

The end dates for the tasks are for the level of information needed for the next decision by City Council. The research of the consultants to provide a basis for their recommendations is anticipated to be completed in the time shown. However, we do not anticipate having preliminary or final reports from consultants by the dates shown for Phases I or II.

Task Name	Start	Finish
PHASE I - DEVELOPMENT OF MUNICIPALIZATION EXPLORATION STRATEGIES	Wed 1/11/12	Tue 3/19/13
Development of work plan	Mon 6/11/12	Thu 8/23/12
Presentation to council	Tue 8/28/12	Tue 8/28/12
METRICS	Tue 7/24/12	Tue 3/19/13
Reaffirm council guidance with respect to the goals and guiding principles	Tue 7/24/12	Tue 11/13/12
Develop preliminary metrics	Tue 7/24/12	Tue 11/13/12
Identify and form a public engagement team to develop/ review metrics	Mon 8/6/12	Wed 9/12/12
First meeting with stakeholder work group to gather input on draft metrics	Mon 8/6/12	Mon 8/6/12
Second meeting with stakeholder work group to refine metrics	Tue 8/21/12	Tue 8/21/12
Follow up meeting with stakeholder work group	Wed 9/12/12	Wed 9/12/12
Present to council	Fri 9/14/12	Thu 11/15/12
Finalize metrics	Fri 9/14/12	Wed 11/14/12
10/9 roundtable packet due to council	Fri 10/5/12	Fri 10/5/12
10/9 roundtable meeting	Tue 10/9/12	Tue 10/9/12
10/16 final council memo due	Wed 10/10/12	Wed 10/10/12
10/16 council meeting	Tue 10/16/12	Tue 10/16/12
Collect feedback and modify metrics	Tue 10/16/12	Wed 11/14/12
Presentation of metrics to council for approval	Thu 11/15/12	Thu 11/15/12
Incorporate into decision analysis	Thu 11/15/12	Tue 3/19/13
FINANCIAL MODEL	Fri 6/1/12	Tue 9/30/14
Establish public engagement team to research and vet financial model assumptions & output	Thu 9/6/12	Fri 3/1/13
Establish scope, schedule, and frequency of meetings	Mon 10/1/12	Wed 10/31/12
ID members (include diverse representation of financial experts)	Mon 10/1/12	Wed 10/31/12
Contact potential members	Mon 10/15/12	Fri 10/26/12
Invite	Thu 11/1/12	Thu 11/1/12
Est. routine meetings/roles	Tue 10/30/12	Fri 11/16/12
First meeting with stakeholder work group	Wed 11/7/12	Wed 11/7/12
Second meeting with stakeholder work group and FA presentation	Tue 11/27/12	Tue 11/27/12
Data	Thu 9/6/12	Fri 3/1/13
Data catalogue for financial model	Thu 9/6/12	Fri 2/1/13
Catalogue data needs for the project including sources and assumptions	Tue 10/2/12	Wed 11/14/12
Review assumptions from 2011 and previous years work	Fri 11/2/12	Fri 11/30/12
Create data flow diagram	Wed 11/14/12	Fri 12/14/12
Vet data list and assumptions with working group	Wed 11/7/12	Wed 12/12/12
Collect additional data	Wed 11/7/12	Fri 11/30/12
Develop various operations scenarios	Wed 12/5/12	Mon 12/31/12
Vet operations data with reliability team	Wed 12/12/12	Fri 1/11/13
Interface with resource model	Wed 10/31/12	Fri 3/1/13

Determine data needs from resource model	Thu 11/1/12	Fri 11/30/12
Align resource model scenarios with financial model	Fri 11/30/12	Fri 3/1/13
Interface with decision analysis	Wed 11/7/12	Fri 3/1/13
Set up outputs to align with decision analysis process	Wed 11/7/12	Fri 3/1/13
Compute potential economic benefits and losses to the community of owning its utility	Wed 10/31/12	Fri 3/1/13
Validate charter based viability of outcomes by comparing to metrics	Mon 1/7/13	Fri 3/1/13
Develop financing plan	Tue 11/6/12	Fri 6/28/13
Determine dependencies/requirements to issue debt and develop overall schedule	Tue 11/6/12	Fri 6/28/13
Hire an advisor with public utility finance experience to develop financing options	Wed 8/15/12	Fri 11/9/12
Financing of asset acquisition	Tue 11/6/12	Tue 9/30/14
Ongoing operations – organization costs	Tue 11/6/12	Fri 6/28/13
Develop various financing structures based on timing and market requirements	Tue 11/6/12	Mon 9/30/13
Coordination with Finance Department on debt issue requirements	Tue 11/6/12	Fri 6/28/13
Determine Charter/ ordinance requirements and Items for council consideration	Wed 1/2/13	Fri 6/28/13
Budget coordination	Tue 11/6/12	Fri 6/28/13
City legal financing issues	Tue 11/6/12	Fri 6/28/13
Software	Mon 9/3/12	Fri 12/28/12
Define financial model requirements, building on existing model	Fri 10/5/12	Fri 10/5/12
Review city consultant and Boulder Clean Energy Business Coalition’s models	Mon 9/3/12	Fri 11/30/12
Determine if one, both, or neither can be used for project	Fri 9/28/12	Fri 9/28/12
Identify additional functionality and applications needed	Mon 9/3/12	Fri 9/28/12
Integrate IT support into project to help transfer model to city system and provide technical support	Fri 9/28/12	Fri 9/28/12
Hire consultant to customize model	Mon 10/22/12	Thu 11/15/12
Ensure model is set to validate charter based viability of outcomes by comparing to metrics	Fri 11/16/12	Fri 11/30/12
Work with financial advisor on incorporating financial attributes to the model	Mon 11/26/12	Fri 12/28/12
Work on QA/QC to review product and ensure it is accurate	Fri 11/16/12	Fri 12/28/12
DECISION ANALYSIS TOOL	Mon 9/3/12	Tue 3/19/13
Engage utility DA expert	Tue 9/4/12	Tue 3/19/13
Identify framework for ranking "best" decisions	Tue 9/4/12	Fri 11/30/12
Identify key decisions (controllable commitments of resources)	Thu 11/1/12	Fri 1/18/13
Internal identification and legal vetting	Fri 11/2/12	Fri 11/30/12
Meet with working groups to identify risks and opportunities	Mon 11/5/12	Fri 12/14/12
Identify key variables (influenceable but not controllable)	Mon 9/3/12	Fri 12/14/12
Refine based on sensitivities	Mon 11/5/12	Fri 12/14/12
Meet with working groups to identify risks and opportunities	Mon 11/5/12	Fri 12/14/12
Program and run DA model	Mon 11/26/12	Fri 2/15/13
Evaluate and select appropriate DA tool	Wed 11/7/12	Wed 11/14/12
Integrate DA tool with financial and resource tools	Wed 11/7/12	Fri 11/30/12
Develop strategies comprised of decisions	Mon 11/26/12	Fri 12/7/12
Develop influence diagrams	Mon 11/26/12	Fri 12/7/12
Refine model as input is received	Mon 12/17/12	Fri 2/15/13
Evaluate strategies and model runs (PORTIONS MAY BE CONFIDENTIAL)	Mon 12/3/12	Thu 1/31/13
Complete vetting within working groups	Mon 12/3/12	Wed 1/2/13
Vetting among internal executives	Mon 1/7/13	Fri 1/18/13

Final public input prior to Feb/Mar memo	Mon 1/21/13	Thu 1/31/13
LEGAL Note: All privileged and confidential legal strategies will not be publicly discussed	Mon 1/2/12	Thu 11/1/12
Assemble legal team comprised of outside counsel and city lawyers	Thu 1/5/12	Thu 5/31/12
Refine FERC, CPUC, and condemnation timeline and strategy	Mon 8/22/11	Tue 3/19/13
Work with Duncan and Allen (outside counsel) to consider a variety of stranded cost-related strategies	Thu 6/7/12	Tue 3/19/13
Determine dependencies and filing requirements	Thu 6/7/12	Tue 3/19/13
Develop overall schedule and budget	Thu 8/23/12	Fri 11/16/12
Select viable legal strategies and prepare privileged litigation plan	Mon 1/2/12	Tue 3/19/13
Develop timeline and dependencies	Mon 1/2/12	Thu 11/8/12
Risk assess options	Mon 1/2/12	Fri 1/20/12
Resources needed to support each legal strategy	Mon 1/2/12	Thu 11/8/12
PUC	Mon 1/2/12	Mon 1/2/12
Condemnation	Mon 1/2/12	Mon 1/2/12
Stranded Costs	Mon 1/2/12	Mon 1/2/12
Confidential memo option vetting	Fri 9/28/12	Fri 9/28/12
RESOURCE MODELING	Tue 8/21/12	Tue 3/19/13
Establish scope and schedule for public resource modeling team	Tue 8/21/12	Tue 8/21/12
Identify and invite members	Tue 8/21/12	Mon 11/19/12
Define skills needed	Tue 8/21/12	Tue 8/21/12
Identify members of the public representing diverse opinions	Tue 8/21/12	Tue 8/21/12
Schedule regular meetings with defined objectives to be completed at each	Tue 8/21/12	Fri 8/24/12
First meeting with stakeholder work group	Tue 11/13/12	Tue 11/13/12
Establish sub groups	Fri 11/16/12	Mon 11/19/12
Develop viable resource options (to include energy efficiency, distributed generation, demand side management, renewable, and fossil fuel)	Mon 11/12/12	Mon 12/31/12
Identify and select integrated resource modeling expert and software	Mon 11/12/12	Mon 11/12/12
Develop projections of load and consumption for 5, 10, 20 years for Boulder	Mon 11/12/12	Tue 12/25/12
Develop load profiles (if possible) by customer class	Mon 11/12/12	Tue 12/25/12
Develop or model load profiles of largest electric consumers	Mon 11/12/12	Tue 12/25/12
Model potential impact of CU generation and IBM self-generating	Mon 11/12/12	Tue 12/25/12
Develop peak and off peak load profile	Mon 11/12/12	Tue 12/25/12
Using Xcel data, if accessible	Mon 11/12/12	Tue 12/25/12
Extrapolate from utilities with similar characteristics	Mon 11/12/12	Tue 12/25/12
Identify meta-parameters, such as loading order	Mon 11/12/12	Tue 12/25/12
Integration of CAP into Boulder short term and long term resource supply	Mon 11/12/12	Tue 12/4/12
Energy efficiency	Mon 11/12/12	Tue 12/4/12
Analyze technologies in use today and emerging	Mon 11/12/12	Tue 12/4/12
Using current programs and projections of future potential, Identify resource availability for 5- to 10-year horizon	Mon 11/12/12	Tue 12/4/12
Identify data needs to provide adequate information for projecting resource from energy efficiency	Mon 11/12/12	Tue 12/4/12
Project amount of KWH and KW, as well as annual cost for various levels of energy efficiency	Mon 11/12/12	Tue 12/4/12
Demand Side Management	Mon 11/12/12	Tue 12/4/12
Analyze technologies in use today and emerging	Mon 11/12/12	Tue 12/4/12
Using current programs and projections of future potential, identify resource availability for 5- to 10-year horizon	Mon 11/12/12	Tue 12/4/12
Identify data needs to provide adequate information for projecting resource from demand side management	Mon 11/12/12	Tue 12/4/12
Project amount of KWH and KW, as well as annual cost for various levels of demand side management	Mon 11/12/12	Tue 12/4/12

Renewable Resources	Mon 11/12/12	Tue 3/19/13
Identify utility scale renewable options – solar, wind, hydro, other	Mon 11/12/12	Tue 3/19/13
Determine availability	Mon 11/12/12	Tue 3/19/13
Existing resources	Mon 11/12/12	Tue 3/19/13
Transmission access	Mon 11/12/12	Tue 3/19/13
Availability/capacity factor	Mon 11/12/12	Tue 3/19/13
Cost	Mon 11/12/12	Tue 3/19/13
Development of new resources	Mon 11/12/12	Tue 3/19/13
Optimum location	Mon 11/12/12	Tue 3/19/13
Transmission access	Mon 11/12/12	Tue 3/19/13
Cost	Mon 11/12/12	Tue 3/19/13
Determine emerging technologies that should be considered (storage)	Mon 11/12/12	Tue 3/19/13
Grid integration	Mon 11/12/12	Tue 3/19/13
Distributed generation (DG)	Mon 11/12/12	Tue 3/19/13
Survey of potential	Mon 11/12/12	Tue 3/19/13
Technologies	Mon 11/12/12	Tue 3/19/13
Grid integration	Mon 11/12/12	Tue 3/19/13
Determine impact of DG on load profile	Mon 11/12/12	Tue 3/19/13
Cost	Mon 11/12/12	Tue 3/19/13
Traditional fossil fuel generation	Mon 11/12/12	Tue 1/8/13
Existing resources	Mon 11/12/12	Tue 1/8/13
Accessibility/transmission capacity	Mon 11/12/12	Tue 1/8/13
Cost	Mon 11/12/12	Tue 1/8/13
Investigate power supply options	Mon 11/12/12	Tue 1/8/13
Western Area Power Administration (WAPA)	Mon 11/12/12	Mon 11/12/12
Independent Power Producers	Mon 11/12/12	Tue 1/8/13
Assess transmission interconnection potential	Mon 11/12/12	Tue 1/8/13
Model build vs. buy scenarios for utility scale resources	Mon 11/12/12	Tue 3/19/13
Assess the availability and timing for acquiring or building	Mon 11/12/12	Tue 3/19/13
Model scenarios using standard purchase power agreement terms for delivery, reliability, peak and off-peak	Mon 11/12/12	Tue 3/19/13
Optimize the various resource options	Tue 8/21/12	Mon 10/15/12
Use established criteria to set parameters	Tue 8/21/12	Mon 10/15/12
Model resources assuming life cycle and costs to society, long term fuel cost projections and risk, transmission access and cost to wheel	Tue 8/21/12	Mon 10/15/12
Short term and long term resource strategy	Tue 8/21/12	Mon 10/15/12
ASSET INVENTORY	Mon 8/20/12	Mon 12/31/12
Information gathering	Mon 8/20/12	Mon 12/31/12
Preliminary research to ID real property interests	Mon 8/20/12	Tue 8/28/12
ROW easement research	Wed 9/12/12	Wed 9/12/12
Define geographical boundaries	Tue 9/18/12	Tue 9/18/12
ID property info needed for	Tue 9/18/12	Tue 9/18/12
Acquisition	Tue 9/18/12	Tue 9/18/12
FERC	Tue 9/18/12	Tue 9/18/12
Scope GIS requirements	Tue 9/18/12	Tue 9/18/12
Inventory kick-off meeting	Tue 9/18/12	Tue 9/18/12

import electronic maps & inventory and ID resources contained therein	Wed 9/19/12	Tue 11/13/12
What does COB have?	Wed 9/19/12	Tue 11/13/12
Technical specs to link to GIS	Wed 9/19/12	Wed 9/26/12
Develop numbering system for inventory	Wed 11/14/12	Wed 11/14/12
Inventory for acquisition-Phase I revenue basis	Fri 10/19/12	Mon 12/3/12
Inventory for acquisition-Phase II cost basis	Mon 10/8/12	Mon 12/31/12
Extract pertinent component information from system maps	Wed 11/14/12	Fri 12/7/12
Perform "count" on system components	Wed 11/14/12	Thu 11/29/12
Compare/contrast component count with 2005 inventory lists	Fri 11/30/12	Mon 12/3/12
Develop work plan for filling in gaps in inventory	Tue 12/4/12	Fri 12/7/12
Determine smart grid components for inventory	Mon 10/8/12	Fri 11/30/12
Hire Excerpt	Mon 10/8/12	Tue 10/16/12
ID useful smart grid components	Wed 10/17/12	Wed 11/21/12
What should be used as-is vs. repurposed?	Wed 10/17/12	Wed 11/21/12
operational considerations to move forward on smart grid for Boulder	Mon 11/26/12	Fri 12/7/12
Assess age and condition of inventory components	Mon 11/26/12	Mon 12/31/12
SEPARATION PLAN	Mon 9/17/12	Tue 3/19/13
RFP for reliability consult(s) & distribution engineers	Mon 9/17/12	Fri 11/16/12
develop scope for reliability/distribution engineers	Mon 9/17/12	Mon 9/17/12
vet scope of work	Fri 9/21/12	Fri 9/21/12
issue RFP	Fri 10/5/12	Fri 10/5/12
respond to RFP questions	Wed 10/17/12	Wed 10/17/12
review proposals	Mon 10/29/12	Thu 11/8/12
choose engineering firm(s)	Thu 11/8/12	Thu 11/8/12
negotiate contract	Fri 11/9/12	Fri 11/16/12
Engineering Firm #1	Mon 11/19/12	Tue 1/29/13
Review real property owners	Mon 11/19/12	Tue 11/20/12
Model the system	Mon 11/19/12	Tue 12/4/12
Coordinate condition assessment of system	Mon 11/26/12	Fri 12/14/12
ID options for separation points	Mon 11/19/12	Tue 12/11/12
Separation without reducing reliability	Mon 11/19/12	Tue 12/11/12
optimal location	Mon 11/19/12	Tue 12/11/12
Alternative locations	Mon 11/19/12	Tue 12/11/12
Incorporate potential Phase 2 Grid issues	Mon 11/19/12	Mon 11/19/12
ID technical components required for separation	Tue 1/1/13	Tue 1/1/13
Cost of construction necessary to implement separation alternatives	Wed 1/9/13	Tue 1/29/13
Engineering firm #2	Mon 11/19/12	Tue 3/19/13
Scope separation and reliability issues for 'utility of the future'	Wed 1/2/13	Tue 1/8/13
ID options to improve reliability	Wed 1/2/13	Tue 1/8/13
Work with large C/I customers to ID reliability issues	Mon 11/19/12	Mon 12/10/12
Peer review of Engineering firm #1	Mon 11/19/12	Thu 12/27/12
Interface with Resource working group (December meeting)	Tue 3/19/13	Tue 3/19/13
RELIABILITY	Tue 8/21/12	Mon 5/13/13
Establish Reliability Working Group to vet reliability assumptions and determine most effective way to achieve system reliability	Thu 11/8/12	Thu 11/8/12

Engineering Firm #1	Mon 11/19/12	Tue 1/1/13
Identify information/modeling needed to determine reserve margins	Mon 11/19/12	Tue 11/20/12
Planning reserves	Mon 11/19/12	Tue 11/20/12
Operating reserves	Mon 11/19/12	Tue 11/20/12
Impact of variable local renewable resources	Mon 11/19/12	Tue 11/20/12
Transmission constraints	Mon 11/19/12	Tue 11/20/12
Role of qualified scheduling entity	Mon 11/19/12	Tue 11/20/12
Incorporate reserve margins into separation planning	Mon 11/19/12	Tue 12/11/12
Using Separation options & asset assessment, evaluate the adequacy of assets to be acquired to meet both short term and long term reliability needs	Thu 12/13/12	Tue 1/1/13
Develop alliances and access comparable utilities for best practices	Tue 8/21/12	Tue 3/19/13
Develop a capital improvement plan, with consideration to undergrounding, to insure adequate reliability	Wed 1/2/13	Tue 1/22/13
Obtain large business users input and feedback into reliability plan	Wed 12/12/12	Mon 12/31/12
Develop cost	Tue 8/21/12	Tue 8/21/12
Determine staffing and resources needed to maintain reliability	Tue 8/21/12	Mon 5/13/13
Evaluate organization structures that best achieve reliability goals	Tue 8/21/12	Mon 5/13/13
Review current best practices	Tue 8/21/12	Tue 8/21/12
Outsourcing	Tue 8/21/12	Tue 8/21/12
Sharing crews and leveraging other public power system resources	Tue 8/21/12	Tue 8/21/12
Training and development of city crews	Tue 8/21/12	Tue 8/21/12
Maintaining inventory and critical spare parts	Tue 8/21/12	Tue 8/21/12
Identify critical customers for reliability (e.g., hospitals)	Tue 8/21/12	Tue 8/21/12
Develop transition assumptions (linked to CC Go/No go decision)	Tue 3/19/13	Mon 5/13/13
Access to Xcel historical data	Tue 3/19/13	Mon 5/13/13
Structural options and cost	Tue 3/19/13	Mon 5/13/13
COMMUNICATIONS AND OUTREACH	Mon 1/2/12	Tue 3/19/13
City Council Meetings, Study Sessions, Roundtables	Tue 1/10/12	Tue 3/19/13
Roundtable	Tue 1/10/12	Tue 1/10/12
Study Session	Tue 1/31/12	Tue 1/31/12
Roundtable	Tue 3/13/12	Tue 3/13/12
Roundtable	Tue 5/8/12	Tue 5/8/12
Study Session	Tue 5/22/12	Tue 5/22/12
Study Session	Tue 7/24/12	Tue 7/24/12
Study Session	Tue 8/28/12	Tue 8/28/12
Roundtable	Tue 10/9/12	Tue 10/9/12
Council Meeting	Tue 10/16/12	Tue 10/16/12
Council Meeting	Thu 11/15/12	Thu 11/15/12
Roundtable	Tue 12/11/12	Tue 12/11/12
Study Session	Tue 12/11/12	Tue 12/11/12
Study Session	Tue 2/26/13	Tue 2/26/13
Council Meeting	Tue 3/19/13	Tue 3/19/13
Newsletter Editions	Mon 3/19/12	Wed 8/29/12
1st edition	Mon 3/19/12	Mon 3/19/12
2nd edition	Mon 4/23/12	Mon 4/23/12

3rd edition	Wed 5/30/12	Wed 5/30/12
4th edition	Wed 8/8/12	Wed 8/8/12
5th edition	Wed 8/29/12	Wed 8/29/12
Walk-in Wednesdays - Public Forums	Wed 4/4/12	Wed 5/16/12
1st	Wed 4/4/12	Wed 4/4/12
2nd	Wed 4/25/12	Wed 4/25/12
3rd	Wed 5/16/12	Wed 5/16/12
Speaker Series	Wed 4/18/12	Sun 5/6/12
John Calderazzo	Wed 4/18/12	Wed 4/18/12
Al Bartlett	Sun 5/6/12	Sun 5/6/12
Farmers Market, Booths	Sat 4/28/12	Sat 7/28/12
1st	Sat 4/28/12	Sat 4/28/12
2nd	Sat 5/26/12	Sat 5/26/12
3rd	Sat 6/23/12	Sat 6/23/12
Water Conservation Booth	Sat 7/21/12	Sat 7/21/12
4th	Sat 7/28/12	Sat 7/28/12
Presentations, Panels	Thu 8/2/12	Thu 8/2/12
Green Summit	Thu 8/2/12	Thu 8/2/12
Panel with Xcel	Tue 8/7/12	Tue 8/7/12
BAHRA	Thu 10/11/12	Thu 10/11/12
Clean Energy Action	Thu 11/8/12	Thu 11/8/12
REPORTING AND UPDATES TO COUNCIL	Tue 8/21/12	Tue 3/19/13
Develop a format and schedule for reporting to council monthly	Tue 8/21/12	Tue 12/11/12
Use format presented in July 24 memo – showing accomplishments and work to be done	Tue 8/21/12	Tue 8/21/12
Develop detailed work plan with deadline schedule	Mon 6/11/12	Thu 8/23/12
Development and presentation of recommendation memo	Fri 11/16/12	Wed 3/13/13
Present for public comment	Mon 1/14/13	Thu 1/31/13
Finalize recommendation to council after public input considered	Thu 1/31/13	Wed 3/13/13
KEY DECISION POINT (Council selects recommended strategy which is the first potential off ramp)	Tue 3/19/13	Tue 3/19/13
LEGISLATION AND GOVERNMENT RELATIONS	Tue 8/21/12	Tue 8/21/12
State/Federal	Tue 8/21/12	Tue 8/21/12
Legislative watch	Tue 8/21/12	Tue 8/21/12
Hire consultant	Tue 8/21/12	Tue 8/21/12
Prepare list of concerns	Tue 8/21/12	Tue 8/21/12
Staff responds to legislative items during session	Tue 8/21/12	Tue 8/21/12
FERC/APPA/CMU	Tue 8/21/12	Tue 8/21/12
CITY COUNCIL GO/NO GO DECISION	Tue 3/19/13	Tue 3/19/13