

**Boulder City Council
STUDY SESSION**

April 9, 2013

6:00 – 8:00 p.m.

**Transportation Funding Update and
Next Steps**

**1777 Broadway
Municipal Building
City Council Chambers**

Submit Written Comments to City Council
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TABLE OF CONTENTS

I. PURPOSE 3

II. QUESTIONS FOR CITY COUNCIL 3

III. EXECUTIVE SUMMARY 4

IV. BOARD INPUT 5

V. BACKGROUND 6

 A. Transportation Master Plan Update and how the
 Transportation Funding work fits within the TMP update 6

 B. History of Transportation Budget 6

 C. Transportation Operations and Maintenance Funding Needs
 Options 11

 D. Addressing Transportation Funding through a Transportation
 Maintenance Fee or Tax..... 14

 E. December 2012 Check-in with Council Feedback..... 14

 F. Public Outreach Strategy and Results..... 15

VI. OPTIONS FOR NEXT STEPS..... 18

VII. CONCLUSION 19

VIII. ATTACHMENT A 20

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DATE: April 9, 2013

SUBJECT: Study Session –
Transportation Funding Update and Next Steps

I. PURPOSE

This study session updates council on the financial challenges of the city's transportation system. The focus is on the near term and essential issue of not being able to adequately fund transportation needs and a proposed solution at this decision point on the city's path toward meeting goals of the Transportation Master Plan (TMP) and Climate Commitment.

The City Council has discussed transportation funding in several recent study sessions. In response to the council's direction and feedback provided in 2012, this memo presents new information from the recently conducted community outreach process on a proposed Transportation Maintenance Fee (TMF) as well as the analysis and guiding principles created by the Transportation Advisory Board (TAB)-hosted Task Force in 2012. This additional information was requested to assist council in developing feedback and considering next steps for transportation funding.

II. QUESTIONS FOR COUNCIL:

- 1) *Do council members have questions about the community input recently received on transportation funding and a proposed transportation maintenance fee or tax?*
- 2) *Do council members have questions and feedback about the transportation maintenance fee or tax design?*
- 3) *Does council have feedback on the preferred next steps for transportation funding?*

III. EXECUTIVE SUMMARY:

Boulder is faced with the challenge of stagnant revenue and cost escalation with decreasing purchasing power to invest in its transportation system. The city is falling behind industry standards in maintenance and operations similar to the situation faced for federal and state infrastructure. Due to the increasing cost of materials, stagnating revenue and decreased purchasing power the city's ability to operate the community's transportation system is being eroded. In addition, the city cannot count on past success of obtaining federal funding for capital improvements and enhancements to solve the problem. The city needs to further diversify and expand its local funding sources to provide and maintain the multimodal system that is highly valued by the community. Staff and TAB also recognize that there are many, competing funding needs across the city organization. Within this difficult decision-making environment, attention is urged to consider how to provide a net increase and diversity to multimodal transportation investments sooner rather than later.

While the recent one-time capital bond and federal grant funds hold off the decline temporarily, if the city does not address funding for transportation operations and maintenance (O&M), the capacity to fund multimodal enhancements will continue to decrease and the city will not be able to meet community goals for access and mobility for residents, employees and visitors. This will also affect the city's ability to meet the TMP and Climate Commitment goals. To achieve adopted goals, additional funding is needed. Without additional funding, there will be declining transit service, diminishing pavement conditions (such that the city will not maintain city and industry maintenance standards), as well as little to no ability to add and enhance multimodal facilities. If funding is not secured, the city must work to adjust community expectations of continued progress for the transportation system.

A TMF or maintenance tax is one potential piece of the transportation funding puzzle to address the O&M funding needs. Additional funding from other sources would be needed to complete the city's core multimodal system. The Blue Ribbon commissions, the TAB, and two citizen task forces have recommended implementing a TMF to address the maintenance of the city's transportation infrastructure. A TMF would provide a diversified, stable and predictable funding source dedicated to maintenance. The TAB and the task force have also discussed various options for implementing a TMF, including as a fee or as a tax, recognizing there are pros and cons to either option. There is no single solution for the city's transportation funding needs. At low rate levels, this particular funding approach would provide revenue to fill the current O&M funding gap and would restore the city ability to meet preferred maintenance practice. At higher levels, it could also replace some of the current O&M investments provided by the dedicated transportation sales tax, "freeing up" revenue for multimodal system enhancements.

At a December 2012 council meeting, staff presented to council the recommendations of the TAB-hosted task force for the design of a viable TMF for Boulder. The recommendations included a set of guiding principles of TMF design, options for different revenue levels and maintenance activities covered, the tax versus fee options, and exemptions and rebates. At that meeting, council also endorsed a public outreach strategy.

At the beginning of 2013, staff, TAB and the Public Outreach sub-group of the Task Force finalized the outreach strategy that included individual meetings with key stakeholders, including Boulder Valley School District (BVSD), the University of Colorado (CU), and the Federal Labs, presentations to business and community groups, and a poll of Boulder residents.

In February and March, staff conducted public outreach to key stakeholder organizations. The following themes emerged:

- They share and understand the city's financial situation;
- They understand the importance of providing and maintaining transportation infrastructure;
- They do not support the implementation of a TMF as a fee, and would prefer a tax;
- Stakeholders that provide their own transit service (like CU and BVSD), believe that the travel behavior of employees and students warrant a special vehicle trip analysis instead of using Institute of Transportation Engineers (ITE) trip tables; and
- They would expect that if a fee were implemented, they would receive credits or rebates for the policies and programs they have in place to reduce vehicle trips

Many of the business and community organizations share similar views as the key stakeholders. Collectively, they understand the city's financial situation and the importance of maintaining and enhancing city transportation infrastructure. However, they are skeptical of the use of ITE trip tables, and support incentives and/or rebates for vehicle trip reduction programs. Other general themes identified include: greater support for a tax that could also fund enhancements as well as maintenance, support for innovative parking management and funds to create community-wide Eco Pass.

In general, the poll of Boulder residents revealed that either a sales tax or a fee to fund transportation O&M would likely pass, with higher support for a tax. The results also suggest that there is higher support in the community for funding a combination of enhancements and maintenance, and most importantly maintaining transit service and improving pedestrian and bicycle safety.

Council will be asked to consider this information and discuss the options for next steps on transportation funding

IV. BOARD INPUT:

TAB has discussed transportation funding mechanisms, including the exploration of a TMF, at their monthly meetings throughout 2012 and first quarter 2013. This is a top priority for the board and they have served as the host for the citizen task force as well as attended meetings with various community members and civic organizations as part of the outreach efforts during the first quarter of 2013.

TAB understands the task force recommendations for a simple, pragmatic approach that centers on providing additional funding for critical transportation O&M needs. In addition, TAB appreciates the community feedback and guidance from City Council over the last several months to consider a broader range of multimodal transportation system enhancements that are highly valued by the community, beyond basic pavement maintenance needs.

Based on the TAB discussion and evaluation of various funding options, the Board has provided the following statement to share with City Council:

As Council knows, TAB has been looking at this systemic, structural funding problem for years. And given the history behind the growing shortfall in transportation funding, Council members may be asking: "Why now?" As Staff's memo explains, there are numerous reasons. We are at a tipping point in terms of basic operations and

maintenance. Pavement maintenance is the easiest to explain, because the failure to keep repairs current means more expensive pavement reconstruction later.

But the problem goes well beyond pavement. Our renowned bike paths and transit facilities also need maintenance, and those dollars are in increasingly short supply. The current dedicated sales tax has provided unpredictable funding, and on the whole, that level of funding has steadily declined. Meanwhile, the resources needed to sustain O&M have increased. And state and federal grant sources are drying up.

This structural problem is compounded by increased expectations by the citizens of Boulder. The individuals and families who choose to live in Boulder treasure the walkability and bikeability of the City and strong transit services, in addition to good roads. And they also expect the City to fund the Climate Action Plan, and meet Kyoto climate goals. Boulder cannot reduce its carbon footprint if it cannot even maintain its transportation alternatives.

TAB has joined the Blue Ribbon Commission and recent citizen task force in recommending a TMF, for the reasons stated by staff. While an increase in the dedicated sales tax would provide more revenue, it would in all likelihood suffer from the same level of unpredictability that burdens the current sales tax. However, TAB acknowledges that an increase in the dedicated sales tax would provide some relief, and that ultimately it is Council's decision.

V. BACKGROUND

A. Transportation Master Plan Update and how the Transportation Funding work fits within the TMP update

For more than 20 years, Boulder has intentionally and systematically built a multimodal network that provides an array of transportation choices. Today, Boulder residents ride the bus to work twice as often, walk three times as often and bike to work 20 times more often than the national average. While Boulder's approach to transportation is unique to community needs and goals compared to other communities, the city is similar to all other communities in one fundamental way: maintaining and operating the existing transportation system is a core city responsibility and one that is getting more difficult to adequately fund.

As the city undergoes an update to its TMP, it is focusing on the needs of each of the transportation modal focus areas, including the issue of transportation funding and the strategies and tools to best compose the city's transportation revenue fund.

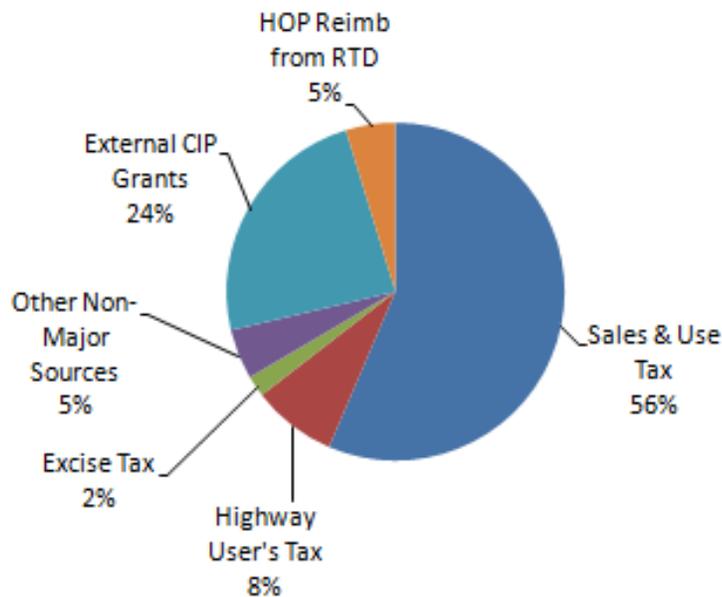
B. History of Transportation Budget

In 2013, the City of Boulder's adopted transportation budget is \$33.7 million (approximately \$7.2 million from capital grants). The primary source of revenue for transportation is a dedicated 0.6 percent sales tax approved by voters in 1967. In 2013, the sales tax is estimated to generate 56 percent of total revenues, which increases to 80 percent when removing infusions of major, non-recurring revenue such as capital grants. In comparison, only 39 percent of the entire city budget came from sales taxes in 2013 as the chart below illustrates. While the sales tax has

been a valuable and significant source of funding, sales taxes are volatile, and as an elastic revenue source, sensitive to economic business cycles such as recessionary events in the 2000's .

Chart 1: 2013 Transportation Division Revenues

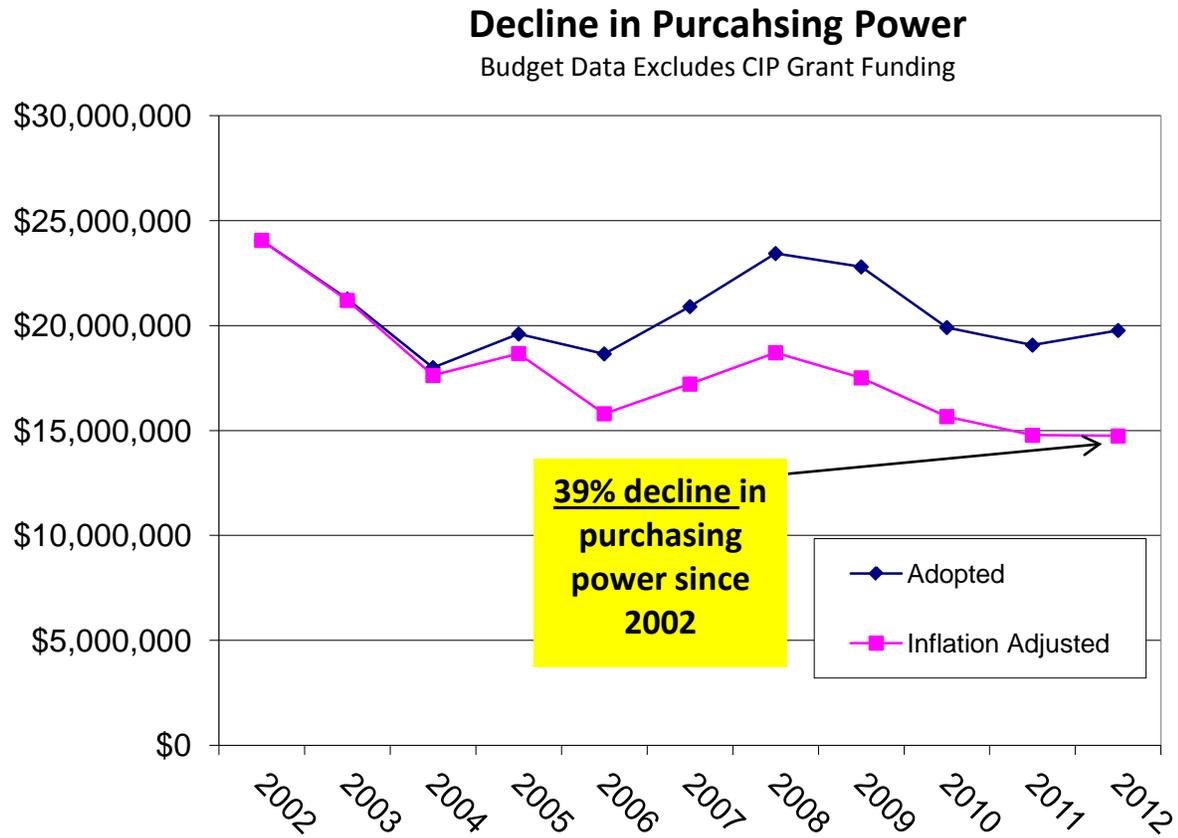
2013 Total Revenues



The transportation budget is relatively independent of the larger city budget, as it includes very limited general fund revenues (less than \$70K annually for lighting in areas like downtown) and virtually all revenues within the transportation budget are dedicated specifically to transportation through a 0.6 percent sales tax that cannot be directed to other uses. The original tax was committed to enhancements to the system while the city's general fund supported the maintenance and operation of the system. In 1973, voters approved broadening the use of the 0.6 percent sales tax to allow for O&M of the system. Shortly thereafter, council shifted the responsibility of transportation system O&M to the 0.6 percent sales tax.

Taking care of the existing system is the most basic and essential function of the city's Transportation Division. The system provides the backbone of mobility for the functioning of the community. The system serves 140,000 people who make more than 600,000 trips each day. With only a few exceptions, O&M of this system is the responsibility of the city. As can be seen in Chart 2 below, transportation revenues have stagnated, material costs for transportation have increased and due to these factors, the purchasing power of the transportation budget has declined by 39 percent between 2002 and 2012.

Chart 2: Transportation Revenue and Decline in Purchasing Power

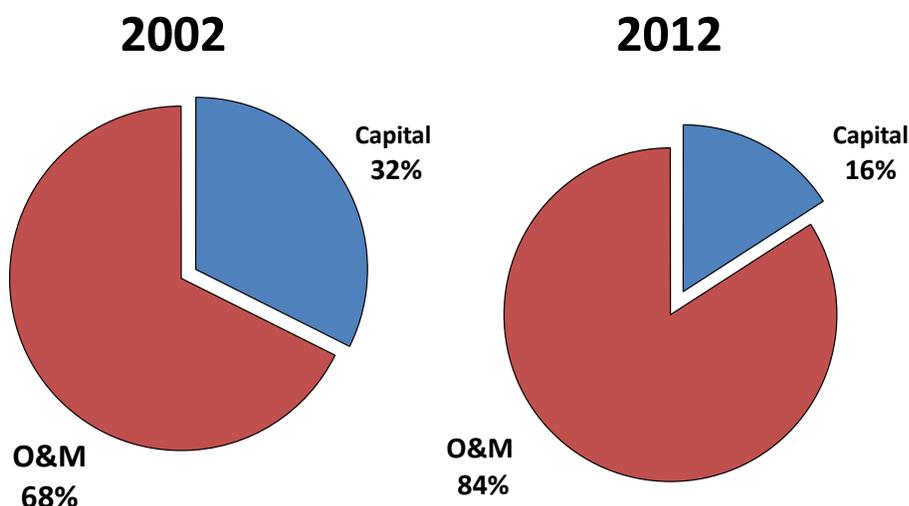


To further illustrate this, the Chart 3 below lists the routine O&M and capital maintenance fund appropriations and the percentage of the total budget by category for 2002 through 2012. The chart excludes funds from the Capital Improvement Program grants and reimbursements from the HOP transit service. In 2012, O&M consumed more than 84 percent of the Transportation Division budget, up from less than 68 percent in 2002, as shown in the chart below.

Chart 3: Transportation O&M and Capital Spending from 2002 to 2012

O&M vs. Capital

Budget Data Excludes CIP Grant Funding & HOP Reimbursements from RTD



2

While the expansion of the multimodal system (like construction of new multi-use path underpasses) has increased the maintenance budget slightly, most of the rise in O&M costs comes from increasing costs of materials and labor. The limited and declining current capital and enhancement dollars are used to leverage federal TIP dollars to pay for larger capital projects. The reduction in funds available for capital improvements has significantly slowed the city's capacity to expand the multimodal system and achieve the vision and goals of the TMP and Climate Commitment.

Over recent years and in the next two more years, Boulder residents have and will see a number of transportation projects completed or soon to be underway. While this may cause some to doubt the need for transportation funding, it is important to note that the majority of these projects are funded by either one-time state or federal grants leveraged with limited local funds or bond-funded projects that voters approved in 2011. While the Capital Bond Initiative will allow the city to complete some capital improvement projects, the bond funding cannot be used for ongoing O&M.

The Transportation Division has taken a number of steps to improve efficiency and implement best practices in order to manage O&M expenses and cost escalation. As an example, a staffing analysis in 2009 resulted in the reduction of five maintenance positions, with savings reallocated to catch up on cost escalation. Maintenance teams from the Transportation and Utilities divisions have been cross-trained and resources shared to increase efficiency and to respond more effectively to snow storms, water-line breaks and other emergencies.

Even with the efficiencies, service-level reductions have also been necessary to balance the budget. Most reductions have been in the realm of system enhancements, with capital improvements delayed, transportation demand management and marketing efforts reduced significantly and neighborhood traffic mitigation eliminated. In addition, cuts were also required in O&M with reductions in street sweeping and median maintenance and on the HOP and JUMP transit service support. In implementing reductions, staff attempted to minimize their impacts and visibility to the public. While the street repair budget has been preserved, cost escalation has impacted its real purchasing power. The O&M funding challenges are particularly acute in three areas: pavement maintenance; routine O&M; and transit service.

Transportation Master Plan Update

It is important to remember that the funding of transportation O&M is just one piece of a larger puzzle. As O&M costs have steadily increased, the city has had decreased funding available to finish the Complete Streets Investment Plan and achieve the broader community goals from the TMP. According to the 2009 Transportation Funding Report, it is estimated that an additional \$7 million per year is needed between 2010 and 2025 to fulfill the Complete Streets Investment Plan. The Transportation Funding Report can be found at: www.bouldercolorado.gov/transportation/funding.

In 2012-13, staff initiated an update of the 2008 TMP. The TMP update will continue to fine tune transportation funding needs, update multimodal transportation system enhancement plans, and identify new measurable objectives related to achieving the city's overall Sustainability Framework and Climate Commitment goals.

The TMP update will include an iterative scenario planning process to evaluate potential multimodal system enhancements relative to financial considerations, taking into account the local, state, and federal financial constraints and potential opportunities to continue leveraging local dollars. The TMP update is also fully integrating with other sustainability planning initiatives, including parking and access management and sustainable streets and centers, and will consider a broad set of evaluation criteria including the triple bottom line of economic, environmental, and social factors as well as the complete range of indicators from the city's sustainability framework. As part of the TMP update to the Transportation Demand Management (TDM) focus area, the city is also partnering with Boulder County to explore the development of a community-wide Eco Pass program. A program that provides Eco Passes to all residents and/or employees of Boulder would significantly add to transportation funding needs. At this time, the city and the county are conducting a feasibility study that will identify a variety of scenarios for a community-wide Eco Pass, potential funding mechanisms, and impacts on ridership and transit service demand. The feasibility study is expected to be completed in June 2013. At this time, the cost for implementing a community-wide Eco Pass program for Boulder is not anticipated to be covered by the proposed transportation maintenance funding, however it could be considered as a potential funding mechanism in the future.

While the outcome of the current TMP update will not be known until early 2014, it is important to continue seeking new funding mechanisms to fill the existing O&M gap and keep the current transportation system operating safely and cost-effectively. Furthermore, the TMP update is a refinement of the overall approach to transportation with updated and refined data, information, and objectives.

C. Transportation Operations and Maintenance Funding Needs Options

Due to the decreasing purchasing power and stagnant sales tax revenue, a growing funding gap is evident in the transportation budget. As the table below illustrates, a total annual funding gap of \$3.2 million has been identified for the three key areas of Transportation O&M; pavement maintenance, routine maintenance, and transit/Eco Pass service support. Table 1 below provides details on the estimated O&M unfunded needs.

TABLE 1: O&M Current Spending and Unfunded Needs

Activity	Current Spending	Unfunded need
Pavement Maintenance	\$4,000,000	\$1,600,000
Routine Maintenance		
Street Lighting	\$1,500,000	\$0 *
Signs and Markings	\$1,200,000	\$200,000
Sidewalk Maintenance	\$225,000	\$100,000
Bike Path Maintenance	\$510,000	\$0
Graffiti Removal	\$65,000	\$10,000
Medians	\$580,000	\$200,000
Snow Removal	\$920,000	\$100,000
Street Sweeping	\$430,000	\$100,000
Signal Maintenance	\$1,000,000	\$190,000
Subtotal	\$7,100,000	\$900,000
Transit and TDM		
Eco Pass/TDM Support	\$670,000	\$200,000
Transit Service Support	\$1,800,000	**\$500,000
Subtotal	\$2,470,000	\$700,000
TOTAL	\$12,900,000	\$3,200,000

* Increasing cost of 9-10% annually

** Increases to \$1,000,000 by 2020

Pavement Maintenance: Funding Need Identified- \$1.6 million per year

Maintaining the roadway network is the single largest O&M expense of the city. Maintaining the pavement itself is the most significant expense in this category. In order to minimize costs, careful tracking of pavement condition is important. Pavement deteriorates over time due to use and weather, developing cracks and potholes. Pavement is rated from 1 to 100 with the commonly used Overall Condition Index (OCI) rating system. If pavement quality is above 55 it can be overlaid or chipsealed. If it deteriorates below 55, its structural integrity is compromised and the pavement must be replaced, which costs roughly four times as much as an overlay. The city's goal is to be within the OCI range of 75-80, which is in line with most other communities' goals and an optimal range for long-term cost effectiveness.

The Transportation Division has developed a Pavement Management Program (PMP) to better track and care for this asset. A database has been created to include all city streets and their pavement condition rating. The data is updated and analyzed so a plan of pavement treatments can be applied at the most economical time to prolong the life of the streets. In 2010, the OCI of

the city's streets was 78; in 2012 this rating was 75. More information on the city's Transportation Pavement Management Program is available in an [Information Packet](#) item sent to City Council on Sept. 12, 2012.

The capital bond approved by voters in 2011 is providing \$5 million for overlays and chipseals, \$2.5 million to reconstruct some streets with ratings lower than 55 and \$5 million for a reconstruction of an arterial roadway (i.e. Arapahoe Avenue Reconstruction Project). The addition of capital bond funding along with the ongoing budget for pavement maintenance enables the city to catch up on deferred pavement repair through 2014. This buys the city important time to develop a solution for ongoing funding. It is estimated that an additional \$1.6 million per year from 2015 to 2019 would maintain an OCI of 77. Without the additional \$1.6 million per year, it is estimated that the OCI rating will decrease to 71.5 by 2019.

Routine O&M: *Funding Need Identified- \$900,000 per year*

Operating and maintaining the system on a daily basis is another major cost. Timely removal of snow and ice is of major interest to the community, as evidenced by the number of phone calls and emails generated by each storm. The city plows collectors, arterials, school routes and the multi-use pathway system.

Budgeting for snow and ice control is challenging, as the city has no control over the weather. The cost of responding to an average storm event is approximately \$50,000, though costs vary widely, depending on the time of year, the moisture in the snow, the temperature, duration of the storm, and how quickly the sun comes out after a storm. The Transportation Division budgets about \$1 million per year for snow and ice removal based on average expenditures. Over the past few decades, there has been a major blizzard or other storm event that significantly over-extended the budget once every four or five years, with the last one being in 2006. The 2012 Budget includes a \$200,000 contingency to support transportation's response to unusually "hard winters" and other less predictable expenditures. Furthermore, the city increased its transportation operating reserve for events like unusual blizzards, like the one in 2006, when the governor declared a state of emergency.

Another significant O&M expense is in traffic signs, signals, markings, lighting and operations. This includes replacing signs and repainting pavement markings. The city has nearly 27,000 traffic and directional signs that have an average lifetime of 20 years. Most pavement markings such as crosswalks, bike-lane markings and turn-lane markings must be replaced every year. The city has 962 crosswalks, and the cost to replace the markings is about \$500 each. While the city has been testing applications recently, the on-going maintenance costs of markings has prevented the Transportation Division from systemically adding green bike lanes and other innovative treatments to enhance safety, as there is no capacity within the O&M budget to take on new on-going expenses.

The cost to maintain the traffic signal system is approximately \$1 million per year, which includes having signal technicians on call 24 hours a day to repair outages quickly. One of the steepest cost escalations has been in street lighting, with the bill from Xcel increasing from \$700,000 in 2001 to \$1.2 million in 2011.

The 2011 Capital Bond Initiative helps in routine O&M, as it provides one-time funding of \$500,000 to replace traffic signs to meet new federal requirements and to upgrade traffic signals to use LEDs, which will reduce the cost of electricity for those signals. As with the pavement

maintenance, this one-time infusion is most welcome and will address some deferred maintenance items, but does not resolve the long-term funding issues.

An increment of \$900,000 per year would increase the routine O&M budget by 9 percent, which would improve street maintenance, replace signs and markings more quickly and address other deferred maintenance needs.

Transit Service and TDM/Eco Pass Support: *Funding Need Identified: \$700,000*

Maintaining currently well-used transit services poses another significant financial challenge. One of the keys to Boulder's high transit mode share has been the Community Transit Network (CTN), which includes the HOP, SKIP, JUMP, BOUND, DASH and STAMPEDE. As defined by community input processes, these buses operate every 10 minutes during peak hours, providing "schedule free" service. This has proven effective in building transit ridership beyond those who are dependent on transit to those who choose to ride the bus because it is convenient. Broadway, Boulder's most effective transit corridor, carries 20 percent of all trips on transit in peak hours. Without this transit mode share, Broadway would need an additional lane in each direction to carry the equivalent in additional vehicles.

RTD has not been willing or able to provide 10-minute frequencies on all of the CTN routes and its capacity to do so continues to diminish. So the city, Boulder County and the University of Colorado have partnered to cover the cost increment between RTD's basic services and the desired level of service.

Boulder's financial ability to continue paying for this service is declining. In the past three years, the city has reduced its investment in the HOP, JUMP and BOUND services due to funding constraints, resulting in reduced service and convenience for transit riders. Current funding trends are certain to further reduce the city's ability to support transit network operations.

At the same time, RTD has been reducing its service levels. In January 2012, RTD instituted a 10 percent system-wide cut. The popular 203 transit service was eliminated as part of this cut. For the past three years, RTD has been reducing services on a regular basis, and there is little indication from RTD to suggest that this trend will reverse. Since the early 2000's transit service hours in Boulder have decreased 9 percent in Boulder.

Transit is an integral element of Boulder's transportation options and necessary to increase the person carrying capacity of major corridors. While the TMP calls for new CTN services and the city receives regular requests from residents and employers for transit service enhancements, at this point the city is unable to maintain 2010 transit service levels. Based on RTD's most recent service reductions and historic trends, an estimated additional \$500,000 per year is needed with that amount growing to \$1million per year by 2020 to maintain 2010 transit service levels. Additional funding, beyond that identified here, is needed to build out the CTN per the TMF and expand the Eco Pass support programs, either continuing to support their incremental growth or moving to a community pass model. If a community pass model is adopted, maintaining or increasing transit service levels will be necessary for the demand the new pass would generate.

Without additional funding, local transit service is projected to lose, on average, 1,600 hours of service every year. Local annual service peaked in 2002 at 215,074 hours. By 2011 local annual service declined to 194,606 hours. A difference of more than 20,000 service hours is the

equivalent of losing all of the existing DASH service. Another challenging area in O&M is maintaining the current subsidies for the Eco Pass program as interest has grown and costs have risen while the budget for transportation demand management has been reduced.

D. Addressing Transportation Funding through a Fee or Tax

At the January 2012 City Council Study Session on transportation funding, the council agreed that the transportation funding gap needs to be addressed now, but it needs to be addressed within the overall city funding discussion. Council also expressed that there are different advantages and disadvantages of pursuing a tax or a fee. There would be an estimated 20 percent reduction in revenue by enacting the fee as a tax. There are fewer property exemptions with a fee than with a tax, resulting in more revenue. A fee does not need to be approved by the voters. Another factor in the decision should be the impact on the University of Colorado, Federal Labs and the Boulder Valley School District depending on whether it is a tax versus a fee. Council endorsed the staff recommendation to conduct additional work on the design of a transportation maintenance funding source through a community Task Force.

The recommendations of the TAB-hosted TMF Task Force were presented to council at the December 2012 council check in. A summary document of those recommendations can be found at: www.bouldercolorado.gov/transportation/funding.

Attachment A provides a series of tables that summarize the results of the draft report by Tischler-Bise on how to potentially design a rate structure for a TMF in Boulder. After discovering an error in the trip analysis, these tables have been updated since the December 2012 check-in with council. The new tables include a lower rate for CU students, and city and county employees. Since CU students take a substantial number of the total trips taken in the city, the rates of other land uses also changed. The most noticeable change is a small increase in residential property rates. For example, the monthly rate for detached residential housing increases from \$2.98 per month to \$3.24. Also, due to the changes, the impact of an exemption is also decreased since the relative influence of CU students decreased as a proportion of the total number of vehicle trips. As a result, the impact of exempting local, state and federal institutions changes from an estimated 21 percent rate increase for other properties to approximately 12 percent. The revised report can be found at: www.bouldercolorado.gov/transportation/funding.

E. December 2012 Check-in with Council Feedback

At the December 2012 council meeting, staff shared the recommendations of the TAB and TMF Task Force. While council understood the need for additional funding for transportation O&M, there were still lingering questions about the TMF in regard to equity and the use of ITE Trip Generation Rates. City Council also endorsed staff moving forward with community outreach throughout 1st quarter 2013.

Equity

One of the issues brought up by several council members centers on whether it is equitable to charge a flat rate for residential properties when there are differences in how members of those residences travel. Council members asked why a resident that rides a bike or takes transit everywhere should pay the same rate as a resident that drives for most of their trips. While there are certainly differences in how individuals travel, there are many reasons to support a flat rate:

- Individual trips are only a portion of the total trips generated by a household. For example, the trips generated by a household also include trips made by visitors, mail and package delivery, and trash/recycling/composting pick-up.
- Even if a resident bicycles for most of their trips, they are still using the city's roads, sidewalks or multi-use paths and rely on adequately maintained signs, lighting, signals, and road striping. Similarly, a resident using transit is also dependent on a well maintained transportation system used by RTD.
- Even if a resident uses travel options to shop, everything purchased was brought into the city by trucks and other motor vehicles.
- A TMF with variable rates for households based on actual travel behavior would depend on data that is prohibitively costly to collect and maintain.

Use of ITE Trip Generation Tables

Another issue discussed at the check-in was the use of ITE Trip Generation Tables to design the rate structure. Council members questioned whether the trip generation rates were a valid way of assessing rates since Boulder residents and employees travel differently than people in other parts of the country. While it is true that Boulder residents and employees use transportation options at substantially higher rates than the rest of the country on average, the development of a rate structure does not depend on actual trip generation, but the relative differences in trip generation between land uses.

In the absence of specific data on every commercial and residential property, ITE Trip Generation Tables offer the best surrogate for actual travel behavior and can be used on a relative scale to create a rate structure for different land uses and property sizes. Furthermore, the city has a longstanding history of establishing development excise tax rates and evaluating development based on ITE trip generation rates.

F. Public Outreach Strategy and Results

At the December 2012 check-in, council endorsed proceeding with initial public outreach to gather feedback on the proposed transportation maintenance fee from key stakeholders, the business community and Boulder residents. With assistance from TAB and the Task Force's public outreach sub-group, staff designed a public outreach strategy to gather input from key stakeholders, the business community, and the general public.

Key Stakeholders

The key stakeholders identified by TAB and the Task Force included CU, BVSD and the Federal Labs (NOAA/NIST). Meetings were held between representatives of these institutions and city staff. The purpose of the key stakeholder meetings was to explain the financial situation related to the transportation system highlighting the unfunded O&M need, the process used to identify new funding mechanisms, and gather feedback on the proposed transportation maintenance fee or tax.

The initial feedback from key stakeholders included:

- Key stakeholders, in general, understand the financial situation since they too are challenged by cost escalation and stagnant or declining revenues.
- They understand the importance of providing and maintaining public transportation infrastructure as vital to the local economy and the movement of people, goods and services.

- CU and BVSD, in general, do not support the implementation of a transportation maintenance fee and would prefer a tax knowing that they would be exempt.
- BVSD and CU believe that the differences in travel behavior and their relatively high portion of total trips generated in the city warrant special data collection efforts to measure actual behavior instead of using ITE data to assess their rates. Both institutions believe they do significant work to affect travel behavior and they should be recognized for it.
- If a fee were to be implemented there is an expectation that BVSD and CU would receive credits or rebates for the policies, programs and efforts they have implemented to reduce vehicle trips, such as participation in RTD's Eco Pass program.
- Attorneys for the Federal Labs interpret the TMF as a tax and not a fee and that federal institutions would have sovereign immunity.

Outreach to Business Organizations and Community Groups

Initial public feedback was also collected from a series of presentations and question and answer session given to a variety of community and business organizations. Presentations were given at the following events/meetings:

- Plan Boulder County Panel;
- Spotlight on Boulder (Boulder Area Realtors Association);
- Boulder Transportation Connection's Employee Transportation Coordinator (ETC) Breakfast;
- Downtown Boulder Inc. Board Meeting;
- Boulder Chamber of Commerce Community Affairs Board Meeting; and
- TMP Public Open House

A variety of questions and issues were raised during these meetings. The general themes or key issues discussed included:

- General agreement that maintenance of the city's transportation infrastructure is a critical function of the city.
- Boulder travels significantly different than other communities and ITE Trip Generation Tables may not be the best way to assess rates.
- Continuing discussion of the equity issue and some support for incentives and rebates to reward vehicle trip reduction for residents and businesses, but equal support for keeping administrative costs low.
- The relative importance of funding enhancements over or in addition to, maintenance to get community support to increase transportation revenue.
- A tax, presumably a sales tax, to fund transportation enhancements may be more likely to sway the voters than a fee dedicated to O&M.
- There is substantial support for a community-wide Eco Pass program. Continue to look for ways to include this program into new funding for transportation.
- Parking management and pricing should be considered as a means to reduce vehicle trips and generate additional revenue for transportation O&M and enhancements.
- The TMF is not a fee but really a tax and will open the city up to legal challenges.

Poll of Boulder Residents

To gather input from the general public, a telephone poll was conducted with Boulder residents between Feb. 24 and March 5, 2013 by Talmey-Drake Research and Strategy, Inc. The objectives of the poll were to gauge the likelihood of success for ballot initiatives to fund city transportation projects and measure the relative importance to voters of different transportation

projects on which the new revenue might be spent. The poll tested both a sales tax and a fee that would raise either \$3.5 million or \$5.5 million per year.

To test the different funding mechanisms and levels of revenue, a total of 806 telephone surveys with randomly selected active voters in the city were completed. The total sample was segmented into four sub-samples to test the sales tax and fee options at the two different funding levels. The margin of error on the completed telephone interviews is +/- 3.5 percent for the total sample and 6.9 percent for the sub-samples.

Six key findings were identified by Talmey-Drake based on the results of the survey.

1. When evaluating whether or not to move forward with any ballot initiative, it is important to take stock of the political/economic climate in which the election will be held. In the City of Boulder today, by a two to one margin, voters feel things are going in the "Right Direction" (56%) versus being seriously off on the "Wrong Track" (28%).

However, things have to get a whole lot better in voters' minds before the numbers even approach pre-recession levels of contentedness. In December of 2006, the "Right Direction" number stood at 71 percent. This decline of political/economic confidence is generally shared across the region and state.

2. If an election were held today, the proposed sales tax initiative would very likely pass. The TMF proposal, while not as strong, would have a reasonable chance of passing as well, absent a well-funded organized opposition, or a Camera editorial position against the initiative. Both proposals meet the general rule of thumb with tax initiatives that to have a good chance of passage, they must start with support over 60 percent in pre-election polling.

While the support for the TMF is just 60 percent, one must factor in that the venue is the City of Boulder. Without organized opposition, Boulder has a strong history of passing tax increases to adequately fund the services it provides to its residents.

3. If there is one, the Achilles heel of both proposals is that the strength of support is relatively weak, while the strength of the opposition to the initiatives is very strong. This could be a significant factor should there be well-funded and organized opposition to a transportation funding initiative. Again however, if past history is a reliable predictor of future behavior, organized opposition to such a proposal is unlikely to arise.
4. The demographic crosstabs of a survey are often extremely helpful in predicting whether a proposal will pass or fail, by illuminating what voter segments are supporting or opposing the measure. And of course, the demographic breakouts are essential to targeting one's message to the appropriate demographic. In the present case, there is surprisingly little to be gleaned from an examination of the cross-tabulations.
5. According to voters, of the nine transportation areas identified as possible targets for funding, two stand out as most in need of immediate attention, with the remaining seven garnering support levels below 60 percent. The clear leader among the top

nine is to “Maintain public transit services at their current levels,” followed by “Improving pedestrian & bike safety at high accident intersections.”

Further, it should be noted that while the community overall values investments in community amenities all nine of the transportation projects tested in 2013 attain higher importance ratings than any of the 18 non-transportation projects tested in the 2012 study conducted for the Capital Bond Initiative.

6. In order to see if voter attitudes change as a result of being given more information about the two transportation funding initiatives, at the end of the interview voters are again asked how they would vote on the proposals.

When the revote is taken, overall support for the Sales Tax option drops 4 points, while for the TMF support remains pretty much the same. Support for both levels of the Sales Tax option drops, as does support on the higher level of the TMF option. Support for the lower level of the TMF initiative, however, remains about the same.

Additional information on the polling results and the survey instrument can be found at: www.bouldercolorado.gov/transportation/funding.

In light of the initial public outreach and polling results, TAB’s perspective on the TMF has shifted in regard to what activities could potentially be covered by a TMF or tax. Given the high level of support for maintaining the city’s multi-modal system, TAB no longer sees a pavement-only approach to a TMF as viable. At minimum, any approach should cover the maintenance of all transportation infrastructures that makes up the city’s multi-modal system. Furthermore, there is high support among the public for maintaining transit service and improving bicycle and pedestrian safety. This suggests that another option is a transportation tax that can provide additional funding for enhancements as well as maintenance.

VI. OPTIONS FOR NEXT STEPS

While the overall transportation funding situation will be further refined during this year’s TMP update, transportation funding overall has been a longstanding issue. Below is a range of options that City Council could consider regarding next steps. Any of these options would act as a piece in the transportation funding puzzle and not preclude any future transportation funding options or strategies:

- Consider a fee based on an advisory vote in November 2013.
- Consider a tax based on a vote in November 2013.
- Continue to refine design options for a tax or fee for later possible vote and put implementation of a tax or fee on hold.
- Conduct further research to explore other potential finance mechanisms.

If council provides feedback to move forward with the consideration of a fee or tax, the transportation funding issue will be coordinated with and reviewed in the context of all proposed city ballot issues.

Collection of fee revenue would likely start in 2015 after final design and integration into the existing utility billing system in 2014. Tax revenue collection could possibly be implemented sooner depending on the type of tax used. Either way, a new fee or tax starting in 2015 would align with the completion of bond projects.

Although legally an option, at the previous Study Sessions in 2010 and 2012, City Council indicated a preference that any new funding options would be put before the voters. At this time, staff is not recommending the option of enacting a fee without a vote.

VII. CONCLUSION:

The community of Boulder is at a decision point. The city is falling behind in key areas of basic maintenance and operations and the city's ability to enhance the system to meet future needs. The community's transportation system will not continue to operate the way it does today due to the increasing cost of materials, stagnating revenue and decreased purchasing power. The city's ability to meet the TMP and Climate Commitment goals is being impacted. The city cannot count on past success of obtaining federal funding for capital improvements and enhancements to solve the problem. To meet community objectives, the city needs to further diversify and augment local funding sources to provide the multimodal system that is highly valued by the community.

ATTACHMENTS

- A. Revised TMF Data Analysis

ATTACHMENT A: Revised TMF Data Analysis

This attachment contains a summary of the revised Transportation Maintenance Fee (TMF) analysis based on data collected and analyzed by Tischler-Bise, a consultant, and city staff. Following

This information was used by the Transportation Advisory Board (TAB) and TMF community Task Force to develop their recommendations to City Council on the design of an appropriate and viable TMF for the City of Boulder.

Table 1 lists current spending for categories of transportation operations and maintenance (O&M) activities and the estimated unfunded need. The unfunded need represents the amount of additional investment staff estimates is needed to bring the City's O&M activities up to standard quality levels based on industry best practices.

Tables 2 and 3 provide the estimated annual and monthly rates of a TMF for different land use categories, including residential and commercial properties. The rates are determined by the land use categories and associated vehicle trip rates derived from Institute of Transportation Engineers (ITE) Trip Generation Rate tables. ITE trip generation rates are considered the national standard for determining transportation impacts from various land use categories and these data tables are frequently used by municipalities which have implemented TMFs to calculate the fees. While absolute trip generation rates may be lower in Boulder due to the city's high alternative mode share for work trips, the relative rates for the various land use categories remain accurate.

Tables 4 and 5 below provide estimated annual and monthly impacts for sample commercial properties of different sizes. The sample businesses contained in the tables provide City Council with an estimate of the potential TMF costs for various types of commercial properties under the different TMF rate levels.

Based on the estimated impacts on residential and commercial properties, TAB and the TMF Task Force recommend a TMF that generates between \$2.5m and \$3.2m per year and is focused on maintenance of the city's transportation infrastructure.

Tables 6 and 7 provide estimated annual and monthly impacts for the three residential categories when local, state and federal governmental agencies are exempt from the TMF. The tables show that when governmental agencies are exempt, residential rates increase by approximately 12 percent.

Tables 8 and 9 provide estimated annual and monthly impacts on sample businesses when local, state and federal government agencies are exempt from a TMF. TAB and the TMF Taskforce recommend avoiding exemptions and maintaining the TMF as a fee.

TABLE 1: O&M Current Spending and Unfunded Needs

Activity	Current Spending	Unfunded need
Pavement Maintenance	\$4,000,000	\$1,600,000
Routine Maintenance		
Street Lighting	\$1,500,000	\$0 *
Signs and Markings	\$1,200,000	\$200,000
Sidewalk Maintenance	\$225,000	\$100,000
Bike Path Maintenance	\$510,000	\$0
Graffiti Removal	\$65,000	\$10,000
Medians	\$580,000	\$200,000
Snow Removal	\$920,000	\$100,000
Street Sweeping	\$430,000	\$100,000
Signal Maintenance	\$1,000,000	\$190,000
Subtotal	\$7,100,000	\$900,000
Transit and TDM		
Eco Pass/TDM Support	\$670,000	\$200,000
Transit Service Support	\$1,800,000	**\$500,000
Subtotal	\$2,470,000	\$700,000
TOTAL	\$12,900,000	\$3,200,000

* Increasing cost of 9-10% annually

** Increases to \$1,000,000 by 2020

TABLE 2: Estimated Annual Rates of TMF Scenarios

Category	Unfunded Pavement and Routine w/o Transit/TDM \$2,500,000 in Revenue		Unfunded Pavement and Routine w/ Transit \$3,000,000 in Revenue		Unfunded Pavement and Routine w/ Transit/TDM \$3,200,000 in Revenue		All current and unfunded Pavement \$5,600,000 in Revenue	
Detached Housing Units	\$35.75	per unit	\$46.61	per unit	\$49.71	per unit	\$87.00	per unit
Attached Housing Units	\$24.40	per unit	\$31.80	per unit	\$33.92	per unit	\$59.36	per unit
Mobile homes	\$23.31	per unit	\$30.39	per unit	\$32.42	per unit	\$56.73	per unit
Commercial/Shopping Center	\$0.10	per sq.ft.	\$0.12	per sq.ft.	\$0.13	per sq.ft.	\$0.22	per sq.ft.
General Office	\$0.05	per sq.ft.	\$0.06	per sq.ft.	\$0.06	per sq.ft.	\$0.11	per sq.ft.
Research and Development	\$0.04	per sq.ft.	\$0.05	per sq.ft.	\$0.05	per sq.ft.	\$0.08	per sq.ft.
Warehouse	\$0.01	per sq.ft.	\$0.02	per sq.ft.	\$0.02	per sq.ft.	\$0.03	per sq.ft.
University of Colorado	\$2.31	per student	\$2.78	per student	\$2.96	per student	\$5.18	per student
Federal Labs	\$0.04	per sq.ft.	\$0.05	per sq.ft.	\$0.05	per sq.ft.	\$0.08	per sq.ft.
City of Boulder	\$34.79	per FTE	\$41.75	per FTE	\$44.53	per FTE	\$77.92	per FTE
BVSD Elementary	\$6.08	per student	\$7.29	per student	\$7.78	per student	\$13.61	per student
BVSD Middle	\$7.64	per student	\$9.17	per student	\$9.78	per student	\$17.11	per student
BVSD High School	\$7.54	per student	\$9.05	per student	\$9.65	per student	\$16.88	per student
Boulder County	\$34.79	per FTE	\$41.75	per FTE	\$44.53	per FTE	\$77.92	per FTE

TABLE 3: Estimated Monthly Rates of TMF Scenarios

Category	Unfunded Pavement and Routine w/o Transit/TDM \$2,500,000 in Revenue		Unfunded Pavement and Routine w/ Transit \$3,000,000 in Revenue		Unfunded Pavement and Routine w/ Transit/TDM \$3,200,000 in Revenue		All current and unfunded Pavement \$5,600,000 in Revenue	
Detached Housing Units	\$3.24	per unit	\$3.88	per unit	\$4.14	per unit	\$7.25	per unit
Attached Housing Units	\$2.21	per unit	\$2.65	per unit	\$2.83	per unit	\$4.95	per unit
Mobile homes	\$2.11	per unit	\$2.53	per unit	\$2.70	per unit	\$4.73	per unit
Commercial/Shopping Center	\$0.008	per sq.ft.	\$0.010	per sq.ft.	\$0.011	per sq.ft.	\$0.019	per sq.ft.
General Office	\$0.004	per sq.ft.	\$0.005	per sq.ft.	\$0.005	per sq.ft.	\$0.009	per sq.ft.
Research and Development	\$0.003	per sq.ft.	\$0.004	per sq.ft.	\$0.004	per sq.ft.	\$0.007	per sq.ft.
Warehouse	\$0.001	per sq.ft.	\$0.001	per sq.ft.	\$0.001	per sq.ft.	\$0.002	per sq.ft.
University of Colorado	\$0.19	per student	\$0.23	per student	\$0.25	per student	\$0.43	per student
Federal Labs	\$0.003	per sq.ft.	\$0.004	per sq.ft.	\$0.004	per sq.ft.	\$0.007	per sq.ft.
City of Boulder	\$2.90	per FTE	\$3.48	per FTE	\$3.71	per FTE	\$6.49	per FTE
BVSD Elementary	\$0.51	per student	\$0.61	per student	\$0.65	per student	\$1.13	per student
BVSD Middle	\$0.64	per student	\$0.76	per student	\$0.81	per student	\$1.43	per student
BVSD High School	\$0.63	per student	\$0.75	per student	\$0.80	per student	\$1.41	per student
Boulder County	\$2.90	per FTE	\$3.48	per FTE	\$3.71	per FTE	\$6.49	per FTE

TABLE 4: Estimated Annual Impacts on Sample Business without Exemptions

Category	Square Footage	Unfunded Pavement and Routine O&M w/o Transit/TDM \$2,500,000 in Revenue	Unfunded Pavement and Routine O&M w/ Transit only \$3,000,000 in Revenue	Unfunded Pavement and Routine O&M w/ Transit/TDM \$3,200,000 in Revenue	All current and unfunded Pavement \$5,600,000 in Revenue
Commercial/Shopping Center		\$0.10 per sq.ft.	\$0.12 per sq.ft.	\$0.13 per sq.ft.	\$0.22 per sq.ft.
Large Multi-Tenant Mixed Use	160,000	\$16,000	\$19,200	\$20,480	\$35,200
Large Restaurant	9,700	\$970	\$1,164	\$1,242	\$2,134
Large Grocery Store	40,000	\$4,000	\$4,800	\$5,120	\$8,800
Medium-sized Grocery	14,000	\$1,400	\$1,680	\$1,792	\$3,080
Full Service Bank	7,000	\$700	\$840	\$896	\$1,540
General Office		\$0.05 per sq.ft.	\$0.06 per sq.ft.	\$0.064 per sq.ft.	\$0.11 per sq.ft.
Small Office	3,000	\$150	\$180	\$192	\$330
Large Office	10,000	\$500	\$600	\$640	\$1,100
Research and Development		\$0.0375 per sq.ft.	\$0.045 per sq.ft.	\$0.048 per sq.ft.	\$0.08 per sq.ft.
Technology Company	65,000	\$2,438	\$2,925	\$3,120	\$5,200
Hospital	200,000	\$7,500	\$9,000	\$9,600	\$16,000
Warehouse		\$0.01 per sq.ft.	\$0.015 per sq.ft.	\$0.016 per sq.ft.	\$0.03 per sq.ft.
Industrial Warehouse	42,000	\$420	\$630	\$672	\$1,260

TABLE 5: Estimated Monthly Impacts on Sample Business without Exemptions

Category	Square Footage	Unfunded Pavement and Routine O&M w/o Transit/TDM \$2,500,000 in Revenue	Unfunded Pavement and Routine O&M w/ Transit only \$3,000,000 in Revenue	Unfunded Pavement and Routine O&M w/ Transit/TDM \$3,200,000 in Revenue	All current and unfunded Pavement \$5,600,000 in Revenue
Commercial/Shopping Center		\$0.10 per sq.ft.	\$0.12 per sq.ft.	\$0.13 per sq.ft.	\$0.22 per sq.ft.
Large Multi-Tenant Mixed Use	160,000	\$1,333	\$1,600	\$1,707	\$2,933
Large Restaurant	9,700	\$81	\$97	\$104	\$178
Large Grocery Store	40,000	\$333	\$400	\$427	\$733
Medium-sized Grocery	14,000	\$117	\$140	\$149	\$257
Full Service Bank	7,000	\$58	\$70	\$75	\$128
General Office		\$0.05 per sq.ft.	\$0.06 per sq.ft.	\$0.064 per sq.ft.	\$0.11 per sq.ft.
Small Office	3,000	\$13	\$15	\$16	\$28
Large Office	10,000	\$42	\$50	\$53	\$92
Research and Development		\$0.0375 per sq.ft.	\$0.045 per sq.ft.	\$0.048 per sq.ft.	\$0.08 per sq.ft.
Technology Company	65,000	\$203	\$244	\$260	\$433
Hospital	200,000	\$625	\$750	\$800	\$1,333
Warehouse		\$0.01 per sq.ft.	\$0.015 per sq.ft.	\$0.016 per sq.ft.	\$0.03 per sq.ft.
Industrial Warehouse	42,000	\$35	\$53	\$56	\$105

TABLE 6: Estimated Annual Impacts on Residential Properties with all Exemptions

Category	Estimated Percent Increase	Unfunded Pavement and Routine O&M w/o Transit/TDM		Unfunded Pavement and Routine O&M w/ Transit only		Unfunded Pavement and Routine O&M w/ Transit/TDM		All current and unfunded Pavement	
		\$2,500,000 in Revenue		\$3,000,000 in Revenue		\$3,200,000 in Revenue		\$5,600,000 in Revenue	
Detached Housing Units	12%	\$43.50	per unit	\$52.20	per unit	\$55.68	per unit	\$97.44	per unit
Attached Housing Units	12%	\$29.68	per unit	\$35.62	per unit	\$37.99	per unit	\$66.48	per unit
Mobile homes	12%	\$28.36	per unit	\$34.04	per unit	\$36.31	per unit	\$63.54	per unit

TABLE 7: Estimated Monthly Impacts on Residential Properties with all Exemptions

Category	Estimated Percent Increase	Unfunded Pavement and Routine O&M w/o Transit/TDM		Unfunded Pavement and Routine O&M w/ Transit only		Unfunded Pavement and Routine O&M w/ Transit/TDM		All current and unfunded Pavement	
		\$2,500,000 in Revenue		\$3,000,000 in Revenue		\$3,200,000 in Revenue		\$5,600,000 in Revenue	
Detached Housing Units	12%	\$3.62	per unit	\$4.35	per unit	\$4.64	per unit	\$8.12	per unit
Attached Housing Units	12%	\$2.47	per unit	\$2.97	per unit	\$3.17	per unit	\$5.54	per unit
Mobile homes	12%	\$2.36	per unit	\$2.84	per unit	\$3.03	per unit	\$5.29	per unit

TABLE 8: Estimated Annual Impacts on Sample Commercial Properties with all Exemptions

Category	Square Footage	Unfunded Pavement and Routine O&M w/o Transit/TDM	Unfunded Pavement and Routine O&M w/ Transit only	Unfunded Pavement and Routine O&M w/ Transit/TDM	All current and unfunded Pavement
		\$2,500,000 in Revenue	\$3,000,000 in Revenue	\$3,200,000 in Revenue	\$5,600,000 in Revenue
Commercial/Shopping Center		\$0.11 per sq.ft.	\$0.135 per sq.ft.	\$0.143 per sq.ft.	\$0.25 per sq.ft.
Large Multi-Tenant Mixed Use	160,000	\$17,920	\$21,504	\$22,880	\$40,000
Large Restaurant	9,700	\$1,086	\$1,304	\$1,387	\$2,425
Large Grocery Store	40,000	\$4,480	\$5,376	\$5,720	\$10,000
Medium-sized Grocery	14,000	\$1,540	\$1,882	\$2,002	\$3,500
Full Service Bank	7,000	\$784	\$941	\$1,001	\$1,750
General Office		\$0.055 per sq.ft.	\$0.067 per sq.ft.	\$0.072 per sq.ft.	\$0.125 per sq.ft.
Small Office	3,000	\$168	\$201	\$216	\$375
Large Office	10,000	\$560	\$670	\$720	\$1,250
Research and Development		\$0.042 per sq.ft.	\$0.05 per sq.ft.	\$0.054 per sq.ft.	\$0.09 per sq.ft.
Technology Company	65,000	\$2,730	\$3,250	\$3,510	\$5,850
Hospital	200,000	\$8,400	\$10,000	\$10,800	\$18,000
Warehouse		\$0.014 per sq.ft.	\$0.016 per sq.ft.	\$0.018 per sq.ft.	\$0.03 per sq.ft.
Industrial Warehouse	42,000	\$588	\$706	\$753	\$1,317

TABLE 9: Estimated Monthly Impacts on Sample Commercial Properties with all Exemptions

Category	Square Footage	Unfunded Pavement and Routine O&M w/o Transit/TDM	Unfunded Pavement and Routine O&M w/ Transit only	Unfunded Pavement and Routine O&M w/ Transit/TDM	All current and unfunded Pavement
		\$2,500,000 in Revenue	\$3,000,000 in Revenue	\$3,200,000 in Revenue	\$5,600,000 in Revenue
Commercial/Shopping Center		\$0.11 per sq.ft.	\$0.14 per sq.ft.	\$0.145 per sq.ft.	\$0.25 per sq.ft.
Large Multi-Tenant Mixed Use	160,000	\$1,493	\$1,792	\$1,907	\$3,333
Large Restaurant	9,700	\$91	\$109	\$116	\$202
Large Grocery Store	40,000	\$373	\$448	\$477	\$833
Medium-sized Grocery	14,000	\$128	\$157	\$167	\$292
Full Service Bank	7,000	\$65	\$78	\$83	\$146
General Office		\$0.05 per sq.ft.	\$0.06 per sq.ft.	\$0.07 per sq.ft.	\$0.11 per sq.ft.
Small Office	3,000	\$14	\$17	\$18	\$31
Large Office	10,000	\$47	\$56	\$60	\$104
Research and Development		\$0.04 per sq.ft.	\$0.05 per sq.ft.	\$0.055 per sq.ft.	\$0.08 per sq.ft.
Technology Company	65,000	\$228	\$271	\$293	\$488
Hospital	200,000	\$700	\$833	\$900	\$1,500
Warehouse		\$0.0125 per sq.ft.	\$0.02 per sq.ft.	\$0.025 per sq.ft.	\$0.03 per sq.ft.
Industrial Warehouse	42,000	\$49	\$59	\$63	\$110