



2016 Boulder City Council Retreat

Friday, January 22 4 – 10 p.m.

Saturday, January 23 8 a.m. – 4 p.m.

Museum of Boulder Events Center

2205 Broadway

Boulder, Colorado



CITY COUNCIL RETREAT MEMORANDUM

TO: Mayor and Members of City Council

FROM: Jane S. Brautigam, City Manager
Mary Ann Weideman, Assistant City Manager
Lynnette Beck, City Clerk
City Leadership Team

DATE: January 22-23, 2016

SUBJECT: Council Retreat

At the January 12, 2016 Study Session, we focused on the upcoming City Council Retreat and staff has prepared supplemental materials for your review. The final Retreat Agenda and supplemental work plan documents are attached for your consideration. We look forward to the discussions at the January 22-23, 2016 Retreat.

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**Boulder City Council Retreat
January 22 and 23, 2016**

January 22, 2016 – Retreat Day 1 / Museum of Boulder Events Center - 2205 Broadway

- 4:00 pm Getting to Know Each Other**
Each Council member, the City Manager, and the City Attorney will have up to 6 minutes to share their responses to two of the questions below. Each person will answer one “personal” question and one “professional” question.
- *Personal Question Options*
 - Describe one formative event in your life.
 - Tell us about a person who has strongly influenced you.
 - *Professional Question Options*
 - What motivated you to serve the City?
 - What most excites you about serving the City?
- 5:00 pm Improving Public Participation**
Council members will work in small groups to discuss challenges and opportunities related to improving public participation in Council deliberations and decisions. Each group will report the outcomes of their discussion with the rest of the group.
- 6:00 pm Break to Get Dinner**
- 6:30 pm Discussion/Agreements about Improvements to Public Participation**
Council will discuss the outcomes of their small group discussions on public participation, identify common themes, and determine whether/how to change the current approach for the future.
- 8:00 pm Council Procedures, Expectations, and Leadership (Community-facing)**
Council will review and discuss current and proposed approaches to:
- Capturing and communicating the Council calendar
 - Communicating more broadly with the community
- 9:00 pm Council Procedures, Expectations, and Leadership (Internally facing)**
- Council travel opportunities and expectations
 - Allocation of workload among Council members
 - Leadership structure
 - Master plan liaisons
- 10:00 pm Adjourn**

January 23, 2016 – Retreat Day 2 / Museum of Boulder Events Center - 2205 Broadway

8:00 am **Breakfast**

8:30 am **Staff and Council Work Plans for 2016**

Using as a reference the responses to the online survey about items they would like to add, leave on, and remove from the work plan, Council will discuss what changes can/should be made to the staff work plan for 2016. Council will also discuss how the staff work plan can be mapped onto the Council work plan to ensure that staff and Council work plans align. To the extent possible, this conversation will include developing and tracking a Council “time budget” to help manage Council meeting time going forward.

12:00 pm **Lunch**

12:45 pm **Staff and Council Work Plans for 2016, continued**

2:45 pm **Developing Criteria for Future Additions or Changes to the Work Plan**

Council members will propose and discuss criteria that can be used in the future as a screening tool for whether or not an emerging issue should be added to the staff and Council work plans.

4:00 pm **Adjourn**

Housing Boulder

Action Plan 2016/17



- = in progress/ongoing
- = ready to go
- = needs scoping

THEMES						2016				2017	
Preserve Existing	Diverse Housing Options	Partner w/ Neighborhoods	Jobs and Housing	Regional Planning	Partnerships	Q1	Q2	Q3	Q4	Q1	Q2

1. Address Housing Issues as part of the Comprehensive Plan Update

a	Jobs/Housing Mix. Consider potential adjustments to future mix and/or rate of residential and commercial growth		X	X	X						
b	Land Use Map Adjustments. Consider options in focused areas to advance community housing goals (e.g., redesignation for industrial, commercial, or high density residential areas).		X	X							
c	Housing Product Types/Diversity. Analyze land use and zoning to determine if they should be adjusted to facilitate a richer diversity of housing choices (coord. w/ middle inc. strategy)		X	X	X		Study Session	Study Session	Council action		
d	BVCP Policies. Evaluate housing and neighborhood policies related to partnering with neighborhoods; housing preservation; middle income housing; 15-min. nbhds, etc.	X	X	X		X					

2. Develop a Middle Income Housing Strategy

a	"Missing Middle" Market analysis. Determine what the market is currently producing to serve middle-income households and how unit size and location affect price over time.		X								
b	Potential Interventions. Identify/evaluate land use changes and other interventions to produce desired middle income housing types in appropriate locations.	X	X	X		X	Study Session	Study Session w/ BVCP			
c	Potential Mechanisms. Determine effective mechanisms to support middle income affordability (e.g., shared appreciation down payment loans).	X	X	X				Coordinated w/ BVCP			
d	Draft Strategy and Data Tracking. Draft a middle income strategy based on analysis and community input, and identify a methodology to monitor key market data to measure progress.	X	X	X		X				Council Action	

3. Preserve Existing Affordable Housing

a	Short-Term Rentals. Adopt changes to regulations addressing short-term rentals.	X								<input checked="" type="checkbox"/>	
b	One-for-One Replacement. Enable partner-owned housing projects to rebuild to the number of units currently on site in situations where zoning changes have reduced allowed density.	X				X					Background work completed / schedule TBD based on Council prioritization and resource capacity
c	Preservation Priorities. Identify priorities for preservation funding (housing types and target unit numbers for funding).	X	X			X					Background work has not been initiated / will be prioritized based on Council direction
d	Tenant and City Purchase Program. Evaluate a potential program giving first right of refusal to tenants and/or city prior to the sale of market rate affordable rental units.	X	X	X		X					Background work has not been initiated / will be prioritized based on Council direction
e	Funding. Continue funding partners to acquire market rate affordable rental housing and make it permanently affordable.	X	X			X					ongoing

4. Achieve our 10% Goal

a	Mobile Home Parks. Explore changes to policies related to mobile home parks, as discussed at Study Session with Council in Sept 2015. Analysis of options for Ponderosa MHP underway	X	X	X		X	Council Agenda item				
b	Linkage Fee. Implement the Affordable Housing Linkage Fee on non-residential development and complete the current fee study to establish the appropriate new fee level.	X	X		X	X	Study Session	Study Session	Council Action		
c	Tax Exempt Partnerships. Explore with BHP the idea of using tax exempt partnerships to establish a pipeline of acquisitions.	X				X					Background work has not been initiated / will be prioritized based on Council direction
d	Affordable Housing Benefit Ordinance. Explore the idea of developing an ordinance formalizing special consideration of affordable housing in development review and approval.	X	X		X	X					Background work has not been initiated / will be prioritized based on Council direction

5. Projects, Partnerships, Governance and Other

a	Palo Park. Complete family housing in partnership with BHP, Flatirons Habitat for Humanity and the Palo Park neighborhood.		X	X		X	Council Action		Site Review - Planning Board approval		
b	Pollard Site. Evaluate alternatives for city owned 30th/Pearl site – second study session scheduled for second quarter 2016.		X	X		X	Study Session		Council Action		
c	Neighborhood Infill Pilot. Pilot a new approach to partnering with neighborhoods to consider opportunities for "gentle infill" (e.g., issues of ADUs/OAUs, occupancy, etc.)	X	X	X		X					Background work completed / schedule TBD based on Council prioritization and resource capacity
d	University Housing. Continue to engage with and support University of Colorado workforce housing efforts.		X		X	X					ongoing
e	Housing Strategy Governance. Evaluate alternative structures for ongoing strategic oversight of the city's housing efforts.	X	X	X		X					Background work completed / schedule TBD based on Council prioritization and resource capacity
f	Cooperative Housing. Make changes to the city's cooperative housing ordinance to support cooperative housing as a housing choice and address neighborhood compatibility concerns.		X	X		X	Study Session				TBD based on Council direction and priorities
g	Tiny Homes and MicroUnits. Address code and related issues that hinder development of "tiny homes" and "microunits" in Boulder; consider potential pilot/demonstration projects.		X	X	X	X					Background work has not been initiated / will be prioritized based on Council direction

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Homelessness Strategy Action Plan 2016/17

■ = in progress/ongoing L – low effort / time commitment
■ = ready to go M – medium effort / time
■ = needs scoping H – high effort / time

		Scope			2016				2017			
		Staff Effort	Public Engagement	Council / Boards	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Homelessness Strategy												
a	Community Engagement. Community feedback on draft Homelessness Strategy and Action Plan including surveys, public meetings, focus groups. Some elements combined with Human Services Strategy Community Engagement.	M	M	L			Study Session and Public Hearing					
b	Draft and Final Strategy and Action Plan.	M	M	L			Study Session and Public Hearing					
2. Homeless Action Plan – Current Implementation												
a	Regional Coordinated Entry (25 Cities Pilot). Regional planning and implementation of coordinated entry system.	L	L	L								
b	Regional Landlord Recruitment Campaign. Local landlord recruitment for Metro Denver Regional campaign to recruit landlords to rent to homeless individuals with vouchers.	L	L	L	Program developed; lower priority for implementation							
c	Boulder County Ten-Year Plan to Address Homelessness. Local coordination with county-wide work plan (housing, data, metrics, education).	M	L	L								
d	Day Shelter/Day Services Pilot Project. Implement pilot project, track project progress and metrics, make adjustments as needed, report out to council and community.	M	L	L								
e	Integrated Data System Development. Work with Boulder County and adult homeless service providers to develop and implement an integrated data system.	M	L	L								
f	High Utilizer Project. Work with Municipal Court, Police Department and community partners to decrease justice system interaction and increase service engagement and housing.	M	L	L								
g	Community Education. Develop and implement expanded community education on homelessness.	H	H	L	Lower priority for implementation							
h	Boulder Homelessness Planning Group. Coordinate meetings and projects.	L	L	L								
i	Consortium of Cities Permanent Supportive Housing (PSH) Project. Consultant study; assessment of outcomes; Implementation and next steps.	L	L	L		Final Report	Work Plan					
j	Metro Denver Homeless Initiative. (MDHI project coordination (MDHI Board, Point in Time Survey).	L	L	L								

Options to Expand City of Boulder Living Wage Resolution 926 Action Plan 2016/17

■ = in progress/ongoing L – low effort / time commitment
■ = ready to go M – medium effort / time
■ = needs scoping H – high effort / time

				2016				2017			
Scope				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Staff Effort	Public Engagement	Council / Boards									
1. Janitorial and Landscaping Service Contractors											
a	Scope effort and impacts across department.	L									
b	Options to council.	L	L	L							
c	Implement janitorial and landscaping service contractors to meet wage rates identified in Resolution 926.	L	L	L		Council Agenda Item					
d	Determine compliance and monitoring.	L									
e	Evaluate impacts and outcomes.	L									
2. Seasonal Workers											
a	Analysis of expanding Resolution 926 to include seasonal workers, including costs, compression, budget impacts and options.	M	M	L		Council Agenda Item					
3. All Service Contractors											
a	Analysis for consideration of the 2017 budget development, implementing a policy requiring service contractors in addition to janitorial and landscaping, to meet wage rates identified in Resolution 926, including analysis of costs, compression, budget impacts, other organizational impacts.	M	M	L		Council Agenda Item					
b	Determine compliance and monitoring.	L									
4. Related Activities											
a	Participate in statewide efforts to repeal Colorado State Law, CRS Section 8-6-101, prohibiting municipalities from establishing minimum wage laws higher than the state minimum wage and include in legislative agenda.	L	L	L		Council Agenda Item					
b	Social policy analysis of other/additional options to accomplish goals.	M	M	L							
c	Implementation of City Manager Executive Order expanding Resolution 926 to standard part-time and temporary employees.	L									

Safe and Welcoming Community Action Plan 2016/17

■ = in progress/ongoing L – low effort / time commitment
■ = ready to go M – medium effort / time
■ = needs scoping H – high effort / time

				2016				2017			
Scope				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Staff Effort	Public Engagement	Council / Boards									
1. Community Perception Assessment											
a	Contract with assessment consultant.	L									
b	Staff consultant support - develop and administer survey; focus groups.	L	L	L							
c	CPA final report to council.	L	L	L		Council Agenda Item					
2. Safe and Welcoming Community Work Plan											
a	Develop options for work plans to pending consultant reports – department and Human Relations Commission (HRC).	M	L	L							
b	Council approval of work plans.	L	L	L		Council Agenda Item					
c	Implementation – TBD.										

RMJ and Substance Abuse Prevention Action Plan 2016/17

■ = in progress/ongoing L – low effort / time commitment
■ = ready to go M – medium effort / time
■ = needs scoping H – high effort / time

				2016				2017						
Scope				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
				Staff Effort	Public Engagement	Council / Boards								
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. RMJ and Substance Abuse Prevention														
a	Release RFP, evaluate proposals, funding recommendations.		L	L	L									
b	Contracting and Monitoring. Develop, negotiate, execute and monitor contract(s).		L		L									
c	Evaluation. Evaluation of program progress toward goals; adjustments and options.		L		L									
d	Report to council.		L		L						Council Agenda Item			

Human Services Strategy Action Plan 2016/17

■ = in progress/ongoing L – low effort / time commitment
■ = ready to go M – medium effort / time
■ = needs scoping H – high effort / time

			Scope				2016				2017			
			Staff Effort	Public Engagement	Council / Boards	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
						1. Community Engagement								
a	Public and community partner meetings, focus groups, staff Boards & Commissions.	M	M				Council Study Session	B/C						
b	Survey. (phone, on-line, in person)	M	M											
c	Community engagement analysis and report.	L	L											
2. Direct Services														
a	Continue partnership assessment and integration with Boulder County. (family services, senior services)	M					Council Study Session							
b	Assessment of options for direct services changes based on community engagement and internal assessments.	M												
3. Community Funding														
a	Update peer cities review on funding prioritization best practice.	M	L				Council Study Session							
b	Options for funding priorities and focus areas.	M												
4. Metrics & Community Indicators														
a	Services, programs, community funding and regional metrics and data sharing.	M	L					Council Study Session						
b	Community Dashboard. Align Strategy metrics and community indicators and outcomes with regional funding partners.	M												
5. Capital Improvement Program & Budget														
a	Funding and resource plan. Including new funding mechanisms.	M						Council Study Session						
b	Complete Fee Study.	L												
c	West Senior Center Facility Assessment. Complete facilities assessment of West Senior Center and identify other capital needs.	L												
d	Civic Area Plan. Coordinate West Senior Center future with Civic Area planning.	L												
6. Strategy Document														
a	Draft Strategy.	M	L	L				Council Study Session						
b	Strategy Approval.	M	L	L					Council Study Session	Council Agenda Item				

Major Planning Projects

2016/17

- = in progress/ongoing L – low effort / time commitment
- = ready to go M – medium effort / time
- = needs scoping H – high effort / time
- § Indicates significant consulting resource support

				Scope			2016				2017			
				Staff Effort	Public Engagement	Council / Boards	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Boulder Valley Comprehensive Plan Update														
a	Jobs/Housing Mix and Housing Policy: changes to land use plan, descriptions, and policies to achieve housing goals and better jobs/housing balance. (See Housing Boulder work plan)				Public Hearings and Action (Jan. 5, Feb. 2, March 1)	Study Session (April 12)	Study Session	Action Item						
b	CU South - analysis to inform land use changes; coordinate with South Boulder Creek flood mitigation. §													
c	Resilience and Climate Integration. Add resilience policies and strategies to BVCP and include climate commitment goals.	H	H	H										
d	Community Design and Neighborhoods. Address design excellence and community benefit. Include subcommunity (or finer grained) policies to address local issues.					Action Item	Action Item							
e	Other Plan Update Topics: Improve plan organization and usability; add metrics; renew core values; provide other Policy Integration; renew Intergovernmental Agreement .				Study Session (Feb. 23)									
2. Development-Related Fees and Excise Taxes														
	Development Related Fees and Taxes: § <ul style="list-style-type: none"> Update capital facilities impact fee/excise tax studies Multi-modal Transportation fee analysis for capital and on-going operating costs Commercial linkage fee for affordable housing Public Art requirement for private development program development 	H	H	H		Study Sessions (April 12, June 14)	Action Item	Implementation and phase in						
3. Redevelopment Activities														
a	Civic Area Implementation: § <ul style="list-style-type: none"> Design and construction of park improvements Determine improvements to bookends: flood analysis, market hall feasibility, urban design, Canyon Complete Streets, bandshell, municipal facilities, civic use pad. 	H	H	H	Study Session (March 29)	Study Session Matter	Action Item	Action Item Matter	TBD					
b	Boulder Community Hospital Site and Municipal Facilities Planning: § <ul style="list-style-type: none"> Municipal facilities and space needs analysis/ rehab analysis; vision and guidelines for city facilities Community design framework (BCH to Grandview) Vision and guiding principles (BCH site and area) Site and area planning 	H	H	H	Study Session (March 29)		Study Session	Matter						
c	30th and Pearl: § <ul style="list-style-type: none"> Develop and analyze options for redevelopment of site: Select and refine preferred option RFP and/ or sale 	L	L	L		Study Session	TBD							
d	Coordination with CU on Grandview Site	L	L	L										
4. Design Excellence														
a	Complete update of Downtown Urban Design Guidelines and change height ordinance to exempt Downtown	L	L	L	Action Item									
b	Complete Form-based code pilot in Boulder Junction § finalize and prepare ordinance; adoption hearings	L	L	L	Action Item									
c	Site Review Criteria – provide more prescriptive/ clear guidance, new minimum design standards, address when/ if additional community benefit required (e.g. for height)	M	M	M				Study Session						
5. Development Review and Historic Preservation														
a	Annexations, rezonings, and council call ups of concept plans and site reviews, ordinances and other development-related applications and actions requiring council consideration	H	M	H	Action Item	Action Item	Action Item	Action Item	Action Item	Action Item	Action Item	Action Item	Action Item	
b	Historic Preservation – council consideration of new landmarks and call ups of landmark alteration certificates	M	L	M	Action Item	Action Item	Action Item	Action Item	Action Item	Action Item	Action Item	Action Item	Action Item	
5. Climate and Energy														
a	Climate Commitment – Community and city organization efforts to achieve 80% or more emissions reduction by 2050: <ul style="list-style-type: none"> Community outreach and formal adoption of Climate Commitment goals and targets Grant-funded studies on energy system transformation and thermal decarbonization City organization efforts for climate change/ resilience 	M	M	M										
b	Energy Codes § : short term updates and long term strategy <ul style="list-style-type: none"> Update of Residential and Commercial Energy Codes / Define 'Path to Net Zero' 	L	L	L				Action Item			Study Session			

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Transportation Project Efforts Action Plan 2016/17

- = in progress/ongoing L – low effort / time commitment
 - = ready to go M – medium effort / time
 - = needs scoping H – high effort / time
- § Indicates significant consulting resource support

			2016				2017					
Scope	Staff Effort	Public Engagement	Council / Boards	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
				1. Transportation Master Plan Implementation								
a	Complete Streets §											
	<ul style="list-style-type: none"> • Continue Capital Projects, Operations & Maintenance • Corridor Plans: <ul style="list-style-type: none"> ○ East Arapahoe (continue, coordination with regional SH7 Bus Rapid Transit study) ○ Canyon corridor (continue, coordination with Civic Area planning process) ○ 30th and Colorado corridors (new) • Living Lab Program (Phase I&II) – wrap up phase I and II pilot project evaluations by 4th quarter 2016. 	H	H	H	Living Lab Phase I update Jan 19	TMP Study Session May 31	TMP Study Session Dec 13		TMP Study Session		TMP Study Session	
b	Renewed Vision for Transit/Regional §											
	<ul style="list-style-type: none"> • Local Transit Plans: <ul style="list-style-type: none"> ○ HOP Refresh (new, review HOP service to enhance connections with Downtown, CU, 29th Street, and Boulder Junction) ○ Eastside circulator (new, transit plan to connect CU main and east campus, Williams Village, and Boulder Junction) ○ Mobility Hubs/First & Final Mile Connections (on-going/continue planning with partners) • Regional Transit Plans: <ul style="list-style-type: none"> ○ Bus Rapid Transit Plans for SH7 and SH119 (on-going/continue, coordination with agency partners) • Transit Service Delivery Model Analysis (new, coordination with local/regional agency partners) • Joint Maintenance Facility Planning (new, coordination with local/regional agency partners) 	H	H	H		TMP Study Session May 31	TMP Study Session Sept 27	TMP Study Session Dec 13		TMP Study Session		TMP Study Session
c	Transportation Demand Management											
	<ul style="list-style-type: none"> • Community wide Eco Pass Study (on-going/continue, coordinate with Bo County/RTD) • Update TDM Plan requirements for new development (on-going/continue, coordination with parking code updates/AMPS) 	M	M	M		TMP Study Session May 31		TMP Study Session Dec 13		TMP Study Session		TMP Study Session
d	Funding											
	<ul style="list-style-type: none"> • Transportation Impact Fee analysis (on-going/continue, coordination with city-wide impact fee study) • Railroad Quiet Zones (new, secure DRCOG funding in 1st quarter, continue to pursue remaining required funding to complete all crossings in Boulder area. Begin public outreach in 2016/17 to select/prioritize locations. <i>(note: schedule for council updates TBD based on timing of regional funding and coordination with agency partners/ BNSF/PUC)</i> 	M	M	M		TMP Study Session May 31	Impact Fee Public Hearing July 19	TMP Study Session Dec 13		TMP Study Session		TMP Study Session
e	Integrated Planning											
	<ul style="list-style-type: none"> • Coordination with AMPS, Civic Area, BVCP update 	H	H	H				TMP Study Session Dec 13				
TMP Implementation - City Council Meetings/Study Sessions												
2016												
	<ul style="list-style-type: none"> • 2nd Quarter: TMP Implementation Progress Update <ul style="list-style-type: none"> ○ Focus on Complete Streets, TDM, Funding, and check-in on transit related items • 3rd Quarter: TMP Implementation Progress Update <ul style="list-style-type: none"> ○ Focus on Renewed Vision for Transit • 4th Quarter: TMP Implementation Progress Update <ul style="list-style-type: none"> ○ Focus on Complete Streets, TDM, Funding, and Integrated Planning 											
2017												
	<ul style="list-style-type: none"> • 2nd & 4th Quarters: TMP Implementation Progress Updates (Date & Details TBD) 											

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City Attorney's Office - Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> Cooperative Housing Code Changes 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> Council Study Session 	<ul style="list-style-type: none"> Draft Code changes first reading 	<ul style="list-style-type: none"> Finalize code changes 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
<ul style="list-style-type: none"> Marijuana Code Changes 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> Council approval of charter and panel Possible first reading of priority items 	<ul style="list-style-type: none"> Implement Marijuana Panel Recommendations 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
<ul style="list-style-type: none"> Open Space Land Transfer Ordinance 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> OSBT Hearing Introduction and first reading Second reading and adopting 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
<ul style="list-style-type: none"> Election Code Revisions 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> Introduction and first reading Second reading and adopting 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪

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City Manager’s Office Resilient Boulder Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> ▪ City Resilience Strategy draft, completion, and roll out. The City Resilience Strategy provides a roadmap for building resilience in the city. The strategy should trigger action, investment, and support within city government and from outside groups. It will be published in print and online. 	<ul style="list-style-type: none"> ▪ Contract Graphic Design ▪ Contract Printing Services ▪ Contract Web design services ▪ Community event support ▪ Impacts to other departments include content contributions, review and revisions, and implementation activities as appropriate 	<ul style="list-style-type: none"> ▪ Drafts 1-3 – content, graphics, layout, webdesign ▪ Council Study Session – Big Sort interactive exercise ▪ 2 large public workshops in cooperation with CU ▪ Resilience metric, valuation and scenario planning methodology development 	<ul style="list-style-type: none"> ▪ Council review and comment ▪ Final strategy approval and release 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
<ul style="list-style-type: none"> ▪ Resilience Americorps community preparedness volunteer program development 	<ul style="list-style-type: none"> ▪ Time and management impacts primarily to the Neighborhood Liaison, Fire/Rescue, OEM, and climate commitment ▪ 	<ul style="list-style-type: none"> ▪ Project initiation, foundational research, project scoping 	<ul style="list-style-type: none"> ▪ On-going program design 	<ul style="list-style-type: none"> ▪ On-going program design 	<ul style="list-style-type: none"> ▪ Present project proposal to Council ▪ Recruit year 2 Americorps volunteers ▪ 	<ul style="list-style-type: none"> ▪ Implementation activities per proposed program design 	<ul style="list-style-type: none"> ▪ Implementation activities per proposed program design
<ul style="list-style-type: none"> ▪ CityLinks Shimla, India Climate Adaptation Exchange Program 	<ul style="list-style-type: none"> ▪ Project design alignment with Climate Commitment and scenario activity development 	<ul style="list-style-type: none"> ▪ Draft and finalize climate impacts on water sector public participation workshop and supporting science materials ▪ Exchange trip 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪

<ul style="list-style-type: none"> ▪ 100 Resilient Cities programmatic elements, network contributions, and partner management 	<ul style="list-style-type: none"> ▪ Multiple resource contributions via technical partners to various departments including IR, Climate Commitment, BVCP, OSMP, Economic Vitality 	<ul style="list-style-type: none"> ▪ Economic resilience analysis draft ▪ BVCP resilience assessment and recommended integration actions ▪ Community 'Safe Haven' network design draft ▪ Urban Forest Canopy analysis ▪ Foundational research on resilience metric, valuation, and scenario planning methodology 	<ul style="list-style-type: none"> ▪ 100RC Network peer exchange ▪ 100RC technical partner platform local showcase and recruitment event ▪ Presentation on resilience metric, valuation, and scenario planning methodology ▪ Partner alignment with strategy initiatives 	<ul style="list-style-type: none"> ▪ Development of resilience metrics ▪ Development of community scenario planning activities and exercises ▪ Partner alignment with strategy initiatives 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪
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Communication Department Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> ▪ Community Newsletter/ The City of Boulder community newsletter would be an 8 to 24–page <u>bimonthly</u> product mailed to postal route residences within the city and additional copies available in public buildings 	<ul style="list-style-type: none"> ▪ Contract Graphic Design ▪ Contract Printing Services ▪ Contract Mailing Services ▪ Impacts to other departments include content contributions and artwork 	<ul style="list-style-type: none"> ▪ Hire a Communication Specialist 2 to implement newsletter ▪ Hire a contract graphic designer ▪ Solicit print bids and secure printer ▪ Secure mail house services ▪ Design newsletter templates ▪ Develop Volume 1-issue 1 editorial slate, write content, print newsletter 	<ul style="list-style-type: none"> ▪ Mail Volume 1-issue 1 ▪ Develop Volume 1-issue 2 editorial slate, write content, print newsletter ▪ Mail Volume 1-issue 2 	<ul style="list-style-type: none"> ▪ Develop Volume 1-issue 3 editorial slate, write content, print newsletter ▪ Mail Volume 1- issue 3 ▪ Develop Volume 1-issue 4 editorial slate, write content, print newsletter 	<ul style="list-style-type: none"> ▪ Mail Volume 1-issue 4 ▪ Develop Volume 1-issue 5 editorial slate, write content, print newsletter ▪ Mail Volume 1-issue 5 	<ul style="list-style-type: none"> ▪ Develop Volume 2-issue 1 editorial slate, write content, print newsletter ▪ Mail Volume 2-issue 1 ▪ Develop Volume 2-Issue 2 editorial slate, write content, print newsletter ▪ Mail Volume 2-issue 2 ▪ Develop Volume 2-issue 3 editorial slate, write content, print newsletter ▪ Assess Newsletter for 2018 budget consideration ▪ Mail Volume 2-issue 3 	<ul style="list-style-type: none"> ▪ Develop Volume 2-issue 4 editorial slate, write content, print newsletter ▪ Mail Volume 2-issue 4 ▪ Develop Volume 2-issue 5 editorial slate, write content, print newsletter ▪ Mail Volume 2-issue 5 ▪ Develop Volume 2-issue 6 editorial slate, write content, print newsletter ▪ Mail Volume 2-issue 6

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Community Vitality Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
University Hill Reinvestment Strategy	Planning, Housing & Sustainability; Boulder Police Department; Library Arts; Finance; City Attorney’s Office; Public Works	<ul style="list-style-type: none"> • RSD evaluation • Draft transients policy handout for businesses • 2A-funded tree irrigation improvements implementation • Coordination of Hillanthropy cleanup program • Engage consultant to prepare National Register Historic District Application • Initiate Hill Employee EcoPass Program • Coordinate design of 2A-funded event street • Coordinate recommendation for long-term Hill governance and funding • Prepare funding options for public improvements • Draft 2017 HRS Work Plan • Coordinate with CU to determine overall process and schedule • Compile data & analyze preliminary options to address city goals re: CU conference center/hotel 	<ul style="list-style-type: none"> • RSD recommendation • Start enforcement of commercial bear-proof can requirements • Hillanthropy cleanup of Hill Commercial Area • Submit National Register Historic District application • Initiate planning process for Hill Commercial Area (HCA) façade improvement program • Implementation of Hill Employee EcoPass Program, cont. • Coordinate recommendation for long-term Hill governance and funding, cont. • Present funding options for public improvements to Council • Draft 2017 HRS Budget • Provide input to CU’s conference center/hotel design development process & explore possible city investments 	<ul style="list-style-type: none"> • Enforcement of commercial bear-proof can requirements, cont. • Hillanthropy cleanup of Residential Service District • Revise HCA façade improvement program • Implementation of Hill Employee EcoPass Program, cont. • Coordinate recommendation for long-term Hill governance and funding, cont. • Pursue funding options for public improvements • Refine & analyze city investment options relative to CU conference center/hotel • Seek Council direction on city investment options relative to CU conference center/hotel 	<ul style="list-style-type: none"> • Enforcement of commercial bear-proof can requirements, cont. • Hillanthropy cleanup with Parks Department • Implementation of Hill Employee EcoPass Program, cont. • Coordinate recommendation for long-term Hill governance and funding, cont. • Pursue funding options for public improvements, cont. • Draft Phase Two HRS Work Plan, 2017-2019 • Implementation of CU conference center/hotel tasks TBD depending on Council direction and CU’s issues and schedule 	<ul style="list-style-type: none"> • Work Plan to be determined in 2016 	<ul style="list-style-type: none"> • Work plan to be determined in 2016
Access Management and Parking Strategy (AMPS)	Public Works, Transportation; Planning, Housing + Sustainability; City Manager’s Office	<ul style="list-style-type: none"> • CAMP: Planning, process and research on the Chautauqua Access Management Plan (CAMP) • Neighborhood Parking Permit program (NPP): Program review • Parking Code: next steps; data collection • Alley Master Plan scope and consultant selection • Garage access system installation • Satellite Parking implementation • Civic Area Access/Parking 	<ul style="list-style-type: none"> • CAMP: Planning, process and research • NPP: Options development and outreach • Parking Code: data collection; analysis; research, coordination with other initiatives • Alley Master Plan development • Garage access system installation • Satellite Parking implementation/evaluation • Civic Area Access/Parking evaluation 	<ul style="list-style-type: none"> • CAMP: Develop recommendations • NPP: Options development and outreach • Parking Code: Analysis, data collection, best practice research, , memos; coordination • Civic Area Access/Parking evaluation • Alley Master Plan Recommendations Pricing: options development, outreach • Strategy Document Development 	<ul style="list-style-type: none"> • CAMP: Implementation • NPP: Program recommendations • Parking Code: study off street parking regulations; coordinate with TDM plan recommendations, memo prep, research new NPP’s; analysis • Alley Master Plan acceptance • Satellite Parking recommendations • Pricing: recommendations, outreach • Strategy document draft 	<ul style="list-style-type: none"> • Draft Parking Code and TDM standards ordinance Strategy Document evaluation criteria • Pricing: Memo prep, outreach • Car share pilot program (if approved) • Finalize Parking Code and TDM plans changes and ordinance; memo prep • Car share pilot program evaluation (if 	<ul style="list-style-type: none"> ▪ Code/TDM: prepare for implementation

		<p>evaluation</p> <ul style="list-style-type: none"> • Pricing: proposal for fines; scope for rate increase • TDM plans for new development, draft refined options • Update downtown access analysis including parking supply/demand and TDM strategies 	<ul style="list-style-type: none"> • Pricing: goals, research, outreach • Strategy Document development • TDM plans for new development, review options 	<ul style="list-style-type: none"> • TDM plans for new development : draft recommendations • Car Share: develop options and draft recommendations for pilot program 	<ul style="list-style-type: none"> • Car Share proposal for 2017 pilot program 	<p>approved)</p> <ul style="list-style-type: none"> • Finalize Strategy Document 	
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Energy Strategy and Electric Utility Development Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> ▪ Legal and regulatory filings 	<ul style="list-style-type: none"> ▪ City Attorney’s Office in lead, support from Energy Strategy and Electric Utility Development 	<ul style="list-style-type: none"> ▪ Preliminary discovery (Xcel) for Colorado Public Utilities Commission (PUC) filing of transfer of assets supplemental application 	<ul style="list-style-type: none"> ▪ File transfer of assets supplemental application with the Colorado PUC 	<ul style="list-style-type: none"> ▪ Colorado PUC discovery process, prepare for PUC hearing and rebuttal 	<ul style="list-style-type: none"> ▪ PUC decision on the transfer of assets ▪ Based on PUC outcome, update appraisals and negotiate with Xcel to acquire the assets; if negotiations are not successful, prepare to re-file condemnation with the Boulder District Court 	<ul style="list-style-type: none"> ▪ Continue acquisition process by agreement or re-file condemnation petition with the Boulder District Court ▪ File transition plan with the PUC, if required 	<ul style="list-style-type: none"> ▪ Condemnation court (if necessary) ▪ PUC decision on transition plan application , if required ▪ Colorado PUC discovery process, prepare for PUC hearing and rebuttal
<ul style="list-style-type: none"> ▪ Transition work plan including analysis of information provided through discovery and PUC decisions, Information Technology systems, Operations and Maintenance, Customer Service, Power Supply, Energy Services, Finance and Accounting, and other support functions 	<ul style="list-style-type: none"> ▪ Energy Strategy and Electric Utility Development Department ▪ IT Department ▪ PW Department <ul style="list-style-type: none"> • Utility Billing • Facilities Management • Fleet Management • Development Review ▪ Planning, Housing + Sustainability Department ▪ Finance Department <ul style="list-style-type: none"> • Budget • Finance • Accounting • Purchasing • Risk Management ▪ HR Department 	<ul style="list-style-type: none"> ▪ Develop 2017 budget and financial forecast ▪ Begin analysis of Xcel Energy discovery information provided for PUC filing to inform system capital investment and operations planning ▪ Information Technology Systems: Define scope and budget of Information Technology systems needed for Day 1 operations ▪ Customer Service: Initiate a work plan for system modifications to the city’s existing customer billing and information system, continued work on the key account program, and develop policies and procedures to support a customer focused organization ▪ Operations and Maintenance: Issue RFP’s for operations of the electric system, evaluation of options, develop operations, 	<ul style="list-style-type: none"> ▪ Develop 2017 budget and financial forecast ▪ Continue analysis of Xcel Energy discovery information provided for PUC filing ▪ Information Technology Systems: Refine scope and budget, evaluate Information Technology systems needed for Day 1 operations based on Xcel Energy discovery information provided for PUC filing ▪ Customer Service: Refine the work plan for system modifications to the city’s existing customer billing and information system based on Xcel Energy discovery information provided for PUC filing, continued work on the key account program, and refine policies and procedures to support a customer focused organization 	<ul style="list-style-type: none"> ▪ Continue analysis of Xcel Energy discovery information provided through PUC transfer of assets process ▪ Information Technology Systems: Implement Information Technology systems needed for Day 1 operations based on Xcel Energy discovery information provided through PUC transfer of assets process ▪ Customer Service: Implement the work plan for system modifications to the city’s existing customer billing and information system based on Xcel Energy discovery information provided through PUC transfer of assets process, continued work on the key account program, and refine policies and procedures to support a customer focused organization ▪ Operations and Maintenance: Final 	<ul style="list-style-type: none"> ▪ Continue analysis of Xcel Energy discovery information provided through PUC transfer of assets process ▪ Information Technology Systems: Continue implementation of Information Technology systems needed for Day 1 operations based on Xcel Energy discovery information provided through PUC transfer of assets process ▪ Customer Service: Implement the work plan for system modifications to the city’s existing customer billing and information system based on PUC decision regarding transfer of assets, additional IT support staff on-board to assist with implementation ▪ Operations and Maintenance: Work with selected vendors to define operations of the electric system, 	<ul style="list-style-type: none"> ▪ Develop 2018 budget and financial forecast ▪ Information Technology Systems: Continue implementation of Information Technology systems needed for Day 1 operations based on PUC decision regarding transfer of assets, additional IT support staff on-board to assist with implementation ▪ Customer Service: Implement the work plan for system modifications to the city’s existing customer billing and information system based on PUC decision regarding transfer of assets, continued work on the key account program, and refine policies and procedures to support a customer focused organization ▪ Operations and Maintenance: Work with selected vendors to define operations of the electric system, 	<ul style="list-style-type: none"> ▪ Work with Xcel to negotiate a smooth transition of operations and file plan with the PUC ▪ Information Technology Systems: Continue implementation of Information Technology systems needed for Day 1 operations ▪ Customer Service: Continue to implement the work plan for system modifications to the city’s existing customer billing and information system continued work on the key account program, and refine policies and procedures to support a customer focused organization ▪ Operations and Maintenance: Continue to work with selected vendors to define operations of the electric system,

		<p>maintenance, construction reliability and safety policies, procedures and standards</p> <ul style="list-style-type: none"> ▪ Power Supply: Continue to work with Xcel to develop terms and conditions that could support power supply for the city, work with the Resource Working Group to monitor market conditions, explore resource opportunities and review potential agreements with power producers ▪ Energy Services: Continue development and implementation of interim energy services, coordinated with Planning, Housing + Sustainability work ▪ Finance and Accounting: Complete the cash flow and budget model (Qtr. 1), explore methodologies for designing rates for a new utility with the Rates Working Group ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility, development of safety and risk management policies and procedures 	<ul style="list-style-type: none"> ▪ Operations and Maintenance: Review RFP's, select vendors and begin contract negotiations for operations of the electric system, evaluate options and refine operations, maintenance, construction, reliability and safety policies, procedures, standards and requirements based on Xcel Energy discovery information provided for PUC filing ▪ Power Supply: Continue to work with Xcel to develop terms and conditions that could support power supply for the city, evaluate Xcel Energy discovery information provided for PUC filing, work with the Resource Working Group to monitor market conditions, explore resource opportunities and review potential agreements with power producers, develop a resource modeling tool to evaluate power supply options incorporating renewable resources and carbon reduction ▪ Energy Services: Begin development of energy services for a new utility, work with the Energy Services Working Group to assist in this process, coordinate Energy Services with existing Planning, Housing + Sustainability work ▪ Finance and 	<p>contract negotiations and work with selected vendors to define operations of the electric system, evaluate options and refine operations, maintenance, construction, reliability and safety policies, procedures, standards and requirements based on Xcel Energy discovery information provided through PUC transfer of assets process</p> <ul style="list-style-type: none"> ▪ Power Supply: Continue to work with Xcel to develop terms and conditions that could support power supply for the city, evaluate Xcel Energy discovery information provided through PUC transfer of assets process, work with the Resource Working Group to monitor market conditions, explore resource opportunities and review potential agreements with power producers ▪ Energy Services: Continue development of energy services for a new utility, work with the Energy Services Working Group to assist in this process, coordinate Energy Services with existing Planning, Housing + Sustainability work ▪ Finance and Accounting: Use cash flow model to refine cost estimates based on Xcel Energy discovery information provided through PUC transfer of assets process, continue to 	<p>Maintenance: Final contract negotiations and work with selected vendors to define operations of the electric system, evaluate options and refine operations, maintenance, construction, reliability and safety policies, procedures, standards and requirements based on Xcel Energy discovery information provided through PUC transfer of assets process</p> <ul style="list-style-type: none"> ▪ Power Supply: Continue to work with Xcel to finalize terms and conditions that could support power supply for the city, evaluate Xcel Energy discovery information provided through PUC transfer of assets process, work with the Resource Working Group to monitor market conditions, explore resource opportunities and review potential agreements with power producers ▪ Energy Services: Continue development of energy services for a new utility, work with the Energy Services Working Group to assist in this process, coordinate Energy Services with existing Planning, Housing + Sustainability work ▪ Finance and Accounting: Use cash flow model to refine cost estimates based on Xcel Energy discovery information provided 	<p>evaluate options and refine operations, maintenance, construction, reliability and safety policies, procedures, standards and requirements based on based on PUC decision regarding transfer of assets</p> <ul style="list-style-type: none"> ▪ Power Supply: Finalize terms and conditions for power supply for the city based on PUC decision regarding transfer of assets ▪ Energy Services: Finalize energy services including costs, implementation plans, rate structures, and measurement and verification guidelines, continue work with working group and coordinate efforts with the Rate Working Group ▪ Finance and Accounting: Use cash flow model to refine cost estimates based on PUC decision regarding transfer of assets, finalize rates for a new utility with the Rates Working Group ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility, development of safety and risk management policies and procedures based on PUC decision regarding transfer of assets, key positions start including chief engineer and customer service manager 	<p>evaluate options and refine operations, maintenance, construction, reliability and safety policies, procedures, standards and requirements</p> <ul style="list-style-type: none"> ▪ Power Supply: Continue to work with Xcel to develop terms and conditions that could support power supply for the city and coordinate a power delivery schedule and ancillary services, work with the Resource Working Group to monitor market conditions, explore resource opportunities and review potential agreements with power producers ▪ Energy Services: Finalize energy services including costs, implementation plans, rate structures, and measurement and verification guidelines. Continue work with working group and coordinate efforts with rate working group ▪ Finance and Accounting: Use cash flow model to refine cost estimates, work on financing of transition efforts and acquisition, potential debt issue to finance utility ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility,
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			<p>Accounting: Use cash flow model to refine cost estimates based on Xcel Energy discovery information provided for PUC filing, continue to explore methodologies for designing rates for a new utility with the Rates Working Group , begin to develop utility chart of accounts for tracking and reporting</p> <ul style="list-style-type: none"> ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility, development of safety and risk management policies and procedures as informed by Xcel Energy discovery information for PUC filing 	<p>explore methodologies for designing rates for a new utility with the Rates Working Group, continue to develop utility chart of accounts for tracking and reporting</p> <ul style="list-style-type: none"> ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility, development of safety and risk management policies and procedures as informed by Xcel Energy discovery information provided through PUC transfer of assets process 	<p>through PUC transfer of assets process, continue to explore methodologies for designing rates for a new utility with the Rates Working Group, continue to develop utility chart of accounts for tracking and reporting</p> <ul style="list-style-type: none"> ▪ Ongoing work with risk management, safety, finance, accounting, and human resources to identify needs and resources to support an electric utility, development of safety and risk management policies and procedures as informed by Xcel Energy discovery information provided through PUC transfer of assets process, hire key position to begin work as soon as practical after PUC decision regarding transfer of assets 		<p>development of safety and risk management policies and procedures additional positions start including key accounts/community relations manager, finance/accounting supervisor, finance/accounting support staff, facilities/fleet management support staff</p> <ul style="list-style-type: none"> ▪ Governance: potential appointment of utility advisory board
<ul style="list-style-type: none"> ▪ Resilient Energy – Resilient Electricity Delivery Infrastructure (REDI) DOE Grant ▪ Energy Policy Reform Coalition ▪ Solar Development 	<ul style="list-style-type: none"> ▪ Planning, Housing + Sustainability ▪ Public Works <ul style="list-style-type: none"> • Utilities 	<ul style="list-style-type: none"> ▪ Resilient Energy Infrastructure DOE Grant: Refine scope, issue an RFP and hire contractor ▪ Energy Policy Reform Coalition: Ongoing work at the local and state level for regulatory and legislative changes that support reducing emissions, local decision making and a new energy future ▪ Energy Services: Continue implementing interim energy services in coordination with Planning, Housing + Sustainability work 	<ul style="list-style-type: none"> ▪ Resilient Energy Infrastructure DOE Grant: Project Implementation ▪ Energy Policy Reform Coalition: Ongoing work at the local and state level for regulatory and legislative changes that support reducing emissions, local decision making and a new energy future ▪ Energy Services: Continue implementing interim energy services in coordination with 	<ul style="list-style-type: none"> ▪ Resilient Energy Infrastructure DOE Grant: Project Implementation ▪ Energy Policy Reform Coalition: Ongoing work at the local and state level for regulatory and legislative changes that support reducing emissions, local decision making and a new energy future ▪ Energy Services: Continue implementing interim energy services in coordination with Planning, Housing + Sustainability work 	<ul style="list-style-type: none"> ▪ Resilient Energy Infrastructure DOE Grant: Project Implementation ▪ Energy Policy Reform Coalition: Ongoing work at the local and state level for regulatory and legislative changes that support reducing emissions, local decision making and a new energy future ▪ Energy Services: Continue implementing interim energy services in coordination with Planning, Housing + Sustainability work 	<ul style="list-style-type: none"> ▪ Resilient Energy Infrastructure DOE Grant: Project Implementation ▪ Energy Policy Reform Coalition: Ongoing work at the local and state level for regulatory and legislative changes that support reducing emissions, local decision making and a new energy future ▪ Energy Services: Ongoing work on energy services coordinated with Planning, Housing + Sustainability with plans 	<ul style="list-style-type: none"> ▪ Resilient Energy Infrastructure DOE Grant: Project Implementation ▪ Energy Policy Reform Coalition: Ongoing work at the local and state level for regulatory and legislative changes that support reducing emissions, local decision making and a new energy future ▪ Energy Services: Ongoing work on energy services coordinated with Planning, Housing +

		<ul style="list-style-type: none"> ▪ Solar Development: Begin development of a comprehensive solar strategy, evaluation of potential solar garden opportunities, other recommendations from the Solar Working Group 	<p>Planning, Housing + Sustainability work</p> <ul style="list-style-type: none"> ▪ Solar Development: Continue development of solar strategy, evaluation of potential solar garden opportunities, other recommendations from the Solar Working Group 	<ul style="list-style-type: none"> ▪ Solar Development: Continue development of solar strategy, evaluation of potential solar garden opportunities, other recommendations from the Solar Working Group 	<ul style="list-style-type: none"> ▪ Solar Development: Finalize solar strategy, align targets with Climate Commitment Goals, other recommendations from the Solar Working Group 	<p>to integrate into utility energy services</p> <ul style="list-style-type: none"> ▪ Solar Development: Work with the Solar Working Group to develop solar projects and generation strategies to further expand solar in the city 	<p>Sustainability with plans to integrate into utility energy services</p> <ul style="list-style-type: none"> ▪ Solar Development: Work with the Solar Working Group to develop solar projects and generation strategies to further expand solar in the city
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Finance Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
Annual Budget Process	Finance in collaboration with all city departments update Council regarding how previous year finished; serves as early warning if there are economic red flags or new concerns	<ul style="list-style-type: none"> • Supplementary Appropriations (Adjustments to Base) • Strategic Planning for financial operations and capital 	<ul style="list-style-type: none"> • Supplementary Appropriations (Adjustments to Base) • Strategic Planning • Budget Development • CIP Development, Preparation and Review 	<ul style="list-style-type: none"> • Strategic Planning • Budget Development, Preparation and Review • CIP Review • Study Session on the budget 	<ul style="list-style-type: none"> • Budget Review and Adoption • Adjustments to Base • Strategic Planning 	<ul style="list-style-type: none"> • Adjustments to Base • Strategic Planning • Adjustments to Base • Strategic Planning • Budget Development • CIP Development, Preparation and Review 	<ul style="list-style-type: none"> • Strategic Planning • Budget Development, Preparation and Review • CIP Review • Budget Review and Adoption • Adjustments to Base • Strategic Planning
Ballot Items	CMO/CAO/Finance/Communications/City Clerk's office, and Departments gather ballot items	<ul style="list-style-type: none"> • Gathering information and background on potential ballot items for the city and what other governmental entities may bring forward in November 	<ul style="list-style-type: none"> • May study session and council meeting on potential ballot items. 	<ul style="list-style-type: none"> • Final ballot items have to be passed by council by last meeting in August to meet County deadlines 	<ul style="list-style-type: none"> • Ballot questions are voted on first Tuesday in November. 	<ul style="list-style-type: none"> • Gathering information on potential ballot items • May study session and council meeting on potential ballot items. 	<ul style="list-style-type: none"> • Final ballot items have to be passed by council by last meeting in August to meet County deadlines • Ballot questions are voted on first Tuesday in November

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Fire Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> ▪ Fire Station Relocation Project 	<ul style="list-style-type: none"> ▪ Fire ▪ FAM ▪ Purchasing ▪ Finance ▪ Public Works ▪ Legal ▪ CMO 	<ul style="list-style-type: none"> ▪ Property Search 	<ul style="list-style-type: none"> ▪ Presentation to council 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ Funding secured?
<ul style="list-style-type: none"> ▪ Emergency Medical Services 	<ul style="list-style-type: none"> ▪ Fire ▪ Police ▪ Purchasing ▪ Legal ▪ CMO ▪ Information Resources 	<ul style="list-style-type: none"> ▪ EMS service delivery report preparation 	<ul style="list-style-type: none"> ▪ RFQ development for medical direction ▪ RFP development for ambulance services ▪ Negotiations with Local 900 ▪ EMS delivery IP to city manager and city council 	<ul style="list-style-type: none"> ▪ Solicitations for medical direction and ambulance service 	<ul style="list-style-type: none"> ▪ Bid evaluations and award for medical direction and ambulance services 	<ul style="list-style-type: none"> ▪ Staffed light rescue vehicle implementation at fire station 1 	<ul style="list-style-type: none"> ▪
<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪

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Human Services Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
Human Services Strategy Update and Adoption	<ul style="list-style-type: none"> ▪ Communications, Police, Parks and Recreation, Library, Planning, Housing, Transportation, FAM/PW, Budget/Finance ▪ Library Commission, Human Relations Commission, Parks and Recreation Advisory Board, Immigrant Advisory Committee, Youth Opportunity Advisory Board, Human Services Fund Advisory Committee ▪ Civic Area Plan staff coordination 	<ul style="list-style-type: none"> ▪ Community Engagement ▪ Community Funding Options Development ▪ Services Options Development ▪ Partnerships ▪ Planning Priorities 	<ul style="list-style-type: none"> ▪ Community engagement ▪ Community funding options ▪ Direct services recommendations ▪ New and maintaining existing partnerships ▪ Draft Strategy 	<ul style="list-style-type: none"> ▪ Budget, Capital Program ▪ Organizational Strategy Development ▪ Metrics and evaluation development ▪ Adoption of Strategy 	<ul style="list-style-type: none"> ▪ Implementation Plan ▪ Metrics and evaluation 	<ul style="list-style-type: none"> ▪ Implementation - metrics and evaluation 	<ul style="list-style-type: none"> ▪ Implementation - metrics and evaluation
Homelessness Strategy and Action Plan Adoption	<ul style="list-style-type: none"> ▪ Communications, Police, Municipal Court, Parks and Recreation, Library ▪ Library Commission, Human Relations Commission, Immigrant Advisory Committee 	<ul style="list-style-type: none"> ▪ Community Engagement ▪ Homelessness Action Plan Project Implementation 	<ul style="list-style-type: none"> ▪ Community Engagement ▪ Boards and Commissions ▪ Draft Strategy and Update on Action Plan 	<ul style="list-style-type: none"> ▪ Final Adoption of Strategy 	<ul style="list-style-type: none"> ▪ Continued implementation of Action Plan 	<ul style="list-style-type: none"> ▪ Homelessness Action Plan Projects Implementation 	<ul style="list-style-type: none"> ▪ Homelessness Action Plan Projects Implementation
Options to Expand Living Wage Resolution 926 Council Consideration	<ul style="list-style-type: none"> ▪ HR, CAO, Finance, FAM ▪ Human Relations Commission 	<ul style="list-style-type: none"> ▪ Analysis of recommendations ▪ City Council: Feb. – Options to Expand Resolution 926 	<ul style="list-style-type: none"> ▪ Analysis of Council direction ▪ HRC: May -Update on direction 	<ul style="list-style-type: none"> ▪ TBD- Analysis of Council recommendations as part of 2017 budget 	<ul style="list-style-type: none"> ▪ Final Adoption of Living Wage Resolution 926 changes 		

Human Services Key 2016 and 2017 Work Items (page 2)

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<u>Safe + Welcoming Community</u>	<ul style="list-style-type: none"> ▪ City Manager 's Office, Police Dept, Human Relations Commission, CAO 	<ul style="list-style-type: none"> ▪ HRC Meetings (3) ▪ Report to City Council on Independent Analysis of Police Data and Review of Professional Police Complaint Processes 	<ul style="list-style-type: none"> ▪ Community Perceptions Survey In Progress 	<ul style="list-style-type: none"> ▪ Report on results of Community Perceptions Survey ▪ HRC Work Plan Recommendations to Council ▪ HS Work Plan Recommendations 	<ul style="list-style-type: none"> ▪ Implementation 		

Information Technology Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> ▪ Community Broadband and Wi-Fi Initiatives 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> • Continue consultant-assisted needs assessment 	<ul style="list-style-type: none"> • Wrap up needs assessment, present findings and recommendations 	<ul style="list-style-type: none"> • TBD – dependent on outcome of council review of findings and recommendations 	<ul style="list-style-type: none"> • TBD – dependent on outcome of council review of findings and recommendations 	<ul style="list-style-type: none"> • TBD – dependent on outcome of council review of findings and recommendations 	<ul style="list-style-type: none"> • TBD – dependent on outcome of council review of findings and recommendations

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Library Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<p>Library Master Plan Update – This includes:</p> <ul style="list-style-type: none"> ▪ A needs assessment ▪ A robust community engagement process ▪ Update of the library’s mission, vision, and guiding principles for decision making ▪ Development and financial analysis of service delivery model options ▪ Development of performance measures and service standards ▪ An action plan and implementation strategy 	<ul style="list-style-type: none"> ▪ Consultants and a professional facilitator will be engaged for parts of the project ▪ The project manager will consult colleagues in Parks and Rec, Human Services, Planning and Public Works on project process development. ▪ Members of the City Managers and Budget Teams will serve on the staff Technical Advisory Group ▪ The Library’s Communications Specialist III will assist with public information & document review ▪ The Library’s Budget Analyst will assist with the financial analysis & budget planning ▪ Selected M-Team members will be asked to review the final draft plan & offer constructive feedback on presentations to Planning Board and City Council ▪ Facilities and Asset Management will be consulted on the aspects of the plan that address capital and facilities maintenance. 	<ul style="list-style-type: none"> ▪ Technical Advisory Committee meetings (up to 12) 	<ul style="list-style-type: none"> ▪ Technical Advisory Committee meetings (up to 12) ▪ Communications support for outreach, education, & promotion kick off 	<ul style="list-style-type: none"> ▪ Technical Advisory Committee meetings (up to 12) 	<ul style="list-style-type: none"> ▪ Technical Advisory Committee meetings (up to 12) ▪ Communications support for public information for community engagement process including surveys ▪ December City Council Study Session – Communications & M-Team support 	<ul style="list-style-type: none"> ▪ Technical Advisory Committee meetings (up to 24) ▪ Communications support for public information for community engagement process ▪ Budget Analyst support for financial analysis ▪ Consult with Facilities and Asset Management on the aspects of the plan that address capital and facilities maintenance. 	<ul style="list-style-type: none"> ▪ Technical Advisory Committee meetings (up to 6) ▪ July Planning Board Presentation - Communications & M-Team support ▪ October City Council Final Presentation & Plan adoption – Communications & M-Team support ▪ Budget Analyst support for 2018 budget and Capital Development Program planning

Library Arts Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> ▪ <u>Public Art Policy</u> Drafting and operation of a new policy to govern municipal commissioning, maintenance and legacy of public art. 	<ul style="list-style-type: none"> ▪ Consultation with Boards & Commissions including the BAC, BDAB, Boulder Junction, Downtown, Landmarks, Library, PRAB, Planning, Transportation, and Univ. Hill Boards and Commissions. ▪ Consultation on legal and budget matters. ▪ Consultation with staff across city agencies. ▪ Once adopted, the program will require the investment of staff from the P&R, Planning, Transportation, Community Vitality, Public Works, FAM, and other agencies as a team to support Office of Arts + Culture staff on all steps in the public art process. 	<ul style="list-style-type: none"> ▪ Drafting, vetting, and adopting the Public Art Policy ▪ Installations for <i>Experiments in Public Art</i> begin. ▪ Other commissioning and maintenance projects continue. ▪ Inquiry for the Public Art Policy drafting. 	<ul style="list-style-type: none"> ▪ Drafting, vetting, and adopting the Public Art Implementation Plans. ▪ Commissioning begins for new projects. ▪ New maintenance projects begin. ▪ Events to launch the Public Art program. ▪ Public Inquiry for new commissions begins. 	<ul style="list-style-type: none"> ▪ Commissioning continues for new projects. ▪ Continuing events to launch the public art program. ▪ Public Inquiry for new commissions continues. 	<ul style="list-style-type: none"> ▪ Investigation of sustainable funding for Public Art begins. ▪ Commissioning continues for new projects. ▪ Public Inquiry for new commissions continues. ▪ Annual Report. 	<ul style="list-style-type: none"> ▪ Options for sustainable public art funding developed and vetted. ▪ Commissioning continues for new projects. ▪ Public Inquiry for new commissions continues. ▪ Proposal for sustainable funding finalized. ▪ Language for new rules, policies, procedures or ordinances finalized. ▪ Community engagement on sustainable funding. ▪ Public Inquiry for new commissions continues. 	<ul style="list-style-type: none"> ▪ Adoption of new rules, policies, procedures or ordinances. ▪ Budget integration. ▪ Commissioning continues for new projects. ▪ Public Inquiry for new commissions continues. ▪ Preparations for implementation of sustainable funding in Q1 2018. ▪ Commissioning continues for new projects. ▪ A public vote may be required in the Nov election. ▪ Public Inquiry for new commissions continues. ▪ Annual Report.
<ul style="list-style-type: none"> ▪ <u>Policy on Murals and Art in Public Places</u> A guidance document to align city staff for the encouragement of the commissioning of artworks for the public by private individuals, businesses, developers, and others. 	<ul style="list-style-type: none"> ▪ Consultation with Boards & Commissions including the BAC, BDAB, Landmarks, PRAB, Planning, and Transportation Boards and Commissions. ▪ Consultation on legal and budget matters. ▪ Consultation with staff across city agencies. ▪ Once adopted, the program will require the investment of staff from the Planning and Public Works departments. 		<ul style="list-style-type: none"> ▪ Drafting and vetting of the Murals and Art in Public Places Policy. ▪ Inquiry for the draft policy. 	<ul style="list-style-type: none"> ▪ Policy Adoption 	<ul style="list-style-type: none"> ▪ Public communication. ▪ Annual Report. 		

<ul style="list-style-type: none"> ▪ <u>New Cultural Grants Program</u> A new series of grants for cultural organizations, arts education, and creative professionals. 	<ul style="list-style-type: none"> ▪ Facilitation of the process with the Boulder Arts Commission is required. ▪ Consultation with staff in the Economic Vitality office will enhance the program. 	<ul style="list-style-type: none"> ▪ Deadline for Operational Grants. ▪ Deadline for Community Projects and Arts Ed. Grants. ▪ Launch of Professional Development Scholarships. ▪ Launch of Macky Rental Grants. ▪ Launch of Innovation Fund. ▪ Second 2016 Grants Workshop. 	<ul style="list-style-type: none"> ▪ Deadline for Innovation Fund. ▪ Ongoing evaluation and inquiry with grant recipients. ▪ Design of 2017 Grants Program begins. 	<ul style="list-style-type: none"> ▪ Ongoing evaluation and inquiry with grant recipients. ▪ Design of 2017 Grants Program continues. 	<ul style="list-style-type: none"> ▪ Ongoing evaluation and inquiry with grant recipients. ▪ Operational Grant Reporting. ▪ Launch of 2017 All Grants. ▪ 2017 Grants Workshop. ▪ Annual Report. 	<ul style="list-style-type: none"> ▪ Recertification of Operational Grants. ▪ Deadline for Community Projects Grants. ▪ Deadline for Art Education Grants. ▪ Ongoing evaluation and inquiry with grant recipients. ▪ Deadline for Innovation Fund. ▪ Operational Grant Reporting. ▪ Ongoing evaluation and inquiry with grant recipients. ▪ Design of 2018 Grants Program begins. 	<ul style="list-style-type: none"> ▪ Design of 2018 Grants Program continues. ▪ Ongoing evaluation and inquiry with grant recipients. ▪ Operational Grant Reporting. ▪ Launch of All 2018 Grants. ▪ 2018 Grants Workshop.
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Open Space and Mountain Parks: Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	1 st half 2017	2 nd half 2017
<ul style="list-style-type: none"> North TSA Plan The North TSA plan sets the community vision for 7,700 acres of OSMP-managed lands north of Linden Avenue and the Diagonal Highway. The plan seeks to improve visitor experiences and increase the sustainability of trails and trailheads while conserving the area’s natural, cultural and agricultural resources. 	<ul style="list-style-type: none"> OSMP <ul style="list-style-type: none"> <u>Operating Costs:</u> 2016: \$25,000 2017: \$10,000 <u>Capital Costs:</u> 2016: \$100,000 2017: \$200,000 CAO <ul style="list-style-type: none"> 2016 and 2017: Assistance with ordinances 	<ul style="list-style-type: none"> Draft plan document Recommendation that Open Space Board of Trustees approve and recommend City Council acceptance 	<ul style="list-style-type: none"> City Council review of and acceptance of North TSA plan. 	<ul style="list-style-type: none"> Integration with 2016 work plan (early implementation actions) Integration with 2017 operating budget Integration with 2017-2022 CIP and 	<ul style="list-style-type: none"> Integration with 2016 work plan (early implementation actions) Integration with 2017 operating budget Integration with 2017-2022 CIP 	<ul style="list-style-type: none"> Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan) 	<ul style="list-style-type: none"> Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan)
<ul style="list-style-type: none"> Agricultural Resources Management Plan The OSMP “Ag Plan” provides the framework OSMP actions to ensure the long-term sustainability of agricultural operations and the ecological health of OSMP lands, and for fostering connections among community members and local agriculture systems. 	<ul style="list-style-type: none"> OSMP <ul style="list-style-type: none"> <u>Operating Costs:</u> 2016: \$5,000 2017: \$5,000 <u>Capital Costs:</u> 2016: \$ 60,000 2017: \$170,000 	<ul style="list-style-type: none"> Plan element development <ul style="list-style-type: none"> Evaluate alternative lease rate polices & financing structures Develop monitoring protocols ID and prioritize infrastructure improvements Evaluation demonstration farming Draft plan document 	<ul style="list-style-type: none"> Draft Internal Review Plan Document <ul style="list-style-type: none"> Internal review Draft Public Review Plan Document Public Review Develop OSBT draft Plan Document 	<ul style="list-style-type: none"> Staff recommendation to OSBT to approve plan and recommend acceptance by City Council July: 2hrs 	<ul style="list-style-type: none"> Recommendation to City Council to accept plan Sept: 1 hr 	<ul style="list-style-type: none"> Integration with 2017 operating budget Integration with 2017-2022 CIP Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan) 	<ul style="list-style-type: none"> Implementation of priority plan actions (specific actions dependent upon timing of plan acceptance and content of accepted plan)
<ul style="list-style-type: none"> Visitor Master Plan Update OSMP Master Plan The Open Space and Mountain Parks (OSMP) Visitor Master Plan (VMP) was accepted by City Council in 2005 with a 10-year planning horizon. City Council identified a number of “overarching issues” as the basis to update the VMP. During the 2015 City Council retreat, staff and council discussed opportunities to combine the VMP update with the completion of the outstanding overarching issues in the form of a departmental master plan for OSMP. 	<ul style="list-style-type: none"> OSMP <ul style="list-style-type: none"> <u>Operating Costs:</u> 2016: none 2017: none <u>Capital Costs:</u> 2016: \$252,000 2017: \$200,000 <p>Master Planning Team with representation from across the city will discuss at period meetings. Special consultation likely with Parks and Recreation, Transportation, Greenways and Housing.</p>	<ul style="list-style-type: none"> Plan scoping Consultant ID Background Information Gathering (consultant) 	<ul style="list-style-type: none"> Staff project team formation Background information gathering Preliminary project plan OSBT Study Session on scope 	<ul style="list-style-type: none"> City Council study session on scope June: 2 hrs Development of community involvement process 	<ul style="list-style-type: none"> Public Kick Off Events Presentation of Background Materials Update OSBT on progress and forecast for 2017. 	<ul style="list-style-type: none"> Identify topics for Phases of Plan Phase I <ul style="list-style-type: none"> Develop/present information Public input Draft Phase I proposals Seek review/feedback Public hearing with OSBT. Study session with or IP for City Council. 	<ul style="list-style-type: none"> Phase II <ul style="list-style-type: none"> Develop/present information Public input Draft Phase I proposals Seek review/feedback Public hearing with OSBT. Study Session with or IP for City Council. <p>Project continues into 2018 → → →</p>

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Parks and Recreation Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<p>Boulder Urban Forestry Master Plan - In 2015, the Parks and Recreation Department (Forestry Group) presented to Council a proposed strategy to address the on-going Emerald Ash Borer infestation anticipated to affect roughly 11% of Boulder’s urban tree canopy over the next decade. As supported by Council (September 8, 2015), the strategy called for a series of efforts aiding in long-term tree care, directed treatment standards for public trees, community education initiatives, aggressive tree planting and the development of a comprehensive Urban Forestry Master Plan which would aid in the sustainability of Boulder’s urban tree canopy. The development of that Master Plan is the addressed in this project scope.</p> <p>Comprehensive Master Plan document contributing to the sustainability of Boulder’s urban tree canopy. Plan will include and address:</p> <ul style="list-style-type: none"> • Establishment of a baseline figure for urban tree canopy and long term canopy goals; • Tree diversification goals; • Urban heat island mitigation; • Prioritization of tree planting activities; • Pesticide use guidelines for public trees; • Appropriate pesticide use guidelines for private property owners treating public street trees; • Placement and selection of tree species that are 	<p>Key work items include Plan Scope Definition, RFP for related Plan Development and Outreach, Contract for Services, Facilitated Community Outreach Sessions and Mechanisms including but not limited web and print materials, PRAB presentation and Council update. Project can launch and continue within the approved 2016 budget and should be concluded within the year. Launch of contract cannot proceed without purchasing approval. Contract for services will be vetted by CAO. Other Parks & Recreation work (including that of the Forestry group) will not largely be affected by the launch of this project except that the Forestry Manager must devote time to development of the scope and monitoring of the consulting services throughout the year.</p>	<ul style="list-style-type: none"> ▪ Scope proposal/definition ▪ Development of potential contractor’s list ▪ Prep of RFP (with Purchasing) ▪ RFP Issuance and selection of consultant ▪ Update website to announce scope of project ▪ Exploration of discount program 	<ul style="list-style-type: none"> ▪ Consulting services and development of the plan ▪ Documenting recommendations and strategies ▪ Development of summary (primary findings and plans) ▪ Community updates, input sessions ▪ CU or other entity involvement ▪ Coordination with Community Building Plan (tree plantings) ▪ PRAB presentation (public meeting) ▪ PRAB Update Presentation (45 minutes) 	<ul style="list-style-type: none"> ▪ Preparation for Council Update ▪ Website Update with potential social media feedback option ▪ Council Update Presentation (1 hour, Q3) 	<ul style="list-style-type: none"> ▪ Communications update ▪ Regular updates via social media and web 	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ n/a

<p>compatible with optimizing rooftop solar capture capacity;</p> <ul style="list-style-type: none"> • Coordination with vegetation management for potential municipalization of the electric utility; • Public outreach and education regarding the benefits of the urban canopy; and • Reforestation of creek corridors with native species. 							
<p>Capital Project Activity - The department master plan and community input identified the need to keep existing assets at a high quality while also providing for enhanced and new recreation facilities and parks to meet the growing needs of the community. With the adoption of Asset Management best practices the department is working to develop a capital investment strategy plan that will reinvest in existing critical assets while developing new facilities and services within a sustainable framework.</p> <p>The Capital Investment Strategy will provide a development framework plan with specific, implementable urban park design and development recommendations for the enhancement of Boulder’s urban park system. The strategy will address the need to investment up to 40 million in existing assets as well as \$24 million in critical aging infrastructure as well as the desire to invest up to \$50 million in enhanced and new facilities as identified in the department’s Master Plan over the next ten years. The plan identifies three investment scenarios that follow the master plan framework of fiscally constrained, action plan</p>	<p>The development of a data driven capital investment strategy requires that the asset management best practices are implemented on existing assets to allow for accurate and data driven decisions on what assets are most critical to the system and which assets may be removed from the inventory to address limited financial resources. In addition the investment strategy relies on a variety of site plans and studies that identify upgrades and new facilities including the master plan, Valmont City Park, Reservoir Master Plan, urban forest management plan, the aquatics facility study as well as plans for Scott Carpenter, Mapleton, Tom Watson and the recreation facility condition report. Finally to be successful the department’s capital investment plan must align with overall city goals for enhanced capital spending to allocate limited resources to those city wide services that are most critical to the community. This process should be coordinated with the larger CIP effort.</p>	<ul style="list-style-type: none"> ▪ Draft CIS report ▪ Internal staff review ▪ BVSD Joint Use Agreement ▪ PRAB meetings – 4 hours ▪ PRAB review and recommendations on the CIP 	<ul style="list-style-type: none"> ▪ Final CIS report ▪ Hire capital manager as part of asset manager position ▪ Planning Board meeting 2 hours ▪ Planning Board review and recommendation of CIP 	<ul style="list-style-type: none"> ▪ Implementation strategy ▪ Council meetings 4 hours as part of CIP budget ▪ Council acceptance of CIP through the budget process ▪ Council study session and budget meetings 	<ul style="list-style-type: none"> ▪ Review and revisions as required to CIS report ▪ Meetings with stakeholders and potential donors 	<ul style="list-style-type: none"> ▪ Develop Funding Strategy ▪ Implement funding strategy for key projects ▪ Community Survey and outreach ▪ Continued partnership development ▪ PRAB ▪ Planning Board ▪ Council Study Session 	<ul style="list-style-type: none"> ▪ Implement ▪ Implement – possible city wide bond ▪ Partnership development ▪ Partnership development ▪ Council CIP

<p>and vision plan.</p>							
<p>Commercial Use of Public Space - Consistent with examination of the Civic Area's potential and the City's continuing evolution of Special Events policies, the department will explore policies and practices related to commercial use of public spaces, including those efforts that support the local economy and the vibrancy of our communities. This will include examination of policies, practices, permitting and pricing related to in-park concessions, ticketed-gated activity, facility rental and the appropriate balance of protected general public use and city park infrastructure.</p> <p>By the end of the Q3 (2016), develop policies and practices that clearly establish the department's approach to the commercial use of public spaces.</p>	<ul style="list-style-type: none"> ▪ In response to the evolution of the Civic Area and in anticipation of changes necessary to sustainably and responsibly operate the City's Parks and Recreation venues, the department will evaluate practices concerning: <ul style="list-style-type: none"> ○ Commercial vending ○ Ticketed-gated activity ○ Public private partnerships 	<ul style="list-style-type: none"> • Review and analysis of existing policies and industry best practices 	<ul style="list-style-type: none"> ▪ Community engagement and outreach to stakeholders ▪ Hold meeting, round tables, focus groups with stakeholders including DBI, Farmers Market, concessionaires, and existing commercial use permit holder (15-20 hours) 	<ul style="list-style-type: none"> ▪ Present policies and practices to Parks and Recreation Advisory Board (PRAB) ▪ Public hearing at September 26, 2016 PRAB meeting 	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ n/a
<p>Community Building and Partnerships - The parks and recreation department will continue to foster community building and pursue/enhance partnerships critical to our sustainable provision of quality spaces and programming meeting the community's needs for recreation and respite. Included in this work will be successful conclusion of our department's negotiations with the Boulder Valley School District defining the joint use of facilities/amenities</p>	<p>This work is interrelated to almost all projects in the department in order to identify scope of need and areas of opportunity. Internal sponsor and donor recognition guidelines need to first be established to ensure consistent and appropriate action.</p> <p>Through the implementation of the departments Service Design and Delivery Model, partnership building will focus on mutually beneficial, mission focused and connection of guiding principles as demonstrated in parks, facilities, and programs. By</p>	<ul style="list-style-type: none"> • Review/recommend changes to sponsorship/donor recognition policy/practice • Public private partnership opportunity listening sessions re. concessions at Golf Course, Res., Civic Area • Review, renew, discontinue 2015 program partnerships through evaluation and service delivery initiatives 	<ul style="list-style-type: none"> • Grant and sponsorship solicitation • Activate ongoing community program volunteers • Pursue partnership opportunities for identified capital projects and programming needs • Identify and evaluate 2016 program partnership contractual scope of works • Implementation of service partnership 	<ul style="list-style-type: none"> • Grant and sponsorship solicitation • RFP Issuance (concessions @ Golf and Res) • Pursue partnership opportunities for identified capital projects and programming needs • Evaluate JUA between COB and BVSD • 10-15 pre-planned community volunteer events (tree plantings, clean ups, park constructions); 3hr/event 	<ul style="list-style-type: none"> • Grant and sponsorship solicitation • Pursue partnership opportunities for identified capital projects and programming needs • Final evaluation of program partnerships from 2016 performance • Finalize program partnership agreements for 2017 • Evaluate JUA between COB and BVSD 	<ul style="list-style-type: none"> • Issue calendar of 2017 BPR Community Building Events • Capital Project opportunities list finalized • Develop 2017 pre-planned volunteer events and ongoing programs • 2-3 outreach meetings re. park renovations; 2-3 hrs • Volunteer Appreciation event; 	<ul style="list-style-type: none"> • Grant and sponsorship solicitation • Pursue partnership opportunities for identified capital projects and programming needs • 5 pre-planned community volunteer events (tree plantings, clean ups, park openings); 3hr/event • 3 department hosted

<p>owned by each organization. We will also explore the impact of existing programming partnerships (dance, tennis, biking instruction and community gardening, for example) and evaluate the viability of partnerships to support expanded service reach to the underserved and contributions to parks and recreation capital improvements. OUTCOMES: Through strategic development of public-public or public-private partnerships, the parks and recreation department will be able to leverage its resources to increase the service reach, programming impact and sustainability of public amenities. The creation of more strategic and meaningful volunteer opportunities and events will encourage a culture of stewardship and leadership in the Boulder community.</p> <p>The department is focused on Master Plan recommendations to shift the practices that facilitates the delivery of high-quality programs with community partners where most effective and limits the direct delivery of programs to those that align with the highest community values.</p>	<p>considering each individual service’s alignment with mission; financial viability; market position; and the competitors that provide a similar service, the department will begin to identify those services that organization should be in the business of providing and how best to provide those services effectively and efficiently. Collaborative partnerships are opportunities to eliminate unnecessary duplication of service while providing for efficient and effective utilization of resources.</p>	<ul style="list-style-type: none"> • Implementation of JUA between COB and BVSD • Volunteer team restructure and new hire • Grant and sponsorship solicitation • Solidify urban forest outreach strategy for 2016 • Issue calendar of 2016 BPR Community Building Events • Capital Project opportunities list finalized • Host 2 PPP listening session; 4 hrs total • 2-3 outreach meetings re. park renovations; 2-3 hrs • Volunteer Appreciation event; 3-4 hrs 	<p>orientations</p> <ul style="list-style-type: none"> • Issue calendar of partnership milestone dates • Identify 2017 partnership RFP processes • Evaluate JUA between COB and BVSD • 3 department hosted community events; 3-5hr/event (Creek Fest – multiday) • Donor/sponsor recognition policy to PRAB; April, 5 hrs • • 	<ul style="list-style-type: none"> • Roll out urban forest outreach program; ongoing • 5 pre-planned community volunteer events (tree plantings, clean ups, park openings); 3hr/event • 3 department hosted community events; 3-5hr/event • Ongoing volunteer projects • PPP PRAB review and liaison selection • 	<ul style="list-style-type: none"> • 	<p>3-4 hrs</p> <ul style="list-style-type: none"> • Grant and sponsorship solicitation • Activate ongoing community program volunteers • Pursue partnership opportunities for identified capital projects and programming needs • 3 department hosted community events; 3-5hr/event • 10-15 pre-planned community volunteer events (tree plantings, clean ups, park constructions); 3hr/event 	<p>community events; 3-5hr/event</p> <ul style="list-style-type: none"> • Ongoing volunteer projects
<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 		<ul style="list-style-type: none"> • 5 pre-planned community volunteer events (tree plantings, clean ups, park openings); 3hr/event • 3 department hosted community events; 3-5hr/event • Ongoing volunteer projects

Planning, Housing and Sustainability Key 2016 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other dept.s	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<p>Comprehensive Plan – This includes four major work tracks, plus renewal of the city/county Intergovernmental Agreement (IGA). Tracks include:</p> <ul style="list-style-type: none"> • Areas of Focus (i.e., core values, resilience/climate, jobs/housing balance, affordable housing including middle income, built environment, subcommunity/ neighborhood issues, BCH coordination, CU South suitability analysis). • Plan Policy Integration • Plan “clean up” and organization • Public change request analysis 	<ul style="list-style-type: none"> • PH+S comprehensive planning team leads • Major citywide Interdepartmental effort, including necessary communications support and CAO from time to time. • Will need consultants for technical analysis, survey work and community engagement support • Significant coordination with Housing Boulder and BCH Site Planning efforts 	<ul style="list-style-type: none"> • Jan. 5 – Council action on public requests in Area I and Area II enclaves and policy changes • Feb. 2 – Joint Council and Planning Board public hearing for public requests in Area II and III • Coordinate with Resilience Study Session (Feb. 9) and Middle Income Housing Study Session (Feb. 23) • Begin analysis of land use change requests • Start analysis of areas of focus; develop options (See Middle Income housing below). • Community engagement: Continued discussion of survey results 	<ul style="list-style-type: none"> • Study Session (April 12) • Areas of focus – options/scenarios analysis (including land use analysis related to housing and jobs, and 3d modeling and visualization) • Complete plan organization and “clean up” (e.g., non substantive updates and graphic improvements) • Community engagement: Possible focus groups regarding focused topics; local listening sessions; possible survey #2 	<ul style="list-style-type: none"> • Review further analysis for focused topics • Prepare draft plan including the areas of focus topic policy updates; map changes; and actions, strategies, and metrics • Community engagement: draft plan workshops and open house • Council Study Session 	<ul style="list-style-type: none"> • Approve draft plan • Begin Implementation of BVCP including possible area planning • IGA renewal 	<ul style="list-style-type: none"> • Implementation of BVCP, including possible area planning 	<ul style="list-style-type: none"> • Implementation of BVCP, including possible area planning
<p>Development-Related Impact Fees & Excise Taxes Studies - four components:</p> <ul style="list-style-type: none"> • Update current capital facilities impact fee/excise tax studies • Multi-modal Transportation fee analysis for capital and on-going operating costs • Commercial linkage fee for affordable housing • Public Art requirement for private development program development 	<ul style="list-style-type: none"> • PH+S in lead. • Interdepartmental staff team of all departments with capital assets; includes significant staff resources needed in: <ul style="list-style-type: none"> • Finance • CAO • Transportation • Planning • Library & Arts • Consultant team preparing studies 	<ul style="list-style-type: none"> • Technical Working Group Meetings (2) • Public outreach - 101 seminar • Technical Analysis • Policy options development • City Council Study Session (April 12) 	<ul style="list-style-type: none"> • Technical Working Group meeting • Technical Analysis • Policy options development • Public outreach • Draft reports on fees and programs • City Council Study Session 	<ul style="list-style-type: none"> • City Council Study Session • City Council Public Hearing (decision) • Implementation and phase in preparation for 2017 budget 	<ul style="list-style-type: none"> • Implementation and phase in preparation for 2017 budget 		
<p>Form-Based Code (FBC) for Boulder Junction Phase I pilot project</p> <ul style="list-style-type: none"> • Development and adoption of a new form-based code as an appendix in the Land Use Code including new process and review criteria. 	<ul style="list-style-type: none"> • PH+S in lead with support from: <ul style="list-style-type: none"> • CAO • Public Works 	<ul style="list-style-type: none"> • Prepare final draft of FBC and staff memos for adoption hearings • Public outreach, meetings and online materials • Planning Board and City Council adoption hearings 	<ul style="list-style-type: none"> • Prepare for implementation with new worksheet materials • FBC training sessions with staff, review boards and local design professionals 	<ul style="list-style-type: none"> • TBD based on evaluation of pilot and Council direction 			

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other dept.s	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<p>Site Review Criteria - update Site Review criteria to:</p> <ul style="list-style-type: none"> • Include new minimum design standards • Be more prescriptive, specific and clear • Address when/ if additional community benefit should be required (e.g. for height modifications) 	<ul style="list-style-type: none"> • PH+S in lead with support from CAO 	<ul style="list-style-type: none"> • Receive recommendations from DoverKohl • Develop work plan including outreach plan 	<ul style="list-style-type: none"> • Review DoverKohl recommendations • Develop goals and objectives • Research and analysis • Solicit input from Planning Board and DAB • Create & convene stakeholder group 	<ul style="list-style-type: none"> • Develop options • Meet with stakeholder group • Planning Board and DAB check in 	<ul style="list-style-type: none"> • Begin drafting code changes • Planning Board and DAB check in • City Council check in (matters or Study Session) • Meet with the stakeholder group • Public outreach 	<ul style="list-style-type: none"> • Finalize proposed code changes • Host open house • Planning Board and City Council consideration of changes • Prepare for implementation 	
<p>Update to the Downtown Urban Design Guidelines</p> <ul style="list-style-type: none"> • Revisions to the guidelines for better usability and clarity 	<ul style="list-style-type: none"> • PH+S in lead with support from: <ul style="list-style-type: none"> • CAO • Communications 	<ul style="list-style-type: none"> • Finalize draft document and prepare ordinance • Planning Board, Landmarks Board and City Council adoption • Amend height ordinance map to exempt downtown 					
<p>Civic Area Implementation</p> <ul style="list-style-type: none"> • Final design and construction of Phase I – Park at the Core • Long-Term Studies of East & West Bookends to determine future improvements: <ul style="list-style-type: none"> • Comprehensive Flood Analysis • Market Hall Feasibility Study • Urban Design Plan/ Guidelines • Coordination with Canyon Complete Streets (includes Bandshell) and Municipal Facilities Study & BCH <p>Civic Use Pad - Discussions with St. Julien to construct</p>	<ul style="list-style-type: none"> • Interdepartmental Team with leads from Parks, Public Works and PH+S <ul style="list-style-type: none"> • Consultant support. 	<ul style="list-style-type: none"> • Final design Phase I park improvements • Flood Analysis • Market Hall Feasibility Analysis (<i>Phase I</i>) & Working Group Meeting • Market Hall Space Test Fit (<i>Phase II</i>) • Collect data on parking changes • Public Open House • Council Study Session (3/29/16) <p>Civic Use Pad</p> <ul style="list-style-type: none"> • Preliminary design • Financial analysis • Outreach to potential users 	<ul style="list-style-type: none"> • Permitting & bidding for park construction • Coordinate w/ Canyon Complete Streets – Design Alternatives • Continued analysis of capital projects <p>Civic Use Pad</p> <ul style="list-style-type: none"> • Design work • Negotiation of management agreement • Financial analysis • Public outreach to potential users 	<ul style="list-style-type: none"> • Park construction begins • Coordinate w/ Canyon Complete Streets – Design Options Analysis • Continued analysis of capital projects <p>Civic Use Pad</p> <ul style="list-style-type: none"> • Council consideration of management agreement 	<ul style="list-style-type: none"> • Continued park construction • Coordinate w/ Canyon Complete Streets – Design Recommendation • Coordinate w/ Municipal Facilities Study & BCH • Continued analysis of capital projects <p>Civic Use Pad</p> <ul style="list-style-type: none"> • Construction activities begin (St. Julien lead) 	<ul style="list-style-type: none"> • Continued park construction • Tasks related to Civic Area bookends are dependent on outcomes in 2016 • Begin Urban Design Plan & Outreach to Boards 	<ul style="list-style-type: none"> • Park construction complete in 2017 • Bookend Urban Design Plan/ Guidelines – Present to Boards & Council

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other dept.s	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<p>BCH Site & Municipal Facilities Planning</p> <ul style="list-style-type: none"> Establish land use and urban form characteristics taking into consideration the site's interrelation with the larger Broadway corridor, Downtown, Civic Area and University Hill Develop short and long-term municipal facilities needs and locations Develop site specific goals and redevelopment options Implementation Plan 	<ul style="list-style-type: none"> PH+S and Public Works in lead. Multi-departmental effort: <ul style="list-style-type: none"> Community Vitality Parks and Recreation City Attorney Finance Consultant support 	<ul style="list-style-type: none"> Develop 2016 Project Scope & Schedule Coordination with BVCP Update Begin development of Performance & Design Guidelines for Facilities Conduct BCH Rehab analysis 	<ul style="list-style-type: none"> Consultant RFP & Selection for city facilities study Context Analysis – past history and current conditions of BCH & its larger context including Downtown, Civic Area, and Uni-Hill Conduct city space needs & analysis 	<ul style="list-style-type: none"> Continue work on Context Analysis Define boundary for specific BCH Site/Area Planning work Synthesize city space needs in coordination w/Civic Area 	<ul style="list-style-type: none"> Develop Planning & Design Framework to illustrate the desired future for BCH and larger context, relationship/ roles relative to other areas. Adopt Guiding Principles for area wide goals and objectives to inform the future of BCH site (<i>land use, urban form, connections, cultural and other facilities, etc.</i>) Adopt Performance & Design Guidelines for Facilities 	<ul style="list-style-type: none"> Site/Area Planning Space planning program for city departments and facilities Final determination of facilities & locations Begin Municipal Facilities Masterplan Begin site/area planning (w/consultant support) 	<ul style="list-style-type: none"> Continue work on Site/Area Planning including evaluation of options & selection of preferred plan Complete Land Use Change & Zoning Designation Continue with Municipal Facilities Masterplan
<p>30th and Pearl</p> <ul style="list-style-type: none"> Analyze options for moving forward with redevelopment of the site Select and refine preferred option 	<ul style="list-style-type: none"> PH+S in lead. Multidepartment effort including: <ul style="list-style-type: none"> Public Works: Transportation, Utilities Parks 	<ul style="list-style-type: none"> Procure consultant services for options analysis. Begin building scenarios. 	<ul style="list-style-type: none"> Refine scenarios and options analysis. Develop draft success criteria for redevelopment. 	<ul style="list-style-type: none"> Refine preferred option 	<ul style="list-style-type: none"> Potential RFP for sale, redevelopment, or partnership. 		
<p>Middle Income Housing Strategy - To include:</p> <ul style="list-style-type: none"> BBC study of what market is currently producing to serve the middle; how unit size and location affect pricing over time Identification of potential land use and other market interventions to produce desired housing types Identification of effective mechanisms to support middle income affordability Methodology to monitor key indicators to measure progress 	<ul style="list-style-type: none"> PH+S in lead. Citywide Interdepartmental effort. Need communications support Will need CMO and CAO support from time to time. Consultant support for analysis and facilitation. 	<ul style="list-style-type: none"> Finalize consultant study Identify key policy questions Analyze projected housing – what do we expect based on current trends (feeds into BVCP) Identify range of potential interventions Draft goals for preservation and new construction Feb. 18 Planning Board Feb. 23 CC Study Session Develop work plan and public outreach plan 	<ul style="list-style-type: none"> BVCP: analysis of potential land use changes to produce desired middle income housing types (e.g., duplexes and triplexes, townhomes, courtyard apartments, bungalows) Analyze key policy questions Analyze potential interventions (programmatic, funding, and regulatory) Engage community on above 	<ul style="list-style-type: none"> Draft potential policy changes for community conversation Draft potential interventions (programmatic, funding, and regulatory) for community engagement with associated work plan for each. Board and Council check-in 	<ul style="list-style-type: none"> Identify and monitor key market indicators to measure progress on Middle Market housing provision Refine potential interventions Draft strategy 	<ul style="list-style-type: none"> Adoption of policy changes Adoption of interventions 	
<p>Other Housing Boulder priorities– Potential work efforts to prioritize include:</p> <ul style="list-style-type: none"> Housing Strategy Governance (Housing Board) Neighborhood Pilot Co-operative Housing Mobile Home Parks 	<ul style="list-style-type: none"> PH+S in lead. Multi-departmental effort Need communications support Will need CMO and CAO support from time to time. Consultant support for analysis and/ or facilitation 	<ul style="list-style-type: none"> Council prioritization of initiatives Jan. 26 CC Study Session on Co-ops Jan. 5 Palo Park Annex and Concept Plan Ongoing MHP work, including Ponderosa 	<ul style="list-style-type: none"> TBD based on Council direction 	<ul style="list-style-type: none"> TBD based on Council direction 	<ul style="list-style-type: none"> TBD based on Council direction 	<ul style="list-style-type: none"> TBD based on Council direction 	<ul style="list-style-type: none"> TBD based on Council direction

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other dept.s	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<p>Climate Commitment</p> <ul style="list-style-type: none"> • Coordination of community efforts to achieve 80% emissions reduction by 2050. • Coordination of city organization efforts to achieve 80% or more emissions reduction by 2050 • Coordination of city organization efforts to prepare for climate change-resilience capacity building 	<ul style="list-style-type: none"> • PH+S (Climate and Sustainability) in lead. • Multi-departmental effort: <ul style="list-style-type: none"> ▪ CMO (CRO) ▪ Public Works (Water Resources, Utilities, Transportation) ▪ PH+S (Comprehensive Planning, P+DS) ▪ Energy Future ▪ Parks and Recreation ▪ OSMP ▪ Finance ▪ Communications 	<ul style="list-style-type: none"> • Coordinate community engagement • Facilitate city organization staff training • Begin planning for community action campaigns • Launch “whole system energy transformation” and “thermal strategy” work 	<ul style="list-style-type: none"> • Coordinate April “Earth Futures Week” focus on climate action • Coordinate staff training on local climate change impacts 	<ul style="list-style-type: none"> • Finish revisions of Climate Commitment document and present for approval by City Council • Launch community action campaigns • Conduct climate extremes staff training exercise • Coordinate departmental level assessments of emission reduction/clean energy transition options • Complete “whole energy system transformation” and “thermal strategy” work 	<ul style="list-style-type: none"> • Coordinate community climate action campaigns • Lead city organization scenario planning on multi-factor change scenarios 	<ul style="list-style-type: none"> • Continue community action campaigns • Coordinate implementation of city organization energy transition implementations • Launch second round of staff climate change training 	<ul style="list-style-type: none"> • Continue community climate action campaigns • Continue implementation of city org emissions reduction/clean energy development projects • Continue staff climate mitigation/climate adaptation trainings
<p>Energy Codes: Short Term Updates and Long Term Strategy</p> <ul style="list-style-type: none"> • Improving compliance of current commercial and residential energy codes; • Integrate with new Building Performance Ordinance (BPO); • Updating the residential and commercial energy codes for adoption in 2016 and implementation in 2017; and • Long term strategic planning for energy codes updates to reach net zero by 2031. 	<ul style="list-style-type: none"> • Public Works (Building Code Compliance) in lead, support from PH+S (Climate + Sustainability) • Staff resources needed in: <ul style="list-style-type: none"> • CAO • Development Review Engineering • Zoning 	<ul style="list-style-type: none"> • Select consultant thru RFP process • Develop special lighting permit application for BPO 	<ul style="list-style-type: none"> • Develop options for short term code updates • Draft recommendations for long term plans 	<ul style="list-style-type: none"> • (4) Public Meetings for community engagement • EAB Feedback • CAO Review Needed • Revise short term options and make final recommendations 	<ul style="list-style-type: none"> • Finalize long term strategic plan recommendations • City Council meeting for short term code updates • Evaluate ways to improve compliance in the field 	<ul style="list-style-type: none"> • Update website and provide education materials for new code changes • Implement changes to improve compliance • Stakeholder working group – long term strategic plan 	<ul style="list-style-type: none"> • Develop proposal for long term strategic plan out to 2031 • City Council Study session • Begin implementation of long term strategic plans

Police Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
Professional Standards Review Panel		<ul style="list-style-type: none"> • Feb 9th Council Study Session on HH report 	<ul style="list-style-type: none"> • Council Meeting on work plan update, development of a new ordinance for review panel process 	<ul style="list-style-type: none"> • Community/staff panel to report and make recommendations to council, first /second reading of ordinance 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> • Development of a new Professional Standards Review Panel • Training of new panel members and development of meeting criteria, etc. 	<ul style="list-style-type: none"> •

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Public Works Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<ul style="list-style-type: none"> 2A Implementation – a temporary 0.3% tax increase to fund key community, culture and safety infrastructure projects as approved by voters in the 2014 ballot measure. 	<p>2A is a multi-departmental effort that requires close-interdepartmental coordination to create opportunities and efficiencies and reduce impacts to the community.</p> <p>Project Coordinators: Joanna Crean & Joel Wagner</p> <p>Note: Civic Area project hours are included in the separate Civic Area section.</p>	<p>Key Tasks:</p> <ul style="list-style-type: none"> Public outreach/open houses Project design Project construction Project completion (Hill Irrigation, Eben G. Fine) Civic Area Open House Landmarks Board Presentation Landmarks Board Notice of Disposition to City Council for Potential call-up (Chautauqua) 	<p>Key Tasks:</p> <ul style="list-style-type: none"> Public outreach/open houses Project design Project construction CEAP Committee Review Board/Commission meetings: TAB/OSTB/PRAB CEAP w/TAB recommendation to City Council for potential call-up (Boulder Creek Path) 	<p>Key Tasks:</p> <ul style="list-style-type: none"> Public outreach/open houses Project design Project construction Project completion (Hill Event Street) Open house to present final design (Chautauqua) 	<p>Key Tasks:</p> <ul style="list-style-type: none"> Public outreach/open houses Project design Project construction 	<p>Key Tasks:</p> <ul style="list-style-type: none"> Project construction Project completion (Hill Lighting, Chautauqua) 	<p>Key Tasks:</p> <ul style="list-style-type: none"> Project construction Project completion (Boulder Creek Path)
<p>TMP Implementation:</p> <ul style="list-style-type: none"> Complete Streets: On-going O&M, Safety Corridor Plans Capital Projects Renewed Vision for Transit Regional TDM Funding Integrated Planning 	<ul style="list-style-type: none"> PW-Transportation Division plus Communications, Comprehensive Planning, Community Vitality, Finance, City Attorney’s Office 	<ul style="list-style-type: none"> Transportation Report on Progress Safe Streets Boulder Report Corridor Plans – East Arapahoe, Canyon, 30th & Colorado Capital projects – construction on Diagonal, 28th, and Baseline Pavement/Asset Management Program Bikeways Enhancements/Maintenance North Broadway reconstruction project – planning/design phase US36 BRT and FLEX transit service begins Local transit: HOP Refresh; mobility hub plans; first & final mile connections, analysis of transit service delivery models with agency partners Regional transit: SH7 & SH119 BRT studies; joint maintenance facility planning with agency partners 	<ul style="list-style-type: none"> Corridor plans Capital projects Pavement/Asset Management Program Bikeways Enhancements/Maintenance Living Lab program report Local & regional transit planning Community-wide Eco Pass analysis Analysis/review options for updating TDM plans for new development with stakeholders (coord with AMPS) Transportation impact fee analysis, coordinate milestones with city’s broader impact fee study Community outreach process for quiet zones with agency partners/BNSF Board/Commission/Council updates on Civic Area access/parking/TDM programs Community event with national panel of Complete Streets practitioners 	<ul style="list-style-type: none"> Corridor Plans Capital projects Pavement/Asset Management Program Bikeways Enhancements/Maintenance Local & regional transit planning, including eastside circulator study with CU Community-wide Eco Pass analysis Refine options for updating TDM plans for new development with stakeholders/boards (coord with AMPS) Transportation impact fee analysis, coordinate milestones with city’s broader impact fee study Outreach, agency/BNSF coordination for quiet zones ADA transition plan Consider expansion of Civic Area parking/TDM programs to downtown district employees Monthly TAB updates 	<ul style="list-style-type: none"> Corridor Plans Capital projects Pavement/Asset Management Program Bikeways Enhancements/Maintenance Local & regional transit planning Community-wide Eco Pass study complete Present revised/refined options for updating TDM plans for new development with boards/Council (coord with AMPS) Transportation impact fee analysis, coordinate milestones with city’s broader impact fee study Outreach, agency/BNSF coordination for quiet zones ADA transition plan Monthly TAB updates City Council Study Session – TMP Implementation Overview: Highlight Complete Streets, Funding, and Integrated 	<ul style="list-style-type: none"> Corridor plans Capital projects Pavement/Asset Management Program Bikeways Enhancements/Maintenance Local and regional transit planning Community-wide Eco Pass next steps based on outcomes of 2016 study TDM plans for new development based on outcomes from 2016 Transportation impact fees – next steps based on 2016 Finalize plans for quiet zones based on outcomes from 2016 Report on completion of TMP action plan items from 2014-2016 Monthly TAB updates City Council Study Session – TMP 	<ul style="list-style-type: none"> Continuation and completion of existing projects, plans, and programs from 2016-17 Pavement/Asset Management Program Bikeways Enhancements/Maintenance Begin work plan items based upon TMP “near term” Action Plan (2017-2020) based on work program capacity and available funding. Prepare next edition of Transportation Report on Progress (draft Dec 2017, final document Feb 2018) Monthly TAB updates City Council Study Session – TMP Implementation Overview: Highlights include status report on TMP “near-term”

		<ul style="list-style-type: none"> Community-wide Eco Pass analysis with County/RTD Update TDM plans for new development (coord with AMPS) Transportation Impact Fee analysis (coord with city-wide broader impact fee study) DRCOG funding for railroad quiet zones Civic Area access, parking/TDM program monitoring Monthly TAB updates 	<p>(Spring)</p> <ul style="list-style-type: none"> Monthly TAB updates City Council Study Session – TMP Implementation Overview: Highlight on Complete , TDM, and Funding Focus Areas 	<ul style="list-style-type: none"> City Council Study Session – TMP Implementation Overview: Highlight on Renewed Vision for Transit, including Community-wide Eco Pass update 	<p>Planning Focus Areas</p>	<p>Implementation Overview: Highlights include status report on TMP "immediate" action items (2014-2016)</p>	<p>action items (2017-2020)</p>
<ul style="list-style-type: none"> Valmont Butte <ul style="list-style-type: none"> Annexation BVCP Land Use Change 	<ul style="list-style-type: none"> PH&S Annexation Process PH&S BVCP Land Use Change Consideration Outreach to stakeholders support 	<ul style="list-style-type: none"> Stakeholder outreach Joint hearings on BVCP requests 	<ul style="list-style-type: none"> Historical Analysis 	<ul style="list-style-type: none"> Historical Analysis 	<ul style="list-style-type: none"> Landmark Submission & potential call-up 		
<ul style="list-style-type: none"> Water, Wastewater, Stormwater and Flood Utility Rate Study 	<ul style="list-style-type: none"> A project manager has been dedicated, key SMEs are engaged, and funds are available. No impact to other departments. 	<ul style="list-style-type: none"> Consultant contracting. Data analysis and WRAB consultation. 	<ul style="list-style-type: none"> Data analysis and WRAB consultation. 	<ul style="list-style-type: none"> Data analysis and WRAB consultation. 	<ul style="list-style-type: none"> Possible implementation of certain recommendations through 2017 budget process. 	<ul style="list-style-type: none"> Refine recommendations and WRAB consultation. 	<ul style="list-style-type: none"> Implementation through 2018 budget process.
<ul style="list-style-type: none"> Citywide Special Events 	<ul style="list-style-type: none"> Project Manager and Staff Time for event policy, review and operations Project Manager and Staff Time for meetings and collaborations IT Staff Time for SharePoint and Software development Purchase of Software, Memberships and Operational Tools 	<ul style="list-style-type: none"> Complete Interim Special Event Policy Complete criteria and standards for all events including rest periods, capacity, etc. Strengthen CU / City Collaboration with regular event mtgs (ongoing) City Council Events Update and review of the 2017-2018 Ironman Agreement renewal; Policy update under Matters from CMO with Council. 	<ul style="list-style-type: none"> Suggest Code and Policy changes for 2017 Develop short and long term resource needs for 2017 budget 	<ul style="list-style-type: none"> Develop cost recovery, cost and data collection methods Clarify city sponsorship policy Finalize 2017 budget City Council Events Update 	<ul style="list-style-type: none"> Review special events policy, applications, event documents and websites for changes and updates 	<ul style="list-style-type: none"> Complete updates to 2017 Special Event Policy Update criteria and standards for all events including rest periods, capacity, etc. City Council Events Update 	<ul style="list-style-type: none"> Finalize Special Event web-based application and payment system City Council Events Update

<ul style="list-style-type: none"> Capital Improvement Projects for PW - Utilities 	<ul style="list-style-type: none"> Bear Canyon Creek Flood Mitigation Study - Multi-year process. Stormwater Collection System Master Plan Update - Multi-year process Wastewater Collection System Master Plan Update - Multi-year process, Skunk Creek, Bluebell Canyon Creek, and King's Gulch Floodplain Mapping Study - Multi-year process Fourmile Canyon Creek Mitigation CEAP- Multi-year process 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Stormwater Collection System Master Plan Update - Public Hearing/Action Item to Accept Study - Wastewater Collection System Master Plan Update - Public Hearing/Action Item Fourmile Canyon Creek Mitigation CEAP Call Up Opportunity 	<ul style="list-style-type: none"> Bear Canyon Creek Flood Mitigation Study - Public Hearing/Action to Accept Study Skunk Creek, Bluebell Canyon Creek, and King's Gulch Floodplain Mapping Study - Public Hearing/Action Item 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Capital Improvement Projects for PW - Transportation (see also TMP Implementation) 	<ul style="list-style-type: none"> Asset/Pavement Management Program Sidewalk Repair Program Bikeways Maintenance and Enhancements Corridor Studies for Canyon Blvd/30th and Colorado Transportation Capital Projects - Various 	<ul style="list-style-type: none"> Asset/Pavement Management Program Sidewalk Repair Program Bikeways Maintenance and Enhancements Corridor Studies for Canyon Blvd/30th and Colorado Transportation Capital Projects - Various 	<ul style="list-style-type: none"> Asset/Pavement Management Program Sidewalk Repair Program Bikeways Maintenance and Enhancements Corridor Studies for Canyon Blvd/30th and Colorado Transportation Capital Projects - Various 	<ul style="list-style-type: none"> Asset/Pavement Management Program Sidewalk Repair Program Bikeways Maintenance and Enhancements Corridor Studies for Canyon Blvd/30th and Colorado Transportation Capital Projects - Various 	<ul style="list-style-type: none"> Asset/Pavement Management Program Sidewalk Repair Program Bikeways Maintenance and Enhancements Corridor Studies for Canyon Blvd/30th and Colorado Transportation Capital Projects - Various 	<ul style="list-style-type: none"> Asset/Pavement Management Program Sidewalk Repair Program Bikeways Maint and Enhancements Corridor Studies for Canyon Blvd/30th and Colorado Transportation Capital Projects - Various 	<ul style="list-style-type: none"> Asset/Pavement Management Program Sidewalk Repair Program Bikeways Maint and Enhancements Corridor Studies for Canyon Blvd/30th and Colorado Transportation Capital Projects - Various

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2016 Community Projects Time Estimate Summary

Department	Project	2016 Total Key Staff Hours	Range	2016 Total Council Meeting Hours
Finance	Annual Budget Process including Capital Improvement Program	39310	35000+	20.5
Public Works	Transportation Master Plan	39000	35000+	7
Energy Strategy and Electric Utility Development	Boulder Energy Future	22860	20000-25000	56
Public Works	Capital Improvement Projects	14320	14000-16500	0
Public Works	Citywide Special Events	12110	12000-14500	4
Parks and Rec	Capital Project Activity	9100	9000-9500	2
Community Vitality	University Hill Reinvestment Project	8960	8500-8999	8
Planning Housing and Sustainability	Boulder Valley Comp Plan	8150	8000-8499	10
Planning Housing and Sustainability	Housing Boulder	7100	7000-7500	3
City Manager's Office	Resilient Boulder	7330	7000-7500	4
OSMP	North Trail Study Area Plan	6250	6000-6500	4.5
Planning Housing and Sustainability	Civic Area Implementation including Civic Use Pad	5860	5500-5999	6
Planning Housing and Sustainability	Boulder Community Health/Broadway Campus Redevelopment	5760	5500-5999	
Public Works	Community Culture and Safety	5640	5500-5999	2
OSMP	Visitor Master Plan/OSMP Master Plan	5550	5500-5999	2
Human Services	Homelessness Strategy and Action Plan	4710	4500-5000	3
Human Services	Human Services Strategy	4650	4500-5000	3
Community Vitality	AMPS	4490	4000-4499	11
Parks and Rec	Boulder Urban Forestry Master Plan	3960	3500-3999	1
Library Arts	Master Plan Update	3820	3500-3999	2
OSMP	Agricultural Resource Management Plan	3570	3500-3999	1.5
Planning Housing and Sustainability	Climate Commitment	3120	3000-3499	1
Library Arts	Public Art Policy	2870	2500-2999	1
Planning Housing and Sustainability	Department Related Impact Fees and Excise Tax Update	2370	2000-2499	6
Police	Professional Standards Review Panel	2120	2000-2499	10

Community Projects Time Estimates Summary

Parks and Rec	Community Building and Partnerships	1920	1500-1999	0
Library Arts	New Cultural Grants Program	1700	1500-1999	0
Public Works	Utility Rates Study	1500	1500-1999	1
Communications	Community Newsletter	1670	1500-1999	0.5
Human Services	Safe and Welcoming Community	1460	1000-1499	2
City Attorneys Office	Marijuana Code Changes	1260	1000-1499	12
Planning Housing and Sustainability	Update Site Review and new Minimum Design Standards	1190	1000-1499	2
City Attorneys Office	Cooperative Housing Code Changes	1170	1000-1499	13
Planning Housing and Sustainability	Form Based Code pilot project for Boulder Junction Phase 1	1070	1000-1499	1
Planning Housing and Sustainability	Energy Codes: Short Term Updates and Long Term Strategy	1060	1000-1499	1.5
Fire	Emergency Medical Services	1050	1000-1499	0
Parks and Rec	Commercial Use of Public Spaces	1040	1000-1499	0
Planning Housing and Sustainability	Boulder Junction-30th and Pearl	740	500-999	5
Finance	Ballot Items	680	500-999	6
Library Arts	Policy of Murals and Art in Public Places	530	500-999	1
Planning Housing and Sustainability	Update to the Downtown Design Guidelines	520	500-999	1
Human Services	Options to Expand COB Living Wage Resolution 926	470	less than 500	1
IT	Community Broadband and Wi-Fi Initiatives	460	less than 500	2
Fire	Fire Station 3 Relocation	260	less than 500	0
City Attorneys Office	Election Code Revision	100	less than 500	2
City Attorneys Office	Open Space Land Transfer Ordinance	100	less than 500	1
Public Works	Valmont Butte Property Annexation and BVCP Land Use Change	100	less than 500	2
Total		253,030		222.5

2016 Community Projects Time Estimate Summary by Department

Department	Project	1 st Quarter 2016 City Council Meeting Hours	2 nd Quarter 2016 City Council Meeting Hours	3 rd Quarter 2016 City Council Meeting Hours	4 th Quarter 2016 City Council Meeting Hours	2016 Total Council Meeting Hours	1 st Quarter 2016 Key Staff Hours	2 nd Quarter 2016 Key Staff Hours	3 rd Quarter 2016 Key Staff Hours	4 th Quarter 2016 Key Staff Hours	2016 Total Key Staff Hours
City Attorneys Office	Cooperative Housing Code Changes	3	8	2		13	390	390	390	0	1,170
City Attorneys Office	Marijuana Code Changes	4	8			12	650	610	0	0	1,260
City Attorneys Office	Open Space Land Transfer Ordinance	1				1	100	0	0	0	100
City Attorneys Office	Election Code Revision	2				2	100	0	0	0	100
City Manager's Office	Resilient Boulder	2	1		1	4	2,080	2,080	2,080	1,090	7,330
Communications	Community Newsletter				0.5	0.5	440	410	410	410	1,670
Community Vitality	AMPS	2	3	2	4	11	1,240	1,180	1,020	1,050	4,490
Community Vitality	University Hill Reinvestment Project		4	2	2	8	2,720	2,160	2,040	2,040	8,960
Energy Strategy and Electric Utility Development	Boulder Energy Future	12.5	15.5	12.5	15.5	56	5,790	5,790	5,590	5,690	22,860
Finance	Ballot Items	2	2	2		6	100	230	230	120	680
Finance	Annual Budget Process including Capital Improvement Program	2	3	9.5	6	20.5	4,790	17,000	10,210	7,310	39,310
Fire	Fire Station 3 Relocation					0	190	70	0	0	260
Fire	Emergency Medical Services					0	250	300	250	250	1,050
Human Services	Options to Expand COB Living Wage Resolution 926	1				1	470	0	0	0	470
Human Services	Homelessness Strategy and Action Plan		2	1		3	1,260	1,260	1,200	990	4,710
Human Services	Safe and Welcoming Community		1	1		2	350	350	350	410	1,460
Human Services	Human Services Strategy		1	1	1	3	1,200	1,200	1,200	1,050	4,650
IT	Community Broadband and Wi-Fi Initiatives		2			2	210	250	0	0	460
Library Arts	Master Plan Update				2	2	600	910	1,390	920	3,820
Library Arts	Public Art Policy		1			1	850	650	650	720	2,870
Library Arts	Policy of Murals and Art in Public Places		1			1	0	220	220	90	530
Library Arts	New Cultural Grants Program					0	460	390	390	460	1,700
OSMP	Agricultural Resource Management Plan			1.5		1.5	770	1,090	1,200	510	3,570
OSMP	North Trail Study Area Plan		4	0.5		4.5	2,630	2,460	830	330	6,250
OSMP	Visitor Master Plan/OSMP Master Plan			2		2	520	700	2,050	2,280	5,550
Parks and Rec	Boulder Urban Forestry Master Plan			1		1	1,140	1,660	770	390	3,960
Parks and Rec	Capital Project Activity			2		2	4,160	2,080	1,560	1,300	9,100
Parks and Rec	Commercial Use of Public Spaces					0	260	260	520	0	1,040
Parks and Rec	Community Building and Partnerships					0	550	520	590	260	1,920
Planning Housing and Sustainability	Boulder Valley Comp Plan	4	3	3		10	2,274	2,274	2,022	1,580	8,150
Planning Housing and Sustainability	Update Site Review and new Minimum Design Standards				2	2	0	330	400	460	1,190

Planning Housing and Sustainability	Boulder Community Health/Broadway Campus Redevelopment					0	1,440	1,440	1,440	1,440	5,760
Planning Housing and Sustainability	Department Related Impact Fees and Excise Tax Update	2	2	1	1	6	730	600	600	440	2,370
Planning Housing and Sustainability	Update to the Downtown Design Guidelines	1				1	520	0	0	0	520
Planning Housing and Sustainability	Form Based Code pilot project for Boulder Junction Phase 1	1				1	990	80	0	0	1,070
Planning Housing and Sustainability	Civic Area Implementation including Civic Use Pad	2	3	1		6	1,370	1,170	1,560	1,760	5,860
Planning Housing and Sustainability	Housing Boulder	1.5		1.5		3	1,900	1,950	1,750	1,500	7,100
Planning Housing and Sustainability	Boulder Junction-30th and Pearl		3		2	5	210	210	220	100	740
Planning Housing and Sustainability	Climate Commitment			1		1	780	780	780	780	3,120
Planning Housing and Sustainability	Energy Codes: Short Term Updates and Long Term Strategy				1.5	1.5	130	160	340	430	1,060
Police	Professional Standards Review Panel	3	3	3	1	10	700	700	360	360	2,120
Public Works	Transportation Master Plan	1	2	2	2	7	9,750	9,750	9,750	9,750	39,000
Public Works	Valmont Butte Property Annexation and BVCP Land Use Change	2				2	40	20	20	20	100
Public Works	Utility Rates Study				1	1	390	390	390	330	1,500
Public Works	Community Culture and Safety	1	1			2	1,260	1,470	1,340	1,570	5,640
Public Works	Citywide Special Events	1		1	2	4	2,930	3,450	3,450	2,280	12,110
Public Works	Capital Improvement Projects					0	3,580	3,580	3,580	3,580	14,320
						222.5					253,030