

**Blue Ribbon Commission – Phase II (BRC II)**  
**Meeting Summary**  
**July 14, 2009**

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Members Present: Tom Hagerty, Suzanne Jones, Michelle Krezek, Beth Pommer, Dorothy Rupert, Jeff Wingert, Rich Wobbekind

Members Absent: Susan Graf, Dan King, Michael Leccese

Staff Present:

Committee Staff: Paul Fetherston, Kathy McGuire, Peggy Bunzli

IT Staff: Tom Battaglia, Don Ingle, Beth Lemur, Kim McCleskey, Penn Richmann

Open Space/Mountain Parks Staff: Mike Patton, Cecil Fenio, Delani Wheeler.

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Public Participation: none

Welcome by Deputy Manager, Paul Fetherston

- Paul introduced the evening's agenda
  - Information Technology presentation
  - Open Space and Mountain Parks presentation

Information Technology Department (IT) Presentation - IT Director, Don Ingle and IT Financial Mgr, Beth Lemur

- There were no IT-specific follow-up items
- The group discussed the following topics:
  - The department is working with a consultant to look at efficiency/effectiveness and strategic planning. The Study includes, but is not limited to, the following: IT support across the city (including what exists in other departments); strategic planning which includes looking at unaddressed automation needs, funding strategies, project planning and prioritization; and decision making, service delivery, applications, and technology infrastructure.
  - Study recommendations will include staff & resources, organizational structures and best practices.
  - Cost of study is \$93,000 - funded through savings. Study should be completed and consultant recommendations ready by end of August.
  - Preliminary findings to date include: department needs to be more collaborative, have more structure, improve performance metrics; the department should have a Capital Improvement Program (CIP) and fund for technology; there is a need for more outsourcing, more shared services, consolidated operations and an eGov strategy,

- Currently 51% of the city's IT budget is centralized in the IT department, while 49% is not – normal range is around 70% centralized.
- Funding for IT includes a General Fund operating budget, technology funds (currently only \$53,000 from the General Fund), Computer Replacement Funds (contributions from departments), and telecom funds (also contributions from departments). The IT department also has shared services through regional partnerships with the County, CU, UCAR, NCAR, NIST, BVSD, NOAA and BRETSA (Boulder Regional Emergency Telephone Service Authority).
- As with other peer organization, the biggest IT expenditure is personnel.
- The IT department has no CIP - peer organizations have \$1-\$3M in a CIP.
- COB trend has been an increase in number of PCs and servers but a decrease in staffing levels - peer organizations have either remained flat or grown in FTEs, driven by new applications.
- Atypical services include: custom application development (in line with COB practice of custom systems/business processes), customized off the shelf software, support of full service city (including legal requirements/security issues with regard to HIPPA, fire and police, local ordinances, etc.), support of 3<sup>rd</sup> party agency (Boulder Housing Partners).
- What we don't do that most do: not centralized and no CIP for technology - this creates critical deficiencies in areas such as telecom and integrated software/systems.
- Reductions currently proposed (\$260,000) from efficiencies/reorganization, consolidation of data centers, reduced PC prices, leased circuit elimination. Possibility to provide some services to community for a fee.

Open Space and Mountain Parks (OSMP) Department Presentation - OSPM Director, Mike Patton and Central Svcs Division Mgr, Delani Wheeler

- There were no OSMP-specific follow-up items
- The group discussed the following topics:
  - History of OSMP department - mission to protect and preserve natural environment and land resources; supported by charter and voter approved taxes and bonds since 1967; merger of Open space with Mountain Parks nine years ago.
  - 45,076 acres, 142.3 miles of maintained trails, 4.7 million visits annually.
  - Funding sources: taxes (92%), General Fund (4.5%), other (3.5%). Other sources include bonds and lottery funds. 45% of tax revenue is permanent; the rest will sunset in 2018 (the 0.33 %) and 2019 (the .15%). No current intention to renew sunseting taxes for OSMP purposes, as additional land acquisition (6,000 acres) and debt payment (\$10.7 million) should be mostly completed.
  - Expenditures: debt service (43%), operations (41%), capital (16%). \$900,000 is spent on cost allocation annually. Lottery funds are dedicated to mountain backdrop (maintenance). Over \$2 million in expenditure is for parks management, \$1.4 million of this is essential.

- Categorization of services: essential - charter goals, compliance with laws and regulations; desirable - code enforcement, implementation of adopted policies and plans; discretionary - services valued by community.
- CIP is used for acquisition of land water and minerals (\$3.7 million) and visitor infrastructure (\$450,000).
- Maintenance funds are built in to budget. Permanent tax should cover operations ongoing. No specific formula for acquisition to maintenance but ongoing balance maintained and monitored.
- Reserves in place to cover volatility of sales tax revenues. Assumption is that GF transfer continues.
- 2009 one-time reductions of \$1.7 million from CIP (43%, acquisitions) and operations (57%, rangers, junior rangers, visitor CIP, visitor access, communications/education, facilities/administration). There are ongoing savings of \$220,000 starting in 2010 due to bond refunding.
- Impacts of reductions: reduced acquisitions, reduced trailhead construction and trail maintenance, reduced forest management/fire mitigation, less wildlife and vegetation monitoring, less education and outreach, reduced weed management, reduced Cottage hours, reduced junior ranger program.
- Performance measures: survey results - meeting community expectations/values, 96% satisfaction from volunteers, 92% satisfaction from natural selection programs, overall 88% satisfaction (2007); ecological monitoring bird nesting doubled, reduced wildfire risk, increased bird diversity, increased vegetation.
- Additional acreage - various targeted areas/opportunities there. The longer it takes to purchase, the less might be available. If sunset before acreage acquired - no more acquired - will people feel that desired acquisition not finished? Possibly.

Plan for next meeting: 7/28 - brain dump of all presentations, themes, what might be needed in follow up, additional information; identify presentations people have missed - we will provide additional information as needed to BRCII members.