



**TO:** Members of Council  
**FROM:** Danielle Sears, City Clerk's Office  
**DATE:** August 4, 2015  
**SUBJECT:** Information Packet

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**1. CALL UPS**

None.

**2. INFORMATION ITEMS**

- A. 2016 Housing and Community Development Update
- B. Boulder's Energy Future Update

**3. BOARDS AND COMMISSIONS**

- A. Human Relations Commission—July 20, 2015
- B. Library Commission—May 6, 2015

**4. DECLARATIONS**

None.



## INFORMATION ITEM MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager  
David Driskell, Interim Housing Director  
Jeff Yegian, Division of Housing Manager  
Kristin Hyser, Community Investment Program Manager

Date: August 4, 2015

**Subject: Update on 2016 Housing and Community Development Program Funding Requests**

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### EXECUTIVE SUMMARY

This Information Item is to inform City Council of affordable housing and community development funding requests the City of Boulder Division of Housing has received in response to the 2016 Notice of Funding Availability. The city received eight Affordable Housing applications requesting \$5,156,813 and seven Community Development applications requesting \$1,590,913. This Information Item will also include an overview of the funding decisions process.

### FISCAL IMPACT

The funding awards under consideration and described in this Information Item will be made from the approved budgets of three dedicated funds – local Affordable Housing Funds (AHF) and Community Housing Assistance Program (CHAP) and federal Community Development Block Grant Funds (CDBG).

### COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

Below is a list of sustainability outcomes and assessment criteria that will be considered in the 2016 fund round.

- **Economic:** Investing capital in affordable housing development and preservation stimulates the economy by creating and supporting jobs in construction fields; supporting businesses that supply construction trades; attracting and retaining employers and a skilled workforce; and increasing revenues for local communities through sales, income and property taxes, and fees.
- **Environmental:** An environmental review process is required for all projects receiving affordable housing and community development funds to ensure the proposed project does not negatively impact the surrounding environment and to ensure the property site itself will not have adverse environmental or health effects on end users. Furthermore, providing opportunities for people to live where they work reduces traffic and air pollution.

- Social: Affordable housing programs and community development activities positively impact the lives of many low income Boulder residents. Providing affordable housing choices to low income households builds stability and provides opportunities to work towards self-sufficiency. Capital investments in local agencies serving low income residents allows for heightened service provision.

## **BACKGROUND**

The Division of Housing Funding Program (“Funding Program”) provides financial assistance to affordable housing providers, nonprofit agencies and other city departments to facilitate the creation and preservation of affordable housing, support capital needs of community agencies and certain programs that serve low and moderate income households within the City of Boulder.

Each year funds are made available from the local Affordable Housing Funds (AHF), Community Housing Assistance Program (CHAP) and federal Community Development Block Grant (CDBG).

- AHF and CHAP funds are generated locally and were created to enable the City to further its commitment and support for the creation, preservation, and retention of affordable housing in Boulder.
- The City’s annual CDBG grant allows the City to pursue CDBG’s objective to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities principally for low and moderate income persons. CDBG is the only funding available for non-housing community development projects.

Funding allocations awarding AHF, CHAP and CDBG funds are guided by local priorities identified in several documents including: 2015-2019 Boulder/Broomfield Regional Consolidated Plan; Boulder County 10-Year Plan to Address Homelessness; the Boulder Valley Comprehensive Plan and the 2005-2015 Housing and Human Services Master Plan.

The 2016 Fund Round is managed by the Division of Housing and includes two categories – Affordable Housing and Community Development. Information regarding the 2016 Fund Round including application materials can be reviewed [here](#). The Affordable Housing Funds will be awarded to partners pursuing the city’s goal of having 10% of its residences as permanently affordable to low- and moderate-income people, primarily supporting the creation and preservation of affordable housing units. The Community Development funds support capital needs of agencies serving low income residents of Boulder and certain related programs. While this Information Item is specific to the 2016 Fund Rounds, funding is also available to partners throughout the year through the Opportunity Fund which is available to address time-sensitive requests.

All funding decisions follow the City of Boulder Funding Program Policies which can be reviewed [here](#). In the case of Opportunity Fund requests this process may be expedited to accommodate the time-sensitive nature of the requests.

The 2016 Fund Round was launched in May 2015. The Fund Round is a competitive process with requests typically exceeding funds available. The receipt and review of application includes the following actions:

- Determination of funding availability for both affordable housing and community development activities.
- Release of Notice of Funding Availability sent to affordable housing providers and community agencies, posted on website and public notice included in the Daily Camera. All application materials are available on the city’s website.
- Pre-Application meeting and one-on-one technical assistance sessions with potential applicants. Pre-Application session advertised to affordable housing providers and community agencies, posted on website and public notice included in the Daily Camera.

- Pre-Applications reviewed by staff to determine eligibility. Includes working with applicants to clarify questions or concerns regarding the applications.
- Applications submitted for review by staff and City Manager appointed advisory groups.
- Through Information Item, provide City Council list of applications received.
- List of applications received and under consideration posted on the city website.
- Affordable housing applications are reviewed by the Technical Review Group (TRG) and community development funding requests are reviewed by the Community Development Advisory Committee (CDAC). These two committees interview applicants and participate in deliberations leading to funding recommendations. Applicant interviews and funding recommendation deliberations are advertised on the city’s website, are open to the public and include time for public comment. Written comments on applications are shared with the TRG and CDAC.
- Preliminary recommendations are shared with applicants and provided the opportunity to appeal the recommendations.
- Recommendations are submitted to the City Manager for review and approval.
- City Manager notifies City Council members of funding decisions five days prior to notification of fund award recipients.
- Fund award recipients notified.
- Funding decisions posted online.

**ANALYSIS**

The 2016 Affordable Housing and Community Development Fund Rounds will have \$3.5 million available to support projects that will continue the City’s progress toward its affordable housing goal and address the capital improvement needs of agencies serving low income households in Boulder.

**2016 City of Boulder Affordable Housing Funding Applications**

In 2016, there will be approximately \$3 million available to support affordable housing activities. The 2016 Affordable Housing Fund Round applications include a mix of projects proposing to acquire properties to create new affordable, preserve existing affordable units and provide assistance in the form of owner-occupied housing rehabilitation and housing counseling. The 2016 Affordable Housing applications received include:

| <b><i>Applicant Project</i></b>  | <b><i>Activity</i></b>  | <b><i>Funding Request</i></b> |
|--|---|-------------------------------|
| <i>Attention, Inc. Acquisition</i>   | Acquisition of land or building to create permanent supportive housing for runaway and homeless youth.          | \$1,000,000                   |
| <i>Attention, Inc. Rehabilitation</i>                                      | Rehabilitation of the Adolescent Residential Care Facility providing housing for at-risk youth.                 | \$50,173                      |
| <i>Boulder County Housing Authority Housing &amp; Financial Counseling</i> | Provide housing and financial counseling and education to City of Boulder residents.                            | \$60,000                      |
| <i>Longs Peak Energy Conservation Rehabilitation</i>                       | Support Mobile Home Repair Program, Home Rehabilitation Loan Program, and Architectural Barrier Removal Program | \$125,000                     |
| <i>Boulder Shelter for the Homeless Energy Efficiency Improvements</i>     | Energy efficiency improvements for 12 transitional housing units.   | \$21,640                      |
| <i>Boulder Housing Partners Palo Park Development</i>                      | Development of 44 units offering rental and homeownership to households earning between 30% - 60% AMI.          | \$2,500,000                   |
| <i>Boulder Housing Partners Red Oak Park II Acquisition</i>                | Acquisition of 3000 Folsom (adjacent to Red Oak Park) to develop additional affordable housing units.           | \$1,350,000                   |

|  |   |                    |
|--|---|--------------------|
| <i>Thistle Communities</i><br>Engineering Services | Fund engineering services to pursue infrastructure improvements on the south side of Mapleton Mobile Home Park. | \$50,000           |
| <b>TOTAL</b>                                       |   | <b>\$5,156,813</b> |

**2016 Community Development Funding Applications**

In 2016, there will be approximately \$350,000 available to support community development activities. The 2016 Community Development Fund Round applications will address the capital needs of Boulder nonprofit organizations and provide microenterprise assistance and public services to low income Boulder residents. The 2016 Community Development applications received include:

| <b><i>Applicant Project</i></b>  | <b><i>Activity</i></b>   | <b><i>Funding Request</i></b> |
|--|--|-------------------------------|
| <i>Acorn School for Early Childhood Education</i><br>Capital Improvement | Replace aging windows at the Wilderness Early Learning Center with an energy efficient window product.                             | \$110,913                     |
| <i>Colorado Enterprise Fund (CEF)</i><br>Operating Expenses              | Support operating expenses in support of the provision CEF's comprehensive microenterprise and small business development program. | \$50,000                      |
| <i>Community Cycles</i><br>Acquisition                                   | Acquire 3390 Valmont Road to create Community Cycles Bike Shop.  | \$250,000                     |
| <i>Family Resource Schools</i><br>Public Services                        | Public Services  | \$105,000                     |
| <i>Growing Gardens</i><br>Capital Improvement                            | Build restroom facilities at the Local Farm Project site.  | \$60,000                      |
| <i>Meals on Wheels</i><br>Acquisition                                    | Pre-development funds to support the architectural and engineering costs associated with creation of a new Meal on Wheels site.    | \$975,000                     |
| <i>YMCA</i><br>Capital Improvement                                       | Convert outdoor water play area to a year round warm water therapy pool.   | \$40,000                      |
| <b>TOTAL</b>   |  | <b>\$1,590,913</b>            |

A list of applications received can be viewed [here](#). Please contact Kristin Hyser, Community Investment Program Manager, at 303.441.4187 or Kate Masingale, Funding Administrator, at 303.441.3167 to receive copies of submitted applications.

Applications are currently being reviewed by staff, the TRG and CDAC including interviews and possible site visits starting in September. The schedule of the Fund Round interviews will be posted on the Division of Housing website [here](#). The TRG and CDAC will deliberate and determine funding recommendations during these meetings. To inform the deliberations, City Council is invited to provide written comment to both the TRG and CDAC by September 9. Preliminary funding recommendations will be shared with applicants and provided the opportunity to appeal the funding recommendation. Final funding recommendations will be submitted to the City Manager for approval in early December. The City Manager will notify City Council members of the funding decisions prior to notification of applicants of final funding awards.



## INFORMATION PACKET MEMORANDUM

**To:** Members of City Council

**From:** Jane S. Brautigam, City Manager  
Heather Bailey, Executive Director of Energy Strategy and Electric Utility  
Development

**Date:** August 4, 2015

**Subject: Information Item: Boulder's Energy Future: Transition Plan and Budget Update**

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### A. Transition Plan Update

The Transition Work Plan serves as a working tool for the city that will continue to be updated on a regular basis as regulatory and legal issues are addressed, tasks are refined, and work is completed. It is designed to manage the risks of acquisition while prioritizing the fundamentals of an electric utility: safety and reliability. The updated schedule overview dated June 28, 2015, is presented as **Attachment A**. Significant work and accomplishments completed since the last update to council include:

- Application to the Colorado Public Utilities Commission for transfer of assets submitted
- Request for proposal issued and response from Xcel Energy for power supply
- Qualification statements for ongoing operation and maintenance services received
- Work initiated on the Information Technology roadmap project
- District Court ruling upholding council decision on forming utility and dismissing Xcel's lawsuit
- Developed options for energy services
- Meetings with the Energy Services, Reliability and Safety, Rates and Resource Acquisition working groups
- Communication and outreach work, including a citywide mailer and digital education and awareness initiative
- Participation in a number of regional, national and international collaborations in support of the Boulder community's climate and energy goals (**Attachment B**)

Anticipated work during the third quarter of 2015 includes:

- Pursue application to the Colorado Public Utilities Commission for transfer of assets responding to Answer Testimony and discovery requests
- Evaluation of Xcel Energy response to power supply request for proposal
- Evaluation of qualification statements for ongoing operation and maintenance services
- Continue work on the Information Technology roadmap project
- Evaluate energy services options
- Continue to meet with the Energy Services, Reliability and Safety and Resource Acquisition working groups
- Communication and outreach work

**B. Budget Update**

The municipalization Transition Work Plan represents a significant undertaking. In particular, the legal and technical work necessary to prepare for the potential acquisition of the local distribution system and launch of a municipal utility will be a considerable investment. Recognizing this, in 2011, city voters approved an increase to the Utility Occupation Tax in the amount of \$1.9 million a year. The use of this tax revenue has been allocated to the following categories:

- Legal services (PUC, condemnation and FERC Counsel)
- Consulting services related to municipalization and separation of Xcel Energy’s (Xcel) system (engineering and appraisal services)
- Salary and benefits (executive director of Energy Strategy and Electric Utility Development)
- Purchased services and supplies (office space and supplies)

2015 Budget

The 2015 total budget of \$7,880,327 is funded from the 2015 Utility Occupation Tax, \$2,015,710; a one-time general fund request of \$4,927,525 which will be repaid from future Utility Occupation Tax collections for 2016 and 2017; 2015 encumbrance carryover of \$495,731; and 2015 Operating Carryover of \$441,361. These funds will be allocated to support high priority tasks, salaries and benefits related to acquiring necessary assets and preparing to launch and operate an electric utility. Expenditures for 2015 total \$937,868 and are below year to date budget targets.

The 2015 sources and uses for this effort are provided in the charts below.

| <b>2015 SOURCES</b>                |                  |
|------------------------------------|------------------|
| 2015 Utility Occupation Tax        | 2,015,710        |
| 2015 One-time General Fund Request | 4,927,525        |
| 2015 Encumbrance Carryover         | 495,731          |
| 2015 ATB Carryover Request         | 441,361          |
| <b>TOTAL</b>                       | <b>7,880,327</b> |

| <b>2015 USES</b>   | <b>2015 Revised Budget</b> | <b>Expenditures</b> | <b>Committed/ Encumbered</b> | <b>Balance</b>   |
|--|----------------------------|---------------------|------------------------------|------------------|
| <b>Staffing</b>  | <b>891,900</b>             | <b>320,527</b>      | <b>0</b>                     | <b>571,373</b>   |
| Consulting and Contract Services<br>- Transition Plan      | 921,500                    | 40,964              | 0                            | 880,536          |
| Consulting and Contract Services<br>- Legal and Regulatory | 1,207,282                  | 440,573             | 726,770                      | 39,939           |
| <b>Consulting and Contract Services</b>                    | <b>2,128,782</b>           | <b>481,537</b>      | <b>726,770</b>               | <b>920,475</b>   |
| <b>Systems</b>   | <b>290,000</b>             | <b>78,541</b>       | <b>71,459</b>                | <b>140,000</b>   |
| <b>Capital</b>   | <b>0</b>                   | <b>0</b>            | <b>0</b>                     | <b>0</b>         |
| <b>Purchased Services and Supplies</b>                     | <b>216,252</b>             | <b>57,262</b>       | <b>27,160</b>                | <b>131,830</b>   |
| <b>Contingency</b>   | <b>343,998</b>             | <b>0</b>            | <b>0</b>                     | <b>343,998</b>   |
| <b>Subtotal</b>  | <b>3,870,932</b>           | <b>937,868</b>      | <b>825,389</b>               | <b>2,107,675</b> |
| <b>Future Planned Expenditures</b>                         | <b>4,009,395</b>           |                     |                              |                  |
| <b>TOTAL</b>   | <b>7,880,327</b>           |                     |                              |                  |

Other staff resources assigned to this effort have been allocated within existing budgets and are separate from the \$7,880,327 budget. This is in alignment with the overall priority of this effort and existing roles, responsibilities and funding, as well as the approach historically taken with other significant and cross-departmental city projects. As a reminder, an organizational chart showing those assigned to this project and their areas of focus is included as **Attachment C**. A list that includes staff working on this effort, the percentage of time spent in 2015 on the project and associated budget allocation is provided in **Attachment D**.

**Attachments:**

Attachment A: Transition Work Plan Schedule (Updated June 28, 2015)

Attachment B: Regional, National and International Collaboration

Attachment C: Organizational Chart

Attachment D: Staffing Resources

# TRANSITION WORK PLAN SCHEDULE OVERVIEW

6/28/2015

| TASK  | 2015 |      |      | 2016 |      |      |      | 2017 |      |      |      | 2018 | 2019 |
|---|------|------|------|------|------|------|------|------|------|------|------|------|------|
|   | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 |      |      |
| <b>DEFINITIONS</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| DAY 1 - City takes ownership and begins customer billing  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| DAY 2 - City completes interconnection construction   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>LEGAL/REGULATORY</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>PUC Process</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Condemnation Process</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>FERC/NERC/WECC Compliance</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Perform NERC system compliance assessment; confirm proper registration,   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Identify and document filing requirements   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder compliance plan   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>PLANNING &amp; ENGINEERING</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Systems</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>GIS</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>SCADA</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel SCADA information   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Evaluate SCADA communication protocol   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Implement SCADA system  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Modeling</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Policies/Procedures/Standards</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| National Electrical Safety Code (NEC), Occupational Safety and Health Administration (OSHA), Environmental Protection Agency (EPA), "good utility practices," |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Developer Standards</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel Developer Standards   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder Developer Standards   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Interconnection Standards</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel Interconnection Standards   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder Interconnection Standards   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Additional Facilities &amp; Services</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel Standards for Additional Facilities & Services  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder Standards for Additional Facilities & Services  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Impact Fees and Charges</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel Impact Fees and Charges   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder Impact Fees and Charges   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Service Contracts for Large Customers</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel Service Contracts for Large Customers   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder Service Contracts for Large Customers   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Substation, Transmission, Distribution Design Manuals</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel Substation and Distribution Design Manuals  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder Substation and Distribution Design Manuals  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Substation and Distribution Materials and Construction Standards</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel Substation and Distribution Materials and Construction Standards  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder Substation and Distribution Materials and Construction Standards  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Substation and Distribution System Planning Guidelines</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel Substation and Distribution System Planning Guidelines  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder Substation and Distribution System Planning Guidelines  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Meter Maintenance &amp; Testing Standards</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel Meter Maintenance & Testing Standards   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder Meter Maintenance & Testing Standards   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Council approval of Engineering Policies (as needed)</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Planning &amp; Engineering Studies</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>System Map</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel's System Map for Boulder system   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFP, Determine Contractor, Develop System Map and Inventory   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>System Model</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel's System Model for Boulder system   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFP, Determine Contractor, Develop System Model   |      |      |      |      |      |      |      |      |      |      |      |      |      |

# TRANSITION WORK PLAN SCHEDULE OVERVIEW

6/28/2015

| TASK  | 2015 |      |      | 2016 |      |      |      | 2017 |      |      |      | 2018 | 2019 |
|---|------|------|------|------|------|------|------|------|------|------|------|------|------|
|   | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 |      |      |
| <b>Protective Device Coordination</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel's Device Protection Schemes for Boulder system  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFP, Determine Contractor, Perform Coordination Study   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Arc Flash Analysis</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel's Arc Flash study/incident energy levels for Boulder system   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFP, Determine Contractor, Perform Arc Flash Study  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Long Range Plan</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel's Long Range Plan for Boulder System  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFP, Determine Contractor, Develop Long Range Plan  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>CONSTRUCTION, OPERATIONS AND MAINTENANCE</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Evaluate construction & operations services to outsource  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| RFQ for on-going services   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFPs for on-going services  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Negotiate contracts for on-going services   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Meter Reading</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Expand water meter reading operations or sub-contract; implement  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Locate and lease support facility space</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Office Space/Printing/Mail Room/Meeting Room (Construction)   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Indoor Warehouse  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Outdoor Warehouse/ Laydown Yard   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Transformer & Equipment Shop  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Vehicle & Equipment Shelters/Storage  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Meter Shop  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Substation Shop   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Vehicle Service & Maintenance   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Dispatch Center   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| SCADA Operations Center   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Emergency Operations Center   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Systems</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Outage Management System</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Evaluate Outage Management Options  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Evaluate and Implement Outage Management or coordinate with Xcel  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Meter Data Management</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel meter reading technical requirements and communication protocols OR contract with Xcel for meter reading      |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Implement Meter Data Collection/Management System OR develop meter data transfer and system testing plan with Xcel        |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Inventory</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Warehouse Stock</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Obtain list of unique or critical equipment specific to Boulder territory   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Determine warehouse inventory levels and purchasing requirements to meet scheduled and emergency work                     |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Stock Warehouse   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Meters</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Determine required metering inventory levels and purchasing requirements to replace meters as part of ongoing maintenance |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Stock meter shop  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Needs assessment for future meter replacement program (input into LRP); compatibility, functionality, etc.)               |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Equipment/Tools</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Contract Crew Equipment   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Service Crew Equipment  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Meter Tech Equipment  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Vehicles  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Rolling Stock   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Personal Protective Equipment   |      |      |      |      |      |      |      |      |      |      |      |      |      |

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| TASK   | 2015 |      |      | 2016 |      |      | 2017 |      |      |      | 2018 | 2019 |
|--|------|------|------|------|------|------|------|------|------|------|------|------|
|  | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 |      |      |
| <b>Policies/Procedures/Standards (Construction &amp; Operations)</b>   |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>System Operations Procedures</b>  |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel system operations standards  |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder system operations procedures   |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>System Inspection, Maintenance, and Testing Procedures</b>  |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel system inspection, maintenance, and testing standards and reports for 5 historical years   |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Boulder system inspection, maintenance, and testing procedures   |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Vegetation Management Plan</b>  |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Xcel information on vegetation management requirements including clearing cycles and status of Boulder circuits.  |      |      |      |      |      |      |      |      |      |      |      |      |
| Evaluate existing City practices, determine expansion of City practices or develop separate plan, finalize Vegetation Management Plan                                |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Outage Response &amp; Emergency Operating Plan</b>  |      |      |      |      |      |      |      |      |      |      |      |      |
| Obtain SAIDI and SAIFI for Boulder circuits for the most recent 5 historical years   |      |      |      |      |      |      |      |      |      |      |      |      |
| Evaluate synergies with other City operations and finalize Outage Response & Emergency Operating Plan  |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Council Approval of Construction &amp; Operations Policies (as needed)</b>  |      |      |      |      |      |      |      |      |      |      |      |      |
| Secure building and facility space of on-going services  |      |      |      |      |      |      |      |      |      |      |      |      |
| Vendor mobilization for on-going services  |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>POWER SUPPLY</b>  |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Policies/Procedures/Standards</b>   |      |      |      |      |      |      |      |      |      |      |      |      |
| Risk Management Protocols  |      |      |      |      |      |      |      |      |      |      |      |      |
| REC & Carbon tracking protocols (with sustainability office)   |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Resource Planning</b>   |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Integrated Resource Planning</b>  |      |      |      |      |      |      |      |      |      |      |      |      |
| Determine IRP process including: participants, required data, frequency, approval process, need for consultants, etc   |      |      |      |      |      |      |      |      |      |      |      |      |
| Potential IRP Working Groups   |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Colorado Renewable Energy Resource (RES) Compliance Plan</b>  |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop and implement RES compliance plan based on state requirements  |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Load Forecast</b>   |      |      |      |      |      |      |      |      |      |      |      |      |
| Review historical monthly retail load data, by customer class, from Xcel; adjust to delivery points  |      |      |      |      |      |      |      |      |      |      |      |      |
| Review historical DSM & EE energy/capacity displacement from Xcel programs   |      |      |      |      |      |      |      |      |      |      |      |      |
| Review historical generation from third-party owned generation (DG)  |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop estimate of future generation/displacement from existing and anticipated city owned or third-party DSM/EE/DG for 10 year planning cycle                      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop current and 10-year summer/winter energy and demand load profile by delivery point   |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Evaluate Rocky Mountain Reserve Group participation</b>   |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Power Supply</b>  |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Power Supply Preliminary Evaluation (RFP Pre-Work)</b>  |      |      |      |      |      |      |      |      |      |      |      |      |
| Power Supply Working Group   |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFP for Power Supply and Transmission Service consultant   |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Evaluate Boulder Distributed Generation Potential</b>   |      |      |      |      |      |      |      |      |      |      |      |      |
| Perform local solar potential capacity analysis  |      |      |      |      |      |      |      |      |      |      |      |      |
| Create web based solar mapping platform utilizing Lidar or equivalent tool   |      |      |      |      |      |      |      |      |      |      |      |      |
| Perform Local generation potential capacity analysis (other generation resources, e.g. CHP, biomass, geothermal, etc)  |      |      |      |      |      |      |      |      |      |      |      |      |
| Establish Short and Long Term Power Supply RFP objectives that meet technical requirements for delivery, cost, environmental priorities and Utility of Future vision |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Contract for Power Supply</b>   |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Secure Power Supply and Transmission Service</b>  |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFP to Xcel Energy   |      |      |      |      |      |      |      |      |      |      |      |      |
| Evaluate Xcel Energy Proposal  |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFP to third party providers   |      |      |      |      |      |      |      |      |      |      |      |      |

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|--|------|------|------|------|------|------|------|------|------|------|------|------|------|
|  | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 |      |      |
| Receive responses and evaluate proposals for power supply  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Negotiate contract for power supply  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Council approval of Power Supply contract  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Implementation of power supply and transmission prior to Day 1   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Transmission Service and Agreements</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Determine appropriate transmission service   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Provide OATT Application   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Coordinate/negotiate agreements for transmission service   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Execute OATT agreements for transmission service   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>CUSTOMER SERVICE</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Determine call center implementation approach  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFP for call center representative and outsource (if required)   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Billing/Collections Staff</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Expand current City operations for electric billing/collections  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Output Services Inc. (OSI) - printing and mailing bills and notices  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| e-Comply/Chase Paymentech - process phone and online credit payments   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| JP Morgan Chase - process check payments   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Vanco Services - electronic payments   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Systems</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Customer Information (CIS/Billing)</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Internal evaluation for CIS system requirements  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Contract with Advanced Utility to configure software for electric billing  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| CIS system - Software programming implementation   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Clean Data   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Import Customer Account Information and CIS "live" testing with Call Center  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Review Customer Account Information  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Policies/Procedures/Standards</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Customer Service Policies</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Request Xcel's existing customer account policies and charges, deposits, credit checks, disconnection/reconnection, late payments, bill disputes, etc. |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Customer Service policies  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Council approval of Customer Service Policies  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Key Accounts</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Establish criteria for Key Accounts  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Identify and Tag Key Accounts  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Key Account Service Plan   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Customer Account Transition</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Communications and Customer Experience Working Group   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop/revise customer interface platforms and contact information (phone, email, website)  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Launch Customer Transition Communication   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>ENERGY SERVICES</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop options for new 2015 Energy Services   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop plan and funding options for 2016 Energy Services  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Launch new 2016 Energy Services  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Existing (Xcel) Customer Programs- Billing Transition</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Obtain list of current and anticipated City customers participating in existing Xcel sponsored programs.   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Determine legacy Xcel customers that require program support and ongoing bill credits/compensation (if necessary).                                     |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Incorporate billing methodology to continue credits/compensation to legacy Xcel program participants if necessary.                                     |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Energy Services Development - Day 1</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Energy Services working group (energy efficiency and solar)  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Determine Energy Services objectives and preliminary design</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Energy Services budget for 10-year planning cycle  |      |      |      |      |      |      |      |      |      |      |      |      |      |

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|---|------|------|------|------|------|------|------|------|------|------|------|------|------|
|   | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 |      |      |
| Identify customer energy services needs   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Perform gap analysis from existing services   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop plan to institute energy services as of Day 1 and beyond                            |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Develop Energy Services</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Engage legal, marketing, customer service, operations, metering, billing, etc.              |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Rate Structures or Riders for input into rate development                           |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Establish Measurement and Verification Guidelines and Methodology                           |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Public process/Council approval   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Finalize Energy Services  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Market and Launch Day 1 Energy Services   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>FINANCE &amp; ACCOUNTING</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Resource (Capital) Planning and Financial Management System</b>                          |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Modify/expand Tyler Munis Financial system for electric operation                           |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Accounting</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Modify/expand Tyler Munis Accounting system for electric operation                          |      |      |      |      |      |      |      |      |      |      |      |      |      |
| FERC Accounting   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| GASB Accounting   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Purchasing</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Asset Management</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Insurance</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Personnel Related Insurance - evaluate current self-insurance coverage and adjust as needed |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Equipment Related Insurance - evaluate current self-insurance coverage and adjust as needed |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Budget</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 10-20 year Budget (preliminary/pro forma)   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| 10-20 year Budget (final for bond issuance)   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Refresh Budget (using final retail rates) for Charter Metrics                               |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Rates</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Retail Rate Working Group   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFP and choose contractor for Rate Analysis   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Develop Boulder Rates</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Identify Rate Components and preliminary rate structure                                     |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Cost of Service Study   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Develop Rates (final for bond issuance)   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Public process/Council approval of rates  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Finalize Rates  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>FINANCING</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>BRIDGE LOAN</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Election  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Solicitation  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Council Process   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Bridge Loan Prep  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Bridge Loan Duration  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>BONDING</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Bond Prep   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Issue RFP for Bond Underwriter  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Development of official statement   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Rating agency presentations   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Investor presentations/Drafting of disclosure documents                                     |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Issue Bonds</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>SUPPORT SERVICES</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Fleet Service Management System</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Administrative Policies</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Human Resources</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| HR Staffing Assessment  |      |      |      |      |      |      |      |      |      |      |      |      |      |

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|   | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 | QTR1 | QTR2 | QTR3 | QTR4 |      |      |
| Review/revise existing Personnel Policies following HR Staffing Assessment                          |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Information Technology</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Facilities</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Fleet</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Communications</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Interim Communications and Outreach   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Communication and Customer Experience Working Group   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Branding, Marketing &amp; Communications Plan</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Evaluate need for branding and logo; develop preliminary budget                                     |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Branding design; preliminary marketing/communication plan   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Public Process/Council approval of branding and logo  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Finalize branding and communication plan and budget; identify audience, format, content, and timing |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Launch branding and communication plan  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>Accident Investigation Procedures</b>  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Incorporate electric operations requirements into current procedures                                |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Establish/Adopt Safety Policies & Training Programs for electric operations                         |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>INTER-DEPARTMENT ASSESSMENTS</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>GOVERNANCE</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Governance Working Group  |      |      |      |      |      |      |      |      |      |      |      |      |      |
| Create Utility Advisory Board   |      |      |      |      |      |      |      |      |      |      |      |      |      |
| <b>INTERCONNECTION CONSTRUCTION</b>   |      |      |      |      |      |      |      |      |      |      |      |      |      |

## ATTACHMENT B

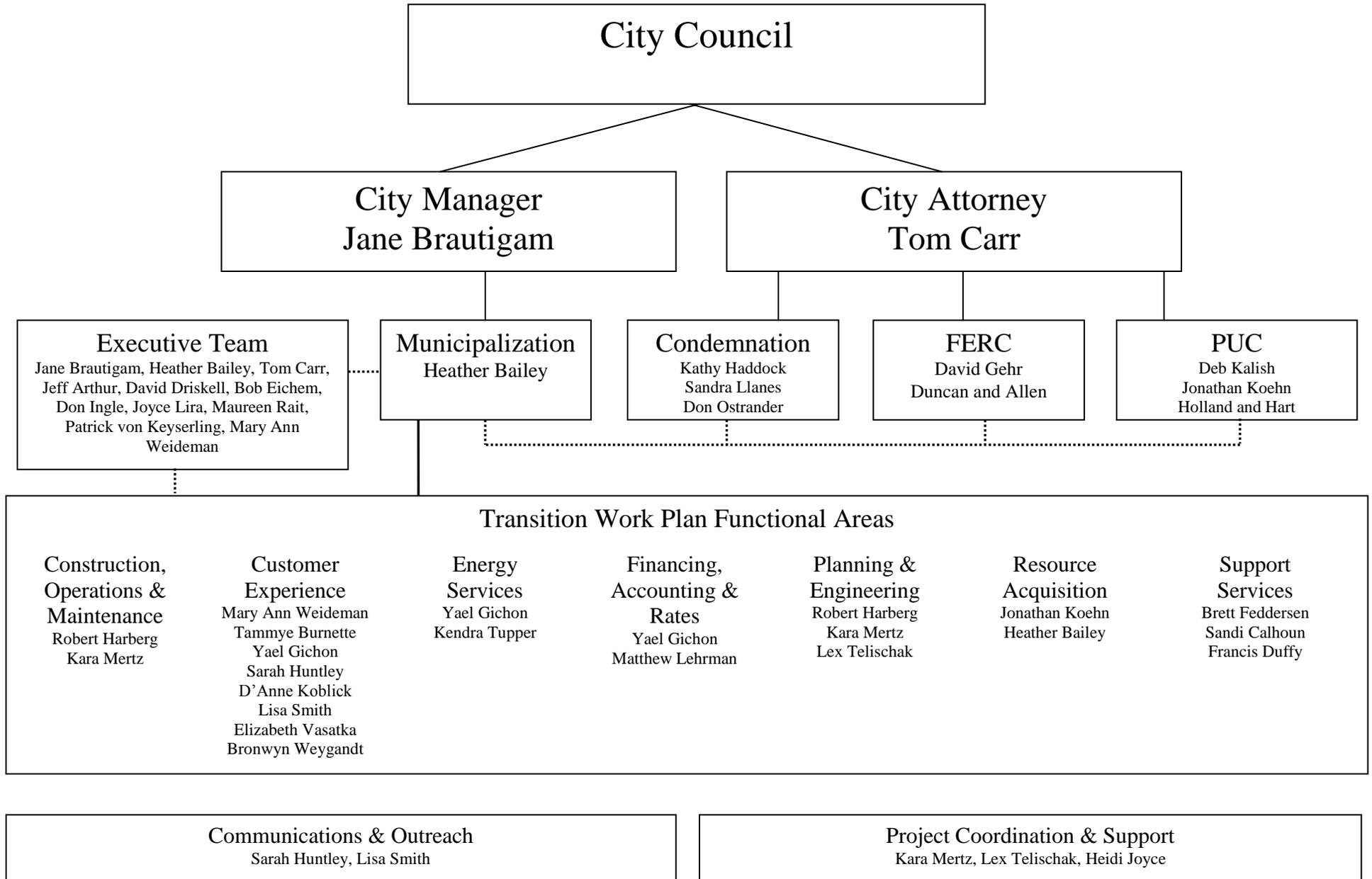
### Regional, National and International Collaboration

| Area of Collaboration                          | Relevant Activities in 2015   |
|--|---|
| Legislative & Regulatory                       | <ul style="list-style-type: none"> <li>• <b>Colorado Public Utilities Commission (PUC) Proceeding No. 14AL-0660E (2014 Rate Case)</b> Staff participated in the proceeding including the settlement discussions.</li> <li>• <b>Monitored Bills introduced in 2015 Legislative Session.</b></li> <li>• <b>Colorado Public Utilities Commission (PUC) Proceeding No. 14R-0394EG (Rulemaking on Energy Data Access and Privacy Rules)</b>—Created a coalition of eight local governments to recommend rule changes to facilitate climate action planning; current redline of rules requires utilities to make available standard annual community energy reports for local governments; receiving assistance from the Energy Information Administration on statistical best practices for providing aggregated data. The Commission ruled on the proceeding on July 7, approving many of the City’s recommendations such as removing the 15/15 rule for aggregated community energy reports. Concurrently, the Commission dismissed several of the more impactful recommendations made by Boulder and Denver that would have made it easier for communities to obtain energy usage data.</li> <li>• <b>In partnership with Boulder County, developed the Colorado Climate Future Coalition</b> to lead efforts to advocate for policy and regulatory changes that promote and support local decision making in pursuit of a low carbon energy future including those that would simultaneously promote community resilience, economic vitality and job creation.</li> </ul>  |
| Regional Technical and Outreach Working Groups | <ul style="list-style-type: none"> <li>• <b>Colorado Climate Networking Steering Committee</b>—The Colorado Climate Network and the <a href="http://www.coloradomunicipalleague.org">Colorado Municipal League</a> are convening a statewide Local Resilience Project and the Northern Front Range Resiliency Project to help improve the resilience of Colorado local governments and local resources to possible climate change impacts. The Network released the final report available at: <a href="http://www.coclimatenetwork.org/resilience.htm">http://www.coclimatenetwork.org/resilience.htm</a></li> <li>• <b>Local Government Working Group on Public Utilities Commission Issues</b>—Developed strawman community energy report and participated in meetings with Xcel Energy technical staff to refine list of energy consumption and programmatic metrics that will be provided to local governments for climate and energy planning.</li> <li>• <b>Boulder Sustainability Alliance</b>—Representatives from CU Boulder, BVSD, Boulder County and the city have continued to meet to discuss sustainability related issues; particularly issues associated with energy. On May 4 the Alliance was the primary topic at the Town/Gown event at CU Boulder. Leadership from each of the four Alliance organizations spoke about efforts relate to climate, energy and sustainability.</li> <li>• <b>Boulder, Boulder County &amp; City/County of Denver Collaboration</b>—Staff from the four agencies meet quarterly to discuss ongoing issues related to energy and climate, waste reduction and transportation alternatives.</li> <li>• <b>Colorado Clean Energy Cluster</b>—Colorado Clean Energy Cluster (CCEC) is a</li> </ul> |

## ATTACHMENT B

|   |   |
|---|---|
|   | <p>project-driven, nonprofit economic development organization aimed at growing primary jobs in Colorado in the area of clean energy through formal partnerships between clean energy companies, the public sector and higher education. The board is made up of cities, businesses and universities – the city’s membership includes board seats for the city, Boulder Chamber, and the University of Colorado Boulder. The city is collaborating with CCEC on the following efforts:</p> <ul style="list-style-type: none"> <li>▪ Organizing and tracking the local clean tech energy sector</li> <li>▪ Identifying and developing high profile/high impact pilot projects that engages our local clean energy companies</li> <li>▪ Ensuring the success of the Boulder Energy Challenge grant recipients</li> <li>▪ Identify ways that the city can help our local clean tech innovators effectively network and export their products and services to larger regional/national/international markets.</li> <li>▪ Colorado Climate Future Coalition</li> </ul>   |
| <p>National Technical and Outreach Working Groups</p> | <ul style="list-style-type: none"> <li>• <b>American Council for an Energy Efficient Economy (ACEEE) Local Energy Efficiency Self-Scoring Tool</b>—Provided ACEEE with 2013 update of new activities, programs and policies the city engaged in beyond those previously submitted for 2012 and the beta release of the tool.</li> <li>• <b>iUrban Smart City Advisory Group</b>—Participated in two collaborative webinars with international advisory group members.</li> <li>• <b>USDN Utility-Data User Group</b>—Participated in bi-monthly webinars on topics from EPA Portfolio Manager to an overview of ACEEE tools and resources.</li> </ul>   |
| <p>Conferences &amp; Presentations</p>                | <ul style="list-style-type: none"> <li>• February 24-23, Panel and Presentation at COSEIA Conference</li> <li>• March 5, Presentation at Law Seminars International Conference</li> <li>• March 12, Presentation to Gunbarrel Energy Future</li> <li>• March 17, Alliance for Sustainable Colorado Legislative Briefing</li> <li>• March 25-27, Planning Committee and Presentation at the Second Annual Maui Energy Conference</li> <li>• March 31, 2015, Presentation to CU Policy Class</li> <li>• April 20, Hosted presentation by Hubert Fechner head of Renewable Energy at the Inst. of Applied Science in Vienna</li> <li>• May 12-13 Carbon Neutral Cities Alliance, Vancouver</li> <li>• May 19, Presentation to Boulder Valley Rotary Club</li> <li>• May 20, Presentation to Leave Boulder County Out</li> <li>• May 27, American Antitrust Institute Presentation</li> <li>• June 18, Presentation to Boulder Economic Council</li> <li>• June 29, USDN Technical Microgrid Workshop, Boston</li> <li>• July 13, Vail Symposium Panel Presentation</li> <li>• July 14, Presentation to Boulder County Commissioners</li> </ul> |

ATTACHMENT C  
Organizational Chart



# ATTACHMENT D

## Boulder's Municipalization Exploration Project

2015 Staffing Resources

January - June, 2015

| <b>Executive Director</b> | <b>Source of Funding</b> | <b>% of Time</b>                        |
|---------------------------|--------------------------|---|
| Heather Bailey            | Utility Occupation Tax   | 100                                     |
|                           |                          | <b>\$189,717 Utility Occupation Tax</b> |

| <b>Executive Team</b>  | <b>Source of Funding</b> | <b>% of Time</b>               |
|------------------------|--------------------------|--------------------------------|
| Jeff Arthur            | PW Utilities             | 2                              |
| Jane Brautigam         | CMO Budget               | 5                              |
| Tom Carr               | CAO Budget               | 8                              |
| David Driskell         | CP&S Budget              | 4                              |
| Bob Eiche              | Finance Budget           | 5                              |
| Don Ingle              | IT Budget                | 9                              |
| Joyce Lira             | HR Budget                | 3                              |
| Maureen Rait           | PW Budget                | 5                              |
| Patrick von Keyserling | Communications Budget    | 2                              |
| Mary Ann Weideman      | CMO Budget               | 7                              |
|                        |                          | <b>\$54,556 Estimated Cost</b> |

| <b>Project Team</b> | <b>Source of Funding</b> | <b>% of Time</b>                |
|---------------------|--------------------------|---------------------------------|
| Sandi Calhoun       | HR Budget                | 6                               |
| Carl Castillo       | CMO Budget               | <1                              |
| Kelly Crandall      | CAP Budget               | 83 Through May 8                |
| Francis Duffy       | IT Budget                | 1                               |
| Brett Feddersen     | IT Budget                | 10                              |
| David Gehr          | CAO Budget               | 27                              |
| Yael Gichon         | CAP Budget/General Fund  | 100                             |
| Kathy Haddock       | CAO Budget               | 73                              |
| Robert Harberg      | PW Budget/General Fund   | 73                              |
| Sarah Huntley       | Communications Budget    | 35                              |
| Heidi Joyce         | General Fund             | 100                             |
| Deb Kalish          | CAO Budget               | 63                              |
| Jonathan Koehn      | CP&S Budget              | 80                              |
| Sandra Llanes       | CAO Budget               | 18                              |
| Kara Mertz          | CP&S Budget              | 10                              |
| Cheryl Pattelli     | Finance Budget           | <1                              |
| Lisa Smith          | General Fund             | 100                             |
| Lex Telischak       | General Fund             | 100 Beginning May 2015          |
|                     |                          | <b>\$492,403 Estimated Cost</b> |

| <b>Support</b>    | <b>Source of Funding</b> | <b>% of Time</b>               |
|-------------------|--------------------------|--------------------------------|
| Tammye Burnette   | CMO Budget               | <1                             |
| Marion Down       | IT Budget                | 2                              |
| Daniel Fairchild  | IT Budget                | 2                              |
| Elizabeth Hanson  | CP&S Budget              | 4                              |
| Taylor Jacobs     | PW Budget                | 1                              |
| Elesha Johnson    | CMO Budget               | 4                              |
| D'Anne Koblick    | General Fund             | 25                             |
| Sean Metrick      | PW/CP&S Budget           | <1                             |
| John Miller       | General Fund             | 100 Through Feb. 2015          |
| Laurie Nading     | CAO Budget               | 30                             |
| Denise Noe        | HR Budget                | <1                             |
| Joanna Paradiso   | P&DS Budget              | 3                              |
| Penn Richman      | IT Budget                | 21                             |
| Emily Sandoval    | General Fund             | 100 Beginning May 2015         |
| Lindsay Sandoval  | General Fund             | 100 Through May 2015           |
| Kendra Tupper     | CAP Budget               | 13                             |
| Elizabeth Vasatka | CAP Budget               | 6                              |
| Bronwyn Weygandt  | PW Budget                | 2                              |
|                   |                          | <b>\$76,278 Estimated Cost</b> |

***\$189,717 Utility Occupation Tax***  
***\$144,254 One-time General Fund Request***  
***\$479,094 Other Funding Sources***

**City of Boulder**  
**BOARDS AND COMMISSIONS MEETING SUMMARY FORM**

|   |
|---|
| <b>NAME OF BOARD/COMMISSION:</b> Human Relations Commission   |
| <b>DATE OF MEETING:</b> July 20, 2015   |
| <b>NAME/TELEPHONE OF PERSON PREPARING SUMMARY:</b> Robin Pennington 303-441-1912  |
| <b>NAMES OF MEMBERS, STAFF AND INVITED GUESTS PRESENT:</b><br><b>Commissioners</b> – Amy Zuckerman, Shirly White, Nikhil Mankekar, Emilia Pollauf, José Beteta<br><b>Staff</b> – Carmen Atilano, Robin Pennington, Karen Rahn<br><b>Commissioners absent</b> – None   |
| <b>WHAT TYPE OF MEETING (CIRCLE ONE) [REGULAR] [SPECIAL] [QUASI-JUDICIAL]</b>   |
| <b>AGENDA ITEM 1 – CALL TO ORDER</b> – The July 20, 2015 HRC meeting was called to order at 6 p.m. by <b>A. Zuckerman</b> . N. Mankekar arrived at 6:09 p.m.  |
| <b>AGENDA ITEM 2 – AGENDA ADJUSTMENTS</b> – Add July 30, 2015 City Council Study Session on the West Fourmile area (Ponderosa MHP) planning grant as Action Item 5. B. Add 2016 Community Event Fund RFP as Discussion/Informational Item 6. E.   |
| <b>AGENDA ITEM 3 – APPROVAL OF MINUTES</b> – The June 15, 2015 minutes were revised and will be brought back for approval at the August HRC meeting.  |
| <b>AGENDA ITEM 4 – COMMUNITY PARTICIPATION (non-agenda action items)</b> – Community member Darren O’Connor addressed the commission regarding the Joe Harris case.   |
| <b>AGENDA ITEM 5 – ACTION ITEMS</b><br>A. Community Impact Fund – BMoCA – <b>N. Mankekar moved</b> to approve the BMoCA CIF application in the amount of \$1,500. <b>J. Beteta seconded. Motion carries 5-0.</b><br>B. West Fourmile area (Ponderosa MHP) planning grant Study Session – <b>J. Beteta</b> requested that the HRC take note of the social aspect of the possible annexation of the Ponderosa Mobile Home Park. Commissioners agreed to listen to the Study Session and discuss further at the August HRC meeting. No action was taken.   |
| <b>AGENDA ITEM 6 – DISCUSSION/INFORMATIONAL ITEMS</b><br>A. BCAR Forum July 23, 2015 - Community member Darren O’Connor addressed the commission regarding the upcoming community gathering on July 23, 2015 at 6 p.m. at the First Congregational Church in Boulder. Commissioners <b>S. White</b> and <b>N. Mankekar</b> tentatively agreed to attend.<br>B. Inclusive and Welcoming Community Work Plan – K. Rahn provided an update on the RFPs for review of the summons and arrest data and the Professional Standards Review Panel best practices, and the Community Survey and Assessment.<br>C. Living Wage Update – C. Atilano gave an update on work of the city staff committee on Living Wage.<br>D. Event Reports – <b>A. Zuckerman, J. Beteta</b> and <b>N. Mankekar</b> attended a rally on June 26, 2015 on the Pearl Street Mall following the Supreme Court decision on gay marriage. <b>N. Mankekar</b> attended a presentation on community policing in Longmont, and the June 15, 2015 City Council Public Hearing on mobile homes.<br>E. 2016 Community Event Fund RFP – C. Atilano gave an overview of the 2016 RFP schedule. |
| <b>AGENDA ITEM 7 – IMMEDIATE ACTION ITEMS</b> – None.   |
| <b>AGENDA ITEM 8 – Adjournment</b> – <b>N. Mankekar moved</b> to adjourn the July 20, 2015 meeting. <b>E. Pollauf seconded. Motion carries 5-0.</b> The meeting was adjourned at 8:23 p.m.  |
| <b>TIME AND LOCATION OF ANY FUTURE MEETINGS, COMMITTEES OR SPECIAL HEARINGS:</b> The next regular meeting of the HRC will be Aug. 17, 2015 in City Council Chambers, Municipal Building, 1777 Broadway.   |

**CITY OF BOULDER  
BOULDER, COLORADO  
BOARDS AND COMMISSIONS MEETING  
MINUTES**

|   |                                     |
|---|-------------------------------------|
| <b>Name of Board/ Commission:</b> Library Commission  |                                     |
| <b>Date of Meeting:</b> May 6, 2015 in the Canyon Meeting Room, Main Library, 1001 Arapahoe Ave.  |                                     |
| <b>Contact Information Preparing Summary:</b> Carrie Mills, 303-441-3106  |                                     |
| <b>Commission Members Present:</b> Paul Sutter, Donna O'Brien, Alicia Gibb, and Tim O'Shea<br><b>Commission Members Absent:</b> Joni Teter  |                                     |
| <p><b>Library Staff Present:</b><br/> David Farnan, Director of Library &amp; Arts<br/> Jennifer Miles, Deputy Library Director<br/> Aimee Schumm, eServices Manager<br/> Beth Gallinger, Systems Librarian<br/> Hillary Dodge, Meadows Branch Manager<br/> Carrie Mills, Administrative Specialist II<br/> Anna Lull, Meadows Branch Library Specialist</p> <p><b>City Employees Present:</b><br/> Glenn Magee, Facilities Design and Construction Manager</p> <p><b>Public Present:</b><br/> Susan Herbert<br/> Kathy Turner<br/> Diane Kleis<br/> Deborah Ardila<br/> Bill Sackett</p>   |                                     |
| <b>Type of Meeting:</b> Regular   |                                     |
| <b>Agenda Item 1: Call to Order and Approval of Agenda</b>  | <b>[6:00 p.m., Audio 0:22 min]</b>  |
| The meeting was called to order at 6:00 p.m. Sutter added Dodge to the agenda to discuss the Summer Reading Program. Dodge spoke after Agenda Item 4: Consent Agenda.   |                                     |
| <b>Agenda Item 2: Public Participation</b>  | <b>[6:01 p.m., Audio 0:50 min]</b>  |
| <p>Sutter explained the public comment guidelines. Herbert addressed the need for a corner or branch library in Gunbarrel. She calculated that Gunbarrel residents were roughly 10 miles from the Reynolds Branch Library, 9 miles from the Main Library, 8 miles from the Meadows Branch Library, and 7 miles from the NoBo Corner Library. Turner followed, noting that Gunbarrel is expanding with nearly 800 apartments opening in the next couple months. Diane Kleis frequents the Main Library with her children and grandchildren. She cited the traffic as problematic. Further, Kleis expressed her willingness to do what is necessary to assist. Ardila, the daughter of Kleis, has lived in Gunbarrel for 15 years. She is excited by the idea and encouraged the commission to consider this. O'Brien referenced the impending five-year plan master plan update. The commissioners agreed that this topic would be discussed at length during the development of the plan.</p> <p>Sackett urged the commissioners to approve the bulletin board policy at this meeting. Sackett, organizer of the Boulder Great Books group, hoped to use the bulletin boards to reach those who don't use the Internet. Also, Sackett asked if there was any discussion amongst the commission regarding the policy to not link to external websites through the Boulder Public Library website. Commissioners replied that they had not discussed this policy.</p> |                                     |
| <b>Agenda Item 3: Swearing-In of New Commissioner</b>   | <b>[6:08 p.m., Audio 8:50 min]</b>  |
| Gibb administered the oath to O'Shea, officially swearing him in as a library commissioner.   |                                     |
| <b>Agenda Item 4: Consent Agenda</b>  | <b>[6:10 p.m., Audio 10:01 min]</b> |
| <p><b>Item 3A, Approval of Apr. 8, 2015 minutes (p. 2-4)</b><br/> O'Brien motioned to approve the minutes as written. Gibb seconded. Vote 4-0, unanimous.</p>   |                                     |

**Agenda Item 5: Summer Reading Program****[6:11 p.m., Audio 11:08 min]**

Dodge presented on the 2015 Summer Reading Program. She distributed some materials, found here:

<https://boulderlibrary.org/wp-content/uploads/2014/12/2015-May-LC-Handouts.pdf>

She also showed a video produced by teens in the Teen Space, advertising the Summer Reading Program:

<http://teens.boulderlibrary.org/content/unmasked-2015-teen-summer-reading-program-may-30-july-25>

The Summer Reading Program kicks off with events on Saturday, May 30, for all ages. There are three programs to target different age groups – pre-readers, children, and teens. Each age group has its own pamphlet and “missions.” The superhero theme is replicated across age groups. Pre-readers will work through literacy activities with their caregivers. Children will track the number of books read or the total minutes spent reading. The teen program merges reading with maker activities. Staff worked to ensure the programs will be consistent at all locations, allowing participants to pick the branch that is most convenient. Prizes include sunglasses, spy pens, messenger bags, T-shirts, Whole Foods coupons, and more. Approximately 1,600 participated last year, and the goal for 2015 is 2,500. O’Brien expressed concern that there was not enough focus on reading for teens. Dodge mentioned that the maker kits included manuals and suggested reading lists. Ultimately, Dodge emphasized the importance of attracting teenagers to the programs, and not simply with a summer film series.

**Agenda Item 6: Main Library Renovation Wrap-up (p. 5-6)****[6:37 p.m., Audio 37:20 min]**

Magee give a brief history of the renovation, beginning with the first facilities study that was published in 2008. He calculated that the final cost for the project was about \$5 million spent over the last 7 years. By Magee’s calculations, this was his 38<sup>th</sup> commission meeting. He concluded that this was one of the best projects he had ever been involved in. The commission paused the meeting briefly to celebrate Glenn Magee’s dedication and eat cake.

**Agenda Item 7: Review of the Discovery Layer****[7:04 p.m., Audio 49:18 min]**

Gallinger explained the new discovery layer, defining it as an overlay of the catalogue intended to show related materials that are not always catalogued, such as streaming media. She gave a brief overview of the process that led staff to Pika by Marmot, beginning with a RFP (Request for Proposals) in October 2014. Sutter appreciated Gallinger’s presentation, especially in light of several patron complaints. Gallinger emphasized that the greatest benefit of Pika is the rapid response and solutions provided by the Marmot team to customer feedback and recognized needs. In response, O’Shea asked if there is external communication to patrons about continuous updates and progress based on feedback. Gallinger noted that Marmot makes introductory videos which we may be able to use.

**Agenda Item 8: Review and/or approval of draft policies****[7:42 p.m., Audio 1:27:30 hr]****Item 8A, Approval of Computer and Internet Use policy (p. 8-9)**

Gibb asked if the statement from the American Library Association would be included, as seen in the previous draft. Farnan and Miles confirmed that it would be included. Sutter recommended grammatical changes to ensure clarity and continuity. Commissioners discussed expanding the introduction to include more information about the legal rationale behind the policy, but they ultimately elected to not include it. Following a question from Sutter regarding mechanisms for allowing blocked sites to be accessed, Miles assured that even if asked, staff would not provide access to pornographic material as the rules of conduct would prohibit patrons from visiting those sites. O’Shea recommended replicating some of the language used in the Connect Boulder disclaimer. Sutter moved to approve the policy with suggested changes, allowing for staff discretion. O’Brien seconded. Vote 4-0, unanimous.

**Item 8B, Review of the updated Privacy Policy (p. 10-12)**

Sutter recommended removing the asterisk and instead writing a catch-all line referring to the end of the document, which would reference the bottom of the page where a more in-depth explanation would sit. Sutter and O’Shea asked if computer search information is ever saved or connected to users. Miles agreed to find out if that was technologically possible with the current system. Commissioners recommended grammatical changes to ensure clarity and continuity. The commission asked to review this policy again at the next meeting to allow for feedback from all commissioners.

**Item 8C, Review of the draft Community Bulletin Board Policy (p. 13)**

Sutter asked if the community bulletin board was for publicizing events or to serve as a free speech venue. O’Brien asked if citizens could post statements or political material. Farnan explained that the board should serve as an avenue for public discourse, barring only illegal activity from posting. Farnan noted that the policy will cover all libraries, as staff anticipated posting bulletin boards at the Meadows and Reynolds branch libraries. Gibb moved to pass the policy with changes offered. O’Shea seconded. Vote 4-0, unanimous.

**Agenda Item 9: Library Commission updated (from memo)****[8:26 p.m., Audio 2:11:16 hr]****Item 9A, Future Agenda Items (p. 14-15)**

Sutter and O'Brien will be unable to make the July 2015 Library Commission meeting. In light of the retreat scheduled in July, the commission decided to cancel the regularly scheduled July meeting.

**Item 9B, Update on emails to Library Commission (p. 15-22, 25-26)**

Sutter emphasized the correspondence with Julie Reiskin on behalf of Beth Emming. He explained that the letter was part of a larger document regarding the situation. Sutter met with Farnan upon receipt of the contents. Sutter contacted Reiskin and invited her, Emming, and any other representatives to meet with him and Farnan to discuss at greater length. Sutter had not yet received a reply. O'Brien appreciated the inclusion of all correspondence.

**Item 9C, Commission Meetings Section of the Library Commissioner Handbook (p. 22-24)**

O'Brien inquired about the possibility of proxy voting, noting that previous attempts have been denied due to city rules. O'Brien emphasized the importance of a written minority opinion in the event of split votes. Sutter hoped for the option for the majority opinion to submit a written statement. O'Brien acknowledged the viewpoint that the minutes inherently documented the majority viewpoint.

**Item 9D, City Council Study Session on recommended changes to the City Charter (p. 24)**

Farnan mentioned that the second reading is coming up soon.

**Agenda Item 10: Library and Arts Director's Report****[8:42 p.m., Audio 2:27:50 hr]****Item 10A, Downtown Boulder, Inc. & Library Partnership (p. 27)**

Farnan cited difficulties in solidifying a liquor license for the Downtown Boulder, Inc. (DBI) cinema plan. He mentioned that DBI will likely drop the deal if a liquor license is not secured. Farnan explained that the Friday and Saturday night events would occur after the library is closed, but noted a conflict with the Thursday night events as they would begin while the library is still open to the public.

**Item 10B, Website report (p. 27, 29-34)**

Farnan presented the website report and will again in six months. The next meeting will include visitor, event attendance, and materials statistics.

**Item 10C, Meeting Room Reservation System Updates (p. 27)**

Farnan noted that the reservation system is taking longer than expected, but it is in the works.

**Item 10D, Library Foundation Bylaws and Open Meeting Requirements (p. 27, 35)**

Farnan presented the findings from the City Attorney's Office, which concluded that having three commissioners in attendance at the Library Foundation meetings would require an open meeting. Farnan urged commissioners to go to the foundation and discuss preferences and possibilities. On a related note, O'Brien provided an update on the Library Foundation's reorganization. The foundation has established four committees to help structure the group. They are considering the option of offering memberships to further tap into the community. Farnan and O'Brien remarked on the dramatic and positive shift.

**Item 10E, Library Commission Retreat, July 11, 2015 (p. 28)**

Farnan had not yet confirmed with Sharon Morris, but her facilitation is expected. He hoped to share articles with commissioners prior to the retreat to instill background prior to the meeting.

**Agenda Item 11: Adjournment****[8:58 p.m., Audio 2:43:30 hr]**

There being no further business to come before the commission at this time, the meeting was adjourned at 8:58 p.m.

**Date, Time, and Location of Next Meeting:**

The next Library Commission meeting will be at 6 p.m. on Wed., June 3, 2015, in the Canyon Meeting Room at the Main Library, 1001 Arapahoe Ave., Boulder, CO 80302.

Commissioner Sutter approved these minutes on July 23, 2015; and Carrie Mills attested to this approval on July 23, 2015.

An audio recording of the full meeting for which these minutes are a summary, is available on the Library Commission web page at <https://boulderlibrary.org/about/commission.html>