

Blue Ribbon Commission
July 12, 2006
5:00 – 7:00
Agenda

- I. Welcome & Purpose (Frank or Council Member)
 - a. You were selected for your knowledge of this issue and your knowledge of the community
 - b. We sought, and successfully attained, membership with very distinct opinions on topics that this group will cover.
 - c. Kevin will go into ground rules later, but I want to encourage diversity of thought and a respectful dialogue.
 - d. Why are we doing this
 - i. Used to be a regional center for jobs, retail, and innovation. When other cities in the region got in the game, we paid and paid dearly.
 - ii. We were and are very dependent on sales tax – not unlike other Colorado municipalities
 - iii. Cut approximately 100 jobs
 - iv. Revenue dropped \$14 million
 - v. Many projects are unfunded or under-funded.
 - vi. A third of our sales tax rate is set to expire starting in 2011 (point to expiring sales tax chart). 1 cent generates \$23 million in 2007
 - vii. We are near our competitive max on sales tax (3.41%) (8.16% city wide not including food which is another .15%)
 - e. Review Purpose
 - i. Establish a long-term, balanced and stable revenue stream for the city of Boulder that accomplishes public priorities while allowing flexibility to meet the varied and dynamic needs of the municipal corporation in the next twenty years.
 - f. Review Scope
 - i. Understand the revenue system in place for the city of Boulder
 - 1. What types of fees and taxation are employed and to what extent.
 - ii. Understand the current tax impacts from a Boulder resident perspective.
 - 1. Recognize that we are not the only taxing agent in town and that while the City may have the ability to achieve a balanced revenue stream, it may present an unbalanced picture to a resident who is also paying tax to the school district, county, RTD and special districts.
 - iii. Determine the best use of earmarking revenues in the reality that initiative based ballot measures may usurp strategic use of this tool.

- iv. Determine a strategy for renewing expiring sales tax levies in the context of seeking new revenue sources to achieve prioritized Business Plan goals.
 - v. Develop a 20-year revenue strategy for the city of Boulder that achieves the “purpose” denoted above.
 - g. While this is the scope, I would add on the need to determine how we measure success or monitor stabilization going through this 20 year period.

- II. Introductions (Frank)
 - a. Have each member:
 - i. introduce themselves,
 - ii. what organization they are with; and
 - iii. how their background might relate to this topic.

- III. Role of Staff (Frank)
 - a. Have three staff members assigned to the commission.
 - b. This is an important committee as denoted by its Blue Ribbon status.
 - c. You represent an all-star selection of community members,
 - d. Staff to support this also represents the city’s top commitment to this
 - i. City Manager, Frank Bruno
 - ii. Deputy City Manager for Administration, Kevin Burke
 - iii. Finance Director, Bob Eichen
 - iv. Budget Manager, Kathy McGuire
 - e. Although we plan to utilize the expertise in this room that comes from a combination of staff and commission members, if the committee feels we need to bring in outside experts to provide us with missing knowledge or to facilitate rather heated discussions, both are possible.

- IV. Ground Rules (Kevin)
 - a. Have the group develop ground rules for themselves.
 - b. Make sure the following are included in some form
 - i. Listen more than talk – all need to be heard
 - ii. Know when we are brainstorming and when we are analyzing (one is unfettered idea generation, the other has filters)
 - iii. Respectful of time
 - iv. We are not seeking consensus, we are seeking recommendations
 - v. Communication outside the group – OK to forward information, not OK to lobby for positions or opinions
 - c. Do we want a chair or co-chairs, spokesperson

- V. Meeting Times and Place (Kevin)
 - a. Committing to once a month
 - b. Two to three hours
 - c. What time of day
 - d. What day of the week
 - e. How do we communicate

- VI. Future Agenda (Kevin/Bob)
 - a. August – Current Situation (Bob and Kathy)

- i. Total revenue
 - ii. Revenue sources
 - iii. Expiring Sales tax
 - iv. Earmarking
 - v. Utilities
 - vi. PIF's and Internal Fund Balances
 - vii. Future Demand (the Carl WIP)
- b. September – Market Trends (Bob with help from Rich Wobbekind and Michael Stutzer)
 - i. Comparisons to other cities
 - ii. Future employment patterns
 - iii. sales tax resources
 - iv. Internet taxation
 - v. Spending patterns
 - vi. Demographics
- c. October –Idea exploration
 - i. Head tax
 - ii. Earmarking vs. not earmarking

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