transportation	This project will replace substandard bridges, structures, signs and systems within the city transportation system. Projects could include replacing a structurally deficient bridge on 63rd Street north of Arapahoe, renovating the landscaping and irrigation system on Foothills Parkway, replacing deficient minor structures and bringing street signage into compliance with federal standards.	The 63rd St bridge is the lowest rated bridge structure in Boulder. Other minor structures also should be replaced, including shorter bridges, culverts and retaining walls. Landscaping renovations will reduce water use and maintenance needs. Federal standards requires that signs be replaced by 2018. Potential projects are currently being analyzed to determine which will be "shovel-ready" within this bond period, as some are relatively complex.	While none of Boulder's bridges or other structures or systems are likely to fail in the short-term, replacing and upgrading those in the worst condition helps preserve the city's investment in its infrastructure. Replacing the structures before they deteriorate further can have some significant cost savings, both in project costs and to avoid future cost escalation. While this category is a high priority, staff does not recommending adding more funding to this category in 2011, due to the complexity of project delivery.	$8,000,000	$4,500,000		$4,500,000	$0	Yes
68%	Road Pavement Repair	PW - Transportation	This project will repair deteriorating roads through overlays or chip seals, before they reach the condition at which reconstruction is needed. The focus is on streets with pavement ratings between 50 and 70. Examples include 27th Way (pavement rating 61), Harvard from Dartmouth to Table Mesa (56), Cedar Ave from 4th to 7th (69), Balsam from 9th to Broadway (69), 55th from Baseline to Aztec (62).	Maintaining the street system requires on-going investment. Pavement quality is rated on a scale of 1 to 100 with 78 as an industry standard (and Boulder's goal). Pavement deteriorates over time, about 1 to 2 points a year. Pavement with ratings of 50 to 70 can be resurfaced through chip seals or overlays. Once pavement deteriorates below 50, it has passed a "point of no return," requiring more extensive repair, such as reconstruction which is 4 times more expensive than resurfacing.	Akin to changing the oil in a car to avoid needing to replace the engine, resurfacing roads is a pro-active maintenance activity that avoids major expenditures. Resurfacing streets also reduces on-going maintenance costs for a period of years, with crack-filling needed in 3 to 4 years and another round of resurfacing in 7 to 10 years. These projects are "shovel-ready" as implementation is fairly simple. Staff's perspective is that this category offers the best return on investment in terms of reducing overall and on-going costs of maintaining the system.	$8,000,000	$5,000,000		$5,000,000	$0	Yes
68%	Road Reconstruction	PW - Transportation	This project will reconstruct some of Boulder's streets which have significant pavement deterioration. Some streets in this condition include LaGrange Circle west of Judson (Pavement rating 35), Pawnee from Sioux to Ponca Lane (25), 6th from North to Alpine (39).	Once pavement quality drops below 50, simple resurfacing is no longer an option and major repair such as reconstruction is needed. Limited maintenance budgets have resulted in many smaller residential streets falling into this category.	Without funding for reconstruction, these streets will continue to deteriorate, with impacts to vehicles, neighborhoods, and emergency access. Streets in need of reconstruction are mostly low-volume residential streets that are lower priority in a pavement management strategy, so are unlikely to be funded through annual city budgeting processes, and are not eligible for federal funds or other outside sources.	$7,000,000	$5,000,000		$5,000,000	$0	Yes
		Transportation Total				**$40,000,000**	**$17,500,000**	**$0**	**$17,500,000**	**$0**	

		Grand Total				**$52,746,000**	**$31,615,000**	**$1,369,000**	**$30,246,000**	**$432,500**	

1. Rated Pretty / Very Important in Talmey-Drake Opinion Poll (2011)

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated New Annual O & M	Identified in Master/ Strategic Plan?
19%	Downtown Commercial District Enhancements	DUHMD/PS	Construct public right of way enhancements to the downtown commercial district, including the Pearl Street Mall, The projects include: pedestrian streetscape enhancements to 15th Street, West Pearl and the north/south corridors of 11th and 13th Streets; pedestrian improvements as part of the Downtown Transit Center project will increase bus lanes; targeted enhancements to the Pearl Street Mall; and infrastructure improvements to the 13th Street/Central Park area to accommodate the needs of the Farmers' Market.	Enhancements to the downtown commercial district are a reinvestment which supports the future sustainability of downtown, including the highly visited areas such as the Pearl Street Mall, Downtown transit center, and the 13th Street/Central Park Improvements which will also accommodate the needs of the Farmers' Market.	Downtown's economic vitality and cultural vibrancy depend on dynamic and attractive public spaces and public right of ways that reinforce the community's commitment to a high level of quality of life for business retention, tourism and community benefit. Private investment follows public investment. Should downtown and the Pearl Street Mall become out-dated and not fully use technology, it would negatively impact the social and economic sustainability of the downtown and the community.	$2,500,000	$2,500,000	$ -	$2,500,000	$0	No. The Downtown and University Hill Management Division & Parking Services does not have a Master Plan, but is in the process of developing one.
		DUHMD/PS Total				**$2,500,000**	**$2,500,000**	**$0**	**$2,500,000**	**$0**	
45%	Fire New Facilities	Fire / FAM	This project will construct new facilities for the Fire department, including a new wildland fire operations building, and a new Fire storage facility for vehicles and equipment.	The wildland fire crew is currently housed in a single family residence at 19th and Violet, and Wildland fire equipment is stored in multiple locations in and around the city. A consolidated operation would be much more effective. Reserve fire apparatus and equipment are currently stored in existing stations and in a barn off of the Diagonal Highway. A heated storage facility would allow storage of reserve fire apparatus to move out of existing stations opening up garage space for smaller response vehicles for non-fire operations.	Wildland fire crews will continue to be housed in a facility rated in poor condition. The crew is housed and off iced at the 'cache' - the place where they store and perform maintenance on their tools. This tool repair is done outside under a car port with little protection from the weather. There is no garage at the cache. Trucks and equipment that needs to be stored inside are stored at the 'fire barn' at 51st and Jay Road. Not having all of their tools, equipment and vehicles in one place can cause delays is mustering forces during an emergency. It also cause the crew to do a lot of driving to perform equipment checks and routine maintenance.	$1,150,000	$1,150,000		$1,150,000	$17,500	The Fire Master Plan is currently in the process of being updated, and this project has been identified in the draft document.
		Fire / FAM Total				**$1,150,000**	**$1,150,000**	**$0**	**$1,150,000**	**$17,500**	

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated New Annual O & M	Identified in Master / Strategic Plan?
53%	Major Business Software Replacement	Information Technology	This project would fund the replacement of major business software for the city, including implementing a citywide maintenance management software, implimentation of the records management software citywide, redesigning the city website software for public eGov applications, and replacing the permitting management software.	The systems in this category reflect some of the most operationally-critical applications used across multiple city departments. The financial and permit management applications in particular are facing de-support from their vendors due to their age and are subject to significantly increasing support costs. All the systems lack key efficiency-enhancing technologies and features available in newer technologies. Serious continuity of operations issues will arise if the city does not begin the replacement of these in enterprise systems.	Permits System Replacement: The current system vendor will be moving away from support of the current system. Beginning the replacement in 2012 or 2013 will avoid de-support and leads to an effective transition.The permits system is critical to permit issuance and development review among many city departments. Lack of an automated solution would lead to a need to rely on manual processes or lesser technologies that will not allow the city to maintain critical service levels or collect needed revenue. Maintenance Management System: The city currently has approximately 5 separate, aging systems with an asset and maintenance management focus, many of which do not serve critical business functions adequately. Opportunities exist to potentially integrate these systems in a single product that can more effectively and economically serve city business needs. Records Management System: This effort involves the expansion of the current automated records management and document imaging system.Without this investment, many departments will rely on the continued use and storage of paper records which are difficult to search and expensive to store and protect given required retention schedules. Public-Facing eGovernment Applications: This project involves investment in an expanded array of automated solution for providing information and online transactional services to Boulder customers, as well as ongoing improvements to the underlying technologies that enable us to effectively and securely create an attractive and content-rich web presence for the city. Without investment in new web infrastructure systems, our website will become technically obsolete as user-facing web technologies continue to advance rapidly. Security of web systems also becomes a major concern as technical threats expand.	$ 1,602,602	$1,870,602	$268,000	$1,602,602	$0	Yes
		IT Total				**$1,602,602**	**$1,870,602**	**$268,000**	**$1,602,602**	**$0**	

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated New Annual O & M	Identified in Master / Strategic Plan?
23%	Library Facility Upgrades / Enhancements	Library / FAM	This project would complete reorganization and renovation of existing spaces in the Main Library, as well as the construction of additional space and amenities. This includes relocating and refurnishing the children's area (Library Commission priority #1A), and reusing the vacated space for high demand, browser-friendly fiction and media collections and a teen space (Library Commission priority #1B); constructing a new entry and filling in the opening on the 2nd floor to add 1,000 sq ft (Library Commission priority #3); refinishing and refurnishing the 2nd floors of the 1974 and 1992 wings with lower height shelving and additional computer stations and study tables (Library priorities Commission #4 & 5); and relocating the café to the new entrance (Library Commission Priority #6).	This project will complete the top 5 of the 20 projects recommended in the 2009 Library Facilities Sustainability Study . Refer to the 'Self-Guided Tour of High Priority Renovation Projects for the Main Library' handout from the tour for more information about each of these subprojects.	With dramatic advances in information technology, the way in which our library delivers services must evolve rapidly. In addition, the demographics in Boulder are shifting, resulting in a wider range of needs and expectations for library services. In order to keep pace and remain relevant and functional with respect to these changes, the Main Library facility requires renovation and upgrades. The level and quality of services is expected to steadily decline without additional capital funding to make these improvements. The O&M cost is associated with addition of 1000 sq ft of space in #1B. This O&M cost would be an unfunded liability. Renovation of the Main Library is considered a higher priority than the addition of new services or facilities.	$4,580,000	$4,580,000		$4,580,000	$18,540	Yes
23%	Library New Facilities	Library / FAM	This project would provide limited library service options in the north and northeast areas of the city, either through a drop box, automated materials vending dispenser, or a 1000 - 2000 sq ft library branch outlet or a combination of these options. This was the Library Commission's #2 priority.	This item addresses providing services to the north/northeast area, which currently does not have a local branch library.	Providing a full-service North Boulder Branch library has been a long-range (vision plan) goal since 1995. Implementation of automated or limited-service locations in north/northeast Boulder would begin to address specific library service gaps and to target services to specific populations in this area. Each of these limited service options carries a O&M costs which have not been estimated and would be unfunded liabilities. Therefore providing new services is secondary in priority to renovating existing facilities.	$390,000	$390,000		$390,000	TBD	Yes
		Library / FAM Total				**$4,970,000**	**$4,970,000**	**$0**	**$4,970,000**	**$18,540**	

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated New Annual O & M	Identified in Master / Strategic Plan?
Not Tested	Flatirons Events Center	Parks and Recreation	This project would redevelop the existing Flatirons Events Center at the golf course and address associated course modifications. This project was determined as a high priority bond program initiative by the Parks and Recreation Advisory Board (PRAB).	The Flatiron G.C. is a principal revenue producing resource for the Parks and Recreation Department. The infrastructure and facilities at the current Events Center continue to fall into disrepair and improvements are required to maintain use of the Center. A comprehensive business plan completed in 2010 indicates that the Events Center at this location has the potential to provide a range of events and increased revenues if a new facility and or partnership is developed.	Approximately 7.8 million dollars is estimated to specifically address the upgrades and improvements at the current Event Center building. The already dated existing facility will continue to fall into disrepair and become obsolete and unattractive overtime. At the same time, existing structures conceived and built in the 70's will continue to become non-compliant with acceptable energy-efficiency standards aimed at reducing greenhouse gas emissions. The result will be a continual increase in annual maintenance costs to the city and loss of rental revenues. The funding for this project is best reviewed in the context of the 2012 bond and is also a potential partnership opportunity with a public private partnership. Approximately 1.2 million dollars of the total shown is for course improvements related to an improved driving range, entry way and changes to holes 9 and 10. Associated O and M is linked to a city run event facility	$9,060,000	$1,200,000	$140,000	$1,060,000	$85,000	Yes
21%	East Boulder Community Park	Parks and Recreation	This project will complete the Phase 2 improvements to East Boulder Community Park, including pavilion and shade structures, restroom facilities, petanque courts, and final landscape improvements. This project was determined as the highest priority bond program initiative by the Parks and Recreation Advisory Board (PRAB).	The East Boulder Community Park Site Master Plan has included a two-phased improvement schedule from the beginning. Phase I is now recently completed and funding for Phase II has not been identified. The Parks and Recreation staff and the PRAB believe the completion of the project is an important aspect to satisfying the community's desire for a community park in the east Boulder area.	If alternative and supplemental funding is not identified to support the completion of the East Boulder Community Park Master Plan, several constituency groups will be disappointed as expectations will go unfulfilled. In addition, needed shade structures will go unaddressed and ultimately the project will not be fully completed as envisioned. O and M is associated with minor new maintenance needs. This is a top priority for the Department.	$1,200,000	$1,200,000		$1,200,000	$5,000	Yes

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated New Annual O & M	Identified in Master / Strategic Plan?
Not Tested	Existing Recreation Facility Enhancements	Parks and Recreation	This project will enhance existing recreation facilities, including the Stazio Ball fields (1 new softball field and 2 multi-purpose fields, replacing the tensile canopy and adding shade structures, and refurbishing turf and the maintenance building); North Boulder Recreation Center (including additional program and office space, remodel the front desk area, expand of the weight room, concession area, recycling facilities, and improved parking); and East Boulder Recreation Center (including remodeling the front entry, improvements to locker rooms and interior upgrades). Improving the existing recreational facilities and athletic ball fields was determined to be a high priority bond program initiative by the Parks and Recreation Advisory Board (PRAB).	Need to maintain and improve upon existing recreational facilities and amenities in order to retain a competitive market share in the community. Recreational facilities require a significant degree of ongoing annual maintenance and repair. At times it is also important to provide periodic restoration changes to facilities to accommodate new programs and equipment designed to address the demands by the general public.	The exact return on investment associated with these enhanced recreational facilities has not been fully calculated at this time. Improved facilities and renovations are designed based on current demand i.e. fields and weight rooms at recreation centers. Improvements to facilities consider expanded and improved customer use. If alternative and supplemental funding is not identified to support improvements to existing recreational facilities, the Parks and Recreation Department will be significantly impacted in achieving a principle goal of the department's master plan to provide cost effective recreational services and programs to the community. In addition, it will be difficult to remain competitive with other areas.	$13,125,000	$13,125,000		$13,125,000	$100,000	Yes, this work is identified in the Parks and Recreation Master Plan, and the Recreation/ Program/Facilities Master Plan
Not Tested	Neighborhood / Community Park Shelter Replacements / Improvements	Parks and Recreation	This project will upgrade neighborhood and/or community park shelters and other amenities in existing parks. Examples include: North Boulder Park, Martin Park, Harlow Platts Community Park, Tom Watson Park.	Need to maintain existing valued park resources and amenities over time.	The return on investment associated with improved park amenities is significant. If alternative and supplemental funding is not identified to support improvements to existing park amenities throughout the community, the Parks and Recreation Department will be forced to postpone these capital improvements over time. In addition, it will be difficult to meet industry standards aimed at health, safety and accessibility if periodic shelter replacements/improvements are not regularly considered. This is one of the highest priorities for the Department	$3,000,000	$3,000,000	$ -	$3,000,000		Yes

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated New Annual O & M	Identified in Master / Strategic Plan?
Not Tested	City Arboretum Renovation	Parks and Recreation	This project will upgrade the landscaping and irrigation at the City Arboretum	Need to maintain existing valued park resources and improve water conservation efforts when ever possible.	The return on investment associated with periodic improvements associated with cultural and natural resources in the community is critical in maintaining a high quality of life standard in the community. Supplemental funding is needed to support improvements to the city Arboretum, to improve plant quality and irrigation systems because no other funding source is available. Without a dedicated fund source, this type of project will go unaddressed and only essential maintenance needs will be considered. O and M is associated with increased maintenance care.	$250,000	$250,000	$ -	$250,000	$11,300	
Not Tested	Columbia Cemetery Upgrades / Enhancements	Parks and Recreation	This project includes improvements at the Columbia Cemetery, including headstone rehabilitation, fence repairs, and improvements to the raw water irrigation system	Need to maintain existing valued park resources and improve water conservation efforts when ever possible.	The return on investment associated with periodic improvements associated with cultural and natural resources in the community is critical in maintaining a high quality of life standard in the community. Supplemental funding is needed to support improvements to the Columbia Cemetery, to improve headstones, landscape and irrigation systems because no other funding source is available. Without a dedicated fund source, this type of project will go unaddressed and only essential maintenance needs will be considered.	$550,000	$550,000	$ -	$550,000		
		P and R Total				**$27,185,000**	**$19,325,000**	**$140,000**	**$19,185,000**	**$201,300**	
39%	Police Equipment Upgrades / Replacement	Police	This project would upgrade the police radio infrastructure, provide a new bomb robot, and provide equipment for a new DNA laboratory.	The new industry standard for police and fire communications is a narrow-band communication system, and this project would begin the conversion process to the new radio systems. Replacement of the bomb robot is needed as it is outdated and there are no replacement parts available. The DNA equipment will allow local processing of DNA evidence, which is currently sent to the Colorado Bureau of Investigation (CBI), and processing can take 6 months or longer. City is working with the CBI on a potential partnership effort on staffing the DNA lab.		$660,000	$660,000	$ -	$660,000	$182,000	The Police Master Plan is currently being updated.
		Police Total				**$660,000**	**$660,000**	**$0**	**$660,000**	**$182,000**	

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated New Annual O & M	Identified in Master / Strategic Plan?
45%	Facility Upgrades / Enhancements	Public Works / FAM	FAM #1 - This project would provide upgrades or enhancements to the Municipal Building to include Council chamber communication and audio upgrades and security cameras.	This project would bring Council chambers to current standards for audio and visual presentations, allowing for improved broadcasts to the public. Security enhancements would be for cameras at key locations in the publicly-accessible facility.	Currently, Council and board members having public meetings have difficulty hearing other members speaking and also public comments being made. In addition, TV viewers of public meetings are often distracted with miscellaneous noise being picked up by the microphones. For those wishing to make presentations, current equipment cannot easily allow for portable storage devices to be plugged in to show items. Also, for late night meetings, the lack of security cameras leaves the downstairs areas unmonitored.	$200,000	$200,000	$ -	$200,000		Yes
		FAM Total				**$200,000**	**$200,000**	**$0**	**$200,000**	**$0**	
45%	Transportation Bike System Enhancements	PW - Transportation	This project would enhance the existing bike system by completing way finding signage on paths and routes ($250K) and adding bike lanes to key corridors ($50K).	While the city has a robust bike network, way finding on both streets and pathways is often a challenge. The installation of signs showing key destinations helps users find their way. This project would also stripe bike lanes on key corridors where space currently exists ($50K).	The city has been investing $10K to $15K per year in way finding signing. At this rate, it will take between 17 and 25 years to complete the signing plan without additional funding. Striping and signing of bike lanes provides new routes for cycling, helps raise awareness and increases safety for all users.	$1,695,000	$300,000	$ -	$300,000	$17,000	Yes
Not Tested	Transportation Transit System Enhancements	PW - Transportation	Complete minor improvements at the 14th & Walnut transit station, including better accommodating bus stops on the street, improving patron information and ped/bike bicycle access and accommodations. Provide basic access and amenities at all transit stops in Boulder, and additional amenities such as benches, shelters and bike racks at high use stops.	The 14th & Walnut station is over capacity today with more buses scheduled to arrive with FasTracks bus rapid transit service. Bike parking is inadequate, and pedestrian and bicycle access is in need of improvement. This increment of investment will help provide modest improvements to current operations, accessibility and aesthetics. Currently, approximately 10% of Boulder's 1000 bus stops are inaccessible by wheelchair, lacking curb ramps and concrete pads for boarding.	Without improvements at 14th & Walnut, conflicts and safety issues are likely to increase as buses, drivers, pedestrians and bicyclists share a more crowded space. This bond funding would provide the extra increment of funding needed to bring all of Boulder's transit stops up to basic access standards. The city recently received FASTER grants of from the Colorado Department of Transportation which partially funds these projects.	$1,310,000	$1,600,000	$690,000	$910,000	$10,000	Yes

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated New Annual O & M	Identified in Master / Strategic Plan?
61%	Transportation Intersection Improvements	PW - Transportation	This category includes improvements at intersections, primarily to address pedestrian and bicycle safety at areas with high volumes of turning traffic. The following projects could be included: improving bicycle and pedestrian safety at Foothills and Baseline, and adding bike able shoulders at Diagonal and Foothills.	Intersections are the most common location for accidents for all modes of transportation, so addressing safety issues at these locations is a top priority	Accelerating these projects provides a safer system for all users and avoids cost escalation in the future. Currently, while the projects are identified in the Transportation Master Plan, only a small amount of funding has been identified to complete them.	$900,000	$500,000	$ -	$500,000	$2,700	Yes
Not Tested	Transportation New Bike Share Stations	PW - Transportation	The category has two elements: Expand bike share system ($500K) and provide partial funding for a full-service bike station at 14th & Walnut ($500K). The top priority for 2011 is to expand the bike-share system. The system is owned and operated by a local non-profit, the City is partnering to identify capital funds for system expansion.	Provide an increment of capital funding toward reaching the full system size of 400 bikes at 50 stations. $500K would add approximately 10 stations and 100 bikes to the system.	Without this funding, the bike share system would not be expanded until other funds could be identified. The current system may not be large enough to be self-sustaining over time. More stations will increase the utility, user base and cost-effectiveness of the system.	$1,000,000	$500,000	$ -	$500,000	$0	Yes
Not Tested	Transportation Boulder Junction Improvements	PW - Transportation	These improvements are necessary for the functionality of the Boulder Junction area. Investments from both the city and developers are required to fully fund the improvements. The highest priority for city investment is the Junction Place bridge over Goose Creek with bike/ped access to the Goose Creek Pathway (estimated $2.56 million). Other priorities include extending Junction Place south over the slough with a pathway connection to 30th Street and improvements to Pearl Parkway.	The new street called Junction Place is the major north-south connector through the area, linking the new bus facility and the future city housing site to the future Northwest Rail train platform. The pathways along Goose Creek and the slough are the primary non-motorized access routes to the area.	With the adoption of the Transit Village area plan, Council committed that construction use and development excise taxes would be re-invested in the area. The bond funds would help address cash-flow timing issues, insuring that public infrastructure is in place as new development is completed. Bond support of transportation projects could also free up re-invested tax funds to support other important area projects such as refurbishment of the Depot. A bond investment of $5 million could be spent within the 3 year time frame.	$8,200,000	$2,560,000	$ -	$2,560,000	$25,600	Yes

Rated Important in Polling[1]	Project Name	Department	Project Description	Project Rationale	Impacts	Full Unfunded Project Scope	Highest Priority Amount	Funded Amount	Highest Priority Unfunded Amount	Estimated New Annual O & M	Identified in Master / Strategic Plan?
45%	Transportation New Multi Use Path Connections	PW - Transportation	This project will complete missing links in the multi-use pathway system that have been identified in the Transportation Master Plan. Example of projects include improvements along Baseline, 28th, South Broadway and at Table Mesa and US 36. Others include connecting from Boulder Creek to Arapahoe near Naropa and sections of pathway along Four Mile Creek	An investment of $11.1 million will make significant progress toward completing the core multi-use pathway system along major arterials and on the greenway system. The projects identified as highest priorities for the 2011 bond issue include those that are relatively uncomplicated, so can be completed quickly.	The benefits of completing these projects sooner rather than later include both safety improvements, as most of the projects are along major arterials, and cost-savings due to building the projects sooner rather than later. These projects encourage multimodal travel and improve access to FasTracks facilities.	$ 11,100,000	$ 2,250,000		$ 2,250,000	$30,100	Yes
45%	Transportation Pedestrian Enhancements	PW - Transportation	This project will construct missing sidewalk links throughout the community and provide pedestrian crossing treatments at key intersections such as Baseline at Canyon Creek and Canyon at 21st.	The Transportation Master Plan states that pedestrians are the priority users on the system. This investment will accelerate the city's progress in establishing a functional and contiguous network of sidewalks with frequent street crossing opportunities.	By completing these projects sooner rather than later, residents and visitors will find walking more pleasant, convenient and safer, and the city will realize the financial benefit of avoiding cost escalation.	$ 5,237,000	$ 850,000	$ -	$ 850,000	$8,500	Yes
		Transportation Total				**$ 29,442,000**	**$ 8,560,000**	**$ 690,000**	**$ 7,870,000**	**$93,900**	
		Grand Total				**$67,709,602**	**$39,235,602**	**$1,098,000**	**$38,137,602**	**$513,240**	

1. Rated Pretty / Very Important in Talmey-Drake Opinion Poll (2011)

Capital Investment Stakeholder Group Small Group Discussion Summary
June 26, 2011 Meeting

1. What criteria are most important to consider when selecting projects for your list?

Group 1 (Dan, Tally, Miriam, Kristin) :
The most important criterion is significant deficiencies – perhaps expanding the definition, including: access and infrastructure improvements, projects that are necessary as opposed to discretionary, and that address safety.

Group 2 (Nino, Victoria, Cynthia, Leslie, Max):

- Significant deficiencies first and foremost (includes health and safety, maintaining industry standards, and legal/ballot requirements)
- Projects that have a critical timing component, or affect a majority of people in the community
- Projects that support community values, such as providing facilities for under-served communities (eg, non-profits)

Group 3 (Bill, Bob, Jessica, Michael, Leonard):

- Projects that improve safety
- Projects that have a good "bang for the buck"
- Do the high dollar projects that could not be accommodated in the regular CIP *(staff note: As a reminder, all projects on the Significant Deficiencies & High Priority Action Plan lists represent the "highest priority" back log of projects that cannot be accommodated in the regular CIP. The full list of unfunded projects is estimated at over $701 million).*
- Projects that advance community values, meet multiple objectives, and have visibility
- A good diversity of project types and departments

2. Which level of funding do you support?

Group 1:
Less than $55 million, closer to $49 million, but a different list of projects than in the $49 million option from staff.

Group 2:
$55 million. Option 2 is closest, but would support a greater number of projects touching more people in the community.

Group 3:
Less than $55 million, closer to $40 million. We don't have to spend all the money.

3. Are there additional issues/comments you wish to forward onto City Council as part of your recommendation?

Group 1:
Need to constantly monitor expenditure of funds to ensure efficient spending on highest needs projects.
Funding for additional O+M must be identified.

Group 2:
Balance what will be appealing in 2011 vs 2012 which will be more difficult to pass at the ballot

Group 3:
Balance what will be appealing in 2011 vs 2012 and some of the more appealing projects might want to be held for 2012.

The information below contains the results of the anonymous "clicker" voting from the June 27 CIS meeting. The voting was only performed on those projects which did not have consensus. For those projects where there was a split support, a Yes/No vote was taken. For those projects where there was a desire to fund more or less money to the project, a vote was taken on the change in funding amount.

Session Name: CIS Voting 6-27-2011 9-00 PM
Created: 6/29/2011 9:07 AM

1.) Draft Bond Package Options (multiple choice) (First Vote)

		Responses (percent)	Responses (count)
Option 1 ($49M)		42.86%	6
Option 2 ($55M)		50%	7
Option 3 ($40M)		7.14%	1
	Totals	100%	14

2.) Draft Bond Package Options (multiple choice) (2nd vote after discussion)

		Responses (percent)	Responses (count)
Option 1 ($49M)		50%	7
Option 2 ($55M)		35.71%	5
Option 3 ($40M)		14.29%	2
	Totals	100%	14

3.) Arterial Road Reconstruction: (multiple choice)
Do you want to fund at a higher amount?

		Responses (percent)	Responses (count)
No additional (Total: $3M)		21.43%	3
$2M more (Total: $5M)		28.57%	4
$4M more (Total: $7M)		28.57%	4
$6M more (Total $9M)		21.43%	3
	Totals	100%	14

4.) Facility ADA Compliance $500,000 (multiple choice)
Do you want to fund this project?

		Responses (percent)	Responses (count)
Yes		57.14%	8
No		42.86%	6
	Totals	100%	14

5.) Road Pavement Repair: (multiple choice)
Do you want to fund at a higher amount?

		Responses (percent)	Responses (count)
No additional (Total: $5M)		78.57%	11
$1M more (Total: $6M)		14.29%	2
$2.5M more (Total: $7.5M)		7.14%	1
	Totals	100%	14

6.) Road Reconstruction: (multiple choice)
Do you want to fund at a lower amount?

	Responses (percent)	Responses (count)
No less (Total: $5M)	14.29%	2
$1M less (Total: $4M)	21.43%	3
$2.5M less (Total: $2.5M)	64.29%	9
Totals	100%	14

7.) Existing Park or Rec. Facility: (multiple choice)
Do you want to fund at a lower amount?

	Responses (percent)	Responses (count)
No less (Total: $3.7M)	50%	7
$1M less (Total: $2.7M)	14.29%	2
$2.5M less (Total: $1.2M)	35.71%	5
Totals	100%	14

8.) Facility Outdoor Lighting $50,000 (multiple choice)
Do you want to fund this project?

	Responses (percent)	Responses (count)
Yes	71.43%	10
No	28.57%	4
Totals	100%	14

9.) South Boulder Rec. Center Floor Rehabilitation $100,000 (multiple choice)
Do you want to fund this project?

	Responses (percent)	Responses (count)
Yes	50%	7
No	50%	7
Totals	100%	14

10.) Facility Parking Lot Repair: (multiple choice)
Do you want to fund at a lower amount?

	Responses (percent)	Responses (count)
No less (Total: $1.34M)	0%	0
$500k less (Total: $840k)	35.71%	5
$840k less (Total: $500k)	64.29%	9
Totals	100%	14

12.) Transportation Transit System: (multiple choice)
Do you want to fund at a lower amount?

	Responses (percent)	Responses (count)
No less (Total: $910k)	42.86%	6
$300k less (Total: $600k)	42.86%	6
$500k less (Total: $400k)	14.29%	2
Totals	100%	14

14.) Transportation New Bike Share Stations $500,000 (multiple choice)
Do you want to fund this project?

		Responses (percent)	(count)
Yes		38.46%	5
No		61.54%	8
	Totals	100%	13

15.) Transportation Multi Use Paths: (multiple choice)
Do you want to fund at a lower amount?

		Responses (percent)	(count)
No less (Total: $2.25M)		35.71%	5
$500k less (Total: $1.75M)		35.71%	5
$1M less (Total: $1.25M)		28.57%	4
	Totals	100%	14

17.) Transportation Ped Enhancements: (multiple choice)
Do you want to fund at a lower amount?

		Responses (percent)	(count)
No less (Total: $850k)		50%	7
$250k less (Total: $600k)		28.57%	4
$450k less (Total: $400k)		21.43%	3
	Totals	100%	14

18.) Downtown Commercial District Enhancements $2,500,000 (multiple choice)
Do you want to fund this project?

		Responses (percent)	(count)
Yes		42.86%	6
No		57.14%	8
	Totals	100%	14

19.) Transportation Bike System Enhancements $300,000 (multiple choice)
Do you want to fund this project?

		Responses (percent)	(count)
Yes		64.29%	9
No		35.71%	5
	Totals	100%	14

20.) Transportation Intersection Improvements $500,000 (multiple choice)
Do you want to fund this project?

		Responses (percent)	(count)
Yes		71.43%	10
No		28.57%	4
	Totals	100%	14

21.) Neighborhood/Comm. Park Shelter Replacements/Improvements $3,000,000 (multiple
Do you want to fund this project?

		Responses (percent)	(count)
Yes		57.14%	8
No		42.86%	6
	Totals	100%	14

25.) Neighborhood/Comm. Park Shelters:\(multiple choice)
Do you want to fund at a lower amount?

		Responses (percent)	(count)
No less (Total: $3M)		28.57%	4
$1M less (Total: $2M)		28.57%	4
$2M less (Total: $1M)		42.86%	6
	Totals	100%	14

22.) Flatirons Events Center $1,060,000 (multiple choice)
Do you want to fund this project?

		Responses (percent)	(count)
Yes		0%	0
No		100%	14
	Totals	100%	14

23.) Columbia Cemetery Upgrades/Enhancements $550,000 (multiple choice)
Do you want to fund this project?

		Responses (percent)	(count)
Yes		64.29%	9
No		35.71%	5
	Totals	100%	14

24.) Boulder Junction: (multiple choice)
Do you want to fund at a higher amount?

		Responses (percent)	(count)
No more (Total: $2.56M)		35.71%	5
$2.5 M more (Total: $5M)		35.71%	5
$4.5M more (Total: $7M)		28.57%	4
	Totals	100%	14

26.) Main Library – Fund the Childrens area $1,500,000 (multiple choice)
Do you want to fund this project?

		Responses (percent)	(count)
Yes		53.85%	7
No		46.15%	6
	Totals	100%	13

July 11, 2011 Capital Investment Strategy Stakeholder Group Clicker Voting

Session Name: CIS Voting 7-11-2011
Created: 7/12/2011 8:58 AM

1.) South Boulder Rec. Center Floor $100,000 (multiple choice)

		Responses (percent)	(count)
Yes		92.86%	13
No		7.14%	1
	Totals	100%	14

2.) Road Reconstruction (multiple choice)

		Responses (percent)	(count)
Keep at $2.5M		53.33%	8
Add $1.5M ($4.0M)		46.67%	7
Fully Fund ($5.0M)		0%	0
	Totals	100%	15

3.) Transit System Enhancements (multiple choice)

		Responses (percent)	(count)
Keep at $600k		53.33%	8
Add $100k ($700k)		33.33%	5
Fully Fund ($910k)		13.33%	2
	Totals	100%	15

4.) New Multi Use Path connections (multiple choice)

		Responses (percent)	(count)
Keep at $1.75M		33.33%	5
Add $250k ($2M)		40%	6
Fully Fund ($2.25M)		26.67%	4
	Totals	100%	15

5.) Facility Parking Lot Repair (multiple choice)

		Responses (percent)	(count)
Keep at $500k		86.67%	13
Add $450k ($950k)		13.33%	2
Fully Fund ($1.34M)		0%	0
	Totals	100%	15

6.) Neighborhood/Comm. Park Shelter (multiple choice)

		Responses (percent)	(count)
Keep at $1M		80%	12
Add $1M ($2M)		6.67%	1
Fully Fund ($3M)		13.33%	2
	Totals	100%	15

7.) Library (Children's Area) (multiple choice)

		Responses (percent)	(count)
Remove this project		26.67%	4
Add $900k ($2.45M)		73.33%	11
	Totals	100%	15

8.) Downtown Commercial District Improvements (multiple choice)

		Responses (percent)	(count)
No, Do not fund		26.67%	4
Yes, Fund at $2.5M		40%	6
Yes, Fund at $1M		33.33%	5
	Totals	100%	15

9.) Library New Facilities (multiple choice)

		Responses (percent)	(count)
No, Do not fund		73.33%	11
Yes, Fund at $390,000		26.67%	4
	Totals	100%	15

10.) Total Funding Amount (multiple choice)

		Responses (percent)	(count)
$40M		15.38%	2
$49M		46.15%	6
$55M		38.46%	5
	Totals	100%	13