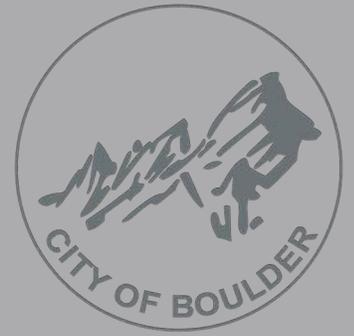


FISCAL YEAR

2020 RECOMMENDED BUDGET



Service Excellence for an Inspired Future.

2020 Recommended Budget



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City of Boulder City Council



Council Member
Aaron Brockett

Mayor Pro Tem
Sam Weaver

Council Member
Bob Yates

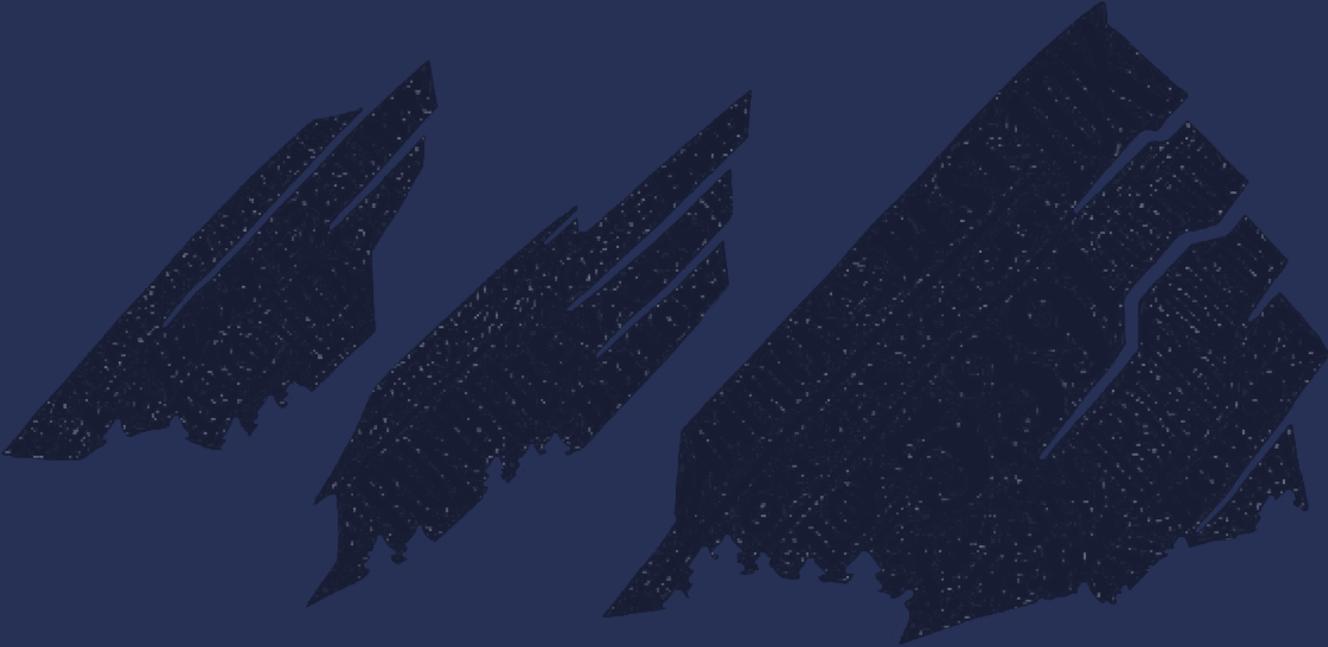
Council Member
Cindy Carlisle

Council Member
Mary D. Young

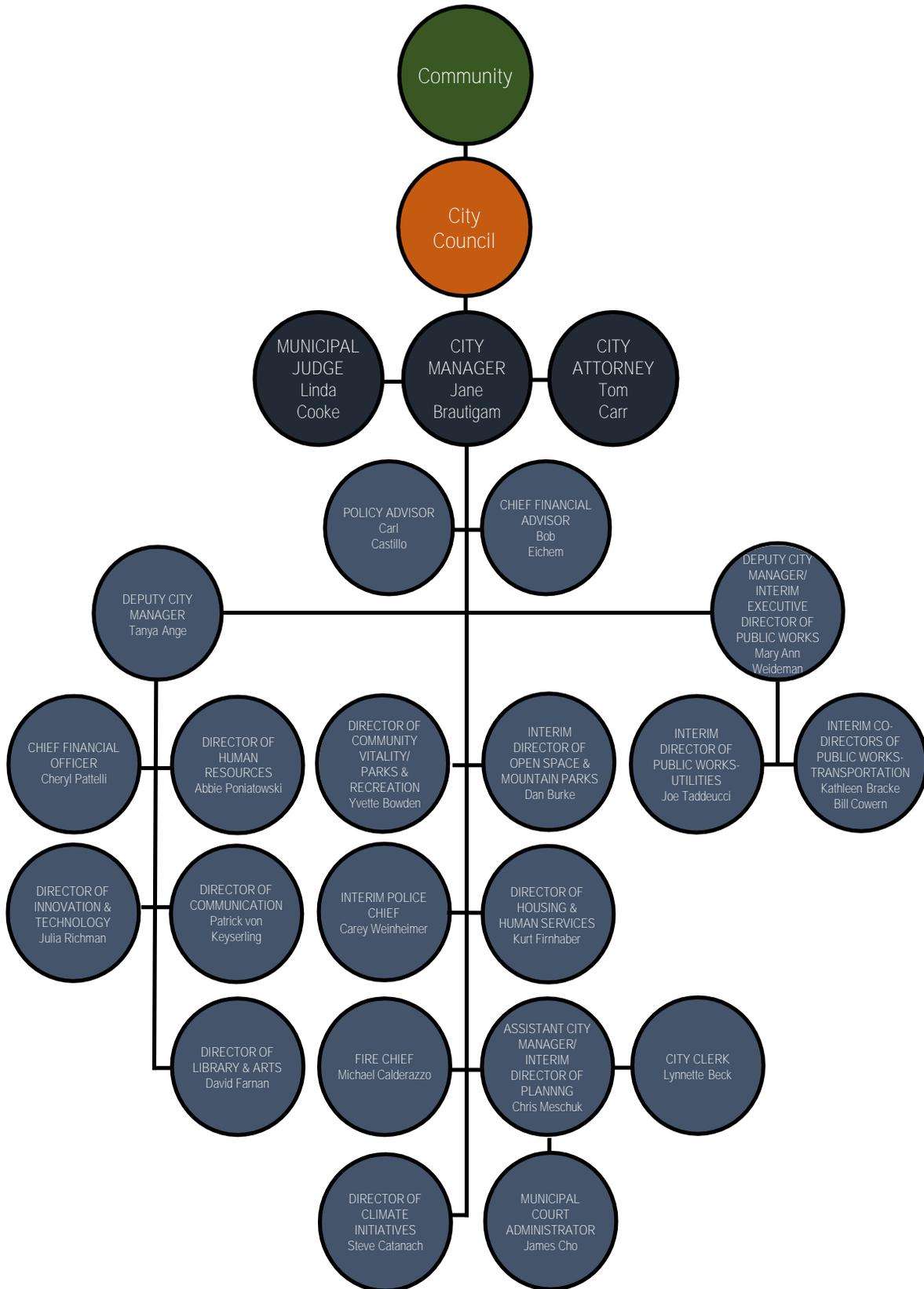
Council Member
Lisa Morzel

Mayor
Suzanne Jones

Council Member
Mirabai Kuk Nagle



City of Boulder 2020 Organizational Chart



City of Boulder Leadership Staff

City Manager.....	Jane S. Brautigam
City Attorney.....	Tom Carr
Municipal Judge.....	Linda P. Cooke
Deputy City Manager / Interim Executive Director of Public Works.....	Mary Ann Weideman
Deputy City Manager.....	Tanya Ange
Assistant City Manager / Interim Planning Director.....	Chris Meschuk
Chief Financial Advisor.....	Bob Eichem
Chief Financial Officer.....	Cheryl Pattelli
City Clerk.....	Lynnette Beck
Director of Communication.....	Patrick von Keyserling
Director of Community Vitality / Parks & Recreation.....	Yvette Bowden
Director of Climate Initiatives.....	Steve Catanach
Fire Chief.....	Michael Calderazzo
Director of Human Resources.....	Abbie Poniowski
Director of Housing & Human Services.....	Kurt Firnhaber
Director of Innovation & Technology.....	Julia Richman
Director of Library & Arts.....	David Farnan
Municipal Court Administrator.....	James Cho
Interim Director of Open Space & Mountain Parks.....	Dan Burke
Interim Police Chief.....	Carey Weinheimer
Interim Co-Directors of Public Works for Transportation.....	Kathleen Bracke & Bill Cowern
Interim Director of Public Works for Utilities.....	Joe Taddeucci

City of Boulder Budget Staff

Central Budget Staff

Executive Budget Officer.....	Kady Doelling
Senior Budget Analyst.....	Gina Coluzzi
Senior Budget Analyst.....	Sam McQueen
Budget Analyst.....	Rachel Deckert
Budget Analyst.....	Phillip Pappas
Budget/Accounting Financial Analyst.....	Pierre Tremblay

Department Analysts

City Attorney's Office.....	Heather Hayward
City Clerk's Office/City Council.....	Dianne Marshall
City Manager's Office.....	Ann Large & Amy McMahon
Communication.....	Karl Watkins
Community Vitality.....	Elliott Labonte & Mark Woulf
Climate Initiatives.....	Heidi Joyce
Fire-Rescue.....	Devin Billingsley
Human Resources.....	Mike Giansanti
Housing & Human Services.....	Tip-arpar Karasudhi
Innovation & Technology.....	Beth Lemur
Library & Arts.....	Pierre Tremblay
Municipal Court.....	Jean Grill
Open Space & Mountain Parks.....	Lauren Kilcoyne & Cole Moffatt
Parks & Recreation.....	Jackson Hite & Stacie Hoffmann
Police.....	Bridget Pankow
Public Works - Support Services.....	Maria Diaz
Public Works - Transportation / Public Works - Development / Planning.....	Graham Clark
Public Works - Utilities.....	Ken Baird & Justin Greene

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Table of Contents

1 CITY MANAGER'S MESSAGE.....	13
▪ 2020 Budget Recommendations by Type and by Department.....	17
2 CITYWIDE CONTEXT.....	23
▪ About Boulder.....	24
▪ Budget Philosophy & Process.....	28
▪ Strategic & Long-Term Planning.....	33
3 SOURCES & USES.....	35
▪ Citywide Summary of Sources & Uses.....	36
▪ Citywide Sources (Revenues).....	41
▪ Citywide Uses (Expenditures).....	51
4 DEPARTMENT OVERVIEWS.....	57
▪ City Attorney's Office.....	59
▪ City Clerk's Office.....	63
▪ City Council.....	65
▪ City Manager's Office.....	67
▪ Climate Initiatives.....	71
▪ Communication.....	75
▪ Community Vitality.....	79
▪ Finance.....	83
▪ Fire-Rescue.....	87
▪ General Governance.....	91
▪ Housing & Human Services.....	93
▪ Human Resources.....	99
▪ Innovation & Technology.....	103
▪ Library & Arts.....	109
▪ Municipal Court.....	113
▪ Open Space & Mountain Parks.....	117
▪ Parks & Recreation.....	121
▪ Planning.....	125
▪ Police.....	129
▪ Public Works.....	133
5 CAPITAL IMPROVEMENT PROGRAM.....	141
▪ Introduction.....	145
▪ Funding Summaries.....	151
▪ Capital Project Overviews.....	159
▪ CEAP (Community & Environmental Assessment Process).....	215
6 FUND FINANCIALS.....	217
▪ General Fund.....	218
▪ Governmental Capital Fund (tied to General Fund).....	220
▪ .25 Cent Sales Tax Fund.....	221
▪ Affordable Housing Fund.....	222
▪ Airport Fund.....	223
▪ Boulder Junction Access GID - Parking Fund.....	224
▪ Boulder Junction Access GID - TDM Fund.....	225
▪ Boulder Junction Improvement Fund.....	226
▪ Boulder Municipal Property Authority Fund.....	227

Table of Contents

- Capital Development Fund.....228
- Capital Improvement - Community, Culture, Safety Tax Fund.....229
- Climate Action Plan Fund.....230
- Community Development Block Grant Fund.....231
- Community Housing Assistance Program Fund.....232
- Compensated Absences Fund.....233
- Computer Replacement Fund.....234
- Downtown Commercial District Fund.....236
- Equipment Replacement Fund.....238
- Facility Renovation & Replacement Fund.....239
- Fleet Operations & Replacement Fund.....240
- HOME Investment Partnership Grant Fund.....241
- Library Fund.....242
- Lottery Fund.....243
- Open Space Fund.....244
- Permanent Park & Recreation Fund.....245
- Planning & Development Services Fund.....246
- Property & Casualty Insurance Fund.....247
- Recreation Activity Fund.....248
- Stormwater/Flood Management Utility Fund.....250
- Sugar-Sweetened Beverage Distribution Tax Fund.....252
- Telecommunications Fund.....253
- Transit Pass GID Fund.....254
- Transportation Fund.....256
- Transportation Development Fund.....258
- University Hill Commercial District Fund.....259
- Wastewater Utility Fund.....260
- Water Utility Fund.....262
- Workers' Compensation Insurance Fund.....264

- 7 | APPENDIX.....265**
 - Budget Terms.....266
 - Fund Definitions.....269
 - Codified Fees, Rates, & Charges.....273
 - Budget Policies.....283
 - Debt Service.....293

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How to Use This Document

The City of Boulder's 2020 Recommended Budget contains a detailed description of how the city plans to invest available resources into city operations in 2020. The 2020 Recommended Budget has seven main parts:

1 | City Manager's Budget Message

The City Manager's Budget Message is a transmittal letter to Boulder's City Council and community that summarizes the contents of the 2020 Recommended Budget. The transmittal letter includes a comprehensive list of 2020 Budget Recommendations.

2 | Citywide Context & Strategy

This section provides a general overview of the City of Boulder including its history, describes the organization of city operations, explains the city's annual budget process, details the city's accounting system and fund structure, and explains the long-range financial planning strategies of the City of Boulder.

3 | Sources & Uses

The Sources & Uses section contains summary information of the 2020 Recommended Budget, projected revenues, and budgeted expenditures. It shows all anticipated sources (revenues) by type and fund, provides information on tax rates, shows budgeted uses (expenditures) by fund, and lists all interfund transfers.

4 | Department Overviews

Department Overviews describe the city's operational structure and function, 2019 accomplishments, and 2020 key initiatives for each of the city's individual departments. It includes details on significant changes between the 2019 and 2020 operating budgets, as well as the detailed program budget for each department.

5 | Capital Improvement Program

The City of Boulder's 2020-2025 Draft Capital Improvement Program (CIP) contains information on how the city plans to invest available resources into key infrastructure and facilities between 2020 and 2025. The 2020-2025 CIP has four main parts: Introduction, Funding Summaries, Capital Project Overviews, and CEAP (Community & Environmental Assessment Process).

6 | Fund Financials

The Fund Financials section provides tables detailing the sources and uses of each of the city's 38 funds, for 2018 actual, 2019 revised, 2020 recommended, and 2021-2025 projected amounts.

7 | Appendix

The Appendix section contains supplemental information to the 2020 Recommended Budget, including:

- **Budget Terms;**
- **Fund Definitions;**
- **Codified Fees, Rates, & Charges**, which summarizes proposed adjustments to city fees and the effect on revenues;
- **Budget Policies**, which provides an overview of the city's financial and reserve policies; and
- **Debt Service**, which lists the city's debt service payments from 2020 to 2025, provides a combined schedule of long-term debt, and provides computation of the legal debt margin for the last 10 years.

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City Manager's Message

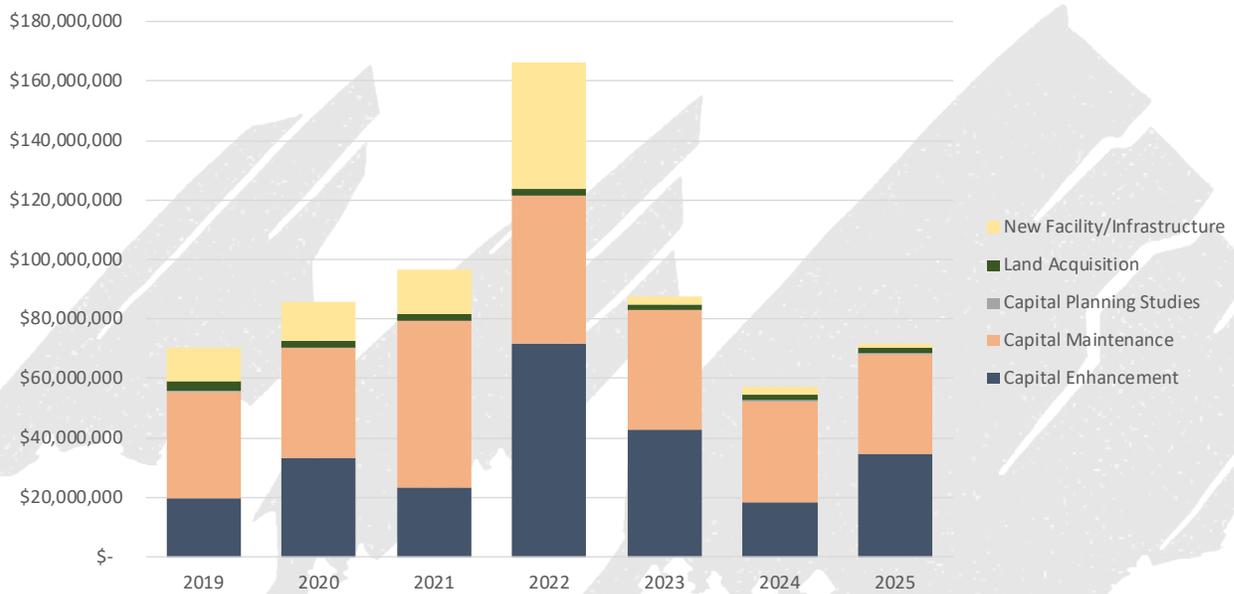
Dear City Council Members and Boulder Community,

The 2020 Recommended Budget aligns resources with council and community priorities and is guided by the Boulder Valley Comprehensive Plan and the Community Sustainability + Resilience Framework. Over the past several years, the city focused on recognizing the importance of the essential services we provide, identifying opportunities for collaboration across the organization and within the community, and reducing risks - including risks that could result in physical (to persons or property) or financial harm. The Recommended Budget is also informed by department master/strategic plans and resident feedback from surveys, online engagement tools, open houses, and public meetings conducted throughout the year.

I am pleased to present the City Manager's 2020 Recommended Budget for review and consideration. The total Recommended Budget is \$369.0 million, which is a 4.3% increase over 2019 (excluding transfers/internal service funds). The 2020 Recommended Budget balances ongoing expenses with ongoing revenues and limits new expenses. It also revisits and executes past recommendations that create efficiencies and eliminate redundancies across departments. The proposed operating budget of \$288.2 million represents a modest 1.8% increase compared to 2019. This operating budget includes important, strategic investments in the community and essential services, outlined in more detail below. These important investments are, in part, possible through structural efficiencies and reallocations.

The Capital Improvement Program (CIP) is a six-year plan to maintain and improve the city's infrastructure. In the proposed 2020-2025 CIP, \$85.6 million is recommended for 2020, and approximately \$564.9 million is recommended for project allocations for years 2020-2025. The 2020 proposed CIP is lower than anticipated at this time last year based on timing of large utility projects that are now planned for in 2022. Therefore, the proposed CIP is relatively in line with the 2019 CIP (\$70.6 million). Approximately 82% of the six-year CIP is allocated to repair, rehabilitation and enhancements for existing public facilities.

2019-2025 Funding by Project Type



City Manager's Message

These capital investments are prioritized, and funds are set aside over time, to directly cover the costs of planned projects. Capital spending changes based on maintenance schedules, needed upgrades, and timing of new projects. These spending variances impact the total city budget in any given year. For these reasons, the operating budget often better depicts year-to-year trends.

The 2020 General Fund Recommended Budget increased 1.6%, or \$2.5 million, more than the 2019 budget and includes key ongoing investments in:

- Shifting cultural grants for large organizations from a pilot to ongoing;
- Piloting electronic signatures and petitioning software;
- Continuing and increasing the Living Wage;
- Adding new critical positions including:
 - » Expanding Language Access;
 - » Data Scientist (primary focus on Police data);
 - » Cyber Security Administration;
- Continuing homeless encampment response; and
- Shifting some fixed-term positions to ongoing recognizing the ongoing need.

Financial Context

This proposed budget addresses community needs and priorities within the context of current and projected city revenues. There are reasons to proceed cautiously. Economists are predicting a softening economy over the next 18 months to two years.

Retail sales tax, which is three-fourths of total sales and use tax revenue, grew at 4.5% through June over this time last year. The 2020 Recommended Budget projects retail sales tax will continue to grow, at a slower rate, and assumes a 2.1% increase above the 2019 end-of year projection of 1.9% growth over 2018. Through June 2019, use tax revenues are down over 2018. Most notably, construction use tax is down 11.5% and business use tax is down 10.7%. It is important to remember that use tax is volatile and therefore we budget conservatively and assume only a base amount for use tax.

Local governments often seek to diversify their revenue sources to meet several public policy goals including revenue stability. Revenue stability is important as local government budgets, including the City of Boulder's General Fund budget, are largely dedicated to funding ongoing essential service needs. For 2020, the city's portion of property tax is estimated to increase approximately 10.5% or \$4.5 million citywide (\$3.4 million in the General Fund). This increase in property tax revenue will help compensate for the slower growth in sales and use tax revenue. Boulder's diverse tax structure is designed to accommodate shifts in revenue growth to continue the delivery of essential services

While Boulder's financial foundation remains strong, the city faces several challenges that the Recommended Budget seeks to address. The primary challenge is Boulder's limited ability to accommodate increased costs and remain balanced with projected revenues. The second challenge is the rising cost of labor. The Boulder Metropolitan Statistical Area (MSA) is experiencing historically low unemployment rates resulting in a competitive job market and a workforce shortage that makes it difficult to hire and retain employees. Boulder's unemployment level of 2.5% in June 2019, compared to 2.8% in June 2018, is stable and lower than the state unemployment rate of 3.0%. These challenges are not Boulder's alone - cities across the nation are experiencing similar challenges of cost pressures and slowing growth of some local tax revenues.

City Manager's Message

Boulder's conservative fiscal approach and its philosophy of "taking care of what we have" first has the community well-prepared to meet the fiscal needs of 2020. The Recommended Budget addresses essential services and key council priorities while focusing on citywide benefit, risk mitigation, and good governance to ensure Boulder remains a fiscally sustainable community.

2020 Recommended Budget Highlights

The 2020 Recommended Budget continues the goal of General Fund reserves of 20% of ongoing expenditures and includes funding for the following key initiatives, as identified by City Council:

- **Electronic Signatures and Petitioning** - Measure 2G authorized the council to allow for online signing or endorsement of initiative petitions. This project aims to identify the requirements needed in order to achieve the goals of this measure, which the electors voted in favor of on November 6, 2018, and to implement an appropriate solution that meets those requirements.
- **Municipal Building East Entrance Doors** - This project will add back an exterior building entry on the north-east side of the Municipal building facing Broadway. The project includes adding a flood-proofed vestibule and exterior doors, sidewalk and Sister-Cities Plaza reconfiguration to address the new entry, and interior modifications to the current reception desk to better address the new entry point.
- **Library Master Plan** - The 2020 budget continues investment in the Library's Master Plan and expands funding into the Meet Community Demand Level by adding a new Bilingual Youth Services Specialist, a new Volunteer Services Specialist, George Reynolds Branch Library Collection and Public Space reconfiguration as well as planned investment in the North Boulder (NoBo) Library operating expenses, beginning in 2021.
- **Transportation Essential Services** - Safety and providing essential services are the highest priorities within the city's Transportation Master Plan (TMP). Transportation-related essential services such as snow and ice removal, pothole filling, and street repair as well as median maintenance provide travel safety, multi-modal access, and protect the investment in our existing infrastructure. This investment focuses on ensuring adequate funding to provide these services that the community and City Council expect to occur on the city's multi-modal transportation corridors and infrastructure.
- **Tribal Consultation** - The City of Boulder was deeply appreciative of the opportunity to listen to and learn from 14 American Indian Tribes who participated in a government-to-government consultation with the city in 2019. Based on that effort, the team agreed to hold future consultations in 2020 and beyond to continue the work to update four Memorandum of Understanding agreements from the late 1990s and the early 2000s. The goal of future consultations is to update existing and outdated agreements and rebuild relationships with the people who are indigenous to the Boulder region.
- **Housing Opportunities for People Experiencing Homelessness (Housing Voucher Program)** - This funding includes direct voucher financial assistance and case management support for permanent supportive housing units and an allocation for rapid re-housing for navigation clients. This funding is part of an overall coordinated housing response from the Homeless Solutions for Boulder County Executive Board and is aligned with the goal of providing 200+ permanent supportive housing (PSH) resources in Boulder County as well as the adoption of the Homeless Solutions for Boulder County Year One Recommendations, as approved by City Council on March 19, 2019.
- **Prairie Dog Working Group Recommendation Implementation** - In 2019, the Open Space Board of Trustees and City Council made recommendations around increased support for prairie dog management and soil health upon review of Prairie Dog Working Group recommendations. Through budget reallocation, Open Space & Mountain Parks (OSMP) will dedicate \$200,000 annually for the next three years in non-personnel budget towards these efforts. Additional CIP funding will be determined annually (\$381,000 in 2020, captured in the 2020 CIP budget request for OSMP). Also in 2019, the General Fund began funding two employees managed by OSMP to support this program, with the funding source to be reassessed in 2020.

City Manager's Message

2020 Recommended Budget Highlights, Continued

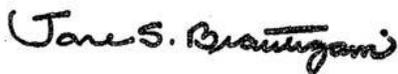
- **Language Access Specialist** - A language access specialist will support the city's efforts to identify and implement best practices to support inclusive and meaningful communication and engagement. Specifically, the individual will spearhead the creation of a language access plan, which will chart short-, mid- and long-term goals and strategies for when and how the city will offer Spanish translation and interpretation services. In addition to overseeing the plan creation, this bilingual colleague will provide strategic counsel related to language access, vet outside translators and interpreters, and back-translate city documents to ensure consistency and quality.
- **Living Wage** - Council adopted Resolution No. 926 in 2003, directing the City Manager to recommend annual budget appropriations necessary to pay its standard, full-time employees no less than 120% of the federal poverty guidelines. In 2015, the methodology was updated to reflect the Colorado Self Sufficiency Scale (SSS), a better predictor of regional living costs. Council agreed with the staff recommendation to make appropriate future adjustments in the context of updates to the SSS, salary and market data, and as budget resources and priorities allow. The 2020 budget increases the minimum living wage to \$17.42/hour.
- **Cyber Security** - This position will be supporting the cyber security program, as well as supporting server administration tasks with a security or resilience component as identified in the Innovation & Technology department's strategic assessment. This includes supporting the identity management system (Active Directory), digital communication systems (Office 365), network firewalls, and enterprise security tools. This position will also provide support when auditing the credit card processing systems (point of sale computers, payment processing websites, and black box card readers) for compliance.
- **Cultural Grants Large Organizations Support** - This funding will respond to the recommendations of City Council and the Arts Commission to make the one-time increase to grant funding, targeted to facilities-based cultural organizations, an ongoing grant category. There are many expected positive outcomes described in the Community Cultural Plan. However, the primary impact will be in contribution to closing the gap of inadequate grant funding to the city's largest cultural destinations.

A full list of 2020 budget recommendations can be found in the succeeding pages, listed by type of recommendation and originating department.

Conclusion

City departments worked collaboratively on the 2020 budget that reflects Boulder's vision for a sustainable future. As a result, the 2020 Recommended Budget represents a conservative spending plan that supports council priorities and essential services while aligning expenditures with projected revenues to ensure the city is able to meet future community needs.

Respectfully submitted,



Jane S. Brautigam
City Manager

2020 Budget Recommendations by Type

SUMMARY BY TYPE OF REQUEST	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
New/Enhanced Program	\$ 3,581,970	4.00	\$ 3,787,462	11.50
City Clerk				
Electronic Signatures and Petitioning Software	400,000	-	40,000	-
Citywide				
Old Hire Police and Fire Pension Minimum Annual Payment Increase	-	-	37,946	-
Suspend Compensated Absences Transfer for One Year	(900,000)	-	-	-
Climate Initiatives				
Energy Impact Offset (EIO) Program Implementation	-	-	400,000	-
Communication				
Digital Content Specialist	92,000	1.00	-	-
Language Access Specialist	142,200	1.00	-	-
Community Vitality				
Pay Station Replacement Project (General Fund Portion Only, total \$1.225M)	225,000	-	-	-
Finance				
Americans with Disabilities Act (ADA) – Self-Evaluation and Transition Plan	125,000	-	-	-
Citywide Amazon Prime Subscription	-	-	4,000	-
License Specialist to Support Marijuana Advisory/Licensing Board	2,400	-	86,824	1.00
Purchasing Card Data Analysis	-	-	5,000	-
Revenue Software System Replacement Final Implementation (total \$1.1M)	185,000	-	-	-
Risk Management Specialist	800	-	81,174	-
Samba Safety Driver License Monitoring	-	-	36,000	-
General Governance				
Big Ideas 2020	25,000	-	-	-
Reduce City Manager Contingency for One Year	(200,000)	-	-	-
Tribal Consultation	-	-	75,000	-
Housing & Human Services				
Community Relations/Human Rights Specialist (from 0.75 FTE to 1.0 FTE)	-	-	21,854	0.25
Housing Opportunities for People Experiencing Homelessness (Housing Voucher Program)	-	-	558,687	-
Human Resources				
Classification & Compensation Phase I (total cost TBD)	-	-	350,000	-
Human Resources Information System (HRIS) Phase I	250,000	-	-	-
Innovation & Technology				
Broadband and Network Connectivity	125,000	-	90,000	-
Centralized Data System	250,000	-	-	-
Council Chambers Technology	118,285	-	23,657	-
Data Scientist (primarily for Police data)	-	-	107,202	1.00
Enterprise Constituent Relationship Management (CRM)	300,000	-	-	-
Security Systems Administrator I	-	-	107,202	1.00
Library & Arts				
Bilingual Youth Services Specialist	-	-	57,000	1.00
Creative Neighborhoods Program Launch	-	-	15,000	-
George Reynolds Branch Library Collection and Public Space Reconfiguration	100,000	-	-	-
North Boulder Branch Library Manager Regrade	-	-	20,800	-
Shift Cultural Grants for Large Organizations from One-Time to Ongoing	-	-	250,000	-
Volunteer Services Specialist (from 0.50 FTE to 1.0 FTE)	-	-	28,400	0.50
Open Space & Mountain Parks				
Prairie Dog Working Group Recommendation Implementation	-	-	200,000	-
Parks & Recreation				
Seasonal Lifeguards Conversion to Standard Employees	-	-	-	3.25
Surface Go Tablets	10,000	-	5,214	-
Police				
Bomb Truck Replacement	360,000	-	24,000	-
Public Works				
Alpine-Balsam Pavilion Design (total \$2M over two years)	1,107,742	-	-	-
Fuel Management Software Consolidation	57,122	-	2,002	-
GIS Technician	66,421	1.00	-	-
Municipal Building East Entrance Doors	700,000	-	-	-
Radio System Program Manager	40,000	-	178,500	1.00
Three Year Fixed-Term Facility Coordinator III	-	1.00	-	-
Transportation Planner (from 0.50 FTE to 1.0 FTE)	-	-	40,000	0.50
Transportation Planner I – Transit Planner	-	-	120,000	1.00
Vision Zero Transportation Engineer	-	-	130,000	1.00
Windy Gap Source Water Payment	-	-	692,000	-

2020 Budget Recommendations by Type

SUMMARY BY TYPE OF REQUEST	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Continuation of One-Time Program	\$ 1,811,657	12.00	\$ 215,599	2.00
Communication				
Communication Specialist II - Climate Initiatives	79,720	1.00	-	-
Community Newsletter & 1.0 FTE	112,500	-	79,531	1.00
Finance				
Extend Collections Agent	76,274	1.00	-	-
Housing & Human Services				
Lease of 2691 30th Street (from Homelessness Reserve)	101,975	-	-	-
Severe Weather Shelter (from Homelessness Reserve)	184,000	-	-	-
Severe Weather Shelter Capital Improvement (from Homelessness Reserve)	300,000	-	-	-
Innovation & Technology				
Innovation and Analytics Manager (Conversion to Ongoing)	-	-	136,068	1.00
Planning				
Extension of Administrative Specialist	69,750	1.00	-	-
Extension of Comprehensive Planner	87,500	1.00	-	-
Extension of Land Use Code Planner	75,400	1.00	-	-
Extension of Landscape Plans Reviewer	92,150	1.00	-	-
Public Works				
Extension of Civil Engineer	95,440	1.00	-	-
Extension of Project Specialist	107,710	1.00	-	-
Extension of Records and Research Planning Technician	68,500	1.00	-	-
Extension of the Energy Code Coordinator	124,000	1.00	-	-
Extension of GIS Technician	136,738	2.00	-	-
Civic Area Access Parking Management for City Employees	100,000	-	-	-
Cost Escalation of Existing Service	\$ 25,000	-	\$ 2,033,524	1.00
City Attorney's Office				
Legal Consultant Funds	-	-	50,000	-
City Clerk				
Agenda Management Software	-	-	2,500	-
City Manager's Office				
Growing up Boulder Partnership	-	-	12,444	-
Citywide				
Old Hire Police and Fire Pension Plan Bi-Annual 2% Increase	-	-	51,992	-
Climate Initiatives				
Community Engagement for Resilience/Better Together	-	-	7,500	-
Community Vitality				
EcoPass Program within University Hill District	-	-	39,770	-
Finance				
Mail Room - Courier Funding	-	-	18,900	-
Munis Training and Additional Modules for Version 2019	10,000	-	-	-
Employee Training and Dues	-	-	10,000	-
Tax Audit Services	-	-	13,000	-
General Governance				
Office of Emergency Management (moved from Fire Department)	-	-	75,000	-
Citywide Memberships	-	-	5,792	-
Housing & Human Services				
Case Management System User Licenses	-	-	25,000	-
Innovation & Technology				
GIS Mapping	15,000	-	-	-
Parks & Recreation				
Recreation Activity Fund - Increase to Health and Wellness Transfer	-	-	15,857	-
Park Operations & Maintenance	-	-	34,181	-
EXPAND Program Subsidy (due to loss of Medicaid Funding)	-	-	60,000	-
Police				
Code Enforcement Abatements	-	-	20,000	-
Negotiator Vehicle Replacement/SWAT Command Post Replacement Funding	-	-	34,000	-
Peace Officer Standards Training (POST)	-	-	128,000	-
Ongoing Technology at Public Safety Building	-	-	9,588	-
Public Works				
Acetic Acid for the Water Resource Recovery Facility	-	-	100,000	-
Encampment Response Program	-	-	230,000	1.00
Stormwater Collection System Maintenance	-	-	490,000	-
Essential Services – Pavement Management, Potholes, Medians, Snow Removal	-	-	600,000	-

2020 Budget Recommendations by Department

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
City Attorney's Office	\$ -	-	\$ 50,000	-
Cost Escalation of Existing Service				
Legal Consultant Funds	-	-	50,000	-
City Clerk	\$ 400,000	-	\$ 42,500	-
New/Enhanced Program				
Electronic Signatures and Petitioning Software	400,000	-	40,000	-
Cost Escalation of Existing Service				
Agenda Management Software	-	-	2,500	-
City Manager's Office	\$ -	-	\$ 12,444	-
Cost Escalation of Existing Service				
Growing up Boulder Partnership	-	-	12,444	-
Citywide	\$ (900,000)	-	\$ 89,938	-
New/Enhanced Program				
Old Hire Police and Fire Pension Minimum Annual Payment Increase	-	-	37,946	-
Suspend Compensated Absences Transfer for One Year	(900,000)	-	-	-
Cost Escalation of Existing Service				
Old Hire Police and Fire Pension Plan Bi-Annual 2% Increase	-	-	51,992	-
Climate Initiatives	\$ -	-	\$ 407,500	-
New/Enhanced Program				
Energy Impact Offset (EIO) Program Implementation	-	-	400,000	-
Cost Escalation of Existing Service				
Community Engagement for Resilience/Better Together	-	-	7,500	-
Communication	\$ 426,420	3.00	\$ 79,531	1.00
New/Enhanced Program				
Digital Content Specialist	92,000	1.00	-	-
Language Access Specialist	142,200	1.00	-	-
Continuation of One-Time Programs				
Communication Specialist II - Climate Initiatives	79,720	1.00	-	-
Community Newsletter & 1.0 FTE	112,500	-	79,531	1.00
Community Vitality	\$ 225,000	-	\$ 39,770	-
New/Enhanced Program				
Pay Station Replacement Project (General Fund Portion Only, total \$1.225M)	225,000	-	-	-
Cost Escalation of Existing Service				
EcoPass Program within University Hill District	-	-	39,770	-
Finance	\$ 399,474	1.00	\$ 254,898	1.00
New/Enhanced Program				
Citywide Amazon Prime Subscription	-	-	4,000	-
License Specialist to Support Marijuana Advisory/Licensing Board	2,400	-	86,824	1.00
Samba Safety Driver License Monitoring	-	-	36,000	-
Revenue Software System Replacement Final Implementation (total \$1.1M)	185,000	-	-	-
Americans with Disabilities Act (ADA) – Self-Evaluation and Transition Plan	125,000	-	-	-
Purchasing Card Data Analysis	-	-	5,000	-
Risk Management Specialist	800	-	81,174	-
Continuation of One-Time Program				
Extension of Collections Agent	76,274	1.00	-	-
Cost Escalation of Existing Service				
Mail Room - Courier Funding	-	-	18,900	-
Munis Training and Additional Modules for Version 2019	10,000	-	-	-
Employee Training and Dues	-	-	10,000	-
Tax Audit Services	-	-	13,000	-

2020 Budget Recommendations by Department

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
General Governance	\$ (175,000)	-	\$ 155,792	-
New/Enhanced Program				
Big Ideas 2020	25,000	-	-	-
Reduce City Manager Contingency for One Year	(200,000)	-	-	-
Tribal Consultation	-	-	75,000	-
Cost Escalation of Existing Service				
Office of Emergency Management (moved from Fire Department)	-	-	75,000	-
Citywide Memberships	-	-	5,792	-
Housing & Human Services	\$ 585,975	-	\$ 605,541	0.25
New/Enhanced Program				
Housing Opportunities for People Experiencing Homelessness (Voucher Program)	-	-	558,687	-
Community Relations/Human Rights Specialist (from 0.75 FTE to 1.0 FTE)	-	-	21,854	0.25
Continuation of One-Time Program				
Lease of 2691 30th Street (from Homelessness Reserve)	101,975	-	-	-
Severe Weather Shelter (from Homelessness Reserve)	184,000	-	-	-
Severe Weather Shelter Capital Improvement (from Homelessness Reserve)	300,000	-	-	-
Cost Escalation of Existing Service				
Case Management System User Licenses	-	-	25,000	-
Human Resources	\$ 250,000	-	\$ 350,000	-
New/Enhanced Program				
Classification & Compensation Phase I (total cost TBD)	-	-	350,000	-
Human Resources Information System (HRIS) Phase I	250,000	-	-	-
Innovation & Technology	\$ 808,285	-	\$ 464,129	3.00
New/Enhanced Program				
Data Scientist (primarily for Police data)	-	-	107,202	1.00
Security Systems Administrator I	-	-	107,202	1.00
Broadband and Network Connectivity	125,000	-	90,000	-
Council Chambers Technology	118,285	-	23,657	-
Enterprise Constituent Relationship Management (CRM)	300,000	-	-	-
Unified System for Reporting and Data Analysis	250,000	-	-	-
Continuation of One-Time Program				
Innovation and Analytics Manager (Conversion to Ongoing)	-	-	136,068	1.00
Cost Escalation of Existing Service				
GIS Mapping	15,000	-	-	-
Library & Arts	\$ 100,000	-	\$ 371,200	1.50
New/Enhanced Program				
George Reynolds Branch Library Collection and Public Space Reconfiguration	100,000	-	-	-
North Boulder Branch Library Manager Regrade	-	-	20,800	-
Bilingual Youth Services Specialist	-	-	57,000	1.00
Volunteer Services Specialist (from 0.50 FTE to 1.0 FTE)	-	-	28,400	0.50
Creative Neighborhoods Program Launch	-	-	15,000	-
Shift Cultural Grants for Large Organizations from One-Time to Ongoing	-	-	250,000	-
Open Space & Mountain Parks	\$ -	-	\$ 200,000	-
New/Enhanced Program				
Prairie Dog Working Group Recommendation Implementation	-	-	200,000	-

2020 Budget Recommendations by Department

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Parks & Recreation	\$ 10,000	-	\$ 115,252	3.25
<i>New/Enhanced Program</i>				
Surface Go Tablets	10,000	-	5,214	-
Seasonal Lifeguards Conversion to Standard Employees	-	-	-	3.25
<i>Cost Escalation of Existing Service</i>				
EXPAND Program Subsidy (due to loss of Medicaid Funding)	-	-	60,000	-
Recreation Activity Fund - Increase to Health and Wellness Transfer	-	-	15,857	-
Park Operations & Maintenance	-	-	34,181	-
Police	\$ 360,000	-	\$ 215,588	-
<i>New/Enhanced Program</i>				
Bomb Truck Replacement	360,000	-	24,000	-
<i>Cost Escalation of Existing Service</i>				
Code Enforcement Abatements	-	-	20,000	-
Negotiator Vehicle Replacement/SWAT Command Post Replacement Funding	-	-	34,000	-
Peace Officer Standards Training (POST)	-	-	128,000	-
Ongoing Technology at Public Safety Building	-	-	9,588	-
Planning	\$ 324,800	4.00	\$ -	-
<i>Continuation of One-Time Program</i>				
Extension of Administrative Specialist	69,750	1.00	-	-
Extension of Comprehensive Planner	87,500	1.00	-	-
Extension of Land Use Code Planner	75,400	1.00	-	-
Extension of Landscape Plans Reviewer	92,150	1.00	-	-
Public Works	\$ 2,603,673	8.00	\$ 2,582,502	4.50
<i>New/Enhanced Program</i>				
GIS Technician	66,421	1.00	-	-
Alpine-Balsam Pavilion Design (total \$2M over two years)	1,107,742	-	-	-
Municipal Building East Entrance Doors	700,000	-	-	-
Radio System Program Manager	40,000	-	178,500	1.00
Three Year Fixed-Term Facility Coordinator III (reallocation from Temporary Salaries)	-	1.00	-	-
Fuel Management Software Consolidation	57,122	-	2,002	-
Transportation Planner I – Transit Planner	-	-	120,000	1.00
Vision Zero Transportation Engineer	-	-	130,000	1.00
Transportation Planner (from 0.5 FTE to 1.0 FTE)	-	-	40,000	0.50
Windy Gap Source Water Payment	-	-	692,000	-
<i>Continuation of One-Time Program</i>				
Extension of Civil Engineer	95,440	1.00	-	-
Extension of Project Specialist	107,710	1.00	-	-
Extension of Records and Research Planning Technician	68,500	1.00	-	-
Extension of the Energy Code Coordinator	124,000	1.00	-	-
Extension of GIS Technician	136,738	2.00	-	-
Civic Area Access Parking Management for City Employees	100,000	-	-	-
<i>Cost Escalation of Existing Service</i>				
Essential Services – Pavement Management, Potholes, Medians, Snow Removal	-	-	600,000	-
Encampment Response Program	-	-	230,000	1.00
Acetic Acid for the Water Resource Recovery Facility	-	-	100,000	-
Stormwater Collection System Maintenance	-	-	490,000	-

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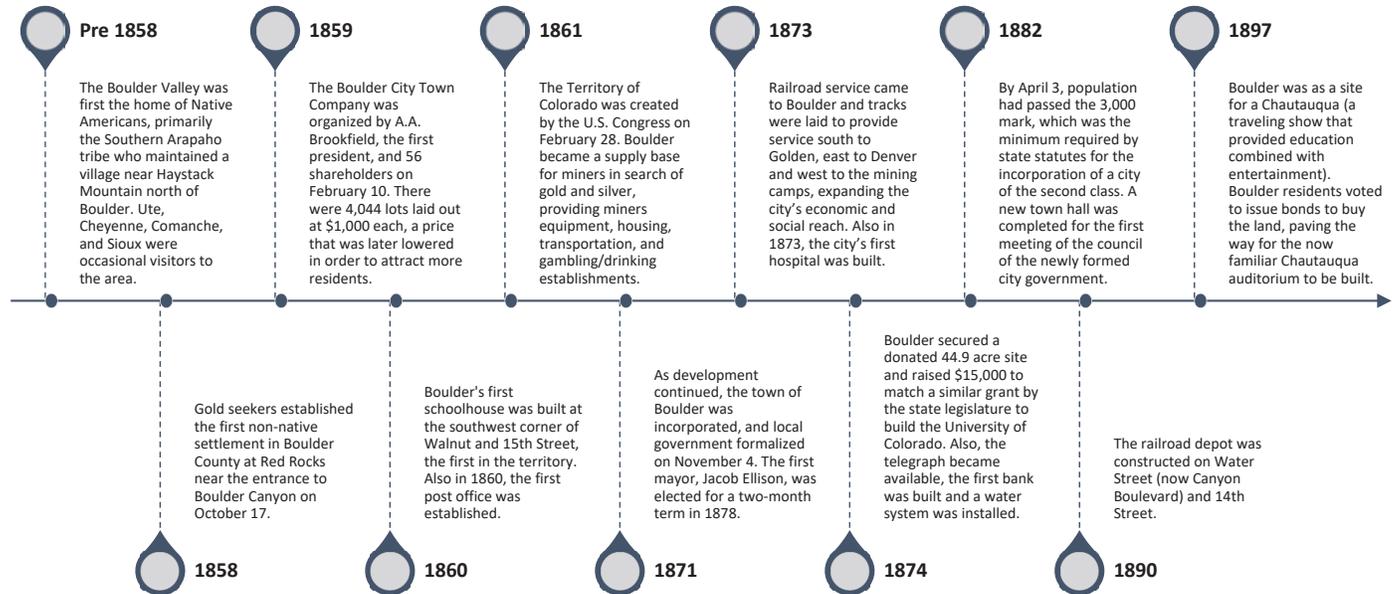
Citywide Context

About Boulder	24
▪ History of Boulder & City Government.....	24
▪ Boulder Government Today.....	26
▪ What Makes Boulder, Boulder?.....	26
Budget Philosophy & Process	28
▪ Budget Philosophy.....	28
▪ Budget Basis.....	29
▪ Budget Process.....	29
▪ Schedule of Budget Process by Month.....	30
▪ Budget Amendments.....	31
▪ Fund Accounting.....	31
Strategic & Long-Term Planning	33
▪ Strategic Planning.....	33
▪ Long-Term Financial Planning.....	33



About Boulder

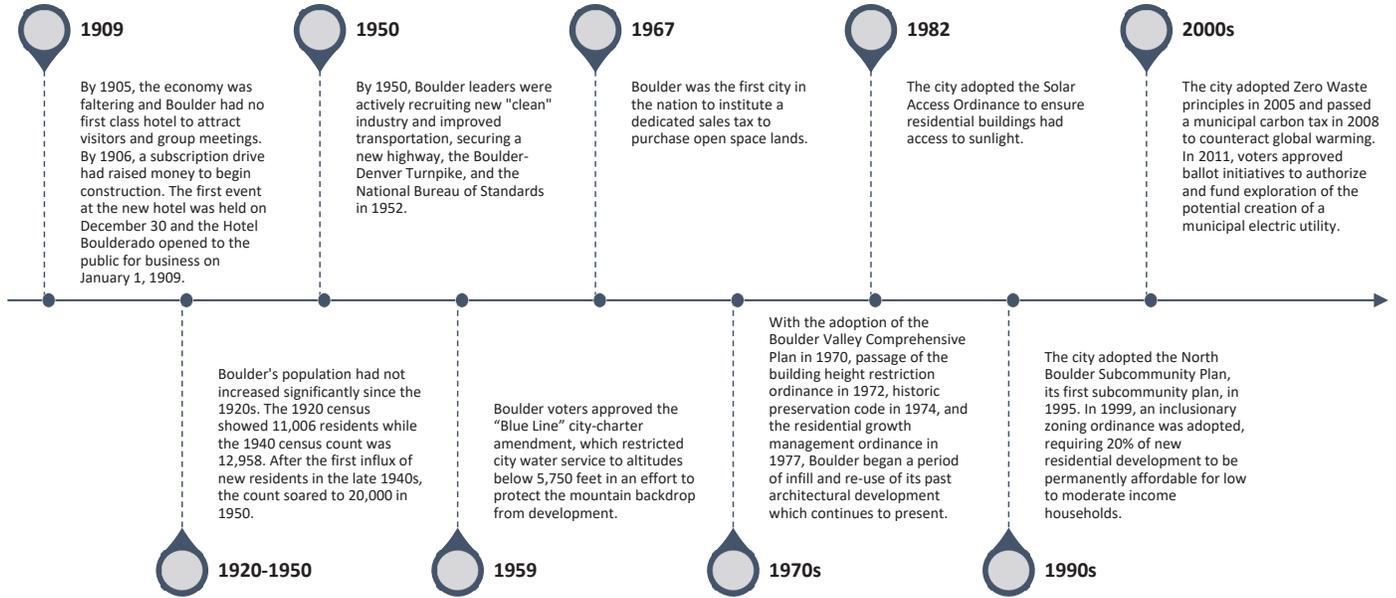
History of Boulder & City Government



Boulder Trolley at Chautauqua, late 1890s

About Boulder

History of Boulder & City Government



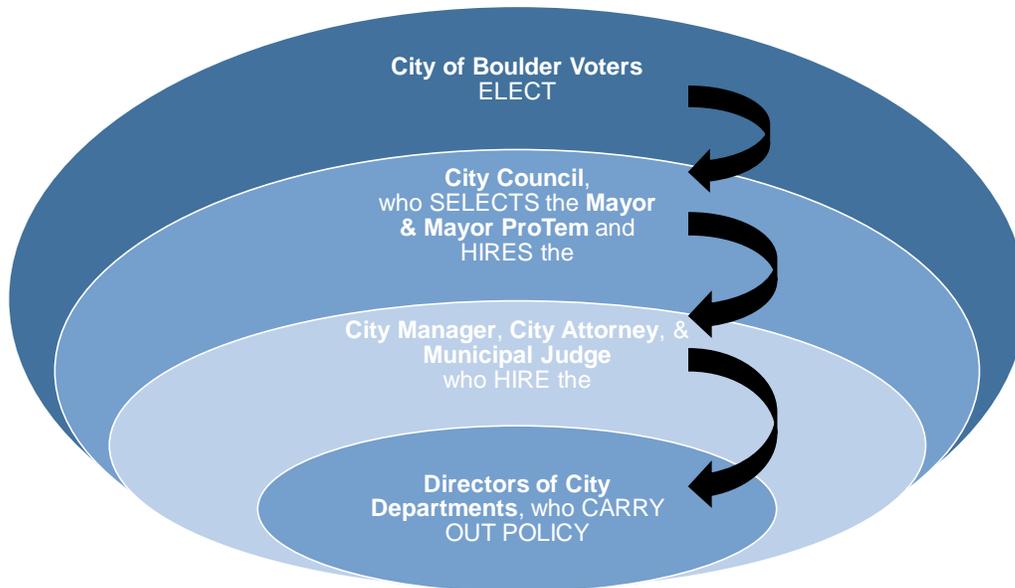
Hotel Boulderado, early 1900s

About Boulder

Boulder Government Today

Today, the City of Boulder has a Council-Manager form of government. Under this form of government, the elected nine-member City Council sets the policies for the operation of the Boulder government while the administrative responsibilities of the city rest with the council-appointed City Manager. The City Council also appoints the City Attorney and the Municipal Judge. The City Council selects both a Mayor and a Mayor Pro Tem from among the council members, both of whom serve two-year terms. Council members are elected at-large and are non-partisan.

Council-Manager Form of Government



What Makes Boulder, Boulder?

In addition to Chautauqua and Hotel Boulderado, two iconic institutions, Boulder today hosts a Chamber Orchestra, a Philharmonic Orchestra, Symphony Orchestra, and a Ballet. It is the home of the Dairy Center for the Arts, Colorado Light Opera, Museum of Contemporary Art, and over 30 art galleries. There are also a number of cultural events throughout the year, including the Colorado Shakespeare Festival, Colorado Music Festival, Boulder Creek Festival, Boulder International Film Festival, and Boulder Outdoor Cinema. Beyond cultural offerings, the city has a thriving restaurant scene with over 350 restaurants, 20-plus breweries, five distilleries and four wineries.

Today, Boulder has over 300 miles of public hiking and biking trails, and its mountain parks and open space holdings receive well over five million visits per year. Boulder was also one of the first places in the nation to offer curbside recycling and was the first city in the U.S. to mandate a residential green building code.

The city is currently the home to major federal labs, a world-class research university, a highly educated population, and a strong entrepreneurial force that creates a vibrant and sustainable economy. Major industries include aerospace, bioscience, software, natural products, renewable energy, and tourism. This diversity has contributed to Boulder's relatively robust local economy. The area's unemployment rate trends lower than the state and national rates and local real estate values remained relatively stable during most of the national housing market downturn.

About Boulder

The city has received numerous and varied awards including, but not limited to: Best Small Cities in the U.S. (National Geographic Traveler 2018), Beer City to Watch (Food & Wine 2018), Top Tech Towns (Comp TIA 2018), Happiest Cities in the U.S. for Software Engineers (No. 1) (Codementor 2018), Top Destinations on the Rise (Expedia 2018), America's Most Artistic Towns (Expedia 2018), Most Underrated Cities in America (Jetsetter 2018), Top 13 Cycling Cities in the U.S. (Travel Channel 2018), The Happiest City in the U.S. (National Geographic 2017), #1 - Top 10 Fittest Cities in the U.S. (Self 2017), #1 - 2017 Bloomberg Brain Concentration Index (Bloomberg 2017), Most Breweries Per Capita (Datafiniti 2017), and 12 Most Dog-Friendly Towns in the West (Sunset 2017).

Demographic Characteristics

Population	108,707	(1)
Median Age	28.5	(2)
Median Education	73% with Bachelor's degree or +	(2)
Median Family Income	\$113,391	(2)
Median Household Income	\$70,158	(1)
Per Capita Income	\$40,037	(2)
Median Sales Price - Detached Home	\$860,000	(1)
Median Rent	\$1,313	(2)
% of Population in Poverty	22.0%	(2)
Unemployment Rate	2.7%	(3)

(1) City of Boulder Community Profile

(2) American Community Survey

(3) Bureau of Labor Statistics (May 2017)

Budget Philosophy & Process

Budget Philosophy

Municipal budgets serve a number of important functions. In addition to laying out a basic spending plan for the city and allocating resources to meet the diverse needs of the community, Boulder's budget:

- Is a principal policy and management tool for the city's administration, reflecting and defining the annual work program;
- Provides a framework for the city to accomplish its vision: "service excellence for an inspired future"; and
- Reflects core city values of customer service, respect, integrity, collaboration, and innovation.

The city takes seriously its responsibility to the community as a steward of public funds, which is likewise reflected in its philosophy and approach to the budget process. The City of Boulder holds itself to the standard of providing high-quality services at reasonable cost. The city also prides itself on being a progressive community, willing to challenge the status quo and operate on the "cutting edge." City staff have accepted these interrelated challenges, developing the budget within the context of searching for creative solutions for the efficient and effective delivery of city services. As such, the budget:

- Is based on timely, consistent, and clearly articulated policies;
- Is realistic and includes adequate resources to meet assigned work programs;
- Is a cooperative, citywide effort grounded in teamwork, excellent communication, community outreach, and a commitment to excellence; and
- Emphasizes measures to improve the productivity and effectiveness of service delivery to residents.

Budgeting for Community Resilience

In late 2018, The Colorado Department of Local Affairs (DOLA) awarded the City of Boulder a \$140,000 disaster recovery planning grant to help build greater resilience, with more robust and flexible systems for budget decision making, service delivery model optimization, and to create a framework for the continuous measurement and evaluation of services/programs over time through key performance indicators with an emphasis on resilience.

The city hopes that this new, innovative approach to budgeting will replace former tools and allow for better performance metrics, higher level of collaboration, and a more transparent approach to the budget as it aligns with community goals.

The city's initial effort focused on the General Fund, with the intention to expand to other funds over the next few budget cycles. The General Fund is Boulder's largest fund, with the remainder of funds dedicated to specific uses and departments. Many of the city's core departments—including Police, Fire, Finance, Human Resources, and Innovation and Technology—are dependent on General Fund allocations. The General Fund also provides a majority of the city's discretionary funding and has a more centralized decision making process than the city's other funds. The General Fund therefore presents a good opportunity to pilot a process that can be expanded citywide, such that eventually, all departments can coordinate to achieve citywide goals. Ultimately, this exercise can be extended to and replicated in other cities seeking to actualize their visions for strong and resilient communities.

Between September 2018 and July 2019, the city and the selected consultant inventoried and compiled data on services and programs, and developed key performance indicators to help inform how the city allocates resources to contribute to community resilience. Deliverables include:

- Functional set of key performance indicators/measures or evaluation criteria for use in budget decision making and service delivery optimization that considers the city's Sustainability + Resilience Framework objectives - summarized in a short public facing document;

Budget Philosophy & Process

- Documented process/guidebook for developing key performance indicators/measures so that the process can be replicable for other cities and the city of Boulder’s other services/programs/funds;
- Recommended approach(es) to using performance indicators/measures to prioritize funding decisions or make service delivery choices; and
- Recommended approach(es) to monitoring near-term effectiveness of key performance indicators/ measures or evaluation criteria.

Budgeting for Community Resilience Example

Outcome: Implement citywide performance development philosophy and technologies that support individual and organizational growth goals, drive real-time and constructive feedback, and lead to inclusion and transparency

KPI	Current Status	Current Programs (Annual Spend)	Ongoing / Proposed Work (Annual Spend)
% of employees who report having clear goals that align with organizational objectives	71%*	As-is core perf mgmt.(\$20k);	Philosophy work w/ LICMA (\$20k); <i>Tech. application (\$30k)</i>
% of employees who report that they know how to advance their career	54%*	LEAD(\$90k); BLA(\$15k); HPO(\$25k); Tuition(\$100k)	
% of employees who report receiving real-time feedback that supports their development	36%*	As-is core perf mgmt.(\$20k)	Philosophy work w/ LICMA (\$20k); <i>Tech. application (\$30k)</i>
% related KPIs that can be measured via automated technology	0%		<i>Tech. application (\$30k)</i>
% of employees who believe the process and tools provide fair and transparent performance development	25%	As-is core perf mgmt.(\$20k)	Philosophy work w/ LICMA (\$20k); <i>Tech. application (\$30k)</i>
Average number of documented development conversations per employee per year	1.5	As-is core perf mgmt.(\$20k)	Philosophy work w/ LICMA (\$20k); <i>Tech. application (\$30k)</i>

Current State Impact of Proposed Work Target

Budget Basis

Budgets are prepared on a modified accrual basis except for outstanding encumbrances, which are budgeted as expenditures. Simply, this means obligations of the city are budgeted as expenditures, but revenues are recognized only when they are measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are generally recorded when a liability is incurred.

The Comprehensive Annual Financial Report (CAFR) shows the status of the city’s finances on the basis of generally accepted accounting principles (GAAP). In most cases, the CAFR conforms to the way the city also prepares the budget. One exception is compensated absences (accrued but unused vacation or sick leave), which are treated slightly different in the budget and in the CAFR.

Budget Process

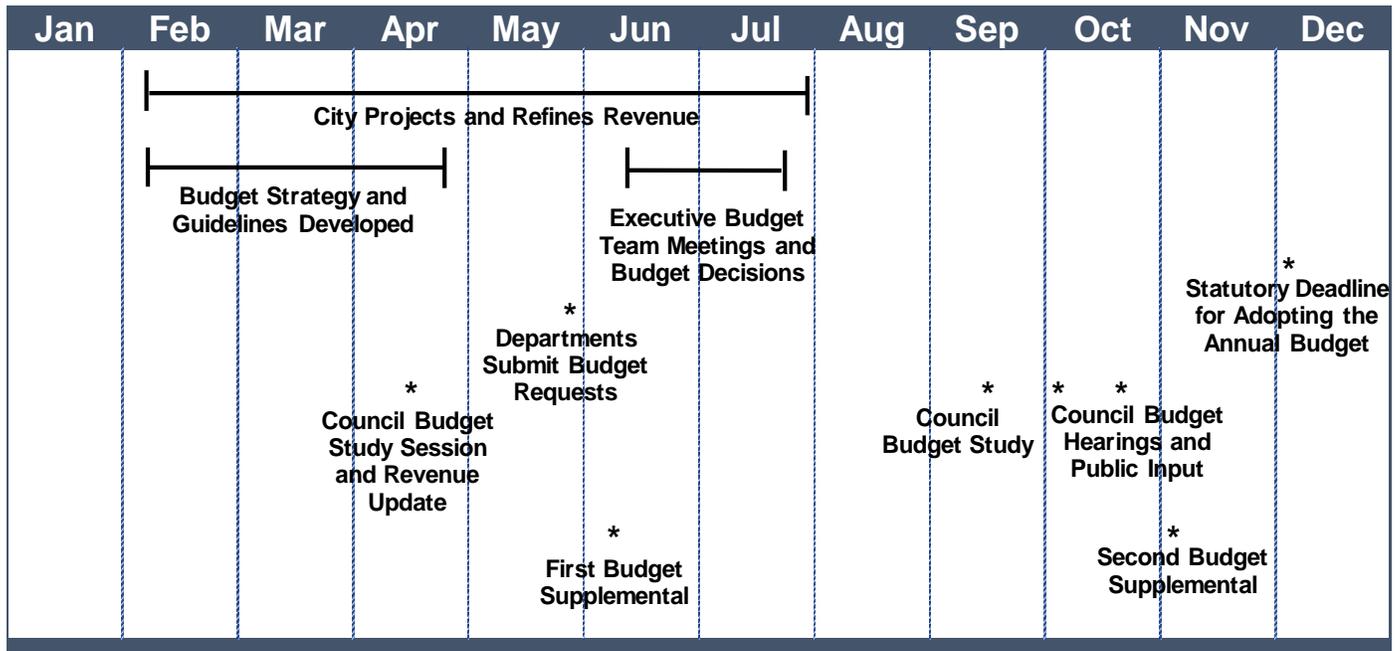
The city operates on an annual budget process with a fiscal year running in tandem with the calendar year. The coming year’s budget is adopted by December 1, as provided by the city charter. In years where new initiatives are launched and other unique circumstances become apparent after annual budget approval, additional adjustments to the base budget may be brought forward for council consideration. Once adopted, within the parameters of policy guidelines, departments are given full spending authority for their budgets.

Budget Philosophy & Process

The City of Boulder Charter establishes the budget process timeline. The development schedule is designed to fit within the charter mandate and to allow for active and early participation by the City Council, with an emphasis on public input. The city's budget is developed throughout the year, but the bulk of the effort occurs during a nine-month period beginning in February and ending in October.

- In February, the city begins developing five-year revenue projections along with preliminary cost projections.
- In April/May, council is updated on the approved budget and current economic conditions. At this time, policy issues are presented and council provides budget development direction for the City Manager's consideration. The city then compiles the budget guidelines manual, which provides the basis for the development of each department's budget.
- Departments begin developing their detailed budgets including any relevant capital budgets with review by boards or commissions, where appropriate.
- In June/July, the City Manager and Executive Budget Team review department budgets and meet with staff to discuss the proposals submitted by departments.
- In September, the City Manager's Recommended Budget, including the six-year Capital Improvement Program, is made available to the public and presented to the City Council during a study session.
- In October, the budget and annual appropriation ordinances for the coming fiscal year are adopted during public hearings. The public is given the opportunity to comment on the Recommended Budget during October council meetings.
- The Approved Budget document is printed and made available to staff and the public before the beginning of the new fiscal year.

SCHEDULE OF BUDGET PROCESS BY MONTH



Budget Philosophy & Process

Budget Amendments

There are opportunities during the fiscal year for changes to the annual appropriation approved by City Council. The first is the “First Budget Supplemental,” typically adopted in May, which may re-appropriate unspent funds from the previous year for projects or obligations that were approved but not completed during the year. Appropriations may also be changed during the “Second Budget Supplemental” in November. In line with the city’s budget philosophy that, with the exception of emergency situations, appropriations should only be considered during comprehensive budget review processes, most of the requested adjustments in the second supplemental are funded by new revenues or grants. However, in years where new initiatives are launched or other unique circumstances become apparent after the annual budget approval, additional adjustments may be brought forward for council consideration.

Fund Accounting

The City of Boulder uses funds to budget and report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. Funds are classified into three categories: governmental, proprietary, and fiduciary. Each category, in turn, is divided into separate fund types.

- **Governmental funds** are used to account for all or most of a government’s general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general fixed assets (capital project funds), and the servicing of general long-term debt (debt service funds). The General Fund is used to account for all activities of the general government, not accounted for in another fund.
- **Proprietary funds** are used to account for activities like those found in the private sector and where the determination of net income is necessary or useful to sound financial administration. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily within the government (internal service funds). The city applies all applicable Financial Accounting Standards Board (FASB) pronouncements, issued prior to November 30, 1989, and General Accounting Standards Board (GASB) statements since that date in accounting and reporting for its proprietary operations.
- **Fiduciary funds** are used to account for assets held on behalf of outside parties, including other governments, or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement, a pension trust fund must be used. Agency funds are generally used to account for assets the government holds on behalf of others as their agent.

A complete list of funds is detailed in the Appendix. In addition, the following chart shows how City of Boulder funds are related.

Budget Philosophy & Process

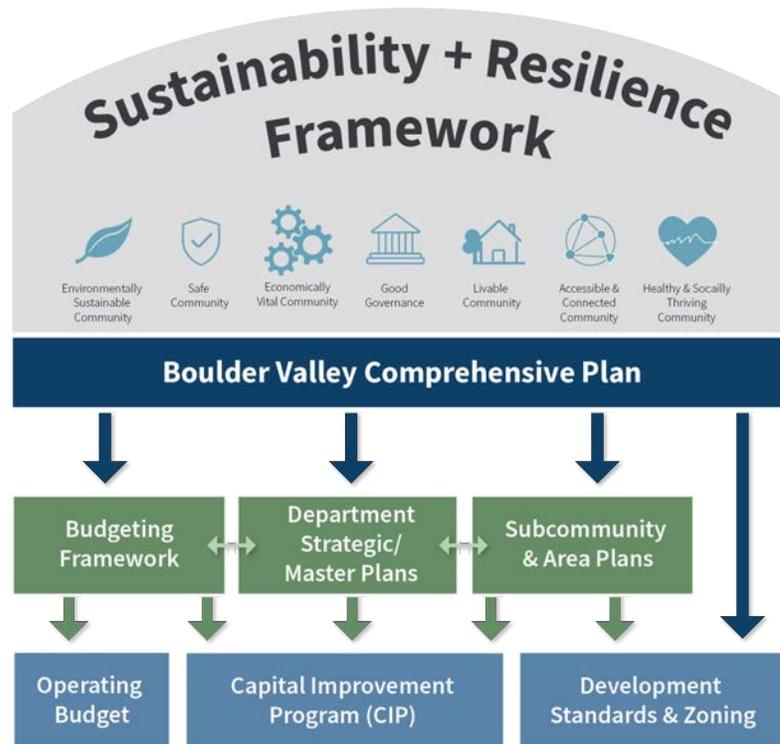
City of Boulder Fund Accounting

Governmental Funds				Proprietary Funds		Fiduciary Funds	
General Fund	Special Revenue Funds			Capital Project Funds	Enterprise Funds	Internal Service Funds	Pension Trust Fund
.25 Cent Sales Tax	Community Development Block Grant	Planning & Development Services	Boulder Junction Improvement	Boulder Junction Access GID Parking	Compensated Absences	Fire Pension	
Affordable Housing	Community Housing Assistance Program	Recreation Activity	Community, Culture, Safety Tax	Downtown Commercial District	Computer Replacement	Police Pension	
Airport	HOME Investment Partnership Grant	Sugar Sweetened Beverage Distribution Tax	Governmental Capital	Stormwater/Flood Management Utility	Equipment Replacement		
Boulder Junction Access GID TDM	Library	Transit Pass GID	Permanent Park & Recreation	University Hill Commercial District	Facility Renovation & Replacement		
Boulder Municipal Property Authority	Lottery	Transportation Development		Wastewater Utility	Fleet Operations & Replacement		
Capital Development	Open Space	Transportation		Water Utility	Property & Casualty Insurance		
Climate Action Plan					Telecommunication		
					Workers' Compensation Insurance		

Strategic & Long-Term Planning

Strategic Planning

The Boulder community has long been a leader in collaborative strategic planning and proactive long-term financial planning. The city developed a Sustainability + Resilience Framework and a Boulder Valley Comprehensive Plan that aligns with that framework. Through the adoption of a Sustainability + Resilience Framework, the city has identified several outcomes necessary for Boulder’s vision of a great community.



The Boulder Valley Comprehensive Plan, Department Master Plans and Strategic Plans, and Subcommunity or Area Plans are then developed to align with and support the achievement of these outcomes. Together, they inform development standards, fiscal policies, financial policies, and resource allocation through the annual budget process. Recent adopted or approved master plans include Library, Transportation, Open Space & Mountain Parks, Fire-Rescue, and Facilities, with Police and Parks & Recreation beginning in 2020. Management is committed to better considering and incorporating future financial impacts of proposed goals and strategies during the planning process to ensure plans align with available and future resources.

Long-Term Financial Planning

The City of Boulder has focused on long-term financial planning and developing and implementing policy changes that positively impact long-term financial sustainability. Like other municipalities, revenue fluctuations, coupled with cost increases, have impaired the city’s current and future ability to provide essential municipal services. This has resulted in challenging annual budget processes and projections of widening funding gaps into the future. Factors influencing these projections are not unique to Boulder and include: reliance on sales tax, changing demographics toward cohorts that spend proportionately less of disposable income on sales taxable items, shifts in spending patterns away from taxable goods toward non-taxable services, and the growth of internet shopping.

Strategic & Long-Term Planning

To continue to provide a sound financial future, the city has:

- Appointed two Blue Ribbon Commissions to study and make recommendations regarding revenue and expenditure policy issues.
- Formed internal cross-departmental teams to study revenue and expenditure issues and trends.
- Approved robust financial management policies including:
 - Developing and adhering to specific reserve policies and targets for all funds to help fund core services during economic downturns and recovery from natural disasters;
 - Developing and adhering to a policy to ensure ongoing expenses are funded with ongoing revenues and not one-time revenues; and
 - Ensuring ongoing operating costs associated with new capital projects can be absorbed with current revenues, or if significant, a new source of revenue is secured to fund the ongoing costs.
- Asked for and received voter approval to:
 - Remove Taxpayer Bill of Rights (TABOR) limitations on all general city revenue (General Improvement Districts continue to have this limitation);
 - Renew expiring taxes without a sunset;
 - Implement new taxes dedicated to high-priority capital needs and projects (such as the formation of a municipal electric utility); and
 - Leverage existing revenue streams and issue debt to fund high-priority capital needs.
- Assessed and adjusted development taxes and fees to ensure growth pays its own way.
- Implemented a new, market-based, compensation structure for management/non-union employees.
- Strategically redesigned employee benefits plans, with an increased emphasis on employee wellness and employee cost sharing.
- Conducted a full-cost allocation study to ensure enterprise funds and special revenue funds pay the full-cost of service and to increase transparency of the full-costs of specific services.
- Dedicated resources to resiliency and process improvement efforts.

The challenge in the future is to maintain this position when new, ongoing services and programs are added as new costs must be kept in balance with ongoing revenues. The ongoing revenues may come from normal growth in current revenues, through new revenues approved by the voters, or by reducing current expenses to fund new costs.

Sources & Uses

Citywide Summary of Sources & Uses	36
▪ Funds Summary.....	37
▪ Combined Budget Summary.....	38
▪ Key Budget Assumptions.....	39
▪ Historical Staffing Levels.....	39
▪ Staffing Levels by Department.....	40
Citywide Sources (Revenues)	41
▪ Citywide Revenues.....	41
▪ General Fund Revenues.....	43
▪ Sales & Use Tax Revenue.....	44
▪ Property Tax Revenue.....	48
Citywide Uses (Expenditures)	51
▪ Citywide Expenditures.....	51
▪ General Fund Expenditures.....	53
▪ Interfund Transfers.....	54



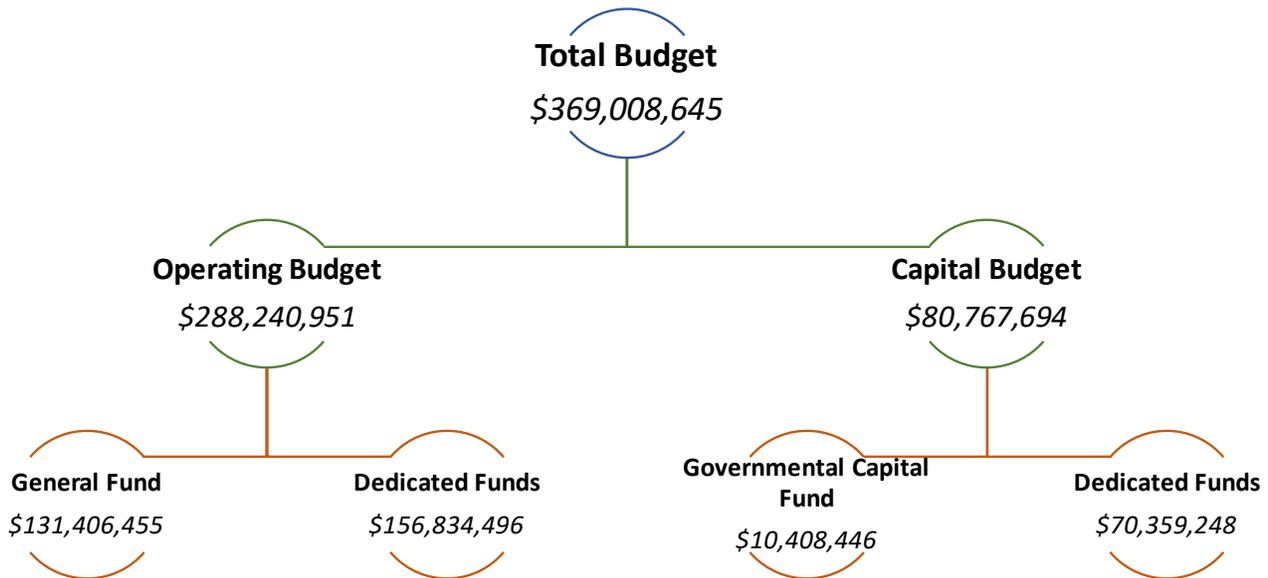
Citywide Summary of Sources & Uses

Citywide Summary of Sources & Uses

The 2020 Recommended Budget totals \$369.0 million and represents a 4.3% increase over the 2019 Budget for all funds, including Governmental, Enterprise, Internal Service, and Capital Improvement funds. The primary factor in this budget increase is a proposed \$15.0 million increase in capital spending over 2019.

The proposed operating budget of \$288.2 million represents a modest 1.8% increase compared to 2019, mainly due to inflationary increases.

2020 Recommended Budget (excluding transfers)



The funds summary table on the following page provides an executive summary of the city's funds, drawing from projected January 1, 2020 beginning and December 31, 2020 ending balances. Most funds that are using fund balance have purposely set aside money to fund capital projects, as seen on the far right column.

It is important to note that the total appropriations and the next page differ from the total budget above because the above total does not include internal services funds and transfers between funds (which accounts for \$60.4 million). These are removed in order to avoid double counting expenditures in originating and receiving funds. However, the budget appropriation for the year does need to include this amount, which can be found on the following page.

Citywide Summary of Sources & Uses

FUNDS SUMMARY

Fund	Projected Fund Balance				
	As of 1/1/2020	Estimated Revenues	Budget Appropriations	As of 12/31/2020	(Draw From)/ Contribution To Fund Balance
General	\$ 62,920,103	\$ 157,395,466	\$ 160,651,758	\$ 59,663,811	\$ (3,256,292)
Governmental Capital	5,515,667	11,142,223	11,577,287	5,080,603	(435,064)
.25 Cent Sales Tax	2,957,974	8,988,685	9,431,080	2,515,579	(442,395)
Affordable Housing	3,759,540	5,193,821	3,166,088	5,787,273	2,027,733
Airport	2,155,887	5,835,761	5,806,876	2,184,772	28,885
Boulder Junction GID Parking	67,563	603,093	605,417	65,239	(2,324)
Boulder Junction Access GID TDM	444,302	583,437	491,989	535,750	91,448
Boulder Junction Improvement	3,450,583	1,111,639	2,500,000	2,062,222	(1,388,361)
Boulder Municipal Property Authority	444,488	5,386,915	5,386,915	444,488	-
Capital Development	9,133,676	722,630	3,419,672	6,436,634	(2,697,042)
Climate Action Plan	254,797	2,113,834	2,153,002	215,629	(39,168)
Community, Culture & Safety Tax	5,303,639	10,644,598	10,576,703	5,371,534	67,895
Community Development Block Grant (CDBG)	-	732,101	732,101	-	-
Community Housing Assistance Program	14,732	3,319,746	3,318,987	15,491	759
Compensated Absences	2,689,648	17,483	736,460	1,970,671	(718,977)
Computer Replacement	7,936,979	3,111,887	3,238,343	7,810,523	(126,456)
Downtown Commercial District	12,306,759	10,443,064	7,815,915	14,933,908	2,627,149
Equipment Replacement	6,472,323	1,268,200	1,839,713	5,900,810	(571,513)
Facility Renovation and Replacement	4,206,117	3,113,216	4,178,940	3,140,393	(1,065,724)
Fleet Operations and Replacement	20,775,417	8,445,292	8,576,339	20,644,370	(131,047)
HOME Investment Partnership Grant	-	1,094,553	1,094,553	-	-
Library	945,511	1,670,694	1,560,905	1,055,300	109,789
Lottery	53,972	1,007,112	1,007,067	54,017	45
Open Space and Mountain Parks	16,758,060	24,304,426	27,662,570	13,399,916	(3,358,144)
Permanent Park and Recreation	1,012,562	3,753,416	3,040,246	1,725,732	713,170
Planning and Development Services	7,371,255	12,755,040	14,513,690	5,612,605	(1,758,650)
Property and Casualty Insurance	4,883,523	2,246,710	2,792,749	4,337,484	(546,039)
Recreation Activity	1,384,547	11,781,744	11,647,328	1,518,963	134,416
Stormwater/Flood Management Utility	16,919,877	13,932,681	14,489,672	16,362,886	(556,991)
Sugar Sweetened Beverage Distribution Tax	-	3,800,000	3,800,000	-	-
Telecommunications	2,463,342	669,968	568,036	2,565,274	101,932
Transit Pass GID	29,487	17,318	11,829	34,976	5,489
Transportation	11,054,639	33,464,153	34,047,372	10,471,420	(583,219)
Transportation Development	1,217,791	987,782	893,708	1,311,865	94,074
University Hill Commercial District	1,122,191	558,375	632,343	1,048,223	(73,968)
Wastewater Utility	5,435,433	24,501,512	25,551,300	4,385,645	(1,049,788)
Water Utility	28,706,673	37,748,908	37,720,602	28,734,979	28,306
Worker's Compensation Insurance	2,619,078	2,433,183	2,152,092	2,900,169	281,091
Totals	\$ 252,788,135	\$ 416,900,666	\$ 429,389,648	\$ 240,299,154	\$ (12,488,981)

Note: The table above reflects the impact of the 2020 budget, including estimated revenues (with transfers in) and appropriations (with transfers out), on projected unreserved fund balance.

Further information about these specific funds can be found in the Fund Financials section of this document, which shows a six-year projection for each fund, in addition to 2018 actual and 2019 revised budget amounts. Moreover, each fund's emergency reserve policy and current balances are summarized in the Appendix section of this document.

Citywide Summary of Sources & Uses

COMBINED BUDGET SUMMARY

Revenues	2018 Actual	2019 Approved	2020 Recommended
Sales and Use Taxes	\$ 147,214,292	\$ 136,326,566	\$ 137,718,268
Charges for Services	80,071,861	85,225,213	89,721,914
Property Tax	45,256,125	47,656,431	50,329,967
Intergovernmental Revenues	8,588,559	17,193,621	8,801,575
Franchise Taxes	16,537,438	16,022,358	12,887,401
Licenses, Permits & Fines	15,672,839	12,971,777	13,944,641
Development & Impact Fees	15,366,708	10,455,436	9,736,635
Accommodation-Admission Taxes	10,023,767	9,633,075	10,658,680
Debt Issuance Proceeds	38,776,337	4,200,000	-
Other Revenues	6,449,350	4,052,962	3,558,863
Specific Ownership & Tobacco Tax	2,539,568	2,771,211	2,504,248
Leases, Rents & Royalties	6,930,973	6,249,104	8,871,603
Interest & Investment Earnings	4,509,196	2,720,958	4,364,765
Development Excise Taxes	1,321,913	2,397,016	2,209,692
Grant Revenues	3,530,075	2,340,329	8,175,866
Misc Sales of Materials & Goods	2,222,903	2,289,929	2,520,467
Intragovernmental Charges	20,905,187	21,288,896	19,984,666
Interfund Transfers, Cost Allocation	21,221,620	21,374,392	30,911,415
Totals	\$ 447,138,711	\$ 405,169,274	\$ 416,900,666

Expenditures	2018 Actual	2019 Approved	2020 Recommended
Personnel	\$ 152,250,626	\$ 154,394,454	\$ 165,004,178
Operating	112,566,471	116,085,633	101,379,854
Capital	67,329,889	66,313,947	85,598,166
Debt Service	36,401,706	26,440,441	29,134,607
Interdepartmental	39,226,333	38,469,174	48,272,843
Totals	\$ 407,775,025	\$ 401,703,649	\$ 429,389,648

The above represents 100% of all city revenues and expenditures including internal service funds and interfund transfers.

Citywide Summary of Sources & Uses

Key Budget Assumptions

The summary of key assumptions table documents global budget assumptions that govern cost estimates provided by each city department.

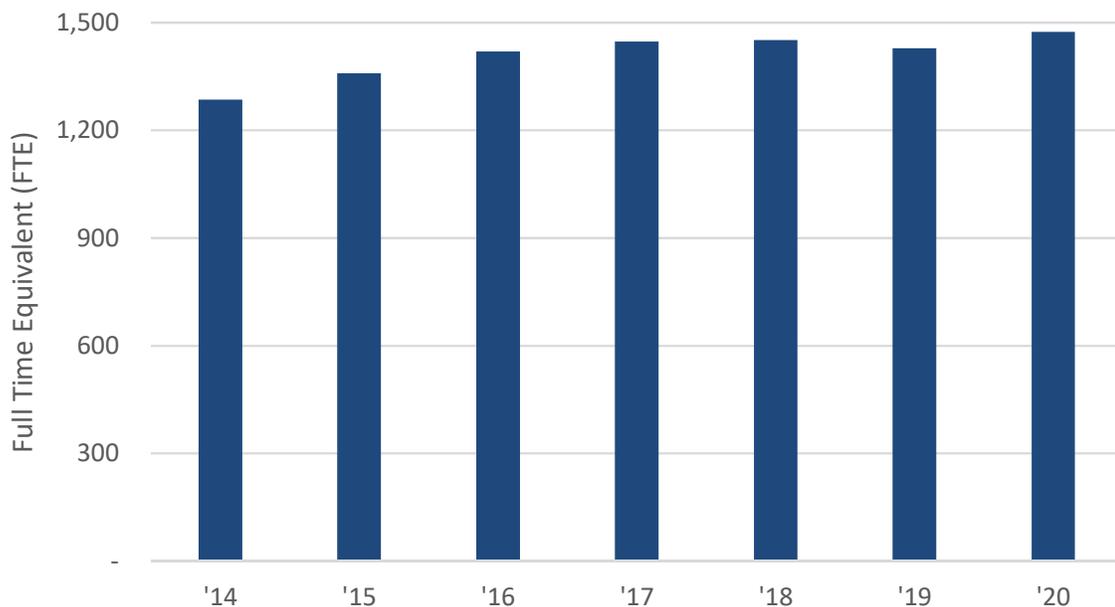
KEY ASSUMPTIONS	
	Rate of Change
<i>Revenues</i>	
Retail Sales Tax	2.10%
Property Tax	10.50%
Water Rates	7.00%
Wastewater Rates	5.00%
Stormwater/Flood Management Rates	7.00%
Most Codified Fees for Service	CPI
<i>Expenses</i>	
Non-Personnel Budgets, Rate of Increase	1.00-3.00%
Management/Non-union Employees*	3.00%
Boulder Municipal Employees Association*	3.25%
Fire Union Employees**	3.25%
Police Union Employees**	3.50%

* Average increase; actual based on salary and annual performance.

** As stipulated in each bargaining unit agreement.

Historical Staffing Levels

One measure of personnel cost pressure is the size of city staff, which is measured by standard full-time equivalents (FTEs). The 2020 Recommended Budget includes a citywide staffing level of 1,474.36 FTE. As can be seen in the chart below, the city manages staffing levels in connection with changing economic conditions and revenue projections.



Citywide Summary of Sources & Uses

Staffing Levels by Department

The 2020 Recommended Budget proposes a total city staffing level of 1,474.36 FTE. This represents 14.0 new ongoing positions and the extension or addition of 16.25 fixed-term positions. In 2019, several positions were added off-cycle to address high priority needs including the addition of planning and development staff to address the council workplan and provide additional capacity, a new Council Assistant position, several new positions to address the increased workload of enforcing and licensing recreational marijuana, and two new positions to address soil health and prairie dog management. Therefore, revised 2019 staffing levels are presented in this document to reflect a more accurate year-over-year comparison. Also included for 2020 is the full time equivalent of the city's nonstandard staffing. Nonstandard staff, more commonly referred to as seasonal employees, provide a needed supplement to standard staff on a seasonal basis, largely in the summer.

STAFFING LEVELS BY DEPARTMENT

	2019 Revised Staffing	2020 Standard New/ Reallocation	2020 Fixed-Term New/ Extensions	2020 Recommended Staffing	2020 Recommended Non-Standard Staffing*
City Attorney's Office	28.00	(1.00)		27.00	1.25
City Clerk	4.00			4.00	
City Council	1.00			1.00	
City Manager's Office	14.00	1.00		15.00	
Communication	14.25	1.00	1.00	16.25	
Community Vitality	48.01			48.01	
Climate Initiatives	19.75		1.25	21.00	2.90
Finance	44.00	2.00	1.00	47.00	
Fire-Rescue	124.00			124.00	
General Governance	1.00	(1.00)		0.00	
Human Resources	24.00	(1.00)		23.00	
Housing & Human Services	48.50	0.25		48.75	2.20
Innovation & Technology	41.00	3.00		44.00	
Library & Arts	78.75	1.50		80.25	3.25
Municipal Court	18.35			18.35	
Open Space & Mountain Parks	125.35			125.35	70.60
Parks & Recreation	141.50	3.75		145.25	94.75
Planning	40.03		4.00	44.03	
Police	289.25			289.25	
Public Works	339.37	4.50	9.00	352.87	16.00
Totals	1,444.11	14.00	16.25	1,474.36	190.95

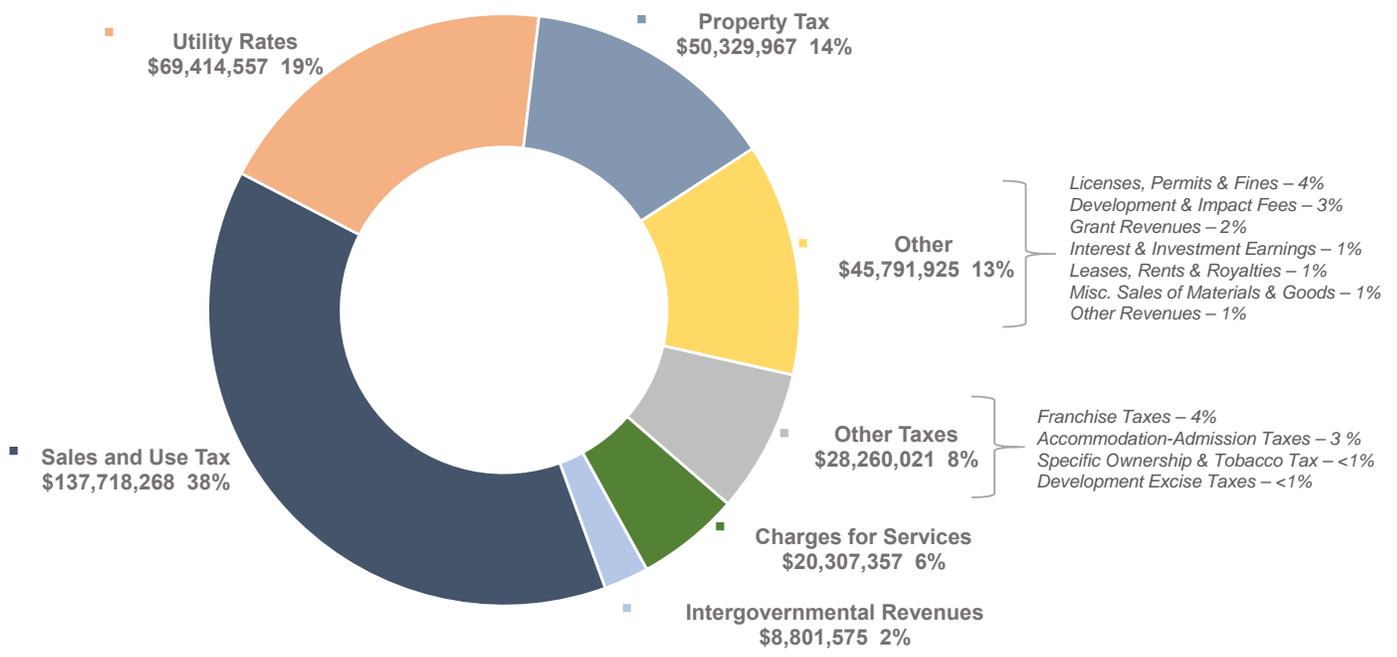
* Calculated based on average of \$15/hour.

Citywide Sources (Revenues)

Citywide Sources (Revenues)

The 2020 Recommended Budget is based on projected citywide revenues of \$360.6 million, representing a 0.45% increase over the total revenues projected for the 2019 budget. This is mainly due to an increase in utility rates and the city's portion of property tax revenue, offset by a cyclical decrease in federal and state grant funding for transportation programs. The three largest revenue sources for the city are sales and use taxes, utility rate charges, and property taxes. These three funding sources represent roughly 71% of the total sources of city funds.

CITYWIDE SOURCES (REVENUES) FOR 2020



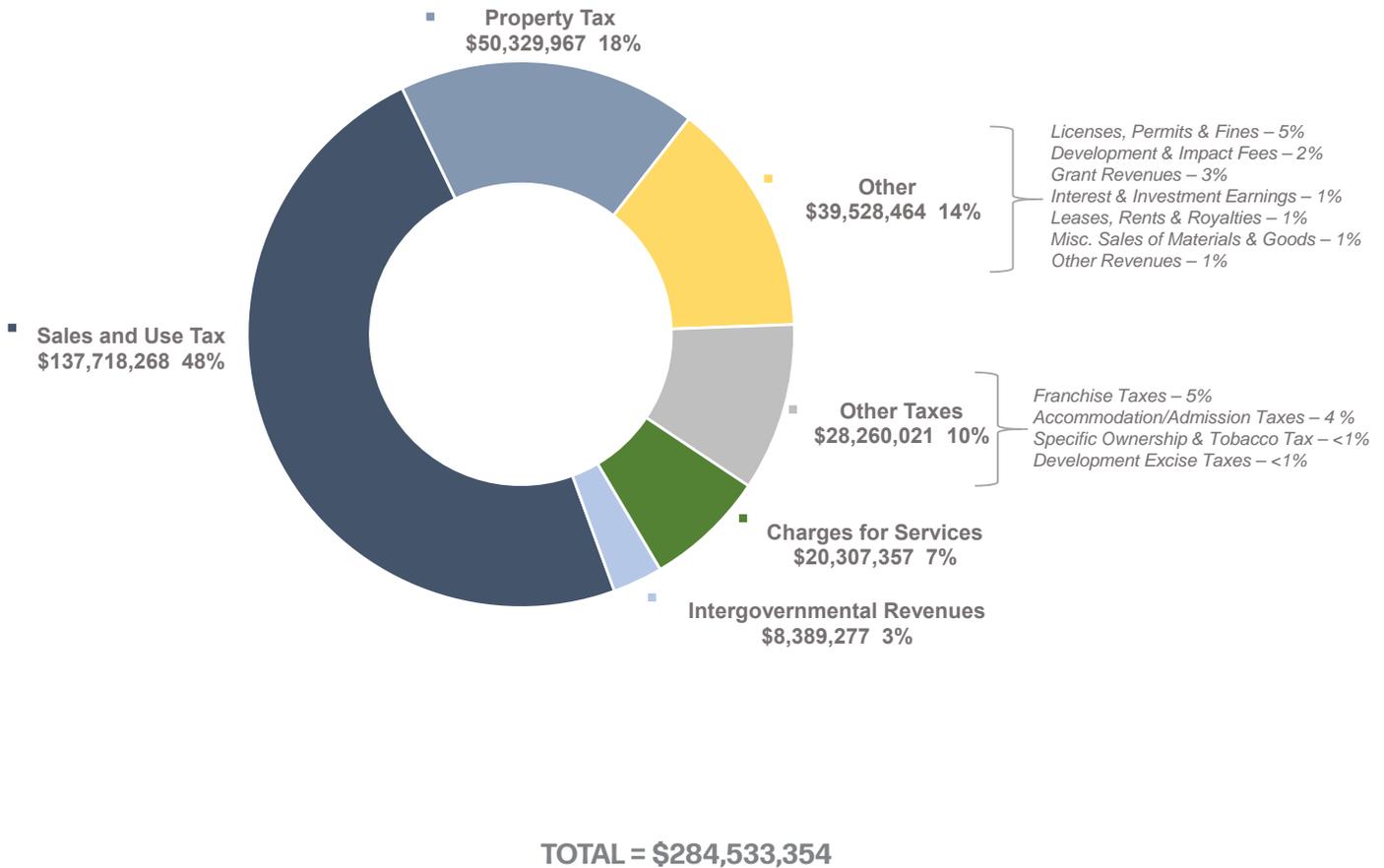
TOTAL = \$360,623,670

Citywide Sources (Revenues)

Citywide Sources, Excluding Utilities

The figure below represents citywide revenue sources without Water, Wastewater, or Stormwater/Flood Management Utilities. Utility fees are based on use of the systems and are not reflective of economic conditions.

CITYWIDE SOURCES (REVENUES) FOR 2020, EXCLUDING UTILITIES

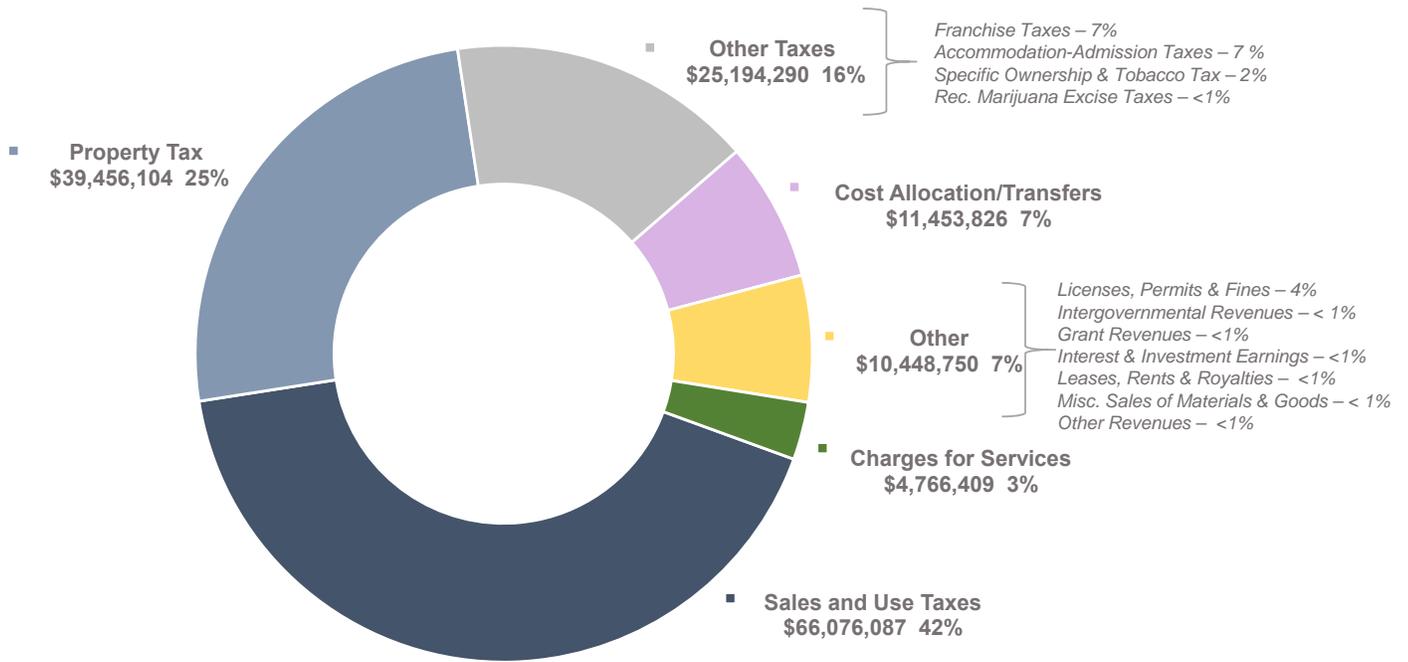


Citywide Sources (Revenues)

General Fund Sources (Revenues)

The 2020 Recommended Budget is based on projected General Fund revenues of \$157.4 million, which represents a 3.14% increase over the total revenues projected for the 2019 budget. This increase is largely due to an increase in the city's portion of property tax revenues (2020 property taxes are based on the 2019 assessment year) and a slight projected increase in retail sales tax.

GENERAL FUND SOURCES (REVENUES) FOR 2020



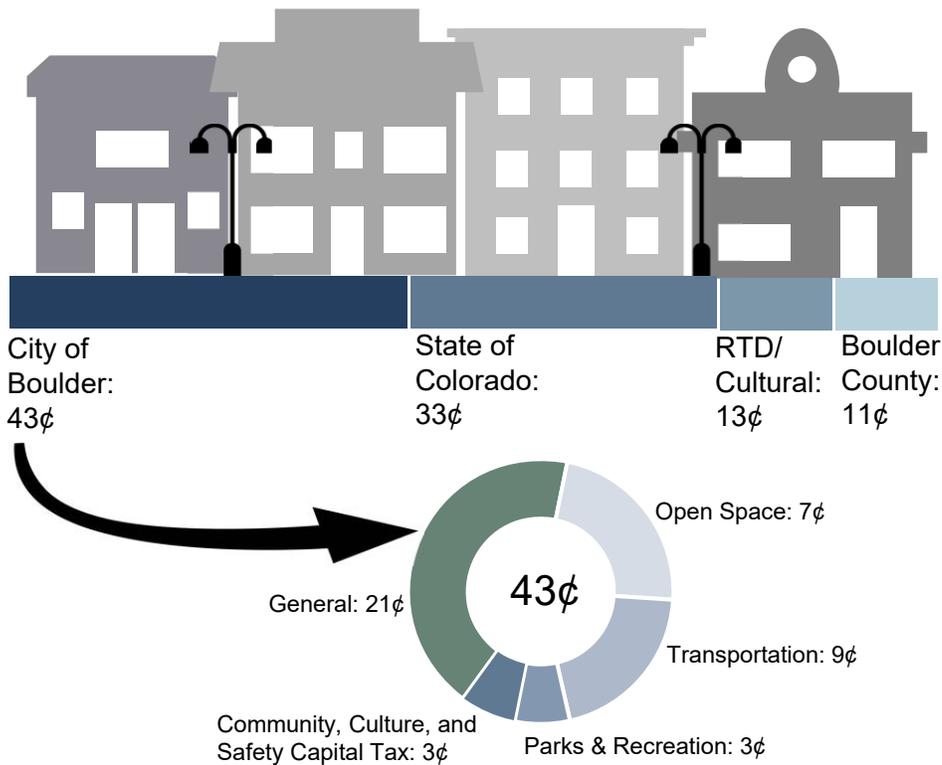
TOTAL = \$157,395,466

Citywide Sources (Revenues)

Sales & Use Tax Revenue

Sales and use taxes comprise 41% of the city's total revenues, including utility revenues. Sales and use taxes are transaction taxes levied on all sales, purchases, and leases of tangible personal property and taxable services sold or leased by persons engaged in business in the city. The tax is collected by the vendor or lessor and remitted to the city. For every retail tax dollar collected in Boulder, the city retains 43 cents, which is distributed across the city's General Fund, Open Space Fund, Transportation Fund, .25 Cent Sales Tax Fund (which supports Parks & Recreation), and the community, culture, and safety tax.

For every retail tax \$ collected in Boulder:

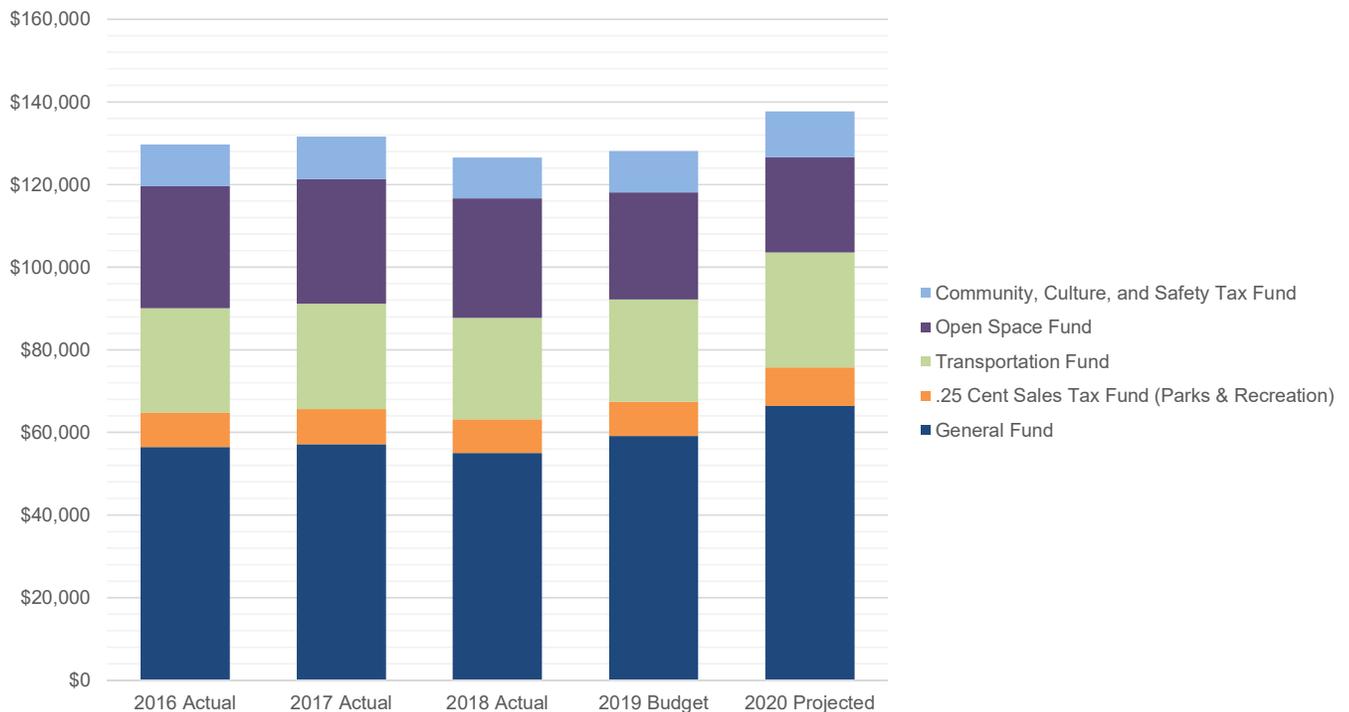


Citywide Sources (Revenues)

Sales & Use Tax Revenue, Continued

Retail sales tax, which is three-fourths of total sales and use tax revenue, grew at 4.5% through June over this time last year. The 2020 Recommended Budget projects retail sales tax will continue to grow, at a slower rate, and assumes a 2.1% increase above the 2019 end-of year projection of 1.9% growth over 2018. Through June 2019, use tax revenues are down over 2018. Most notably, construction use tax is down 11.5% and business use tax is down 10.7%. It is important to remember that use tax is volatile and therefore the city budgets conservatively and assumes only a base amount for use tax.

SALES TAX REVENUES 2016-2020 (in 1,000s)



Citywide Sources (Revenues)

Sales & Use Tax Revenue, Continued

SALES & USE TAX COMPONENTS IN 2020

	Rate	Original Start Date	Last Renewed Date	Expiration Date
.25 Cent Sales Tax Fund (Parks and Recreation)	0.25%	January 1, 1996	January 1, 2016	December 31, 2035
Community, Culture, and Safety Tax Fund	0.30%	January 1, 2015	January 1, 2018	December 31, 2021
General Fund	1.00%	January 1, 1964	N/A	None
General Fund [1]	0.38%	January 1, 1988	January 1, 2009	None
General Fund [2]	0.15%	January 1, 1993	January 1, 2010	None
General Fund [3]	0.15%	January 1, 2005	N/A	December 31, 2024
General Fund [4]	0.11%	January 1, 2019	N/A	None
<i>General Fund Subtotal</i>	<i>1.79%</i>			
Open Space Fund	0.40%	January 1, 1967	January 1, 1974	None
Open Space Fund [4]	0.22%	January 1, 1990	January 1, 2014	None
<i>Open Space Subtotal</i>	<i>0.62%</i>			
Transportation Fund	0.60%	January 1, 1967	January 1, 1974	None
Transportation Fund [5]	0.15%	January 1, 2004	January 1, 2014	December 31, 2039
<i>Transportation Subtotal</i>	<i>0.75%</i>			
2020 Total	3.71%			

ADDITIONAL SALES & USE TAX

	Rate	Start Date	Last Renewed Date	Expiration Date
Recreational Marijuana Sales and Use Tax	3.50%	January 1, 2014	N/A	None
Food Service Tax [6]	0.15%	January 1, 1987	N/A	None

[1] The 0.38% Sales and Use Tax component was extended indefinitely and debruced by voters in 2008.

[2] The 0.15% Sales and Use Tax component was originally dedicated to the .15 Cent Fund and moved to the General Fund, extended indefinitely, and debruced, by voters in 2009.

[3] The 0.15% Sales and Use Tax component was originally dedicated to the Public Safety Fund and moved to the General Fund for public safety purposes and extended until 2024.

[4] In 2013, voters approved the extension of this 0.33% Sales and Use Tax as follows: 0.22% for Open Space and 0.11% for General Fund purposes from 2019 through 2034; 0.10% for Open Space and 0.23% for General Fund purposes starting in 2035 and beyond.

[5] A temporary Sales and Use Tax for Transportation was approved by voters in 2013 to bridge the gap of sales tax until 2020. In 2013, voters approved the extension of this 0.15% Sales and Use Tax previously used for Open Space and changed the use to Transportation from 2020 through 2029, and then to be used for General Fund purposes from 2030 to 2039.

[6] All revenue collected by the Food Service Tax is transferred to the Boulder Visitors and Convention Bureau.

Citywide Sources (Revenues)

Sales & Use Tax Revenue, Continued

Looking forward to the next 15 years, the projected sales and use tax rate will include several changes, including:

2019: Portion of open space tax shifted to General Fund.

2020: Overall sales and use tax rate declines due to expiration of a portion of transportation tax and a portion of open space tax shifts to Transportation Fund.

2022: Overall sales and use tax rate declines due to expiration of the community, culture, and safety tax.

2025: Overall sales and use tax rate declines due to expiration of a portion of General Fund tax.

2030: Portion of transportation tax shifts to General Fund.

2035: Portion of open space tax shifts to General Fund.

**CITY OF BOULDER SALES & USE TAX RATE
2019-2039**



Citywide Sources (Revenues)

Property Tax Revenue

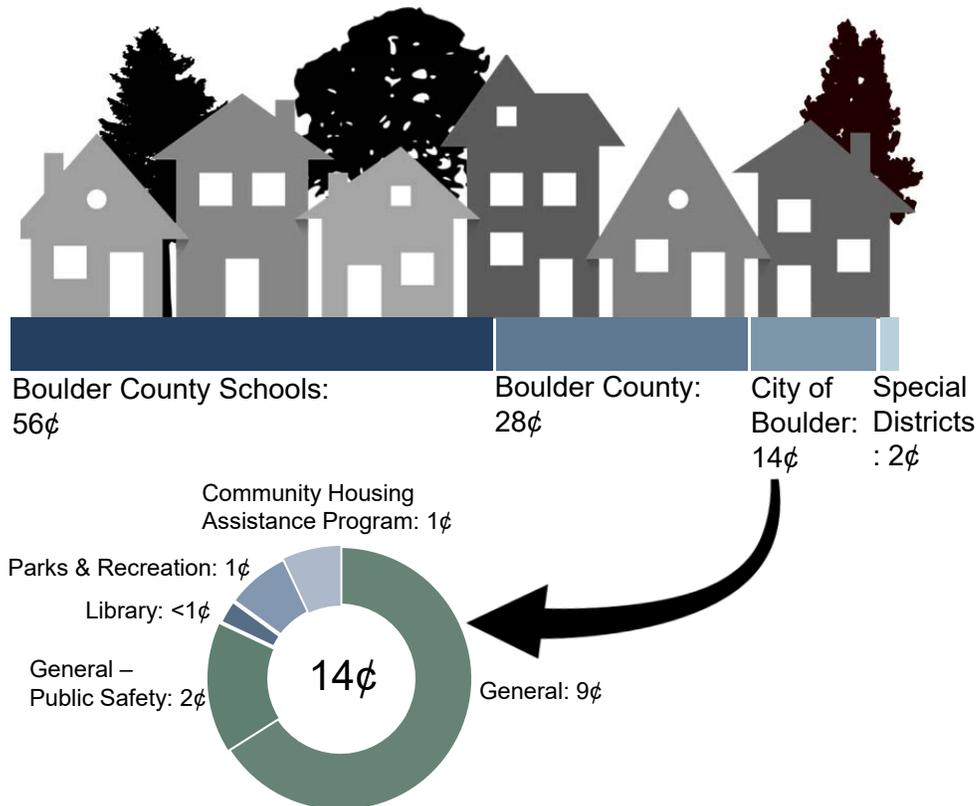
In addition to the general citywide property tax, which is paid by every taxable property in the city, there are several special districts within the community that levy a separate mill rate. Property tax revenue estimates for 2020 used the city's mill levy and current citywide assessed value. In 2019, residential property values increased relative to non-residential property across the state. As such, the state changed the assessment percentages for residential property to maintain compliance with the Gallagher Amendment, which fixes residential property tax collections at 45% of total statewide collections, while fixing the assessment rate for commercial property at 29%. Changes to conform to the requirements of the Gallagher Amendment decreased the residential assessment rate from 7.20% to 7.15%. As a result, even though property values have increased, residential property taxes did not go up at the full rate of the increase in 2019. The calculation of property tax is:

$$\text{Market Value of Property} \times \text{Assessment Rate} \times \text{Mill Levy} = \text{Property Tax}$$

For example, for every \$100,000 of home value, homeowners pay \$85.66 in taxes to the City of Boulder (\$100,000 multiplied by the assessment rate (7.15%) and the multiplier for the mill levy for the City of Boulder (0.011981)). For every \$100,000 in commercial value, business owners are subject to the same formula, but are taxed on 29% of the property's value, or \$29,000 for a total tax liability of \$347.50.

For every dollar of property tax collected in Boulder through the general citywide tax rate, the city receives 14 cents. Of these 14 cents, 10 cents go to general city operations, 2 cents go to Public Safety, 1 cent goes to Parks & Recreation, and less than 1 cent goes to the Library.

For every property tax \$ collected in Boulder:



Citywide Sources (Revenues)

Property Tax Revenue, Continued

The revenue received from the Forest Glenn Special District, Downtown Commercial District, and the University Hill Commercial District are still restricted to the Denver-Boulder Consumer Price Index (CPI) and a local growth factor, as provided by the Taxpayers' Bill of Rights (TABOR) Amendment to the Colorado Constitution. In the November 4, 2008 election, city voters approved the removal of the remaining TABOR restriction on the general property tax with a phase-in period and without any specific restriction on the use of the "de-Bruce" funds.

MILL LEVY & PROJECTED REVENUE

Taxing Entity	Tax Year	Revenue Year		
	2019	2020	Projected Temporary Credit	2020 Projected Revenue
General Citywide	11.981	-	\$	47,880,445
Downtown District (CAGID)*	9.990	TBD	\$	1,271,734
University Hill District (UHGID)*	4.984	TBD	\$	36,427
Boulder Junction - Parking	10.000	-	\$	326,174
Boulder Junction - Transportation**	5.000	-	\$	560,613
Forest Glenn*	2.310	TBD	\$	11,490

* These districts are still under TABOR requirements for retaining revenue.

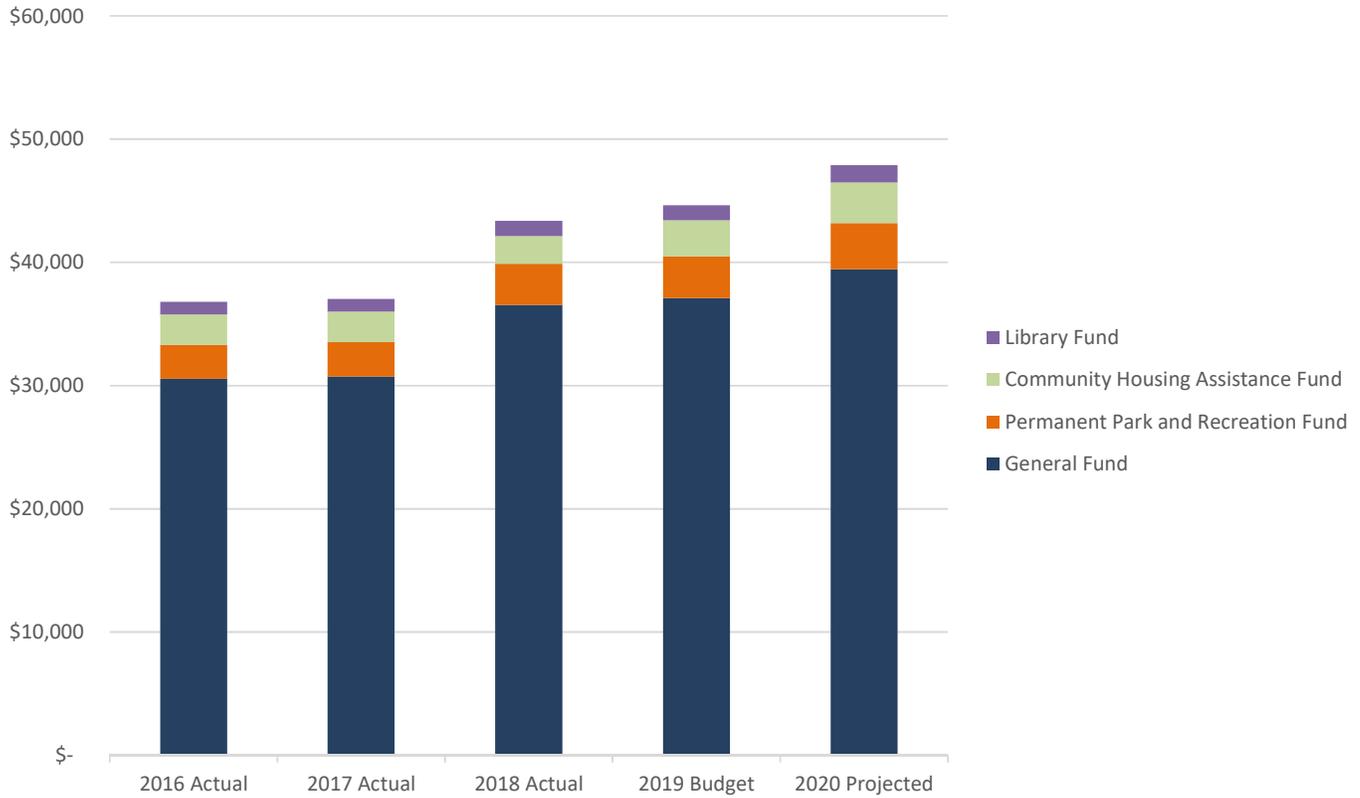
** This estimate includes payment in lieu of property taxes.

Citywide Sources (Revenues)

Property Tax Revenue, Continued

The approved citywide mill levy rate for 2020 is the same as in 2019. The property tax chart below shows the past five years of actual revenue collected.

PROPERTY TAX REVENUES 2016-2020 (in 1,000s)

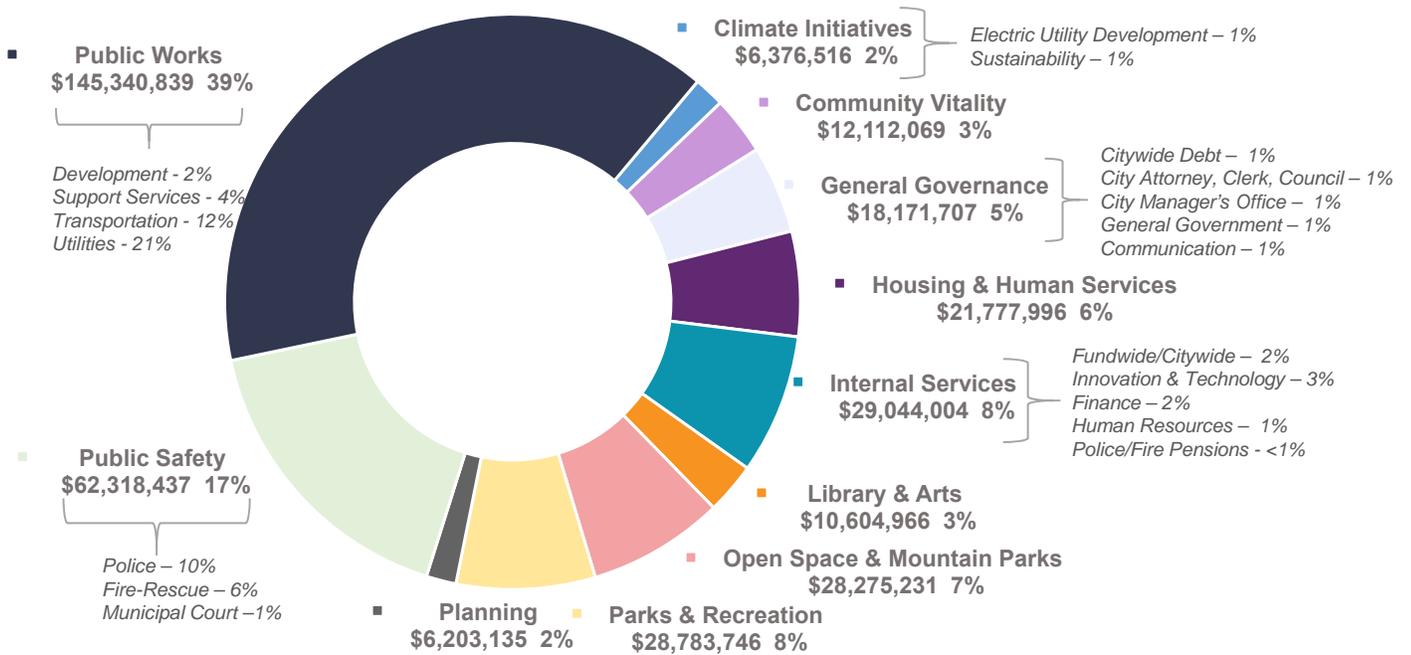


Citywide Uses (Expenditures)

Citywide Uses (Expenditures)

The 2020 Recommended Budget is based on projected citywide expenditures of \$369.0 million, representing a 4.31% increase over the total expenditures in the 2019 Budget. This is mainly due to an increase in capital spending.

CITYWIDE USES (EXPENDITURES) FOR 2020

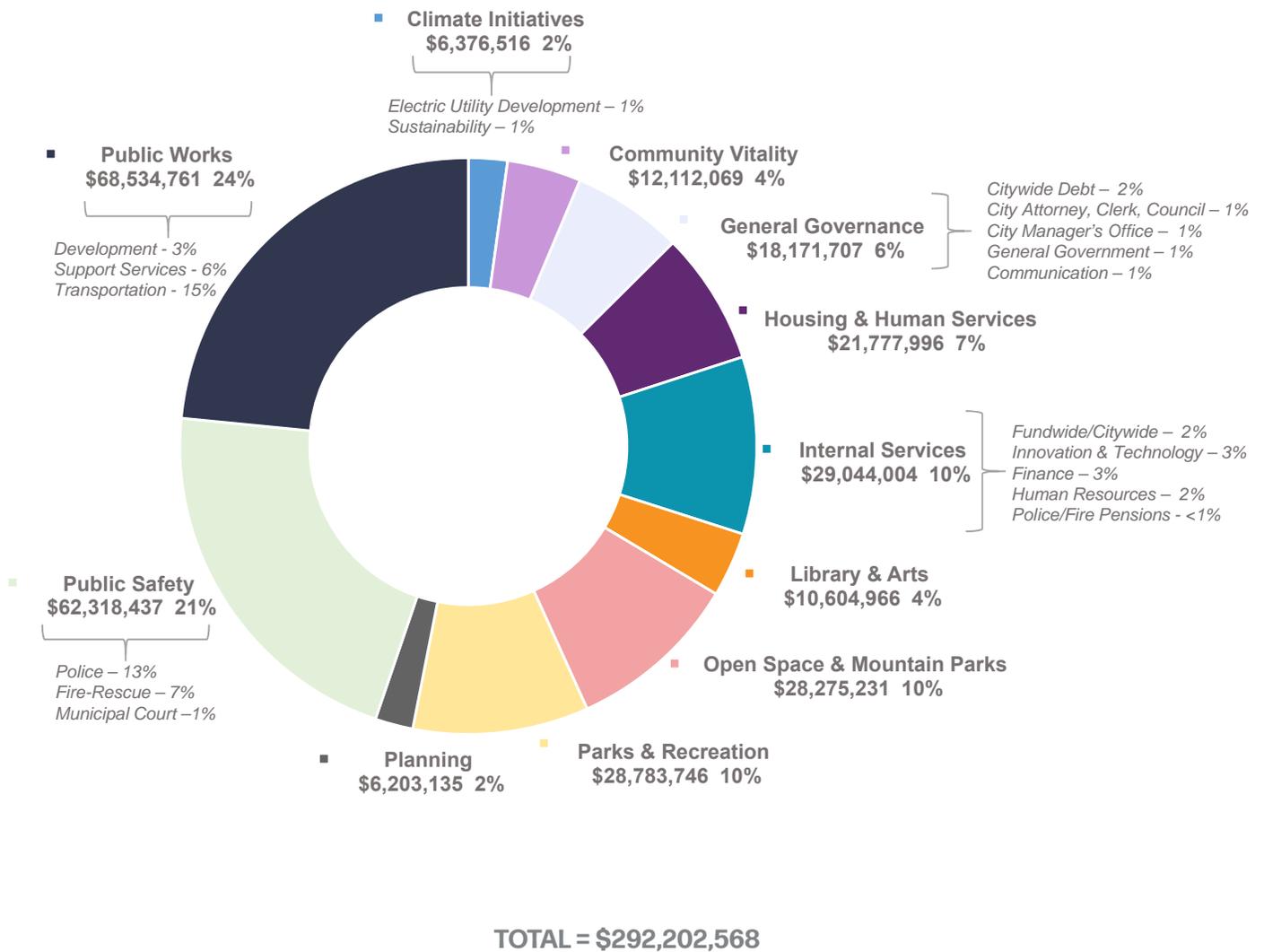


Citywide Uses (Expenditures)

Citywide Uses (Expenditures), Excluding Utilities

The figure below represents citywide expenditures without Water, Wastewater, or Stormwater/Flood Management Utilities, which are supported through user fees.

CITYWIDE USES (EXPENDITURES) FOR 2020, EXCLUDING UTILITIES

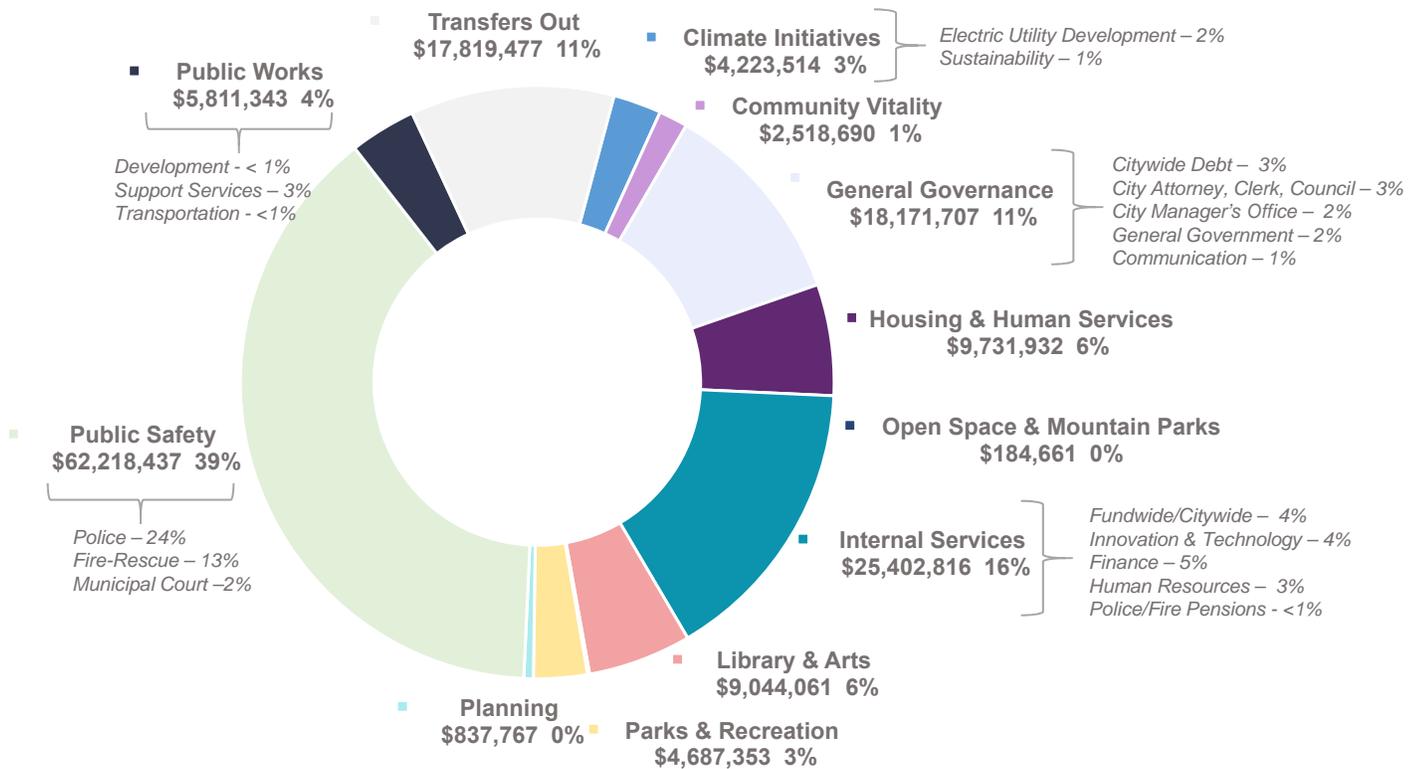


Citywide Uses (Expenditures)

General Fund Uses (Expenditures)

The 2020 Recommended Budget is based on projected General Fund expenditures of \$160.7 million, representing a 1.6% increase over total General Fund expenditures in the 2019 Budget. The majority of this increase is due to an increase in transfers to the new Governmental Capital Fund for General Fund funded projects offset by a decrease in the Electric Utility Development project. The decrease in this project is due to the timing of funding with a large portion of it funded in 2019.

GENERAL FUND USES (EXPENDITURES) FOR 2020



TOTAL = \$160,651,758

Citywide Uses (Expenditures)

INTERFUND TRANSFERS

<i>Originating Fund</i>				
Receiving Fund	Purpose	2018 Actual	2019 Approved	2020 Recommended
General Fund Total				
Planning and Development Services	Subsidy	\$ 2,304,175	\$ 2,210,018	\$ 2,284,292
Affordable Housing	Subsidy	1,083,362	1,201,792	1,136,741
Governmental Capital Fund	General Capital Funding	-	-	11,142,223
Recreation Activity	Subsidy	1,633,366	1,407,210	1,549,466
Open Space and Mountain Parks	Subsidy	1,080,529	990,123	-
Water Utility	Wells Property	92,785	92,785	92,785
Downtown Commercial District	Parking Meter Revenue	1,713,609	1,611,000	1,143,819
University Hill Commercial District	Parking Meter Revenue	425,000	350,000	325,000
Fleet Replacement Fund	Pay off Hogan Pancost Loan	-	721,970	-
Fleet Replacement Fund	Valmont Butte Loan Repayment	145,151	145,151	145,151
Equipment Replacement Fund	For Fire Dept. Equip. Replacement Fund	96,883	-	-
.25 Cent Sales Tax Fund Total				
General	Cost Allocation	\$ 502,145	\$ 555,983	\$ 564,323
Affordable Housing Fund Total				
General	Cost Allocation	\$ 92,962	\$ 145,137	\$ 147,330
Planning and Development Services	Impact Fee Administration	-	1,027	1,058
Airport Fund Total				
General	Cost Allocation	\$ 44,386	\$ 44,565	\$ 45,234
Boulder Junction GID-Parking Fund Total				
General	Cost Allocation	\$ 26,267	\$ 28,537	\$ 28,965
Downtown Commercial District (CAGID)	Loan repayment	2,285	2,285	2,285
Boulder Junction GID-TDM Fund Total				
General	Cost Allocation	\$ 3,528	\$ 5,364	\$ 180,445
Boulder Junction GID-Parking	Operating Transfer	-	-	175,000
Boulder Junction Improvement Fund Total				
Permanent Parks	Development Excise Tax Surplus	\$ 39,030	\$ -	\$ -
Capital Development Fund Total				
Planning and Development Services	Excise Tax Collection Costs	\$ 6,901	\$ 19,099	\$ 19,672
Climate Action Plan Tax Fund Total				
General	Cost Allocation	\$ 139,323	\$ 127,835	\$ 129,752
Community Housing Assistance Program Fund Total				
General	Cost Allocation	\$ 121,715	\$ 104,513	\$ 106,080
Planning and Development Services	Excise Tax Collection Costs	6,901	-	-
Community Development Block Grant (CDBG) Fund Total				
General	Cost Allocation	\$ 25,777	\$ 26,225	\$ 26,618
Compensated Absences Fund Total				
General	Cost Allocation	\$ 19,191	\$ 16,216	\$ 16,460
Computer Replacement Fund Total				
General	Cost Allocation	\$ 40,858	\$ 52,116	\$ 52,898

Citywide Uses (Expenditures)

INTERFUND TRANSFERS

<i>Originating Fund</i>				
Receiving Fund	Purpose	2018 Actual	2019 Approved	2020 Recommended
<i>Downtown Commercial District Fund Total</i>				
General	Cost Allocation	\$ 314,102	\$ 330,541	\$ 335,218
<i>Equipment Replacement Fund Total</i>				
General	Cost Allocation	\$ 5,798	\$ 6,890	\$ 6,994
<i>Facility Renovation and Replacement Fund Total</i>				
General	Cost Allocation	\$ 29,115	\$ 49,459	\$ 50,201
<i>Fleet Operations and Replacement Fund Total</i>				
General	Cost Allocation	\$ 1,043,524	\$ 318,551	\$ 323,330
General	Hogan Pancost Loan	\$ 321,554	\$ 318,551	\$ 323,330
		721,970	-	-
<i>HOME Investment Partnership Grant Fund Total</i>				
General	Cost Allocation	\$ 12,271	\$ 11,040	\$ 11,205
<i>Open Space Fund Total</i>				
General	Cost Allocation	\$ 1,960,444	\$ 2,090,102	\$ 2,121,454
<i>Permanent Park and Recreation Fund Total</i>				
General	Cost Allocation	\$ 112,025	\$ 125,806	\$ 127,694
Planning and Development Services	Excise Tax Admin	\$ 105,124	\$ 125,806	\$ 127,694
		6,901	-	-
<i>Planning and Development Services Fund Total</i>				
General	Cost Allocation	\$ 2,250,770	\$ 2,224,130	\$ 2,257,491
<i>Stormwater/Flood Management Utility Fund Total</i>				
General	Cost Allocation	\$ 543,133	\$ 640,560	\$ 665,902
Planning and Development Services	Subsidy	\$ 349,424	\$ 441,284	\$ 447,648
Transportation	Departmental Cost Allocation	185,560	191,127	210,105
		8,149	8,149	8,149
<i>Sugar-Sweetened Beverage Tax Fund Total</i>				
General	Cost Allocation	\$ -	\$ 18,779	\$ 19,060
<i>Telecommunications Fund Total</i>				
General	Cost Allocation	\$ 28,923	\$ 26,942	\$ 27,346
<i>Transit Pass GID Fund Total</i>				
General	Cost Allocation	\$ 318	\$ 292	\$ 297
<i>Transportation Fund Total</i>				
General	Cost Allocation	\$ 2,008,650	\$ 2,171,036	\$ 2,209,729
General	Human Services and Housing	\$ 1,531,040	\$ 1,680,476	\$ 1,705,683
General		13,000	13,000	13,000
Planning and Development Services	Subsidy	431,666	444,616	457,954
Recreation Activity	Expand Program	28,000	28,000	28,000
Transit Pass General Improvement District	Subsidy	4,944	4,944	5,092
<i>Transportation Development Fund Total</i>				
General	Cost Allocation	\$ 10,967	\$ 17,693	\$ 18,083
General		\$ 4,066	\$ 9,388	\$ 9,529
Planning and Development Services	Excise Tax Admin	6,901	8,305	8,554
<i>University Hill Commercial District Fund Total</i>				
General	Cost Allocation	\$ 48,925	\$ 48,012	\$ 48,732

Citywide Uses (Expenditures)

INTERFUND TRANSFERS

<i>Originating Fund</i>				
Receiving Fund	Purpose	2018 Actual	2019 Approved	2020 Recommended
<i>Wastewater Utility Fund Total</i>		\$ 1,272,976	\$ 1,360,573	\$ 1,411,696
General	Cost Allocation	\$ 950,838	\$ 1,029,260	\$ 1,044,444
Planning and Development Services	Subsidy	305,838	315,013	350,952
Transportation	Departmental Cost Allocation	16,300	16,300	16,300
<i>Water Utility Fund Total</i>		\$ 1,887,757	\$ 2,026,729	\$ 2,087,371
General	Cost Allocation	\$ 1,563,038	\$ 1,692,757	\$ 1,717,380
Planning and Development Services	Subsidy	308,419	317,672	353,691
Transportation	Departmental Cost Allocation	16,300	16,300	16,300
<i>Worker's Compensation Insurance Fund Total</i>		\$ 45,794	\$ 49,333	\$ 50,073
General	Cost Allocation	\$ 45,794	\$ 49,333	\$ 50,073
Totals		\$ 21,221,621	\$ 21,374,101	\$ 30,911,119

Department Overviews

- City Attorney’s Office.....59
- City Clerk’s Office.....63
- City Council.....65
- City Manager’s Office.....67
- Climate Initiatives.....71
- Communication.....75
- Community Vitality.....79
- Finance.....83
- Fire-Rescue.....87
- General Governance.....91
- Housing & Human Services.....93
- Human Resources.....99
- Innovation & Technology.....103
- Library&Arts.....109
- Municipal Court.....113
- Open Space & Mountain Parks.....117
- Parks & Recreation.....121
- Planning.....125
- Police.....129
- Public Works.....133



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City Attorney's Office Budget



Tulips Bloom on Pearl Street Mall

2020 Recommended Budget
\$3,765,930

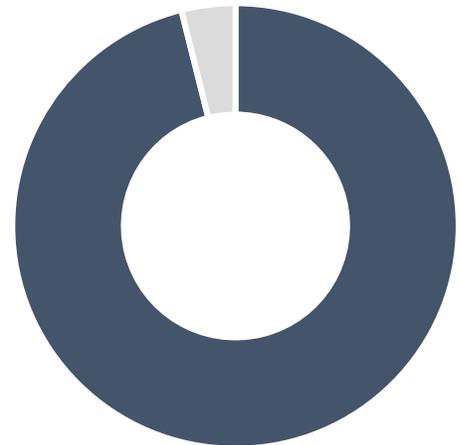
Department Divisions

- Administration
- Consultation & Advisory
- Prosecution & Civil Litigation
- Central Records

2020 Key Initiatives

- Continue to provide legal support and direction for the Boulder Energy Future project.
- Continue to support the City Council's initiatives.
- Support city working groups.
- Defend various litigation.
- Support city boards and commissions.

Department Funding



- General Fund 96%
- Property & Casualty Insurance Fund 4%



27.00 FTE

City Attorney's Office Budget

Department Mission

The City Attorney's Office is the legal advisor to the City Council, the city's boards and commissions, and all city officials. The City Attorney's Office also represents the city in civil litigation and prosecutes violations of the municipal code. The City Attorney's Office reviews and approves the form of all city contracts, works with Risk Management on insurance and claims, and provides legal advice to all city departments. Central Records maintains the official files for the city and provides copies of official actions of the city upon request. It also oversees records management for the city.

Department Overview

Administration

Administration provides supervisory, administrative, and budget support for the Consultation & Advisory Services area and the Prosecution & Civil Litigation Service area, including file maintenance and reporting, updating the municipal code, and development of the department budget. This area also funds required continuing legal education for staff attorneys, all equipment replacement, and law library and electronic legal research resources.

Consultation & Advisory

Consultation & Advisory provides legal support for the City Council and the city's advisory boards and commissions. Provides general legal support for the operating departments, including compliance with the Colorado Open Records Act, elections law, council agenda support, bond finance and tax matters, water rights defense, conflict of interest advice, the city's legislative agenda, and legal maintenance of the city's real estate and affordable housing portfolios.

Prosecution & Civil Litigation

Prosecution & Civil Litigation Defends the city in civil litigation matters and challenges the actions of other persons and entities when those actions are contrary to the city's interests. Prosecuting violations of the Boulder Municipal Code is also a primary duty of this workgroup, as well as working closely with enforcement and other city staff to implement and enhance the city's enforcement strategies.

Central Records

The Central Records office oversees records management for the city, including online access, retention, and destruction. The office establishes and trains on best industry practices and assists both internal and external customers with researching current and archived documents of the City Council. Additionally, the office receives, advises, and coordinates Colorado Open Records Act requests.

2019 Accomplishments

- Supported the Boulder Energy Future project, serving on the executive team, leading the acquisition team, representing the city before the Public Utilities Commission, and working with outside counsel before the Federal Energy Regulatory Commission.
- Prosecuted municipal code violations, including new violations of the bear trash ordinance and the short-term rental ordinance.
- Provided support to city boards and commissions, including providing attorney staffing at City Council, Planning Board, Landmarks Board, the Beverage Licensing Authority, and the Board of Zoning Adjustments on a regular basis and as needed at the Open Space Board of Trustees, the Parks and Recreation Advisory Board, the Human Relations Commission, and the Transportation Advisory Board.
- Coordinated responses to Colorado Open Records Act requests.
- Represented the city in a wide range of litigation, including defense of the assault weapons ban, personal injury claims against the city, and civil rights litigation.

City Attorney's Office Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
City Attorney's Office	\$ -	-	\$ 50,000	-
<i>Cost Escalation of Existing Service</i>				
Legal Consultant Funds	-	-	50,000	-

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration	1.50	\$ 395,751	1.50	\$ 435,925	1.50	\$ 495,506	-	\$ 59,581
City Records Management	2.50	248,368	2.50	250,394	2.50	262,843	-	12,449
Consultation and Advisory	16.30	1,967,138	16.25	2,212,608	15.25	2,201,108	(1.00)	(11,500)
Prosecution and Civil Litigation ¹	7.35	796,614	7.75	786,235	7.75	806,473	-	20,238
Total	27.65	\$ 3,407,871	28.00	\$ 3,685,161	27.00	\$ 3,765,930	(1.00)	\$ 80,769
EXPENDITURE BY CATEGORY								
Personnel		\$ 3,116,450		\$ 3,375,399		\$ 3,409,618		\$ 34,219
Operating		225,620		240,183		281,569		41,386
Interdepartmental Charges		65,800		69,579		74,743		5,164
Total		\$ 3,407,871		\$ 3,685,161		\$ 3,765,930		\$ 80,769
STAFFING AND EXPENDITURE BY FUND								
General	26.65	\$ 3,273,253	27.00	\$ 3,546,776	26.00	\$ 3,618,991	(1.00)	\$ 72,215
Property and Casualty Insurance	1.00	134,618	1.00	138,385	1.00	146,939	-	8,554
Total	27.65	\$ 3,407,871	28.00	\$ 3,685,161	27.00	\$ 3,765,930	(1.00)	\$ 80,769

Note:

¹Risk Management is a program within the Finance Department. However, internal litigation costs assigned to Risk Management's Property and Casualty Insurance Fund are related to FTE within City Attorney's Office (CAO) and reflected in the CAO budget within Prosecution and Litigation.

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City Clerk's Office Budget



Sunset Over the Flatirons

**2020 Recommended Budget
\$1,002,251**

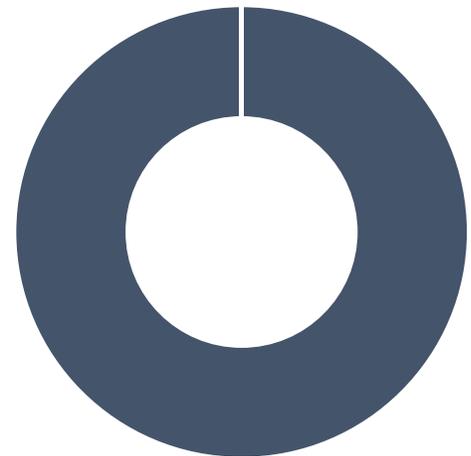
Department Divisions

- Administration
- Elections
- City Council Support
- Boards & Commissions
- Sister Cities

2020 Key Initiatives

- Implement online petitioning.
- Oversee annual City Council retreat and successful onboarding for new council members.
- Oversee annual board and commission recruitment.
- Implement strategic plan.

Department Funding



■ General Fund 100%



4.00 FTE

City Clerk's Office Budget

Department Mission

The City Clerk's Office provides excellent service in support of the City Council; assists customers in accessing information to foster more informed, open and user-friendly access to participatory government; and supports residents' direct legislation efforts through the initiative petition process.

Department Overview

The City Clerk's Office administers municipal elections and supports City Council through the development of meeting agenda materials, action summaries, and minutes. This information is made accessible to the public electronically in real time. In addition, the City Clerk's Office supports the City Council through administration of the annual board and commission recruitment process. The City Clerk's Office also oversees the Domestic Partnership Registry and serves as liaison to 10 local sister city organizations.

2019 Accomplishments

- Adopted and implemented new campaign finance and enforcement codes.
- Implemented voter-approved amendments to the direct legislation portions of the City Charter.
- Conducted public information sessions and training for potential City Council candidates and election committees.
- Conducted successful special election for the Knollwood subdivision annexation.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME	FIXED-TERM	ONGOING	ONGOING
	\$	FTE	\$	FTE
City Clerk	\$ 400,000	-	\$ 42,500	-
New/Enhanced Program				
Electronic Signatures and Petitioning Software	400,000	-	40,000	-
Cost Escalation of Existing Service				
Agenda Management Software	-	-	2,500	-

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
City Clerk and Support Services								
Conduct of Elections Incl. Campaign	0.30	\$ 143,607	0.30	\$ 274,921	0.30	\$ 143,294	-	\$ (131,627)
Finance Reform/Matching Funds Admin.	0.20	30,643	0.20	21,198	0.20	37,762	-	16,564
Board and Commission Administration	3.40	336,315	3.40	375,545	3.40	410,529	-	34,984
General Administration	0.10	17,095	0.10	10,666	0.10	10,666	-	-
Sister City Administration	-	-	-	-	-	400,000	-	400,000
Electronic Signatures & Petitioning Software	-	-	-	-	-	-	-	-
Total	4.00	\$ 527,660	4.00	\$ 682,330	4.00	\$ 1,002,251	-	\$ 319,921
EXPENDITURE BY CATEGORY								
Personnel		\$ 386,040		\$ 408,280		\$ 426,649		\$ 18,369
Operating		126,803		265,051		164,800		(100,251)
Interdepartmental Charges		14,817		8,999		10,802		1,803
Capital		-		-		400,000		400,000
Total		\$ 527,660		\$ 682,330		\$ 1,002,251		\$ 319,921
STAFFING AND EXPENDITURE BY FUND								
General	4.00	\$ 527,660	4.00	\$ 682,330	4.00	\$ 602,251	-	\$ 319,921
Governmental Capital	-	-	-	-	-	400,000	-	400,000
Total	4.00	\$ 527,660	4.00	\$ 682,330	4.00	\$ 1,002,251	-	\$ 319,921

City Council Budget



Boulder Civic Area Playground, Completed in 2017

2020 Recommended Budget \$451,266

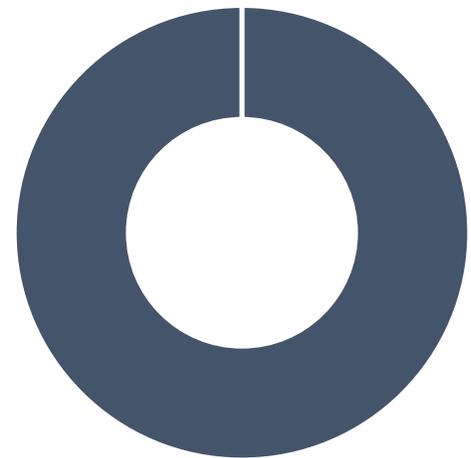
Council-Manager Form of Government:

- City of Boulder voters elect city council members
- City Council selects the mayor and mayor pro tem, and hire the city manager, city attorney, and municipal judge
- City Manager hires directors of city departments, who carry out policy

The 2019 Council Action Guide outlines priorities, projects, and enhancements to essential services that have been identified by City Council:

- Vision Zero;
- Housing Advisory Board;
- Manufactured Housing Strategy;
- Shared Equity Middle Income Program;
- Alpine-Balsam Area Plan;
- Commercial Linkage Fees;
- Community Benefit;
- Large Homes & Lots;
- Open Space & Mountain Parks Plan;
- Subcommunity Planning;
- Use Tables & Site Review Criteria Summary;
- Transportation Master Plan;
- Broadband;
- Boulder Electric Utility; and
- Climate Commitment.

Department Funding



■ General Fund 100%



1.00 FTE

City Council Budget

City Council Overview

The City Council consists of nine members including the mayor and mayor pro tem who are selected by the council members. Council members are elected at-large and may serve three terms in a lifetime. City Council serves as the governing body for the City of Boulder, providing policy direction and leadership to the city organization.

City Council

Mayor Suzanne Jones

Elected: November 3, 2015
Term Expires: November 19, 2019

Mayor Pro Tem Sam Weaver

Elected: November 7, 2017
Term Expires: November 16, 2021

Council Member Aaron Brockett

Elected: November 3, 2015
Term Expires: November 19, 2019

Council Member Bob Yates

Elected: November 3, 2015
Term Expires: November 19, 2019

Council Member Cindy Carlisle

Elected: November 7, 2017
Term Expires: November 19, 2019

Former Council Member Jill Alder Grano

Elected: November 7, 2017
Term Expires: November 16, 2021 - Resigned
January 4, 2019. Vacancy to be filled at
November 5, 2019 election

Council Member Lisa Morzel

Elected: November 3, 2015
Term Expires: November 19, 2019

Council Member Mary D. Young

Elected: November 7, 2017
Term Expires: November 16, 2021

Council Member Mirabai Kuk Nagle

Elected: November 7, 2017
Term Expires: November 16, 2021

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
EXPENDITURE BY PROGRAM								
City Council	-	\$ 208,676	-	\$ 246,843	1.00	\$ 451,266	1.00	\$ 204,423
Total	-	\$ 208,676	-	\$ 246,843	1.00	\$ 451,266	1.00	\$ 204,423
EXPENDITURE BY CATEGORY								
Personnel		\$ 121,116		\$ 120,313		\$ 324,736		\$ 204,423
Operating		83,558		118,248		122,124		3,876
Interdepartmental Charges		4,002		8,282		4,406		(3,876)
Total		\$ 208,676		\$ 246,843		\$ 451,266		\$ 204,423
STAFFING AND EXPENDITURE BY FUND								
General	-	\$ 208,676	-	\$ 246,843	1.00	\$ 451,266	1.00	\$ 204,423
Total	-	\$ 208,676	-	\$ 246,843	1.00	\$ 451,266	1.00	\$ 204,423

Note:

In 2019, City Council approved a City Council assistant pilot program. The budget for this position resides within City Council, but the position is managed by the City Manager's Office.

City Manager's Office Budget

2020 Key Initiatives

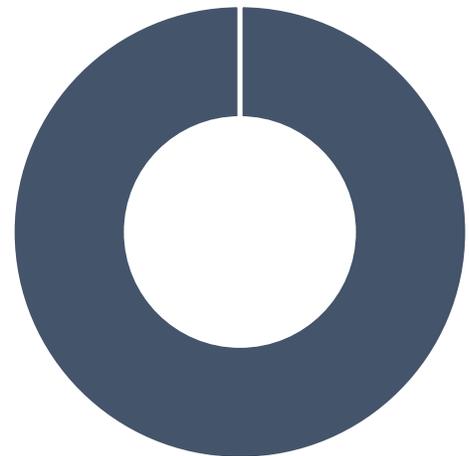
- Provide mandatory training titled Advancing Racial Equity: The Role of Government for all city supervisors and new council members, in addition to all staff receiving bias and microaggression training. The Equity team will assist departments with performing a racial equity assessment of their departments to better understand how to apply a racial equity lens and instrument to programs, policies and budget decisions. CMO will continue community engagement to create and then implement a City of Boulder racial equity plan to ensure alignment with equity concerns already expressed by the community.
- Onboard the Assistant to the City Council in August 2019. This position supports the work of the council, including as it relates to engagement and policy. The position will continue to be defined in 2020.
- Implement the city's 2020 regional, state, and federal policy agenda.
- Provide varying levels of engagement support to the East Boulder Subcommunity Plan, the Climate Mobilization Action Plan, Racial Equity, and Master Plan updates for the Parks and Recreation and Police departments. CMO will also continue an emphasis on neighborhood connections and capacity building, internal best practices training, and creative council engagement. Continue the development and implementation of a comprehensive and effective Community Response, Recovery, and Resilience program, which includes and builds on Better Together training.
- Continue to enhance a community of service through implementing the Volunteer Cooperative's Count Me In with boards and commissions. Celebrate volunteers through an annual volunteer appreciation event open to all volunteers and assist departments with building capacity and implementing systems to use volunteers during times of disaster recovery.

2020 Recommended Budget \$3,129,325

Department Divisions

- Administration
- Policy Advisor / Intergovernmental Relations
- Community Engagement
- Neighborhood Services
- Volunteer Services
- Equity

Department Funding



■ General Fund 100%



15.00 FTE

City Manager's Office Budget

Department Mission

The City Manager's Office (CMO) champions an engaged, collaborative, and innovative organizational culture; provides professional leadership in the administration and execution of city policy as established by council; and establishes relationships and partnerships to implement community priorities.

Department Overview

Administration

The City Manager's Office provides professional leadership in the administration and execution of policies and objectives formulated by City Council; develops and recommends alternative solutions to community problems for council consideration; plans and develops new programs to meet future needs of the city; prepares the annual budget; and fosters community pride in city government through excellent customer service.

Policy Advisor / Intergovernmental Relations

The city closely tracks and attempts to influence matters that, although falling outside of the city's jurisdictional authority, have the potential of significantly impacting the Boulder community. The Intergovernmental Relations program ensures that the city's interests are furthered through the development of strategic alliances and informed engagement with other local, regional, state and federal governmental entities. The Policy Advisor works in close coordination with City Council members, the City Manager, and city departments to develop and communicate official city positions on intergovernmental matters by overseeing the development and implementation of the city's regional, state, and federal policy agenda including all related coalition building, collaborations, and advocacy necessary to advance the stated positions.

Community Engagement

The Community Engagement program fosters more inclusive and meaningful public participation and relationship building. The Engagement Manager and Engagement Specialist support departments in creating and executing transparent and inspiring processes that allow the public to share input in a variety of ways. This input informs decision making by City Council, others in the city organization, and sometimes, the community. The approach is strategic, with an emphasis on capacity building and shared learning. An additional focus of this program is to increase engagement among residents who have never participated in local government and/or are members of traditionally under-represented groups.

Neighborhood Services

The focus of the Neighborhood Services program is to build and strengthen collaborative relationships within neighborhoods. The Neighborhood Liaison works directly with residents, as well as with community partners, to foster healthy communication and increased trust. The program strives to connect community needs to available resources; create a more welcoming and connected community; and enhance residential quality of life by creating pathways toward effective problem-solving, resource provision, civic education, leadership, connection, and engagement opportunities.

Volunteer Services

The city recognizes the value of Boulder's many talented volunteers to help achieve community and organizational goals. The city's Volunteer Cooperative strives to create a community of service, offering residents expanded opportunities to participate in addressing local issues. Building on a rich legacy of volunteerism in some departments, cooperative members work together to create a more integrated system and coordinated experience for volunteers with a range of interests and expertise. Volunteer opportunities are a valuable form of community engagement. They connect residents with city staff to enhance programs and create relationships, while helping volunteers develop or use their skills and gain experience. While this is an interdepartmental strategy, the program and its project manager are housed in the City Manager's Office.

City Manager's Office Budget

Equity

In 2018, the city made the commitment to advance racial equity by partnering with the Government Alliance on Race and Equity (GARE). The focus on equity is intended to ensure all Boulder residents, business owners, and visitors enjoy high levels of physical and mental well-being and abundant recreational, cultural, and educational opportunities in an environment where all human rights are respected. City staff and leadership are building capacity around the role government plays in creating institutional and structural racism. Simultaneously, they are aligning resources, applying tools, and employing best practices when implementing programs, policies, or making budgetary decisions to ensure race does not negatively impact any community member's experience.

2019 Accomplishments

- In conjunction with the city's partnership with the Government Alliance on Race and Equity (GARE), Equity has been moved from the Human Resources Department to the City Manager's Office. Almost 60 city staff from all city departments participated on the GARE Core Team for Phase I trainings with GARE. Staff participants worked to understand institutional and structural racism and the role government plays in creating racial inequities. Additionally, staff worked to build a racial equity instrument and draft a racial equity work plan. CMO staff, with support from other city staff and City Council, presented workshops detailing the organization's racial equity work at two CU Diversity summits: fall 2018 and spring 2019.
- The city reinitiated and hosted a successful Tribal Consultation with 14 Native American tribes. The city's goal is to continue consultations to build relationships and update outdated Memoranda of Understanding with tribal input.
- CMO is revising the Intergovernmental Agreement (IGA) with the Boulder County Office of Emergency Management. This includes a strong focus on disaster planning and preparedness across the organization.
- CMO helped draft and/or pass state legislation furthering all four of the city's 2019 state legislative priorities, relating to minimum wage, PERA, electric vehicle tax credits, and greenhouse gas reductions.
- With strong support from council, CMO continued to focus on the engagement strategy. This varied from direct engagement support to serving as an advisor to departments. Since the first engagement strategic framework was adopted by council in 2017, the city's engagement efforts continue to improve and normalize. The What's Up Boulder Community event had about 450 community members in attendance. In its first full year of use, the Be Heard Boulder engagement platform had 2,400 contributors for 24 projects across 12 departments. Also, in addition to the Chat with Council, Walks with Council also started this year. In partnership with an interdepartmental team and using remaining Bloomberg funds, the City Manager's Office launched City Text Boulder, a pilot texting project designed to engage and communicate more effectively with residents from less connected communities.
- In 2019, Neighborhood Services built capacity and connections with an estimated 3,800 community members through block party support and Neighborhood Connection grants and programs such as Building Bridges; Inside an HOA; Coalition of Manufactured Homeowners in Boulder (C-MOB); San Juan del Centro Together; Neighborhood Office Hours; and Build Your Community.
- The Volunteer Management Software (VMS) was successfully launched as Count Me In Boulder in May 2019. Since the launch, more than 300 users have registered and are utilizing the system to help support a community of service and engagement.

City Manager's Office Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
City Manager's Office	\$ -	-	\$ 12,444	-
Cost Escalation of Existing Service				
Growing up Boulder Partnership	-	-	12,444	-

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
City Administration / Operations	9.00	\$ 1,355,339	8.00	\$ 1,380,803	8.00	\$ 1,489,063	-	\$ 108,260
Resilience ¹	1.00	153,588	-	-	-	-	-	-
Citywide Projects	1.00	177,396	1.00	126,727	1.00	235,959	-	109,232
Policy Advisor / Intergovernmental Relations	1.00	247,098	1.00	252,151	1.00	266,189	-	14,038
Neighborhood Services	1.88	254,328	1.00	220,654	1.00	227,780	-	7,126
Volunteer Services	1.00	171,854	1.00	175,415	1.00	231,029	-	55,614
Community Engagement	2.00	285,594	2.00	463,719	2.00	449,412	-	(14,307)
Equity ²	-	35,608	-	-	1.00	229,892	1.00	229,892
Total	16.88	\$ 2,680,805	14.00	\$ 2,619,469	15.00	\$ 3,129,325	1.00	\$ 509,856
EXPENDITURE BY CATEGORY								
Personnel		\$ 2,223,759		\$ 2,061,421		\$ 2,471,333		\$ 409,912
Operating		421,365		508,856		610,041		101,185
Interdepartmental Charges		35,680		49,192		47,951		(1,241)
Total		\$ 2,680,805		\$ 2,619,469		\$ 3,129,325		\$ 509,856
STAFFING AND EXPENDITURE BY FUND								
General	16.88	\$ 2,680,805	14.00	\$ 2,619,469	15.00	\$ 3,129,325	1.00	\$ 509,856
Total	16.88	\$ 2,680,805	14.00	\$ 2,619,469	15.00	\$ 3,129,325	1.00	\$ 509,856

Note:

¹Resilience became part of Climate Initiatives in mid 2018.

²Equity moved from Human Resources in mid 2019.

Did you know the city isn't just looking at its own processes to improve engagement? This year, eight community members collaborated with the CMO and CU to evaluate input from 310 Boulder community members around what makes for productive civic conversation. This work, called Building Bridges, has resulted in a vision that describes 10 aspects that support positive interaction and 24 enduring issues that make our culture around communication challenging.

Climate Initiatives Budget



Zero Waste Receptacles outside Alfalfa's Market

2020 Recommended Budget
\$6,376,516

Department Divisions

- Administration
- Communication & Engagement
- Local Power - Electric Utility Development (Utility Occupation Tax)
- Climate, Sustainability, & Resilience
- Zero Waste

2020 Key Initiatives

- Continue development of Climate Mobilization Action Plan through community and collaborator engagement efforts.
- Develop a framework for Climate Action that integrates Zero Waste work with consumption-based assessments, ecosystem-related work, and circular economy targets.
- Complete the condemnation process to determine the cost of acquiring the electrical system.
- Continue to facilitate the development of local solar projects and deployment of electric vehicle support infrastructure.
- Develop local community solar gardens to serve low income customers and cannabis businesses.

Department Funding



- General Fund 66%
- Climate Action Plan Fund 34%



21.00 FTE

Climate Initiatives Budget

Department Mission

Climate Initiatives takes bold, innovative, and collaborative actions to create systemic change that equitably addresses the global climate crisis and ensures quality of life in Boulder and beyond.

Department Overview

The Boulder community has long been committed to climate action resulting in meaningful reductions to harmful greenhouse gas emissions and pollution. In November 2018, the city created the Department of Climate Initiatives, combining the Local Power - Electric Utility Development Project with the Climate, Sustainability, & Resilience division that was formerly in the Planning Department. Efforts of the newly formed department are focused on achieving deep reductions in local carbon emissions, guided by the long-term goal of 80% reduction in emissions (from 2005) by 2050. To date, the city has achieved a 16.2% reduction.

Climate Initiatives' efforts increase the city's effectiveness in sustainability throughout the community and the region through partnerships with groups such as the Colorado Communities for Climate Action (CC4CA), University of Colorado, Boulder Valley School District (BVSD), Boulder County, other cities, and state and federal agencies and legislators. Regional efforts help to set the city's state and federal policy agenda related to sustainability and work to change legislation and regulation that conflict with the city's climate commitment. The department's accomplishments are multiplied through collaboration, coordination and partnerships with organizations such as the Carbon Neutral Cities Alliance, the Urban Sustainability Directors Network, the University of Colorado, Boulder County, other cities, state and federal agencies and legislators, Eco-Cycle, and other area nonprofits. Finally, this workgroup coordinates the resilience work across the organization and leads the cross-departmental Resilience Project Team.

Beginning in 2019 and continuing into 2020, Climate Initiatives will be working with the community to develop a revised set of climate action goals and strategies—a Climate Mobilization Action Plan—to address the accelerated climate emergency, as declared by City Council in July 2018. These efforts align with current state legislation and will enhance the role of equity and resilience in the climate action planning effort.

Local Power - Electric Utility Development (Utility Occupation Tax)

Since 2010, the city has focused on changing its energy supply, which continues to rely on fossil fuels as the primary source of energy. To draw from renewable sources while keeping rates and reliability comparable to offerings through the current provider, the city has pursued a strategy of creating a locally owned and controlled electric utility. Current financial analysis supports the feasibility of creating a local electric utility. Staff is currently working to refine the estimated costs of starting the utility, including the costs to purchase the facilities, separate the existing system into two independent systems, start up the utility operations, and pay for purchased power.

The Local Power Initiative has been, and is currently, funded by the utility occupation tax (UOT). The UOT was first approved by voters in 2011 to fund the electric utility development effort and originally expired on December 31, 2017. A ballot measure to extend the UOT was approved by Boulder voters in November 2017 and will be collected through December 31, 2022. The UOT allows the city to continue to work on key initiatives to form a Boulder-owned municipal electric utility and develop future energy strategies.

Climate, Sustainability, & Resilience

Sustainability, Sustainability, & Resilience efforts entail working with Boulder businesses, residents and key partners to reduce greenhouse gas emissions through energy efficiency, local renewable energy development, and building and transportation electrification using a combination of education, incentives, technical assistance and regulations. Climate, Sustainability, & Resilience also responds to the challenge of climate change and develops strategies to adapt to climate change and become more resilient. Climate, Sustainability, & Resilience efforts are primarily funded through the CAP tax, which the city implemented in 2006. The CAP tax is scheduled to sunset in 2023.

Climate Initiatives Budget

Zero Waste

Zero Waste works with key partners, the Boulder community and city departments to reduce the generation of waste and divert reusable resources to the maximum extent possible. This is done through a combination of policy development, education, incentives, investments in Zero Waste facilities, technical assistance and regulations. In addition, in 2019 and 2020, the Zero Waste team is conducting an urban metabolism study that will quantify materials flowing into and out of the Boulder region. This will help develop a strategy for moving toward a more circular materials economy, looking at all the impacts of consumption and addressing upstream materials use in addition to waste management.

The city has a goal to divert 85% of the waste stream away from landfill and direct it toward reuse, recycling, and composting, so that only 15% of the waste generated would be trash. Current communitywide diversion is 57%. Zero Waste efforts are supported by the city's trash tax, which was first instituted in 1989 (without a vote); renewed by voter approval in 1994; and increased (by council action) to the voter-approved maximum in 2009.

2019 Accomplishments

- Received results for indicative pricing, which show high percentages of renewable energy at a low cost.
- Finalized contracts for almost three megawatts of solar on city facilities.
- Reviewed 18 climate-related bills, actively lobbied 14, provided committee testimony on 11, and directly drafted or influenced the final language of nine bills during the 2018-2019 Legislative Session.
- Created a construction and demolition waste recycling deposit program designed to institute tracking and accountability for residential and commercial construction projects within the city.
- Designed site expansion of the city's reuse and recycling center at 6400 Arapahoe.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Climate Initiatives	\$ -	-	\$ 407,500	-
<i>New/Enhanced Program</i>				
Energy Impact Offset (EIO) Program Implementation	-	-	400,000	-
<i>Cost Escalation of Existing Service</i>				
Community Engagement for Resilience/Better Together	-	-	7,500	-

There are 405 restaurants and grocery stores in the City of Boulder that are now diverting waste from the landfill by composting and recycling.

Climate Initiatives Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Local Power - Electric Utility								
Development (Utility Occupation Tax -								
Local Power - Electric Utility Development	6.50	\$ 2,853,612	6.50	\$ 8,834,202	6.80	\$ 2,470,522	0.30	\$ (6,363,680)
Subtotal	6.50	\$ 2,853,612	6.50	\$ 8,834,202	6.80	\$ 2,470,522	0.30	\$ (6,363,680)
Climate, Sustainability, and Resilience (CAP Tax and General Fund)								
Administration, Regional Sustainability (GF)	2.25	\$ 571,778	2.05	\$ 345,943	2.15	\$ 381,733	0.10	\$ 35,791
Climate, Sustainability, & Resilience (CAP Tax)	4.75	1,542,116	4.95	2,326,250	5.05	2,023,250	0.10	(303,000)
Zero Waste (Trash Tax - GF)	7.45	1,898,819	6.70	1,380,494	7.00	1,371,258	0.30	(9,236)
Subtotal	14.45	\$ 4,012,713	13.70	\$ 4,052,687	14.20	\$ 3,776,242	0.50	\$ (276,445)
Cost Allocation								
Cost Allocation		\$ 139,323		\$ 127,835		\$ 129,752		\$ 1,917
Subtotal		\$ 139,323		\$ 127,835		\$ 129,752		\$ 1,917
Total	20.95	\$ 7,005,647	20.20	\$ 13,014,724	21.00	\$ 6,376,516	0.80	\$ (6,638,208)
EXPENDITURE BY CATEGORY								
Personnel		\$ 3,224,783		\$ 2,655,810		\$ 2,702,290		\$ 46,480
Operating		3,780,865		10,358,914		3,674,226		(6,684,688)
Total		\$ 7,005,647		\$ 13,014,724		\$ 6,376,516		\$ (6,638,208)
STAFFING AND EXPENDITURE BY FUND								
General Fund	16.20	\$ 5,324,208	15.25	\$ 10,560,639	15.95	\$ 4,223,513	0.70	\$ (6,337,125)
Climate Action Plan Tax	4.75	1,681,439	4.95	2,454,085	5.05	2,153,002	0.10	(301,083)
Total	20.95	\$ 7,005,647	20.20	\$ 13,014,724	21.00	\$ 6,376,516	0.80	\$ (6,638,208)

Communication Budget



2020 Recommended Budget
\$2,190,198

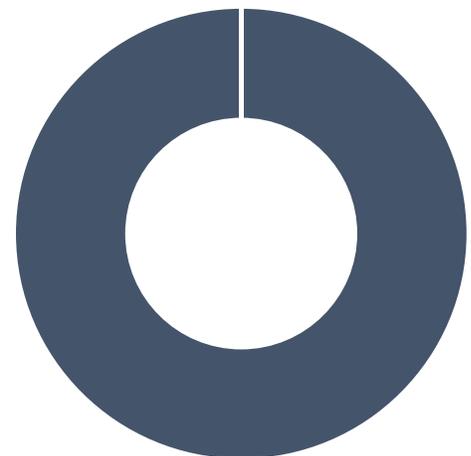
Department Divisions

- Media / External Communication
- Video Services / Channel 8
- Internal Communication
- Web Content / Social Media

2020 Key Initiatives

- Develop a language access strategy and standards for reaching non-English speakers.
- Develop a new city website and content management standards.
- Develop enhanced crisis communication training with FEMA communication focus.
- Support master plans.
- Supplement printed community newsletter frequency with electronic newsletters and enhanced digital newsroom.

Department Funding



■ General Fund 100%



16.25 FTE

Communication Budget

Department Mission

The Communication Department gathers and shares information to support and encourage open, participatory government and an informed community.

Department Overview

Media / External Communication

Media/External Communication ensures the public receives timely and accurate information related to city operations, projects, and policies; council action; crisis/disaster communications; economic vitality initiatives; and awareness campaigns through traditional media, social media, and the internet.

Video Services / Channel 8

Video Services/Channel 8 provides coverage of meetings for City Council, boards and commissions. The station also produces original Boulder programming for Comcast cable Channels 8 and 880, social media, and the city website to explain issues facing the community, increase awareness of items under consideration by council and council action, provide public service announcements, deliver weekly City of Boulder news, create annual programming such as the State of the City presentation, and produce internal organization videos.

Internal Communication

Internal Communication conveys organizational information to all City of Boulder employees through bi-monthly employee newsletters and streamed all-staff meetings, as well as weekly information from specific departments to the city organization. Topics include changes in employee benefits, city compensation systems, significant city projects, staff development and training, city policies, and updates on council work plans.

Web Content / Social Media

Web Content/Social Media leads department liaison teams and oversees content standards and social media guidelines to best leverage digital forms of communication, which include allowing for engagement outside of regular business hours. The goal is to use these tools to inform a broader segment of the community about city services and programs.

2019 Accomplishments

- Created a Spanish Hub on the city website for translation and interpretation services.
- Developed Channel 8 Amazon App to reach new audiences.
- Received six awards in statewide, national, and international competitions for print, digital, video, and strategic communications from Telly Awards, Public Relations Society of America Awards, and Hermes Creative Awards.
- Began livestreaming Housing Advisory Board meetings in addition to continued live coverage of City Council, Open Space Board of Trustees, Planning Board, and other community events.
- Developed new Internal Communication Plan for HR/Organization, which includes reduction of All-Staff meetings, adding monthly employee news update video, and leveraging community e-newsletter for staff.
- Supported council priority projects, community, culture, and safety tax projects, master plans, and reputation management (approval of radio towers, Open Space Master Plan, Transportation Master Plan, Vision Zero).
- Supported priority planning projects, including CU South, land use code changes and East Boulder Subcommunity Plan, Library district polling and outreach, Fire-Rescue Master Plan, and Alpine-Balsam and hospital deconstruction.

Communication Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Communication	\$ 426,420	3.00	\$ 79,531	1.00
New/Enhanced Program				
Digital Content Specialist	92,000	1.00	-	-
Language Access Specialist	142,200	1.00	-	-
Continuation of One-Time Programs				
Communication Specialist II - Climate Initiatives	79,720	1.00	-	-
Community Newsletter & 1.0 FTE	112,500	-	79,531	1.00

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Media/External Communication	7.75	\$ 1,018,581	8.25	\$ 1,179,259	9.25	\$ 1,414,175	1.00	\$ 234,916
Internal Communication	1.00	97,121	1.00	104,488	1.00	126,948	-	22,460
Video Services / Channel 8	5.00	503,881	5.00	593,873	5.00	579,813	-	(14,061)
Communication Admin	1.00	69,170	1.00	71,725	1.00	69,261	-	(2,464)
Total	14.75	\$ 1,688,753	15.25	\$ 1,949,346	16.25	\$ 2,190,198	1.00	\$ 240,852
EXPENDITURE BY CATEGORY								
Personnel		\$ 1,447,146		\$ 1,528,991		\$ 1,718,343		\$ 189,352
Operating		131,025		319,355		342,126		22,771
Interdepartmental Charges		110,582		101,000		129,729		28,729
Total		\$ 1,688,753		\$ 1,949,346		\$ 2,190,198		\$ 240,852
STAFFING AND EXPENDITURE BY FUND								
General	14.75	\$ 1,688,753	15.25	\$ 1,949,346	16.25	\$ 2,190,198	1.00	\$ 240,852
Total	14.75	\$ 1,688,753	15.25	\$ 1,949,346	16.25	\$ 2,190,198	1.00	\$ 240,852

Note:

The 2020 budget represents 16.25 FTE employees and associated non-personnel costs budgeted within the Communications Department. There are an additional 9.5 Communication FTEs and associated non-personnel costs budgeted in the following departments: Public Works, Planning, Community Vitality, Parks and Recreation, Open Space and Mountain Parks, Climate Initiatives, Housing and Human Services, and Police and Fire.

Boulder is ranked #1 in Colorado for municipal government on Twitter and Instagram.

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Community Vitality Budget



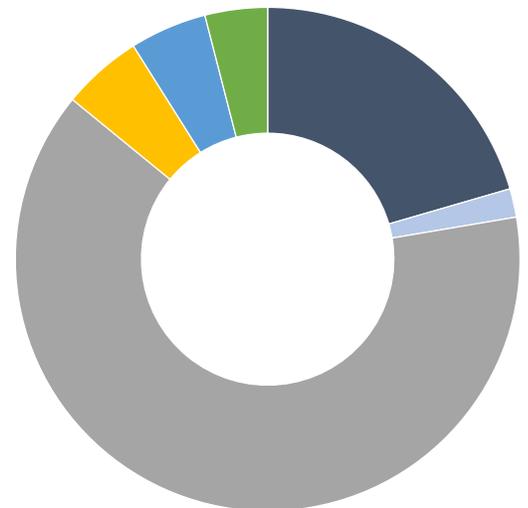
Beautifying the University Hill Commercial Area

2020 Recommended Budget
\$12,289,351

Department Divisions

- Administration
- Business Services
- Access & Parking
- Economic Vitality
- District Management & Placemaking

Department Funding



- General Fund 20%
- Governmental Capital Fund (tied to General Fund) 2%
- Downtown Commercial District Fund 64%
- University Hill Commercial District Fund 5%
- Boulder Junction Access GID - Parking Fund 5%
- Boulder Junction Access GID - TDM Fund 4%

2020 Key Initiatives

- Determine and implement key action steps informed by the citywide retail study.
- Install 155 new pay stations throughout the city for on-street parking that will enhance the customer experience.
- Partner with the Transportation Division to make changes to the Neighborhood Parking Program and scope and plan for a community conversation about parking product pricing.
- Enhance the customer experience, revenue tracking, and reporting through continued implementation of new and emerging technology and new products to reflect community demand.
- Make commercial area lighting enhancements on University Hill.



48.01 FTE

Community Vitality Budget

Department Mission

As of August 2018, the department shares leadership with the Department of Parks and Recreation. Community Vitality will continue its core work focused on economic vitality, parking and access, district management, and placemaking. In addition, the department will continue to serve the Downtown, University Hill, Boulder Junction Districts, and beyond by providing quality programs, parking, enforcement, maintenance, and diversified mobility choice with the highest level of customer service, efficient management, and effective problem-solving.

Department Overview

Administration

Provides administrative oversight and support, and strategic direction to the department and partnerships with key stakeholders, both externally and throughout the city organization. Provides staff liaison support to four advisory boards: Downtown Management Commission, University Hill Commercial Area Management Commission, and two Boulder Junction Access Districts: Parking and Transportation Demand Management.

Business Services

The Business Services function includes providing excellent customer service to the department through the delivery of business and financial services, including financial modeling and analysis, information technology support, staff training and development programming, process improvement programming and support, and departmental data analytics in the support of strategic decision-making and operations.

Access & Parking

Maintains and operates downtown, Boulder Junction, University Hill, and citywide public automobile and bicycle parking infrastructure, including two surface lots and six garages, totaling more than 2,240 auto parking spaces and more than 1,300 bike racks. Additionally, provides operations for the on-street parking and Neighborhood Parking Program (10 current neighborhood zones). Provides external customer services in selling parking products and assisting visitors and residents with access and parking needs. Uses education and enforcement to manage parking in the downtown, Boulder Junction and University Hill commercial areas, in 12 Neighborhood Parking Permit (NPP) zones, and citywide.

Economic Vitality

Supports and coordinates efforts throughout the city organization and with partner groups in the community to nurture and enhance the entrepreneurial spirit of the community; support long-term economic sustainability through strategic initiatives; support Boulder businesses with assistance services, retention and outreach efforts, and incentive programs; and support targeted efforts in the downtown, Boulder Junction, and University Hill commercial areas.

District Management & Placemaking

Manages the public space on University Hill, downtown, and Boulder Junction, including the Pearl Street Mall; coordinate with business organizations; plan for and coordinate public space capital improvements within commercial districts; and manage street-related special events permitting in the downtown and on University Hill.

2019 Accomplishments

- Analyzed all funds and determined true cost of operating services, setting foundation for General Fund savings and long-term fund health for all general improvement districts.
- Successfully completed the citywide retail study and developed process for strategy determination.
- Successfully implemented new point of sale software system and online customer portal for Neighborhood Parking Permit renewals and enhanced parking-related lobby services

Community Vitality Budget

2019 Accomplishments, Continued

- Hosted and participated in public engagement to solicit feedback and input for the project scoping of the replacement of the pay stations (on-street meters).
- Created the first department-wide Capital Improvement Plan to address deferred maintenance and responsibly plan for other future public improvements within all general improvement districts.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Community Vitality	\$ 225,000	-	\$ 39,770	-
<i>New/Enhanced Program</i>				
Pay Station Replacement Project (General Fund Portion Only, total \$1.225M)	225,000	-	-	-
<i>Cost Escalation of Existing Service</i>				
EcoPass Program within University Hill District	-	-	39,770	-

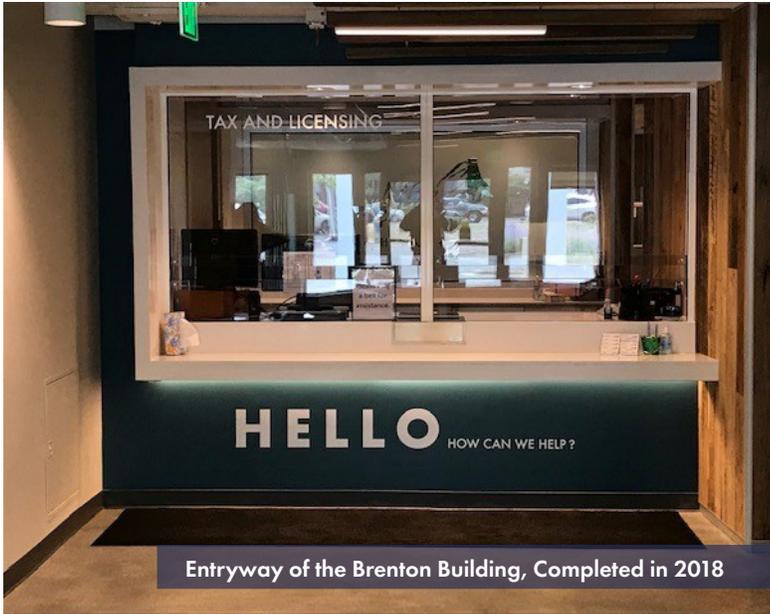
Based on the most recent numbers from RTD (2017), the CAGID EcoPass Program annually issues approximately 6,900 EcoPasses, generating over 328,000 individual annual rides. This results in improved access to the downtown and reduces the downtown workforce's carbon footprint.

Community Vitality Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	8.95	\$ 1,502,960	7.95	\$ 1,716,472	8.25	\$ 1,747,624	0.30	\$ 31,152
Subtotal	8.95	\$ 1,502,960	7.95	\$ 1,716,472	8.25	\$ 1,747,624	0.30	\$ 31,152
District Management/Placemaking								
Programs/Sponsorship - BID/DBP	-	\$ 109,952	-	\$ 86,341	-	\$ 115,000	-	\$ 28,659
Public Space Enhancements & Special Events	0.50	143,909	0.50	161,909	0.50	127,873	-	(34,036)
Civic Area Planning	-	-	-	-	-	-	-	-
Subtotal	0.50	\$ 253,861	0.50	\$ 248,250	0.50	\$ 242,873	-	\$ (5,377)
Economic Vitality (EV)								
Business Incentive Programs	-	\$ 239,696	-	\$ 150,000	-	\$ 150,000	-	\$ -
EV Program and Sponsorships	1.00	434,080	1.00	441,662	1.00	323,997	-	(117,665)
City Vitality Operations & Management	1.00	-	1.00	-	1.00	177,246	-	177,246
Subtotal	2.00	\$ 673,776	2.00	\$ 591,662	2.00	\$ 651,243	-	\$ 59,580
Parking and Access: Operations, Maintenance, and Enforcement								
TDM & Eco Pass Program	0.50	\$ 1,308,429	0.50	\$ 1,887,930	1.00	\$ 1,764,837	0.50	\$ (123,093)
On Street Meters Operations and Maintenance	3.00	600,924	3.00	786,587	2.85	745,708	(0.15)	(40,879)
On Street Meters - Enforcement	7.00	638,207	7.00	753,791	7.45	782,059	0.45	28,268
Facility & Garage Maintenance	10.50	1,850,904	10.50	1,872,508	10.50	1,106,613	-	(765,895)
Neighborhood Parking Program	4.50	115,058	4.50	93,868	4.70	351,686	0.20	257,818
Special Event and Other Enforcement	2.74	248,192	2.74	293,141	2.20	260,686	(0.54)	(32,455)
Customer Service and Service Contracts & Fees	8.56	435,587	8.56	575,033	8.56	922,485	-	347,452
CAGID Parking Refunds	-	5,476	-	16,000	-	16,000	-	-
Chautauqua Area Management / NPP	-	191,101	-	-	-	-	-	-
Subtotal	36.80	\$ 5,393,878	36.80	\$ 6,278,858	37.26	\$ 5,950,074	0.46	\$ (328,784)
Capital Improvement Program, Cost Allocation, and Debt Service								
Capital Improvement Program	-	\$ 799,129	-	\$ 947,040	-	\$ 1,515,000	-	\$ 567,960
Cost Allocation and Transfers	-	395,107	-	564,739	-	930,135	-	365,396
Debt Service	-	1,849,826	-	1,251,717	-	1,252,402	-	685
Subtotal	-	\$ 3,044,062	-	\$ 2,763,496	-	\$ 3,697,537	-	\$ 934,041
Total	48.25	\$ 10,868,537	47.25	\$ 11,598,738	48.01	\$ 12,289,351	0.76	\$ 690,613
EXPENDITURE BY CATEGORY								
Personnel		\$ 3,088,053		\$ 3,381,614		\$ 3,703,209		\$ 321,595
Operating		4,736,423		5,603,627		5,227,665		(375,962)
Capital		799,129		947,040		1,515,000		567,960
Debt Service		1,849,826		1,251,717		1,250,117		(1,600)
Cost Allocation and Transfers		395,107		414,739		593,360		178,621
Total		\$ 10,868,537		\$ 11,598,738		\$ 12,289,351		\$ 690,613
STAFFING AND EXPENDITURE BY FUND								
General	18.78	\$ 2,274,639	19.10	\$ 2,441,822	18.60	\$ 2,518,690	(0.50)	\$ 76,868
Governmental Capital	-	-	-	-	-	225,000	-	225,000
Downtown Commercial District	25.39	7,720,409	24.25	7,321,938	26.12	7,815,914	1.87	493,976
University Hill Commercial District	4.03	521,380	3.55	596,158	2.22	632,342	(1.33)	36,184
Boulder Junction Access GID-Parking	0.03	115,583	0.18	575,404	0.69	605,416	0.52	30,012
Boulder Junction Access GID-TDM	0.03	236,526	0.18	663,416	0.38	491,989	0.21	(171,427)
Total	48.25	\$ 10,868,537	47.25	\$ 11,598,738	48.01	\$ 12,289,351	0.76	\$ 690,613

Finance Budget



Entryway of the Brenton Building, Completed in 2018

2020 Recommended Budget \$11,845,680

Department Divisions

- Administration
- Accounting & Treasury
- Budget
- Payroll & Accounts Payable / Receivable
- Purchasing
- Revenue, Tax Audit, & Licensing
- Risk Management

2020 Key Initiatives

- Onboard and train new employees to support risk management and licensing functions to address workload, improve customer service, mitigate risks, and increase strategic focus.
- Continue with internal control audits and consultations.
- Continue implementation of purchasing assessment recommendations, including maturing the purchasing liaison program.
- Launch new sales tax system, complete an upgrade of city's financial system (Munis), implement Budgeting for Community Resilience grant recommendations, and support implementation of citywide Retail Strategy.
- Continue to host and provide trainings; provide advice, expertise and support as the city stands up the new Marijuana Licensing Authority.

Department Funding



- General Fund 59.5%
- Sugar-Sweetened Beverage Distribution Tax Fund < 1%
- Property & Casualty Insurance Fund 22%
- Workers Compensation Insurance Fund 18%



47.00 FTE

Finance Budget

Department Mission

The Finance Department is an innovative leader and partner in fiscal stewardship. The empowered and knowledgeable finance team provides timely support and consistent guidance to fulfill our customers' needs.

Department Overview

Administration

Administration directs activities and ensures communication and collaboration with city departments related to city financial matters. In addition, it is responsible for the administration of the following: Munis enterprise resource planning (ERP) system; special projects; and flood recovery grants.

Accounting & Treasury

The Accounting & Treasury division includes general accounting functions, external financial reporting, internal audit, daily cash management, debt management, bond disclosure, and other compliance requirements. In addition, this division manages the Compensated Absences Fund, which is used to fund vacation and sick-time payouts when employees leave the city organization.

Budget

The Budget division coordinates citywide operating budget development activities, collaborates with the Planning Department and other departments to create the Capital Improvement Program (CIP), provides budgetary support and guidance to city departments, performs budgetary forecasting and analysis, engages in long-range financial planning, and performs policy analysis at the request of the City Manager.

Payroll & Accounts Payable / Receivable

The Payroll & Accounts Payable/Receivable division performs payroll functions, including processing of paychecks and W2s; accounts payable and accounts receivable functions including vendor tax documentation; and other functions such as financial document imaging, records retention, and centralized mail coordination. This division ensures compliance with federal and state payroll, pension, and other tax reporting requirements.

Purchasing

The Purchasing division is responsible for managing the city's procurement process and execution of contracts for constructing capital improvements, purchasing tangible personal property, obtaining insurance policies, purchased services, and consulting services.

Revenue, Tax Audit, & Licensing

The Revenue, Tax Audit, & Licensing division provides business licensing (sales tax licensing), tax collection, reporting, education, and enforcement functions for sales and use taxes, accommodation taxes, admission taxes, and other city transactional taxes. The regulatory licensing function of the division includes compliance and issuances or renewal of regulatory licenses such as liquor licenses, medical and recreational marijuana business licenses, and special event licenses.

Risk Management

The Risk Management division plays an essential role in minimizing risk exposure for city employees, residents and visitors, and the city's fleet and facilities. The division works closely with departments, providing training, guidance, and recommendations to safely meet objectives. This division also manages the city's insurance programs, including workers' compensation insurance and liability insurance.

Finance Budget

2019 Accomplishments

- Focused on employee professional development, encouraged training, and continued cross training efforts.
- As a result of a purchasing card audit and purchasing operational assessment, implemented more consistent and best practices, which included mandatory trainings and a purchasing liaison program.
- Completed substantial progress on the implementation of a new sales tax system that will have a state-of-the-art online customer interface and will allow for significantly improved customer service, data analysis, and reporting. The system is scheduled to go live in February 2020.
- Completed a Budgeting for Community Resilience grant-funded study to develop a more rigorous, data driven approach to budgeting to be more resilient to changing environmental and economic conditions.
- Implemented additional financial system (Munis ERP) modules, hosted and provided trainings, including fraud training, purchasing training, and risk 101 training; provided analytic and technical expertise support to citywide initiatives including Local Energy, Hill Hotel, Broadband, and the Marijuana Advisory Panel.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Finance	\$ 399,474	1.00	\$ 254,898	1.00
<i>New/Enhanced Program</i>				
Citywide Amazon Prime Subscription	-	-	4,000	-
License Specialist to Support Marijuana Advisory/Licensing Board	2,400	-	86,824	1.00
Samba Safety Driver License Monitoring	-	-	36,000	-
Revenue Software System Replacement Final Implementation (total \$1.1M)	185,000	-	-	-
Americans with Disabilities Act (ADA) – Self-Evaluation and Transition Plan	125,000	-	-	-
Purchasing Card Data Analysis	-	-	5,000	-
Risk Management Specialist	800	-	81,174	-
<i>Continuation of One-Time Program</i>				
Extension of Collections Agent	76,274	1.00	-	-
<i>Cost Escalation of Existing Service</i>				
Mail Room - Courier Funding	-	-	18,900	-
Munis Training and Additional Modules for Version 2019	10,000	-	-	-
Employee Training and Dues	-	-	10,000	-
Tax Audit Services	-	-	13,000	-

The Finance Department annually answers over 10,000 sales tax customer emails and process over 60,000 tax transactions.

Finance Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration, ERP, and Special Projects	5.00	\$ 795,313	4.00	\$ 842,847	5.00	\$ 1,027,792	1.00	\$ 184,945
Flood Recovery	2.50	204,899	-	-	-	-	-	-
Subtotal	7.50	\$ 1,000,212	4.00	\$ 842,847	5.00	\$ 1,027,792	1.00	\$ 184,945
Accounting and Treasury								
Financial Reporting	4.50	\$ 677,310	5.00	\$ 777,728	5.00	\$ 869,992	-	\$ 92,264
Portfolio and Debt Management	0.50	52,334	0.50	41,408	0.50	43,673	-	2,265
Subtotal	5.00	\$ 729,644	5.50	\$ 819,136	5.50	\$ 913,664	-	\$ 94,528
Budget								
Budget Development, Forecasting, and Policy Analysis	6.00	\$ 646,506	5.50	\$ 751,606	5.50	\$ 725,539	-	\$ (26,067)
Subtotal	6.00	\$ 646,506	5.50	\$ 751,606	5.50	\$ 725,539	-	\$ (26,067)
Payroll and Accounts Payable/Receivable								
Payroll	4.00	\$ 344,089	4.00	\$ 354,669	4.00	\$ 372,517	-	\$ 17,848
Payment and Receipt Processing	2.00	167,978	2.00	147,034	2.00	153,224	-	6,190
Centralized Mail Services	0.50	76,181	-	38,700	-	62,711	-	24,011
Subtotal	6.50	\$ 588,248	6.00	\$ 540,403	6.00	\$ 588,451	-	\$ 48,048
Purchasing								
Purchasing Management and Compliance	4.00	\$ 396,548	4.00	\$ 373,571	4.00	\$ 429,437	-	\$ 55,866
Subtotal	4.00	\$ 396,548	4.00	\$ 373,571	4.00	\$ 429,437	-	\$ 55,866
Revenue, Tax Audit, and Licensing								
Dog Licensing	0.50	\$ 42,311	0.50	\$ 48,024	-	\$ -	(0.50)	\$ (48,024)
Green Tag Licensing	0.25	4,424	0.25	18,488	-	-	(0.25)	(18,488)
Liquor Licensing	1.57	199,071	1.50	182,140	1.50	202,419	-	20,279
Medical Marijuana Licensing	1.12	101,136	1.10	102,643	1.60	148,549	0.50	45,906
Recreational Marijuana Licensing	1.72	160,793	1.70	177,486	3.20	314,223	1.50	136,737
Other Licensing	0.45	32,322	0.45	33,678	0.20	17,583	(0.25)	(16,095)
Tax Audit	5.50	410,682	4.50	406,928	4.50	446,657	-	39,729
Sales Tax Licensing	4.00	349,898	5.00	1,007,041	6.00	2,233,463	1.00	1,226,421
Subtotal	15.11	\$ 1,300,637	15.00	\$ 1,976,427	17.00	\$ 3,362,894	2.00	\$ 1,386,466
Risk Management								
Property and Casualty Insurance	2.00	\$ 2,117,436	2.00	\$ 2,397,113	2.00	\$ 2,645,810	-	\$ 248,697
Worker's Compensation Insurance	2.00	1,470,410	2.00	2,729,434	2.00	2,152,092	-	(577,342)
Subtotal	4.00	\$ 3,587,846	4.00	\$ 5,126,547	4.00	\$ 4,797,902	-	\$ (328,645)
Total	48.12	\$ 8,249,640	44.00	\$ 10,430,537	47.00	\$ 11,845,680	3.00	\$ 1,415,144
EXPENDITURE BY CATEGORY								
Personnel		\$ 4,126,942		\$ 4,454,744		\$ 4,995,157		\$ 540,413
Operating		3,957,479		5,822,257		6,695,396		873,139
Interdepartmental Charges		119,425		104,202		105,054		852
Cost Allocation		45,794		49,333		50,073		740
Total		\$ 8,249,640		\$ 10,430,537		\$ 11,845,680		\$ 1,415,144
STAFFING AND EXPENDITURE BY FUND								
General	43.62	\$ 4,623,907	39.50	\$ 5,260,258	42.50	\$ 7,002,232	3.00	\$ 1,741,975
Sugar Sweetened Beverage Distribution Tax	0.50	37,887	0.50	43,733	0.50	45,547	-	1,814
Property and Casualty Insurance	2.00	2,117,436	2.00	2,397,113	2.00	2,645,810	-	248,697
Worker's Compensation Insurance	2.00	1,470,410	2.00	2,729,434	2.00	2,152,092	-	(577,342)
Total	48.12	\$ 8,249,640	44.00	\$ 10,430,537	47.00	\$ 11,845,680	3.00	\$ 1,415,144

Fire-Rescue Budget



2020 Recommended Budget
\$22,988,881

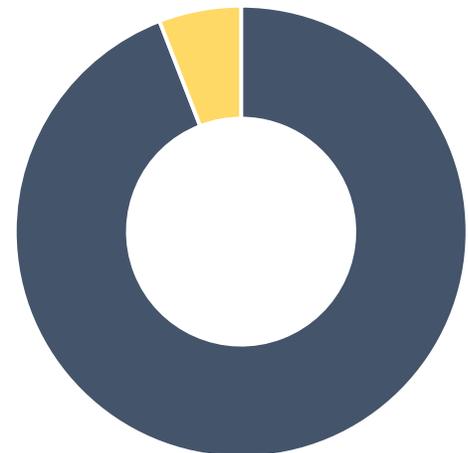
Department Divisions

- Administration
- Community Risk Reduction
- Emergency Services
- Internal Support

2020 Key Initiatives

- Achieve fire service accreditation through the Center for Public Safety Excellence.
- Complete design and planning and begin construction of Fire Station No. 3.
- Complete year one of Master Plan implementation with a focus on foundational modifications and/or enhancements to achieve alignment with stated community goals.
- Complete labor negotiations with International Association of Fire Fighters (IAFF) Local 900 with a focus on making organizational advancements for firefighter health and safety, workforce development, and succession planning.

Department Funding



■ General Fund 94%

■ Capital Improvement - Community, Culture, Safety Tax Fund 6%



124.00 FTE

Fire-Rescue Budget

Department Mission

The Boulder Fire-Rescue Department protects lives and property from harm through effective risk reduction, emergency response, and recovery assistance.

Department Overview

Administration

Administration provides strategic oversight and visioning, as well as financial, performance management, and data analytics for the department. The Administration division includes the Office of the Chief, who serves as the main point of representation for the department in areas of community importance, including long-term community risk mitigation planning and interagency relations, such as mutual aid agreements with neighboring jurisdictions.

Community Risk Reduction

Community Risk Reduction provides fire prevention services through public education, coordinated engineering, and enforcement initiatives. The public education program targets specific groups based on risk and key demographics. The workgroup also offers evaluation and intervention for children ages 3 to 18 who have been involved in a fire-setting incident. Community Risk Reduction also provides inspection and enforcement services to ensure existing buildings and new construction meet fire and safety code requirements, as well as providing fire cause and origin determination on all fires.

Emergency Services

Emergency Services provides a full range of emergency response services as noted in the City Charter, Boulder Valley Comprehensive Plan, and Department Master Plan. These services include responding to structure fires, wildland fire mitigation and response, water rescues, technical rescues, hazardous materials response, and emergency medical services. These services are carried out by sworn personnel who staff seven strategically located stations throughout the city. Several of these emergency response functions are fulfilled through contracts with cooperative entities to ensure resiliency and cost-effective service provision.

Internal Support

Internal Support provides the services necessary to run the department on a daily basis, including facilities and fleet maintenance, technology support, supplies and equipment maintenance, procurement and human resources management, occupational health, and training. The training program in particular provides an ongoing curriculum for all of the sworn personnel, helping them maintain the skills needed to handle the wide variety of community risks. These include emergency medical skills and various fire-fighting and life-saving certifications based on national standards.

2019 Accomplishments

- Completed Master Plan update, incorporating Standards of Cover, Community Risk Assessment, and community input.
- Continued to enhance Emergency Medical Services delivery to include a “pit crew” response model across the department for cardiac events to improve patient outcomes.
- Completed purchase of 1.85 acres of land at 2751 and 2875 30th Street for the relocation of Fire Station No.3 to meet community needs in alignment with community, culture, and safety tax.
- Fully implemented a performance-based program management model with internal and external dashboarding to tie outcomes to the utilization of department resources.

Fire-Rescue Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Emergency Operations								
Fire-Rescue	24.25	\$ 4,010,747	24.25	\$ 3,944,105	24.25	\$ 4,086,761	-	\$ 142,656
Wildland Response	8.00	1,007,245	8.00	978,364	8.00	1,039,189	-	60,825
Water Rescue	24.25	3,241,620	24.25	3,178,323	24.25	3,313,043	-	134,720
Hazardous Materials	24.25	3,383,800	24.25	3,325,213	24.25	3,450,433	-	125,220
Emergency Medical Services	24.25	4,029,053	24.25	3,823,773	24.25	4,251,835	-	428,062
Subtotal	105.00	\$ 15,672,465	105.00	\$ 15,249,778	105.00	\$ 16,141,261	-	\$ 891,483
Community Risk Reduction								
Public Education	2.67	\$ 304,897	2.67	\$ 297,086	2.67	\$ 298,699	-	\$ 1,613
Code Enforcement	4.17	462,885	3.17	414,050	4.17	496,848	1.00	82,798
Investigations	1.16	202,565	1.16	166,834	1.16	234,271	-	67,437
Subtotal	8.00	\$ 970,346	7.00	\$ 877,970	8.00	\$ 1,029,818	1.00	\$ 151,848
Internal Support								
Facilities (Stations)	0.45	\$ 972,491	0.45	\$ 672,422	0.45	\$ 1,713,876	-	\$ 1,041,454
Fleet	0.45	1,131,761	0.45	1,273,685	0.45	1,345,600	-	71,915
Supplies & Equipment	0.45	227,539	0.45	129,402	0.45	437,908	-	308,506
Technology	1.13	398,138	1.13	412,744	1.13	520,035	-	107,291
Safety Equipment	0.63	341,279	0.63	502,699	0.63	249,017	-	(253,682)
Human Resources	0.13	45,844	0.13	73,884	0.13	25,052	-	(48,832)
Occupational Health	0.63	186,308	0.63	210,280	0.63	220,704	-	10,424
Training	3.13	548,984	3.13	625,754	3.13	642,238	-	16,484
Subtotal	7.00	\$ 3,852,344	7.00	\$ 3,900,870	7.00	\$ 5,154,430	-	\$ 1,253,560
Administration								
Strategic Planning	2.00	\$ 412,898	2.00	\$ 323,092	2.00	\$ 348,062	-	\$ 24,970
Finance	2.00	290,354	2.00	235,483	2.00	238,457	-	2,974
Collaborating Agency Relationships	-	218,402	-	311,600	-	76,853	-	(234,747)
Subtotal	4.00	\$ 921,654	4.00	\$ 870,175	4.00	\$ 663,372	-	\$ (206,803)
Total	124.00	\$ 21,416,809	123.00	\$ 20,898,793	124.00	\$ 22,988,881	1.00	\$ 2,090,088
EXPENDITURE BY CATEGORY								
Personnel		\$ 17,385,058		\$ 16,905,289		\$ 17,765,823		\$ 860,534
Operating		2,020,069		1,674,658		1,819,453		144,795
Interdepartmental Charges		2,011,682		2,018,846		2,052,605		33,759
Capital		-		300,000		1,351,000		1,051,000
Total		\$ 21,416,809		\$ 20,898,793		\$ 22,988,881		\$ 2,090,088
STAFFING AND EXPENDITURE BY FUND								
General	123.22	\$ 21,292,000	123.00	\$ 20,598,793	124.00	\$ 21,637,881	1.00	\$ 1,039,088
Open Space	0.78	124,809	-	-	-	-	-	-
Community, Culture, & Safety Tax	-	-	-	300,000	-	1,351,000	-	1,051,000
Total	124.00	\$ 21,416,809	123.00	\$ 20,898,793	124.00	\$ 22,988,881	1.00	\$ 2,090,088

The original Boulder city councilors (trustees as they were originally known) were the town's fire wardens. Besides directing fire extinguishing activities, the fire wardens were responsible for carrying out fire inspections in the city.

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General Governance Budget



**2020 Recommended Budget
\$3,738,076**

Department Divisions

- Contingency
- Non-Departmental Contracts
- Citywide Memberships
- Citywide Programs

Department Overview

Contingency

The City Manager's Contingency includes funds set aside for unforeseen matters that may arise during the fiscal year.

Non-Departmental Contracts

Non-Departmental Contracts are annual contracts that promote or benefit the city.

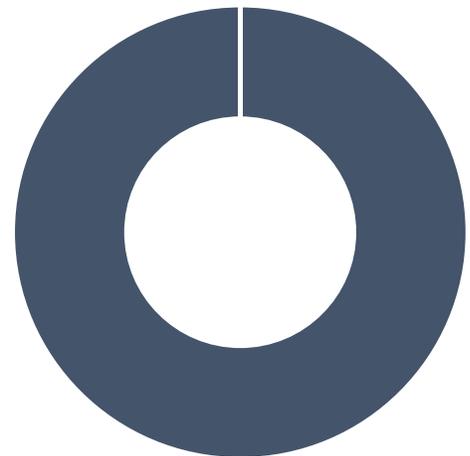
Citywide Memberships

Citywide Memberships includes funds for memberships in organizations for city departments and council that assist the city in influencing regional and national decision-making.

Citywide Programs

Funding for citywide programs are funds for programs with an associated time frame or for planning and development of new programs to meet future needs of the city.

Department Funding



■ General Fund 100%

General Governance Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
General Governance	\$ (175,000)	-	\$ 155,792	-
New/Enhanced Program				
Big Ideas 2020	25,000	-	-	-
Reduce City Manager Contingency for One Year	(200,000)	-	-	-
Tribal Consultation	-	-	75,000	-
Cost Escalation of Existing Service				
Office of Emergency Management (moved from Fire Department)	-	-	75,000	-
Citywide Memberships	-	-	5,792	-

Department Detail

	2018 Actual Amount	2019 Approved Budget Amount	2020 Recommended Budget Amount	Variance 2019 to 2020 Amount
EXPENDITURE BY PROGRAM				
City Manager's Contingency				
Extraordinary Personnel	\$ -	\$ 119,916	\$ 119,916	\$ -
Manager's Contingency	80,060	336,166	136,166	(200,000)
Subtotal	\$ 80,060	\$ 456,082	\$ 256,082	\$ (200,000)
Non-Departmental Contracts				
Convention and Visitors Bureau	\$ 2,054,942	\$ 2,175,014	\$ 2,329,300	\$ 154,286
Humane Society Building Loan	60,000	60,000	60,000	-
Office of Emergency Management	-	-	285,000	285,000
Tribal Consultation	-	-	37,500	37,500
Negotiations Support	19,644	46,393	46,393	-
Channel 22	60,179	-	-	-
Subtotal	\$ 2,194,765	\$ 2,281,407	\$ 2,758,193	\$ 476,786
Citywide Memberships				
Denver Regional Council of Governments	\$ 43,300	\$ 46,872	\$ 49,543	\$ 2,671
Colorado Municipal League	78,033	81,177	85,783	4,606
Metro Mayors Caucus	8,623	9,871	8,686	(1,185)
National League of Cities	7,816	8,989	8,689	(300)
Rocky Flats Stewardship Coalitions	1,000	1,000	1,000	-
Colorado Communication and Utility	-	6,000	6,000	-
Alliance for Innovation	7,650	7,650	7,650	-
International Town and Gown Assoc.	-	400	400	-
Colorado Climate Future Coalition	30,000	30,000	30,000	-
Mayor's Innovation Alliance	2,000	2,300	2,300	-
Subtotal	\$ 178,422	\$ 194,259	\$ 200,051	\$ 5,792
Citywide Programs				
West Nile Virus / IPM	\$ 257,566	\$ 258,750	\$ 258,750	\$ -
Citywide Special Events / Coordinator	131,040	126,000	126,000	-
Training and Technology	11,995	-	13,000	13,000
Event Support and Sponsorships	98,036	93,000	80,000	(13,000)
Community Survey	34,335	21,000	21,000	-
Big Ideas Conference Host	-	-	25,000	25,000
Subtotal	\$ 532,972	\$ 498,750	\$ 523,750	\$ 25,000
Total	\$ 2,986,219	\$ 3,430,498	\$ 3,738,076	\$ 307,578
EXPENDITURE BY CATEGORY				
Operating	\$ 2,986,219	\$ 3,430,498	\$ 3,738,076	\$ 307,578
Total	\$ 2,986,219	\$ 3,430,498	\$ 3,738,076	\$ 307,578
EXPENDITURE BY FUND				
General	\$ 2,986,219	\$ 3,430,498	\$ 3,738,076	\$ 307,578
Total	\$ 2,986,219	\$ 3,430,498	\$ 3,738,076	\$ 307,578

Note:

No budgeted FTE included in City Manager's Contingency, Non-Departmental Contracts, Citywide Memberships, or Citywide Programs.

Housing & Human Services Budget



**2020 Recommended Budget
\$21,797,721**

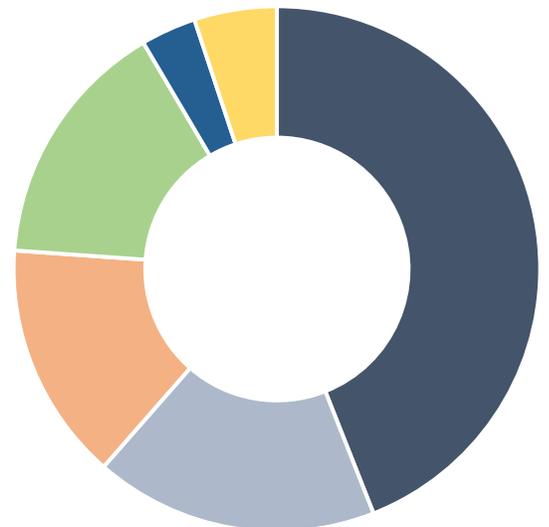
Department Divisions

- Administration
- Community Relations
- Policy & Planning
- Housing Asset Management
- Community Investment
- Family Services
- Senior Services

2020 Key Initiatives

- Continue implementation of the Homelessness Strategy, including achieving housing goals, fully implementing integrated data for improved outcome tracking, and refining a new adult homeless service system.
- Continue investing city's housing and human services financial resources, aligning direct services with expanding partnerships to achieve outcome-driven goals as identified in the Human Services Strategy, Health Equity initiative, Housing Strategy, the Economic Sustainability Strategy, Resilience Strategy, and the Boulder Valley Comprehensive Plan (BVCP).
- Pursue identification of Boulder as a Lifelong Colorado community, removing barriers and implementing strategies to ensure Boulder is a livable community for all ages and abilities.
- Further the development of key affordable housing development and preservation projects in the city. The completion of various projects will add approximately 380 additional units in 2020.
- Continue promotion of the city's Human Rights Ordinance protecting against discrimination in housing, employment, and public accommodation, including the addition of two new protected classes - immigration status and source of income.

Department Funding



- General Fund 44%
- Sugar-Sweetened Beverage Distribution Tax Fund 17%
- Affordable Housing Fund 15%
- Community Housing Assistance Program (CHAP) Fund 16%
- Community Development Block Grant (CDBG) Fund 3%
- HOME Investment Partnership Grant Fund 5%



48.75 FTE

Housing & Human Services Budget

Department Mission

The Housing and Human Services Department creates a healthy, socially thriving, and inclusive community by supporting human services programming and creating diverse housing options serving Boulder residents.

Department Overview

Administration

Oversees department operations including finance, budget, and communications. Provides direction to work programs and policy development in pursuit of housing, human services, and homelessness strategies and goals. Serves as a leader in regional partnership development and coordination.

Community Relations

Community Relations consists of the Human Relations Commission (HRC), the Community Mediation Service (CMS), and Office of Human Rights (OHR). HRC is charged with identifying and addressing human relations issues and social problems, fostering positive community relations and protecting human rights, and making social policy recommendations to City Council. The HRC allocates funding to the community for cultural events and diversity and inclusion programs. CMS provides community conflict resolution services for city residents, and in some instances, organizations and businesses, including landlord-tenant and neighborhood disputes and restorative justice. OHR enforces the Human Rights and Failure to Pay Wages Ordinances. Community Relations also coordinates annual community-wide events and celebrations, such as Martin Luther King, Jr. Day, Immigrant Heritage Month, and Indigenous Peoples Day.

Policy & Planning

Leads initiatives to address community housing needs, social policy and equity issues through community and stakeholder engagement; supportive policy, market, and data analysis; and development of effective policies and programs. The division identifies and creates effective social response systems and oversees development and implementation of the Housing, Human Services, and Homelessness Strategies. Coordinates with other city departments, community organizations, and partners to implement city programs, policies, and regulations including the Inclusionary Housing ordinance, Homelessness Strategy, and the Boulder County Regional Housing Partnership. This group establishes and monitors appropriate metrics to measure program success and effectiveness. Team also staffs the Housing Advisory Board.

Housing Asset Management

Serves the community by promoting and implementing the City of Boulder's Affordable Homeownership Program. Asset Management also protects the integrity of the city's affordable housing programs by ensuring compliance with state, federal, and city rules and regulations.

Community Investment

Community Investment invests financial resources and provides technical assistance to housing partners and community-serving agencies. Local and federal housing funds create and preserve affordable housing; federal community development funding improves community facilities and supports programs serving low- and moderate-income persons; Human services funding supports the operations of community nonprofits; health equity funding furthers health promotion, wellness programs, and chronic disease prevention to address health equity; and the Substance Education and Awareness grant funds community education and prevention programs for children, youth, and families related to substance and recreational marijuana use and impacts. Community Investment also participates in regional housing activities, serving as the lead agency for the Boulder Broomfield HOME Consortium and the Boulder County Regional Housing Partnership.

Housing & Human Services Budget

Family Services

Family Services includes the Child Care Subsidy Program, financial assistance to support low- and lower-middle-income families in paying for quality, affordable child care, and Family Resource Schools, a partnership with the Boulder Valley School District (BVSD) to provide outreach, direct services, and referrals for families and children to remove academic and non-academic barriers to success in five Boulder elementary schools. Family Services promotes youth leadership development and engagement through the Youth Opportunities Program and the City Manager-appointed Youth Opportunities Advisory Board (YOAB), which advises the city on youth-related issues in the community and distributes grants to local nonprofits, organizations, and individual youth for social, educational, and cultural activities with an emphasis on low-income youth.

Senior Services

Senior Services provides programs and services for older adults at the East and West Senior Centers, including enrichment programs, resource seminars and support groups, wellness programs, day trips, resource and referral for community services, and short-term case management for vulnerable older adults. Senior Services administers the city's food tax rebate program for families, individuals with disabilities, and older adults with lower incomes. The division collaborates with Boulder County and community agencies to plan, coordinate, and evaluate services for older adults, including the Age Well Boulder County Strategic Plan, and staffs the City Manager-appointed Senior Community Advisory Committee (SCAC). The committee provides consultation and expertise to city staff on policy and programs related to older adults and serves as city liaison to the Boulder Seniors Foundation.

2019 Accomplishments

- Expanded the city's affordable housing goal from 10% to 15% of all residential properties as permanently affordable, of which 1,000 need to be deed-restricted middle-income homes. The 15% goal has a target completion date by 2035.
- Added 37 low/moderate income affordable homes in August 2019 with another 98 anticipated by the end of the year.
- Reported that 7.9% of homes in the city are permanently affordable.
- Community Relations, at the suggestion of OUT Boulder, worked to update municipal ordinance language to become more gender inclusive, particularly in respect to being more inclusive and respectful of transgender individuals.
- Progressed on development projects furthering the city's commitment to creating and preserving diverse housing options in Boulder. In partnership with Boulder Housing Partners, the city is progressing on the development of 30Pearl, a mixed-use development offering a total of 166 new housing opportunities that include 120 low/moderate and 20 middle-income permanently affordable homes. Ponderosa Community Stabilization continued its entitlement path, including annexation into the city, preparation for infrastructure replacement and improvements, and design of housing options serving the residents of the community.
- Adopted a Manufactured Housing Strategy that identifies guiding principles and a prioritized list of actions by the city, park residents, and park owners to further BVCP policies.
- Through coordinated efforts aligned with the Homelessness Strategy, helped 211 adults exit homelessness through June, including the provision of housing for 121 people, family reunification services for 66 people, and participation opportunities in other programs for 24 people.

Housing & Human Services Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Housing & Human Services	\$ 585,975	-	\$ 605,541	0.25
<i>New/Enhanced Program</i>				
Housing Opportunities for People Experiencing Homelessness (Voucher Program)	-	-	558,687	-
Community Relations/Human Rights Specialist (from 0.75 FTE to 1.0 FTE)	-	-	21,854	0.25
<i>Continuation of One-Time Program</i>				
Lease of 2691 30th Street (from Homelessness Reserve)	101,975	-	-	-
Severe Weather Shelter (from Homelessness Reserve)	184,000	-	-	-
Severe Weather Shelter Capital Improvement (from Homelessness Reserve)	300,000	-	-	-
<i>Cost Escalation of Existing Service</i>				
Case Management System User Licenses	-	-	25,000	-

Since its inception in 2017, \$7.5 million of health equity funding has been used for programs aimed at decreasing health disparities and increasing health equity in Boulder.

Housing & Human Services Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	9.85	\$ 1,583,921	7.85	\$ 1,349,804	8.50	\$ 1,372,025	0.65	\$ 22,221
Subtotal	9.85	\$ 1,583,921	7.85	\$ 1,349,804	8.50	\$ 1,372,025	0.65	\$ 22,221
Family Services								
Early Childhood Programs	0.29	\$ 142,378	0.29	\$ 239,906	0.28	\$ 239,580	(0.01)	\$ (326)
Family Resource Schools	6.77	878,267	6.77	881,746	5.32	770,987	(1.45)	(110,759)
Prevention and Intervention	-	146,167	-	148,430	-	148,430	-	-
Youth Opportunities Program	-	-	-	-	1.15	314,438	1.15	314,438
Subtotal	7.06	\$ 1,166,812	7.06	\$ 1,270,082	6.75	\$ 1,473,435	(0.31)	\$ 203,353
Community Relations								
Community Relations and Human Relations Commission	1.30	\$ 200,397	1.30	\$ 208,958	1.50	\$ 253,272	0.20	\$ 44,314
Office of Human Rights	0.98	90,361	0.98	96,929	1.00	95,071	0.02	(1,858)
Youth Opportunities Program	1.30	330,420	1.30	314,054	-	-	(1.30)	(314,054)
Community Mediation	2.61	244,536	2.61	252,305	2.00	199,423	(0.61)	(52,882)
Subtotal	6.19	\$ 865,714	6.19	\$ 872,246	4.50	\$ 547,766	(1.69)	\$ (324,480)
Community Funding & Planning								
Community Funding	3.50	\$ 5,644,446	3.50	\$ 7,196,544	3.00	\$ 7,181,145	(0.50)	\$ (15,399)
Planning	5.00	1,579,086	3.00	1,295,142	4.00	2,389,361	1.00	1,094,219
Subtotal	8.50	\$ 7,223,532	6.50	\$ 8,491,686	7.00	\$ 9,570,506	0.50	\$ 1,078,820
Senior Services								
Food Tax Rebate Program	0.28	\$ 25,978	0.28	\$ 24,734	0.42	\$ 36,504	0.14	\$ 11,770
Senior Centers	4.44	361,751	4.44	408,121	3.84	344,361	(0.60)	(63,760)
Senior Resources	2.85	345,016	2.85	277,710	2.79	294,304	(0.06)	16,594
Senior Health & Wellness	0.82	155,091	0.82	130,651	1.19	178,812	0.37	48,161
Senior Social Programs	1.08	106,661	1.08	134,126	1.26	149,537	0.18	15,411
Subtotal	9.47	\$ 994,497	9.47	\$ 975,342	9.50	\$ 1,003,518	0.03	\$ 28,176
Housing								
Community Investment	4.00	\$ 16,833,130	4.00	\$ 9,073,395	3.00	\$ 6,074,134	(1.00)	\$ (2,999,261)
Asset Management	3.00	615,022	3.00	684,575	5.00	925,715	2.00	241,140
Planning and Policy	4.50	488,405	4.50	501,267	4.50	520,329	-	19,062
Subtotal	11.50	\$ 17,936,557	11.50	\$ 10,259,237	12.50	\$ 7,520,178	1.00	\$ (2,739,059)
Cost Allocation and Transfers								
Cost Allocation and Transfers		\$ 259,626		\$ 286,915		\$ 310,293		\$ 23,378
Subtotal		\$ 259,626		\$ 286,915		\$ 310,293		\$ 23,378
Total	52.57	\$ 30,030,659	48.57	\$ 23,505,312	48.75	\$ 21,797,721	0.18	\$ (1,707,591)
EXPENDITURE BY CATEGORY								
Personnel		\$ 4,695,740		\$ 4,843,256		\$ 5,060,274		\$ 217,018
Operating		24,434,477		18,217,934		16,243,765		(1,974,169)
Interdepartmental Charges		180,256		157,207		183,389		26,182
Capital		460,560		-		-		-
Cost Allocation		259,626		286,915		310,293		23,378
Total		\$ 30,030,659		\$ 23,505,312		\$ 21,797,721		\$ (1,707,591)
STAFFING AND EXPENDITURE BY FUND								
General Fund	32.83	\$ 8,740,067	28.83	\$ 8,384,541	29.42	\$ 9,486,932	0.59	\$ 1,102,391
Grants (General Fund)	2.54	236,198	2.51	245,000	2.23	245,000	(0.28)	-
Sugar Sweetened Beverage Distribution Tax	1.00	2,362,136	1.00	3,737,488	1.00	3,754,453	-	16,965
Affordable Housing	7.88	11,617,175	7.88	6,346,889	7.84	3,166,090	(0.04)	(3,180,799)
Community Housing Assistance Program	4.97	4,531,562	4.97	2,964,740	5.00	3,318,987	0.03	354,247
Community Development Block Grant	2.35	586,227	2.38	732,101	2.26	732,101	(0.12)	-
HOME Investment Partnership Grant	1.00	1,957,294	1.00	1,094,553	1.00	1,094,158	-	(395)
Total	52.57	\$ 30,030,659	48.57	\$ 23,505,312	48.75	\$ 21,797,721	0.18	\$ (1,707,591)

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Human Resources Budget



Staff Participate in Leadership Philosophy Employee Forum

2020 Recommended Budget
\$4,609,646

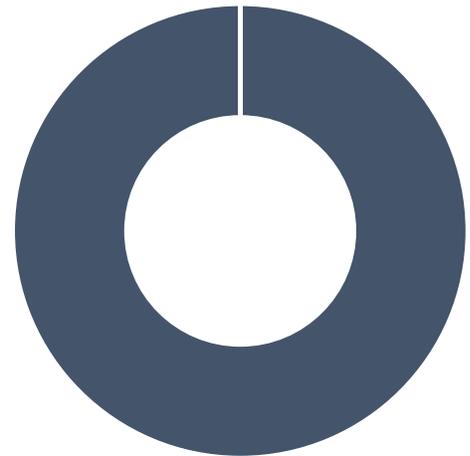
Department Divisions

- Administration
- Business Partnership & Labor Relations
- Learning
- Organizational Effectiveness
- Talent Acquisition
- Total Rewards (Benefits, Compensation, & Well-Being)

2020 Key Initiatives

- Conduct Human Resources (HR) Strategic Services Assessment and implement recommendations.
- Plan, solicit, and contract for HR Information System and develop people-analytics program.
- Deploy Organizational Effectiveness strategies.
- Guide new classification and compensation structure decision(s) and implement results.
- Continue to focus on approaching recruitment, retention, employee development, total rewards, and learning through a racial and gender equity lens.

Department Funding



■ General Fund 100%



23.00 FTE

Human Resources Budget

Department Mission

The Human Resources (HR) Department seeks to maximize the city's significant investment in people by fostering a culture and brand that embody our core values, and by aligning our workforce to best meet desired citywide business outcomes. This is done by providing services focused on improving the employee experience to attract, retain, and reward high performing staff at all levels of the city organization.

Department Overview

Administration

HR Administration, inclusive of the department's Director and Deputy Director, collaborates across the city organization to lead the strategic vision of Human Resources. The Administration team provides business services related to building a thoughtful HR customer experience and managing the department's operations and budget. It also deploys business tools to plan and monitor the status of strategic initiatives, core services, and budget. Administration manages the department's technology portfolio, provides people-analytics services, and partners with Innovation & Technology to best enable HR services with technology.

Business Partnership & Labor Relations

HR Business Partners (HRBPs) work collaboratively with the city's workforce to provide people-oriented solutions based on expertise in human resources and broad-based knowledge of city operations. HRBPs assist in strategy development for the clients they support in areas such as hiring and selection, compensation and classification, retention and talent development, and employee/labor relations.

This team manages the city's negotiation strategies and processes to create union contracts with collective bargaining units: Boulder Municipal Employees Association (BMEA), International Association of Fire Fighters (IAFF), and Boulder Police Officers Association (BPOA). The team also advises employees and supervisors on contract interpretation and application.

Learning

The Learning function designs and delivers high-quality training solutions to all city employees. The learning program is aligned to the city's organizational effectiveness framework and administered via in-person and digital platforms.

Organizational Effectiveness

Organizational Effectiveness provides tools and resources that promote citywide talent development, leadership, and a high-performance culture. It oversees employee engagement, retention efforts, and the city's performance development strategy. This work is integrated across the enterprise and executed around seven core organizational effectiveness strategies: build leaders throughout the organization; empower performance and career development; advance equity, inclusion, and diversity; facilitate sustainable organizational change; activate employee engagement; enable innovation and risk-taking; and foster a culture of balance, health, and well-being.

Talent Acquisition

Talent Acquisition supports all departments in attracting and hiring the best talent to meet their business objectives. Talent Acquisition partners with Total Rewards to attract talent by promoting the city's competitive compensation, benefits, and lifestyle perks and establishing strong employer brand awareness.

Human Resources Budget

Total Rewards (Benefits, Compensation, & Well-Being)

Benefits manages the City of Boulder employee benefits program. This includes benefits selection and renewal strategies, open enrollment administration, and benefits management for medical, dental, vision, life, other supplemental insurance, and voluntary products. It also provides benefits outreach, retirement consulting, and ensures compliance with the Family and Medical Leave and Affordable Care acts.

Compensation oversees the city's compensation and classification strategies and policies, and conducts market studies to provide fair and competitive compensation.

Well-Being develops and manages the citywide wellness program, "Well-Being @Work," that aims to support employees in improving their health, morale, and engagement. This work is led by the Well-Being Coordinator and supported by staff wellness champions from city departments across the organization.

2019 Accomplishments

- Completed citywide job classification and compensation analysis and proposed recommendations for future year compensation structure.
- Implemented a talent acquisition function to drive citywide recruitment of top talent.
- Continued growth of in-house HR subject matter expertise (including staff that bring skills related to HR strategy and operations, talent acquisition, business partnership, compensation, learning, customer experience).
- Implemented working-parent benefits including infant-at-work and expanded parental leave.
- Enhanced employee tools (learning management system, onboarding, performance development, benefits enrollment).

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Human Resources	\$ 250,000	-	\$ 350,000	-
<i>New/Enhanced Program</i>				
Classification & Compensation Phase I (total cost TBD)	-	-	350,000	-
Human Resources Information System (HRIS) Phase I	250,000	-	-	-

The city hired 497 new staff in the first half of 2019 (52% of whom are seasonal staff).

Human Resources Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Strategy	3.00	\$ 484,842	3.00	\$ 547,317	2.00	\$ 374,638	(1.00)	\$ (172,679)
Business & Technology Services	2.63	326,878	3.00	336,041	3.00	558,814	-	222,773
Diversity, Equity, and Inclusion ¹	1.00	35,124	1.00	221,556	-	-	(1.00)	(221,556)
Other Administration	-	98,125	-	145,621	-	150,000	-	4,379
Class & Comp Project Implementation	-	-	-	-	-	750,000	-	750,000
Subtotal	6.63	\$ 944,968	7.00	\$ 1,250,535	5.00	\$ 1,833,451	(2.00)	\$ 582,917
Business Partnership & Labor Relations								
Business Partnership & Labor Relations	8.00	\$ 650,386	8.00	\$ 1,400,635	6.00	\$ 901,252	(2.00)	\$ (499,383)
Subtotal	8.00	\$ 650,386	8.00	\$ 1,400,635	6.00	\$ 901,252	(2.00)	\$ (499,383)
Learning²								
Learning	3.00	\$ 761,182	3.00	\$ 468,512	2.00	\$ 327,191	(1.00)	\$ (141,321)
Subtotal	3.00	\$ 761,182	3.00	\$ 468,512	2.00	\$ 327,191	(1.00)	\$ (141,321)
Organizational Effectiveness²								
Organizational Effectiveness	-	\$ -	-	\$ -	1.00	\$ 152,320	1.00	\$ 152,320
Subtotal	-	\$ -	-	\$ -	1.00	\$ 152,320	1.00	\$ 152,320
Talent Acquisition³								
Talent Acquisition	-	\$ -	-	\$ -	2.00	\$ 300,945	2.00	\$ 300,945
Subtotal	-	\$ -	-	\$ -	2.00	\$ 300,945	2.00	\$ 300,945
Total Rewards								
Benefits Administration	5.00	\$ 579,392	4.00	\$ 452,235	5.00	\$ 578,286	1.00	\$ 126,051
Compensation ⁴	-	-	-	-	1.00	156,688	1.00	156,688
Well-Being Programs & Administration	1.00	314,809	1.00	475,247	1.00	359,513	-	(115,734)
Subtotal	6.00	\$ 894,201	5.00	\$ 927,482	7.00	\$ 1,094,487	2.00	\$ 167,005
Total	23.63	\$ 3,250,737	23.00	\$ 4,047,164	23.00	\$ 4,609,646	-	\$ 562,482
EXPENDITURE BY CATEGORY								
Personnel		\$ 2,638,829		\$ 2,656,524		\$ 2,701,506		\$ 44,982
Operating		547,958		1,316,319		1,848,825		532,506
Interdepartmental Charges		63,950		74,320		59,315		(15,005)
Total		\$ 3,250,737		\$ 4,047,164		\$ 4,609,646		\$ 562,482
STAFFING AND EXPENDITURE BY FUND								
General	23.63	\$ 3,250,737	23.00	\$ 4,047,164	23.00	\$ 4,609,646	-	\$ 562,482
Total	23.63	\$ 3,250,737	23.00	\$ 4,047,164	23.00	\$ 4,609,646	-	\$ 562,482

Note:

¹Diversity, Equity, and Inclusion work moved to the City Manager's office in mid 2019.

²Beginning in 2020, Learning will be managed separately from Organizational Effectiveness.

³Talent Acquisition is a new function. 2018 actuals and 2019 budgeted are included in Business Partnerships.

⁴Compensation is a new function. 2018 actuals and 2019 budgeted are included in Business Partnerships.

Innovation & Technology Budget



Children Play on Pearl Street Mall

**2020 Recommended Budget
\$13,946,478**

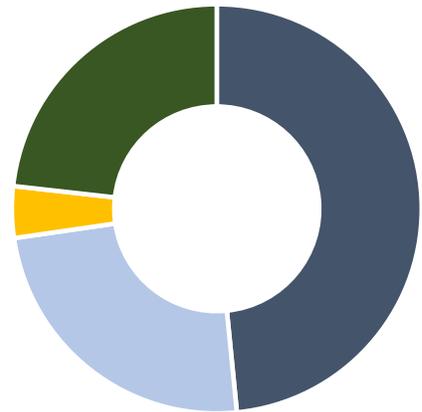
Department Divisions

- Administration
- Capital, Non-IT, & Citywide Items
- Infrastructure Services
- Application Services
- Project Management Office
- Customer Engagement
- Innovation & Analytics
- Technology Security Services

2020 Key Initiatives

- Complete a significant amount of the construction of the broadband backbone.
- Replace the citywide Constituent Relationship Management system and implement a new citywide website.
- Evaluate shared data files on city systems and move relevant content to SharePoint to leverage cloud storage.
- Implement a new data management strategy and related infrastructure in support of smart cities work.
- Implement on-line endorsement of initiative petitions, as authorized by Measure 2G.

Department Funding



- General Fund 49%
- Governmental Capital Fund (tied to General Fund) 24%
- Telecommunications Fund 4%
- Computer Replacement Fund 23%



44.00 FTE

Innovation & Technology Budget

Department Mission

The Innovation and Technology (IT) Department enables impactful, efficient, and high-quality services for constituents through operational effectiveness, innovation, and technology systems. Our services include technology leadership, citywide IT administration, and procurement support; support for over 1,600 employees and thousands of end user computing devices, keeping the city connected and available via critical infrastructure, including nearly 200 miles of fiber optic network, hundreds of servers, and two data centers; managing and providing constituent facing and business critical applications; integrating, analyzing, and managing our city's data, improving business processes, implementing technology projects and systems; keeping our constituents, employees, data, and systems secure from cyber threats; engaging and training city employees in technology; and driving innovation and transformation in Boulder's operations through experimentation, training, and culture change.

Department Overview

Administration

The IT Administrative division provides overall leadership, strategic planning, and management support to the other divisions of IT, including financial management and administration of citywide technology funds.

Capital, Non-IT, & Citywide Items

The Capital, Non-IT, & Citywide Items group includes partial funding for major citywide technology initiatives. The most notable item in this category is the funding for the IT Capital Improvement Plan, which supports broadband project activities.

Infrastructure Services

The Infrastructure Services Division provides a reliable and robust data, voice, and fiber optic communications infrastructure supporting over 1,600 city employees, telephones, workstations, mobile devices, and over 350 physical and virtual servers providing voice, e-mail, Web, GIS, database, and office productivity services. Infrastructure Services also takes a leadership role in the research, selection, and implementation of new devices, Internet of Things (IoT), server, storage, managed cloud services, and telecommunication technologies to help improve city services now and in the future.

Application Services

The Application Services division provides software support, application development, data management, software implementation, and reporting support to both the city's customer-facing municipal services (e.g. city website, Police, Fire-Rescue, Parks and Recreation, Public Works Utilities, maintenance, etc.) and internal business operations (e.g. Human Resources, Finance, etc.). The division is increasingly focused on the use of new application and data analysis technologies to integrate systems and provide new, online services and digital information.

Project Management Office

The IT Project Management Office (PMO) delivers management and consulting services for numerous city initiatives. The IT PMO specializes in meeting the city's project management, business analysis, and process improvement needs in the technology space. Internally, the Project Management Office supports all IT work planning efforts, IT resource management, and procurement related activities such as contracting and request for proposal (RFP) processes.

Customer Engagement

The Customer Engagement division is made up of the IT Service Desk, IT Training, and IT Communications workgroups. The IT Service Desk team provides phone and email-based technical support to all city staff members with a focus on first-call resolution whenever possible. If issues cannot be resolved at the Service Desk, they are triaged to the appropriate team. The IT Training team facilitates a wide variety of modern, custom

Innovation & Technology Budget

Customer Engagement, Continued

training approaches for several technology tools used in the city by leveraging instructor-led training, user guides, videos, eLearning, media communications, drop-in sessions, and more. IT Communications manages connections with IT users, focusing on important changes and information in our technology environment.

Innovation & Analytics

The Innovation and Analytics division works as a citywide partner to improve overall city effectiveness. Division efforts are achieved through programs and initiatives focused on five key areas: 1) High Performance Government: Using process-driven continuous improvement to measure and manage city performance and better serve our constituents, as well as building and managing tools that improve transparency and accountability; 2) Data-driven Decision Making: Understanding, collaborating with, and leveraging city information assets for effective program outcomes; 3) Operational Efficiency: Mirroring innovative policies with shared, efficient, and transparent internal operations practices; 4) A Culture of Innovation: Seeking value-added changes, creative thinking and collaboration, and engaging our highly talented staff in problem-solving for the benefit of our entire community; 5) The Community as Resource: Seeking new solutions to our most pressing community challenges through new mechanisms for direct engagement with Boulder's highly talented community members.

Technology Security Services

The Technology Security Services division provides cyber protection, security incident handling and recovery services, vendor and application risk assessments, technology and process hardening, enterprise security safeguards, business continuity planning, policy development, and staff education. The Technology Security Services division is responsible for the city's statutory and industry compliance posture in the areas of privacy, healthcare, critical infrastructure, payment card, and criminal justice information. These services are provided to all city departments, city employees, and persons associated with the city such as volunteers, boards and commissions members, and City Council members.

2019 Accomplishments

- Built approximately 60 miles of citywide broadband infrastructure, along with 10 miles of fiber laterals to key locations in the city including 20 low- and middle-income housing areas with low services, traffic signals, and radio towers. This will be the first step in core smart city infrastructure as well as closing the access gap in our community.
- Since 2017, the city has embarked on an ambitious program to transform the way the city manages, uses, and invests in IT through a program called IT transformation. The city has five programmatic areas of focus—Governance, Finance, Talent, Services, and Technology. IT is working to implement 15 significant improvements across five areas and have made progress against 13 of these improvements.
- Revised, improved, and automated nearly all the processes in the department in 2019, reducing ticket resolution times by more than 50%, improving and standardizing service delivery, and bringing more information to the hands of city staff to empower them with technology.
- Completed implementation of the city's innovation strategy, shifting into ongoing operations. The 2019 innovation results include transforming the strategic outlook for data in the city; bringing high-priority and visible data online to constituents, including police stop data, employee salary data and city spend data; enhanced data-driven decision making through development and use of metrics throughout the city; building a smart city framework; and building many effective partnerships with start-ups who are helping the city reach residents in new and creative ways.
- Enhanced the accessibility of city services to residents, including a move from the paper-based election petitioning process to an online system in which residents can access and sign voter-initiated petitions, referendums, and recalls from anywhere; piloted text-based communications with constituents; initiated transformation of the city website; and piloted the use of Alexa skills to support modern engagement in city activities.

Innovation & Technology Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Innovation & Technology	\$ 808,285	-	\$ 464,129	3.00
<i>New/Enhanced Program</i>				
Data Scientist (primarily for Police data)	-	-	107,202	1.00
Security Systems Administrator I	-	-	107,202	1.00
Broadband and Network Connectivity	125,000	-	90,000	-
Council Chambers Technology	118,285	-	23,657	-
Enterprise Constituent Relationship Management (CRM)	300,000	-	-	-
Unified System for Reporting and Data Analysis	250,000	-	-	-
<i>Continuation of One-Time Program</i>				
Innovation and Analytics Manager (Conversion to Ongoing)	-	-	136,068	1.00
<i>Cost Escalation of Existing Service</i>				
GIS Mapping	15,000	-	-	-

The managed print program streamlined the city's print operations, reducing the number of print vendors from six to one, and reducing the number of unique copier models in use from 40 to just 15.

Innovation & Technology Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	3.00	\$ 577,032	3.00	\$ 599,401	3.00	\$ 494,768	-	\$ (104,633)
Subtotal	3.00	\$ 577,032	3.00	\$ 599,401	3.00	\$ 494,768	-	\$ (104,633)
Customer Experience								
Service Desk	1.30	\$ 279,179	2.50	\$ 353,168	2.35	\$ 246,986	(0.15)	\$ (106,181)
Training	1.00	174,051	1.50	164,943	1.20	144,601	(0.30)	(20,342)
Subtotal	2.30	\$ 453,230	4.00	\$ 518,111	3.55	\$ 391,588	(0.45)	\$ (126,523)
Strategy and Innovation								
Innovation	2.00	\$ 257,424	2.00	\$ 373,277	3.00	\$ 451,633	1.00	\$ 78,356
Subtotal	2.00	\$ 257,424	2.00	\$ 373,277	3.00	\$ 451,633	1.00	\$ 78,356
Application Services								
Applications & Related Support	16.75	\$ 2,489,596	15.62	\$ 2,234,738	10.82	\$ 1,753,264	(4.80)	\$ (481,474)
Database Administration	1.00	150,285	1.13	176,107	1.13	181,304	-	5,197
Subtotal	17.75	\$ 2,639,881	16.75	\$ 2,410,845	11.95	\$ 1,934,568	(4.80)	\$ (476,277)
Project Management Office								
Project Management	-	\$ -	-	\$ -	5.00	\$ 663,710	5.00	\$ 663,710
Subtotal	-	\$ -	-	\$ -	5.00	\$ 663,710	5.00	\$ 663,710
Infrastructure Services								
(WAN/LAN/Wireless)	2.30	\$ 368,984	2.20	\$ 348,580	2.15	\$ 364,916	(0.05)	\$ 16,336
Server Administration	3.35	447,807	2.85	451,037	4.20	598,271	1.35	147,235
End-User Device and Office Automation Administration and Tier 2 Support	8.65	961,726	7.45	916,790	7.40	929,353	(0.05)	12,563
Subtotal	14.30	\$ 1,778,518	12.50	\$ 1,716,406	13.75	\$ 1,892,540	1.25	\$ 176,134
Security Services								
Security Administration	1.40	\$ 252,868	1.50	\$ 351,214	2.75	\$ 486,604	1.25	\$ 135,390
Subtotal	1.40	\$ 252,868	1.50	\$ 351,214	2.75	\$ 486,604	1.25	\$ 135,390
Citywide IT (non-departmental)								
IT Capital Money	-	\$ -	-	\$ 1,264,936	-	\$ -	-	\$ (1,264,936)
Telecom Connectivity	-	112,081	1.00	98,264	1.00	439,688	-	341,424
Computer Replacement Programs - Non CIP	1.00	2,430,720	1.00	2,281,006	-	2,898,908	(1.00)	617,902
Subtotal	1.00	\$ 2,542,801	2.00	\$ 3,644,206	1.00	\$ 3,338,596	(1.00)	\$ (305,610)
Capital Improvement Program								
Capital Improvement Program	-	\$ 375,014	-	\$ 1,851,200	-	\$ 4,292,472	-	\$ 2,441,272
Subtotal	-	\$ 375,014	-	\$ 1,851,200	-	\$ 4,292,472	-	\$ 2,441,272
Total	41.75	\$ 8,876,767	41.75	\$ 11,464,660	44.00	\$ 13,946,478	2.25	\$ 2,481,818
EXPENDITURE BY CATEGORY								
Personnel		\$ 5,124,832		\$ 5,160,773		\$ 5,495,501		\$ 334,728
Operating		3,429,903		3,771,618		3,847,604		75,986
Interdepartmental Charges		131,140		192,314		209,846		17,532
Capital		121,110		2,260,897		4,313,284		2,052,387
Other Financing Uses		69,781		79,058		80,244		1,186
Total		\$ 8,876,767		\$ 11,464,660		\$ 13,946,478		\$ 2,481,818
STAFFING AND EXPENDITURE BY FUND								
General	40.75	\$ 6,071,033	40.75	\$ 7,332,455	43.00	\$ 6,755,098	2.25	\$ (577,357)
Governmental Capital	-	-	-	-	-	3,385,000	-	3,385,000
Telecommunications	1.00	479,841	1.00	513,476	1.00	568,036	-	54,560
Computer Replacement	-	2,325,893	-	3,618,729	-	3,238,343	-	(380,386)
Total	41.75	\$ 8,876,767	41.75	\$ 11,464,660	44.00	\$ 13,946,478	2.25	\$ 2,481,818

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Library & Arts Budget



**2020 Recommended Budget
\$17,633,789**

Department Divisions

- Administration
- Public Services
- eServices
- Community Engagement & Enrichment
- Office of Arts & Culture

2020 Key Initiatives

- Continue planning of the North Boulder Branch Library project and associated public art.
- Implement facility floorplan and furnishing enhancements to improve patron access at the George Reynolds Branch Library.
- Partner with the Boulder Valley School District to increase access to educational databases for students and teachers.
- Building on the 2018 success, offer a new round of Neighborhood Murals to community members as part of the launch of the Creative Neighborhoods program.
- In collaboration with the Boulder Arts Commission, begin an initiative to define and create strategy for a statement of principles for the role of culture in the climate crisis.

Department Funding



- General Fund 51%
- Library Fund 9%
- Capital Development Fund 17%
- Capital Improvement - Community, Culture, Safety Tax Fund 23%



80.25 FTE

Library & Arts Budget

Department Mission

The Boulder Public Library connects people, ideas, and information to transform lives and strengthen our community.

The Boulder Office of Arts & Culture facilitates the success of this alignment in the creative community around the Vision for Culture: Together, we will craft Boulder's social, physical, and cultural environment to include creativity as an essential ingredient for the well-being, prosperity, and joy of everyone in the community.

Department Overview

Administration

Administration is comprised of the Office of the Director and administrative roles, including project/contract management and long-range planning, budget and accounts payable functions, public information, volunteer services, facilities maintenance, and administrative support for the Library Commission, the Arts Commission, and the Boulder Library Foundation. It also includes oversight of the Carnegie Library for Local History.

Public Services

Public Services includes customer service staff, materials circulation services, interlibrary loans, patron account maintenance, holds and prospector system administration, materials handling, and maintenance of the automated materials handling systems. The division supports reference and technology assistance and oversight of the Meadows, George Reynolds, and North Boulder (NoBo) Corner Library branch operations and programs.

eServices

eServices manages the administration and maintenance of library-specific IT systems and equipment, including the integrated library system and self-checkout machines, the public computer reservation and printing system, computer technology support, the library website, the public meeting room A/V equipment, library maker spaces, and resource services (receiving, processing, and cataloging library materials and resources).

Community Engagement & Enrichment

Community Engagement & Enrichment connects with the community through events and programs and provides literacy and learning for patrons of all ages. It also comprises collection development and the curation of library materials (books, music, movies, and more) and electronic resources (ebooks, informational databases, and streaming/downloadable content), outreach, and management of the Canyon Theater and Gallery exhibits. This division includes Youth Services, Collection Development, Programs, Events, Outreach, and the BoulderReads adult literacy program.

Office of Arts & Culture

Includes administration and oversight, cultural grants, creative sector programs, public art, support for cultural nonprofits, and support for individual artists and creative professionals. It also is responsible for administering support for the Dairy Center for the Arts, Boulder Museum of Contemporary Arts, the NoBo Art District, and the Arts Commission.

2019 Accomplishments

- Eliminated overdue fines on library materials for all patrons.
- Renovated Main Library public restrooms to be more inclusive for all library users.
- Launched inclusivity campaign, including an interactive art display about inclusive restrooms, Conversations in English program expansion, civic dialog and discourse engagement events, and media spotlights on immigrants who have gained skills and community at the library.

Library & Arts Budget

2019 Accomplishments, Continued

- Provided support to four community groups offering donations of public artwork to the city, including Pearl Street and the Civic Area locations.
- On advice from City Council, facilitated the process for the Boulder Arts Commission to incorporate a special facilities grant into the 2019 cultural grants cycle, distributing \$250,000 to nonprofits to leverage their venues for increased benefit of the community.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Library & Arts	\$ 100,000	-	\$ 371,200	1.50
<i>New/Enhanced Program</i>				
George Reynolds Branch Library Collection and Public Space Reconfiguration	100,000	-	-	-
North Boulder Branch Library Manager Regrade	-	-	20,800	-
Bilingual Youth Services Specialist	-	-	57,000	1.00
Volunteer Services Specialist (from 0.50 FTE to 1.0 FTE)	-	-	28,400	0.50
Creative Neighborhoods Program Launch	-	-	15,000	-
Shift Cultural Grants for Large Organizations from One-Time to Ongoing	-	-	250,000	-

The BLDG 61 Makerspace Space Camp program participants launched and collected data from a weather balloon that ascended to a record 103,400 feet.

Library & Arts Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Library Administration	4.00	\$ 816,450	4.00	\$ 1,140,604	4.00	\$ 894,553	-	\$ (246,051)
Library Facility and Asset Maintenance	-	154,890	-	305,320	-	300,585	-	(4,735)
Volunteer Services	1.00	94,714	1.00	94,089	1.50	132,455	0.50	38,366
Grant Programs	0.50	304,612	-	350,000	-	450,000	-	100,000
Subtotal	5.50	\$ 1,370,666	5.00	\$ 1,890,013	5.50	\$ 1,777,593	0.50	\$ (112,420)
Arts and Culture								
Arts Administration	3.00	\$ 490,229	3.00	\$ 465,759	3.00	\$ 494,859	-	\$ 29,100
Arts Grants	-	660,437	-	925,000	-	925,000	-	-
Arts Programs	0.50	28,259	0.50	27,578	0.50	44,986	-	17,408
Public Art Maintenance	-	74,266	-	30,000	-	30,000	-	-
Subtotal	3.50	\$ 1,253,191	3.50	\$ 1,448,337	3.50	\$ 1,494,845	-	\$ 46,508
Community Engagement and Enrichment								
BoulderReads	2.25	\$ 176,215	2.25	\$ 187,004	2.25	\$ 192,429	-	\$ 5,425
Carnegie Library for Local History	2.50	214,935	2.50	233,385	2.50	250,249	-	16,864
Programs, Events, & Outreach	5.25	525,084	5.50	526,442	5.25	468,767	(0.25)	(57,675)
Library Materials	5.50	1,513,128	5.25	1,571,795	5.50	1,608,586	0.25	36,791
Youth Services	6.00	347,419	6.00	359,103	7.00	534,947	1.00	175,844
Subtotal	21.50	\$ 2,776,781	21.50	\$ 2,877,729	22.50	\$ 3,054,978	1.00	\$ 177,249
Public Services								
Patron Services	21.50	\$ 1,293,693	21.25	\$ 1,318,826	21.25	\$ 1,366,194	-	\$ 47,368
Branch Libraries	14.00	899,205	14.50	887,680	15.50	1,024,294	1.00	136,614
Subtotal	35.50	\$ 2,192,898	35.75	\$ 2,206,506	36.75	\$ 2,390,488	1.00	\$ 183,982
eServices								
Resource Services	6.00	\$ 446,455	6.00	\$ 476,478	6.00	\$ 490,088	-	\$ 13,610
Technology Support	2.50	754,595	3.00	932,957	3.00	898,452	-	(34,505)
Flatirons Library Consortium	-	143,896	-	176,500	-	176,500	-	-
Makerspace	3.00	303,681	3.00	335,807	3.00	322,022	-	(13,785)
Subtotal	11.50	\$ 1,648,627	12.00	\$ 1,921,742	12.00	\$ 1,887,062	-	\$ (34,680)
Capital Improvement Program								
Capital Improvement Program	-	\$ -	-	\$ 1,021,176	-	\$ 7,028,823	-	6,007,647
Subtotal	-	\$ -	-	\$ 1,021,176	-	\$ 7,028,823	-	\$ 6,007,647
Total	77.50	\$ 9,242,163	77.75	\$ 11,365,503	80.25	\$ 17,633,789	2.50	\$ 6,268,286
EXPENDITURE BY CATEGORY								
Personnel		\$ 5,665,476		\$ 6,082,054		\$ 6,407,693		\$ 325,639
Operating		3,200,515		3,784,806		3,722,082		(62,724)
Interdepartmental Charges		376,172		477,467		475,191		(2,276)
Capital		-		1,021,176		7,028,823		6,007,647
Total		\$ 9,242,163		\$ 11,365,503		\$ 17,633,789		\$ 6,268,286
STAFFING AND EXPENDITURE BY FUND								
General	77.00	\$ 7,911,588	77.25	\$ 8,884,665	79.75	\$ 9,044,061	2.50	\$ 159,396
Library	0.50	1,330,575	0.50	1,459,662	0.50	1,560,905	-	101,243
Capital Development	-	-	-	-	-	3,000,000	-	3,000,000
Capital Improvement CCS	-	-	-	1,021,176	-	4,028,823	-	3,007,647
Total	77.50	\$ 9,242,163	77.75	\$ 11,365,503	80.25	\$ 17,633,789	2.50	\$ 6,268,286

Municipal Court Budget



2020 Recommended Budget
\$2,311,474

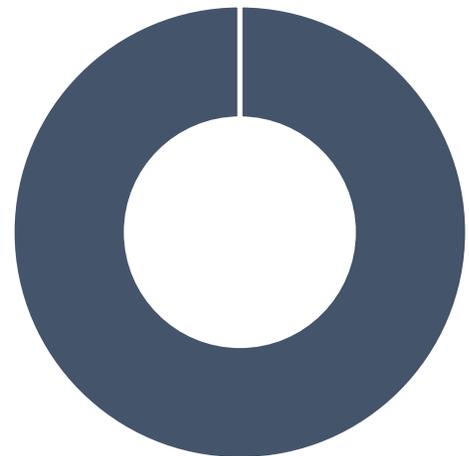
Department Divisions

- Administration
- Adjudication
- Case Management

2020 Key Initiatives

- Create and promote a robust teleworking model for court staff.
- Develop and broaden automated processes to replace manual processes.
- Adopt the citywide transition of files to SharePoint with more use of apps.

Department Funding



■ General Fund 100%



18.35 FTE

Municipal Court Budget

Department Mission

The Boulder Municipal Court provides an accessible, efficient, and impartial forum for all participants in cases involving municipal ordinance violations; adjudicates cases consistent with the law, the needs of the individual, and the community's values; and promotes public trust in both the justice system and local government.

Department Overview

Administration

Court Administration is responsible for achieving department goals and objectives; managing budgetary and financial information; assuring adherence to policies and regulations; and leading, developing, and supervising court staff. Staffing includes the Court Administrator, a Deputy Court Administrator, and administrative support for budget preparation, financial transaction processing, accounting/statistical analyses, technology enhancements, web management, including 24/7 online payment options, and various clerical responsibilities.

Adjudication

Adjudication consists of all court functions that occur in the courtroom. Judges preside over court sessions with animal, general, parking, photo radar, photo red light, and traffic violations, as well as selected administrative and civil hearings. Staff manage case flow in and out of the courtroom and set court dates. Adjudication includes the Presiding Judge's involvement with various external collaborators, including the campus-community alcohol coalition, Acting on Alcohol Concerns Together, and Boulder County Public Health's Substance Abuse Implementation Team.

Case Management

Case Management includes a variety of functions that comprise the core work of the court, including scheduling, payment processing, database management, collections, and other non-compliance actions, as well as interfacing with Department of Motor Vehicles (DMV) and the Colorado Bureau of Investigations (CBI). Court staff consists of front-line employees who interact with the public on the phone, at the counter, and in the courtroom. Probation staff monitor compliance with court orders regarding municipal violations that most affect the community and process cases for defendants at in-custody sessions at the Boulder County jail. Probation staff seek to leverage the court's contact with homeless individuals through a variety of efforts.

2019 Accomplishments

- Received a technical assistance grant from the Center for Court Innovation to explore implementing a community court. The grant expires in November 2019, but the court should be well-positioned to have a community court in 2020.
- Collaborated with judges and court administrators from across the country to facilitate the launch of the National Association of Municipal Courts under the umbrella of the National League of Cities. This work will continue into 2020 as the association matures and the membership grows.
- Experimented with warrant reduction strategies along with the prosecutor's office to reduce failure-to-appear warrants; including dismissing some low-level cases and utilizing alternative sentencing options to reduce the number of people who are arrested and booked at the jail.
- Started using more aggressive reminder mechanisms to proactively have people address their court cases.

Municipal Court Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	3.75	\$ 401,373	3.75	\$ 461,417	3.75	\$ 528,356	-	\$ 66,940
Subtotal	3.75	\$ 401,373	3.75	\$ 461,417	3.75	\$ 528,356	-	\$ 66,940
Adjudication								
Adjudication	4.60	\$ 604,426	4.60	\$ 620,357	4.60	\$ 655,393	-	\$ 35,036
Subtotal	4.60	\$ 604,426	4.60	\$ 620,357	4.60	\$ 655,393	-	\$ 35,036
Case Management								
Animal	1.40	\$ 128,818	1.20	\$ 131,667	1.20	\$ 130,005	-	\$ (1,662)
General	1.40	129,262	1.20	131,643	1.20	130,004	-	(1,639)
Parking	1.40	176,086	1.20	164,193	1.20	181,039	-	16,846
Photo Enforcement	1.40	120,787	1.20	116,443	1.20	121,088	-	4,645
Probation Services	4.00	400,066	4.00	414,113	4.00	435,581	-	21,468
Traffic	1.40	128,781	1.20	131,643	1.20	130,006	-	(1,637)
Subtotal	11.00	\$ 1,083,800	10.00	\$ 1,089,703	10.00	\$ 1,127,725	-	\$ 38,022
Total	19.35	\$ 2,089,599	18.35	\$ 2,171,477	18.35	\$ 2,311,474	-	\$ 139,997
EXPENDITURE BY CATEGORY								
Personnel		\$ 1,707,229		\$ 1,696,447		\$ 1,817,340		\$ 120,893
Operating		328,062		412,560		436,417		23,857
Interdepartmental Charges		54,308		62,471		57,717		(4,754)
Total		\$ 2,089,599		\$ 2,171,477		\$ 2,311,474		\$ 139,997
STAFFING AND EXPENDITURE BY FUND								
General	19.35	\$ 2,089,599	18.35	\$ 2,171,477	18.35	\$ 2,311,474	-	\$ 139,997
Total	19.35	\$ 2,089,599	18.35	\$ 2,171,477	18.35	\$ 2,311,474	-	\$ 139,997

Court administrators stay around for a long time at the court. In fact, more people have walked on the moon than have been Boulder Municipal Court administrators.

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Open Space & Mountain Parks Budget



Placard Informing Hikers at Chautauqua of OSMP's Master Plan

2020 Key Initiatives

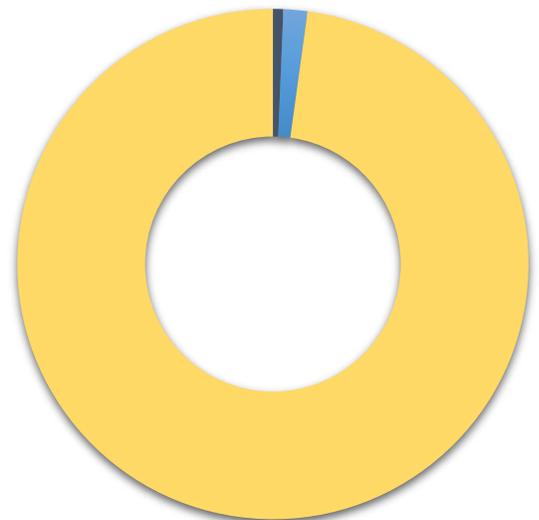
- In 2020, Open Space & Mountain Parks (OSMP) will begin to implement top priorities of the Master Plan approved in 2019. Key initiatives will align with focus areas, outcomes and strategies as outlined in the Plan.
- Improve soil health, integrate sustainable agricultural practices and resource protection, improve agricultural-related infrastructure, support the next generation of ranchers and farmers, and connect communities to agriculture and food.
- Foster connection with nature to improve wellness and reduce stress, continue to grow the Volunteer and Service-Learning program to teach stewardship as a responsible lifestyle, provide opportunities for all, and connect youth and families to nature.
- Safeguard large habitat blocks and corridors, maintain and restore grasslands, forests, wetlands and riparian areas, control invasive species, promote biodiversity of plants and animals, maintain soil health, and improve research and monitoring around ecological health.
- Use best management practices for recreation/visitor use, maintain and improve trails and visitor infrastructure, support enjoyable recreation opportunities on OSMP lands, assess appropriateness of potential passive recreation activities, protect scenic resources, and address visitation levels and growth where appropriate.
- To better equip staff to efficiently and effectively carry out the work of OSMP, make strategic department-wide capital investments. In 2020, continue to invest in asset management and other systems to understand total cost of system management in support of objectives in the Financial Sustainability focus area of the Master Plan.

2020 Recommended Budget
\$28,275,231

Department Divisions

- Office of the Director
- Central Services
- Community Connections & Partnerships
- Resources & Stewardship
- Trails & Facilities

Department Funding



- General Fund < 1%
- Lottery Fund < 2%
- Open Space Fund 98%



125.35 FTE

Open Space & Mountain Parks Budget

Department Mission

The Open Space & Mountain Parks (OSMP) Department preserves and protects the natural environment and land resources that characterize Boulder. The department fosters appreciation and uses that sustain the natural values of the land for current and future generations.

Department Overview

Office of the Director

The OSMP Director's team ensures strategic alignment of OSMP projects with the department's mission and priorities. This workgroup includes the Interim Director, the Interim Deputy Director, the Science Officer, the Community Relations Coordinator, and the four managers of the service areas outlined below.

Central Services

The Central Services workgroup provides support for the daily internal operations of the department. This workgroup offers real estate, information resources, and business services, including acquisition of land interests and management of easement requests; management of data, geographic information systems, and web content; and preparation, analysis, and management of the OSMP budget and related financial systems.

Community Connections & Partnerships

The Community Connections & Partnerships workgroup engages community members around the mission and vision of OSMP. This workgroup coordinates public-facing community efforts in planning, education and outreach, and Ranger services, including coordination of the OSMP Master Plan; Trail Study Area and other system plans; volunteer projects and services, as well as the Junior Ranger Program; and visitor engagement, emergency response, and law enforcement.

Resources & Stewardship

The Resources & Stewardship workgroup enhances Boulder's natural environment by protecting its ecological, agricultural, cultural, and water assets. This workgroup contains expertise in natural resource management, ecological systems, and recreation and cultural stewardship, including preservation and restoration of ecological, agricultural, water, historical, and cultural resources; tracking and monitoring of the variety of systems across OSMP; and research around visitor use and impacts.

Trails & Facilities

The Trails & Facilities workgroup supports the design, construction, and maintenance of OSMP's physical assets. This service area is responsible for maintaining OSMP's trails, trailheads and other access points; office buildings and other structures across the Open Space system; and the department's equipment and vehicle assets.

2019 Accomplishments

- Completed the Open Space and Mountain Parks Master Plan. The plan established focus areas, outcomes, and strategies that help shape the City of Boulder's approach to future stewardship questions, such as how to sustain ecosystem health at a time of increasing population growth and visitation and amid changing environmental conditions. From a budget perspective, the Master Plan also included three financial plans (fiscally constrained, action, and vision levels of investment).
- Preserved and restored natural resources. OSMP continued to implement top natural resource priorities of Grassland, Forestry, and Trail Study Area plans through integrated site planning and design review teams; investments in ecological funded research topics; and monitoring of important species. Specific projects included mule deer research, removal of invasive plants, and forest thinning operations.

Open Space & Mountain Parks Budget

2019 Accomplishments, Continued

- Preserved and enhanced agricultural resources. OSMP continued to implement top priorities of the Agricultural Management Plan, including work with tenants and lessees to accomplish goals; preparing properties for agricultural tenancy; and maintaining and improving agricultural infrastructure. A pilot project around soil health was developed and will continue in 2020.
- Engaged in regional collaboration. Partnered with other agencies to leverage OSMP’s interests through strategic property acquisition, coordination of joint programs and projects, and other avenues as needed (e.g. research grants, roundtables, and regional trail efforts including Rocky Mountain Greenway and the Boulder Creek Path extension).
- Focused on continuous improvement within the OSMP department. OSMP continued to assess and develop best practices related to OSMP’s scientific approach, data stewardship, planning and design, work plan, and budget management. In 2019, OSMP completed its assessment of undesignated trails, implemented a new work planning system, and worked citywide to identify and plan for a new asset management system.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Open Space & Mountain Parks	\$ -	-	\$ 200,000	-
<i>New/Enhanced Program</i>				
Prairie Dog Working Group Recommendation Implementation	-	-	200,000	-

OSMP recently completed a visitation study that shows that OSMP lands receive 6.25 million visits per year. Hiking, walking dogs, running, and biking were reported as the top primary activities of visitors.

Open Space & Mountain Parks Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Office of the Director								
Director's Team	6.00	\$ 1,239,675	6.00	\$ 1,083,448	6.00	\$ 1,187,859	-	\$ 104,410
Community Relations Office	2.00	246,044	2.00	200,173	2.00	218,035	-	17,862
Science Office	2.00	320,008	2.00	352,106	2.00	340,212	-	(11,894)
Subtotal	10.00	\$ 1,805,728	10.00	\$ 1,635,727	10.00	\$ 1,746,106	-	\$ 110,379
Central Services								
Business Operations	4.50	\$ 287,357	4.00	\$ 485,350	4.00	\$ 368,420	-	\$ (116,930)
Customer Service	5.00	595,291	4.00	386,769	4.00	998,546	-	611,777
Real Estate Services	4.75	529,977	5.00	537,887	5.00	560,057	-	22,170
Resource Information Services	7.55	1,300,293	7.75	1,307,780	7.75	1,355,842	-	48,062
Subtotal	21.80	\$ 2,712,919	20.75	\$ 2,717,786	20.75	\$ 3,282,866	-	\$ 565,080
Community and Partnerships								
Community Engagement	8.25	\$ 1,146,191	8.50	\$ 1,100,290	8.50	\$ 1,238,657	-	\$ 138,367
Junior Rangers	1.00	339,875	1.00	440,601	1.00	436,371	-	(4,230)
Outreach	2.00	434,313	2.00	379,304	2.00	431,814	-	52,510
Planning Services	5.00	697,219	6.00	659,816	6.00	807,349	-	147,533
Ranger Services	21.05	2,266,367	19.05	2,041,965	19.05	2,106,618	-	64,653
Subtotal	37.30	\$ 4,883,965	36.55	\$ 4,621,975	36.55	\$ 5,020,809	-	\$ 398,833
Resources and Stewardship								
Agricultural Management	3.00	\$ 358,074	5.00	\$ 370,023	5.00	\$ 585,506	-	\$ 215,483
Cultural Resources Program	2.00	207,718	2.00	213,839	2.00	236,808	-	22,969
Ecological Services from General Fund	-	-	-	-	2.00	184,661	2.00	184,661
Ecological Stewardship	5.05	621,614	5.05	601,403	5.05	762,485	-	161,082
Forest Ecology	4.25	619,462	3.50	545,897	3.50	547,685	-	1,789
Recreation and Cultural Stewardship	4.75	626,450	4.00	648,055	4.00	823,810	-	175,755
Restoration Plant Ecology	1.75	376,247	2.00	311,857	2.00	343,707	-	31,850
Vegetation Management	3.50	625,095	4.00	661,138	4.00	644,782	-	(16,356)
Water Rights Administration	2.00	494,151	2.00	489,811	2.00	522,382	-	32,571
Wildlife Ecology	3.00	639,626	3.00	478,597	3.00	493,449	-	14,852
Subtotal	29.30	\$ 4,568,437	30.55	\$ 4,320,622	32.55	\$ 5,145,276	2.00	\$ 824,654
Trails and Facilities								
Engineering Project Management	8.25	\$ 994,081	7.25	\$ 945,954	7.25	\$ 1,091,269	-	\$ 145,315
Equipment and Vehicles	1.00	1,127,967	1.00	1,025,087	1.00	1,013,546	-	(11,541)
Facility Management	4.00	848,799	4.00	1,536,572	4.00	929,715	-	(606,857)
Signs Graphics Display	2.00	241,890	2.00	262,177	2.00	301,949	-	39,772
Trails Stewardship	9.00	1,151,282	8.25	1,218,233	8.25	1,165,684	-	(52,548)
Trailhead Maintenance	2.75	588,809	3.00	514,120	3.00	612,137	-	98,017
Subtotal	27.00	\$ 4,952,828	25.50	\$ 5,502,141	25.50	\$ 5,114,299	-	\$ (387,842)
Capital Improvement Program, Cost Allocations, and Debt Service								
Capital Improvement Program	-	\$ 25,997,689	-	\$ 5,408,000	-	\$ 4,038,275	-	\$ (1,369,725)
Cost Allocation	-	1,960,444	-	2,090,102	-	2,121,454	-	31,352
Debt Service	-	5,239,224	-	3,344,410	-	1,806,146	-	(1,538,264)
Subtotal	-	\$ 33,197,357	-	\$ 10,842,512	-	\$ 7,965,875	-	\$ (2,876,637)
Total	125.40	\$ 52,121,233	123.35	\$ 29,640,763	125.35	\$ 28,275,231	2.00	\$ (1,365,532)
EXPENDITURE BY CATEGORY								
Personnel		\$ 14,464,072		\$ 14,038,215		\$ 15,424,854		\$ 1,386,640
Operating		3,320,369		3,632,273		3,727,273		95,000
Interdepartmental Charges		1,139,435		1,127,763		1,157,228		29,465
Capital		25,997,689		5,408,000		4,038,275		(1,369,725)
Cost Allocation		1,960,444		2,090,102		2,121,454		31,352
Debt Service		5,239,224		3,344,410		1,806,146		(1,538,264)
Total		\$ 52,121,233		\$ 29,640,763		\$ 28,275,231		\$ (1,365,532)
STAFFING AND EXPENDITURE BY FUND								
General	0.27	\$ 26,352	-	\$ -	2.00	\$ 184,661	2.00	\$ 184,661
Lottery	-	1,445,501	-	428,000	-	428,000	-	-
Open Space	125.13	50,649,380	123.35	29,212,763	123.35	27,662,570	-	(1,550,193)
Total	125.40	\$ 52,121,233	123.35	\$ 29,640,763	125.35	\$ 28,275,231	2.00	\$ (1,365,532)

Parks & Recreation Budget



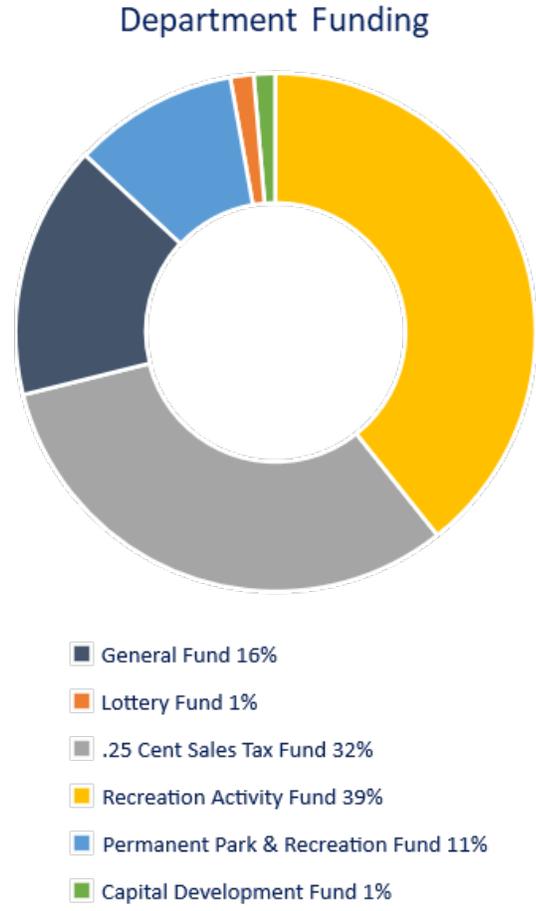
2020 Recommended Budget
\$29,634,008

Department Divisions

- Operations
- Planning & Ecological Services
- Business Services
- Community Building & Volunteerism

2020 Key Initiatives

- Kick off the Boulder Parks & Recreation Department Master Plan Update, which will ensure alignment of departmental programs, fund health, services, and facilities to meet the needs and goals of the community.
- Open and operate Scott Carpenter Pool and Boulder Reservoir Visitor's Services Center, which were funded through General Fund and community, culture, and safety tax.
- Complete a Recreation Facility Needs Assessment to determine the potential enhancements for each of our three recreation centers to ensure they meet the current and future health and wellness needs of the community.
- Design replacement for golf facilities formerly housed in the flood-destroyed Flatirons Events Center.




145.25 FTE

Parks & Recreation Budget

Department Mission

The Parks & Recreation Department promotes the health and well-being of the entire Boulder community by collaboratively providing high-quality parks, facilities, and programs. This mission will be accomplished through creative leadership, environmentally sustainable practices, and the responsible use of available resources.

Department Overview

Operations

The Operations team performs the day-to-day management of facilities and public spaces. This includes landscaping, grounds maintenance for nearly 1,800 acres of urban parkland, facility operations of recreation centers, outdoor pools, reservoir, and golf course, and programming in aquatics, arts, sports, therapeutic recreation, wellness, camps, youth outreach, and partner-delivered programming services.

Planning & Ecological Services

The Planning & Ecological Services team manages capital project planning, design and construction, forestry and natural lands, asset management and park renovation projects, and community engagement related to planning efforts.

Business Services

The Business Services function includes business and finance, marketing, communications, information technology, staff training and development, process improvement, and liaison work to the Parks & Recreation Advisory Board (PRAB) and City Council.

Community Building & Volunteerism

The Community Building & Volunteerism team coordinates system-wide volunteer efforts and facilitates private gifting towards asset enhancements and program underwriting. This work also includes the exploration of public/private partnerships to enhance visitor experiences and the sustainability of resources.

2019 Accomplishments

- Constructed a majority of the Scott Carpenter Pool Replacement Project and Boulder Reservoir Visitor's Services Center. Both facilities are planned to open for the 2020 season. Completed operational business plans for each facility to forecast annual operating, including the ongoing maintenance of the new facilities.
- In collaboration with the Parks & Recreation Advisory Board, analyzed and proposed level of service and fee practices at location-based facilities proposing sustainability of services, pricing package simplicity, and continuing service reach/access priorities (financial aid and subsidy for seniors, youth, and underserved populations).
- Implemented Beehive Asset Management Software to foster data-driven stewardship of public resources and facilitate improved financial planning for Parks & Recreation assets.
- Hosted over 100 special events throughout the parks system, with a focus on programming in the Civic Area.
- Implemented a base \$12 per hour wage for all employees, one year ahead of the state's minimum wage timeline.
- Formalized a Memorandum of Understanding with PLAY Boulder to help support the department's goals in developing key partnerships and sustainability of programs.

Parks & Recreation Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Parks & Recreation	\$ 10,000	-	\$ 115,252	3.25
<i>New/Enhanced Program</i>				
Surface Go Tablets	10,000	-	5,214	-
Seasonal Lifeguards Conversion to Standard Employees	-	-	-	3.25
<i>Cost Escalation of Existing Service</i>				
EXPAND Program Subsidy (due to loss of Medicaid Funding)	-	-	60,000	-
Recreation Activity Fund - Increase to Health and Wellness Transfer	-	-	15,857	-
Park Operations & Maintenance	-	-	34,181	-

Over 2,000 volunteers donate more than 20,000 hours of their time each year toward the upkeep and enhancement of city parks.

Parks & Recreation Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Business Services								
Department Administration	2.00	\$ 193,204	2.00	\$ 443,853	2.00	\$ 333,294	-	\$ (110,559)
Business Services & Marketing	16.37	1,613,740	12.50	1,443,906	14.25	1,848,452	1.75	404,546
Subtotal	18.37	\$ 1,806,944	14.50	\$ 1,887,759	16.25	\$ 2,181,746	1.75	\$ 293,987
Operations								
Recreation Administration	3.00	\$ 1,052,095	4.00	\$ 1,033,282	2.50	\$ 904,538	(1.50)	\$ (128,744)
Recreation Centers	16.75	2,571,682	17.25	2,658,227	16.00	2,762,740	(1.25)	104,513
Recreation Programs	9.00	1,687,982	7.00	1,410,790	8.00	1,800,354	1.00	389,564
Aquatics	5.00	1,440,197	5.00	1,408,880	9.50	1,929,989	4.50	521,109
Access and Inclusion	8.25	1,130,236	9.25	1,012,074	8.25	995,823	(1.00)	(16,251)
Golf	7.00	1,327,668	7.00	1,333,969	7.00	1,418,162	-	84,193
Reservoir	5.50	988,847	4.75	1,042,204	4.75	1,067,297	-	25,093
Sports	4.00	677,179	3.00	857,830	3.00	623,425	-	(234,405)
Urban Parks	40.00	5,237,813	40.00	5,240,940	40.00	5,510,509	-	269,569
Valmont City Park	3.00	421,484	3.00	431,196	3.00	426,073	-	(5,123)
Subtotal	101.50	\$ 16,535,183	100.25	\$ 16,429,392	102.00	\$ 17,438,911	1.75	\$ 1,009,519
Community Building & Volunteerism								
Special Events	1.00	\$ 262,725	1.00	\$ 251,799	1.00	\$ 262,974	-	\$ 11,174
Community Partnerships & Volunteerism	2.00	126,273	2.50	264,991	2.50	318,709	-	53,718
Subtotal	3.00	\$ 388,998	3.50	\$ 516,790	3.50	\$ 581,682	-	\$ 64,892
Planning & Ecological Services								
Planning & Project Management	7.50	\$ 712,992	7.00	\$ 834,008	7.25	\$ 837,125	0.25	\$ 3,117
Construction & Maintenance Management	5.00	378,684	5.00	339,716	5.00	446,067	-	106,351
Forestry	7.00	1,230,268	7.00	1,139,459	7.00	1,264,040	-	124,581
Natural Lands	4.00	378,218	4.25	440,783	4.25	444,158	-	3,375
Subtotal	23.50	\$ 2,700,162	23.25	\$ 2,753,966	23.50	\$ 2,991,389	0.25	\$ 237,423
Capital Improvement Program, Interdepartmental Charges, and Debt Service								
Capital Improvement Program		\$ 2,285,822		\$ 7,099,333		\$ 4,898,000		\$ (2,201,333)
Capital Refurbishment Program		167,601		200,000		400,000		200,000
Cost Allocation		607,269		681,789		692,017		10,228
Interdepartmental Charges		459,205		-		450,262		450,262
Interdepartmental Transfers		6,901		-		-		-
Subtotal		\$ 3,526,797		\$ 7,981,122		\$ 6,440,279		\$ (1,540,843)
Total	146.37	\$ 24,958,085	141.50	\$ 29,569,029	145.25	\$ 29,634,008	3.75	\$ 64,979
EXPENDITURE BY CATEGORY								
Personnel		\$ 14,393,997		\$ 14,694,780		\$ 15,899,244		\$ 1,204,464
Operating		7,204,891		7,093,127		7,694,485		601,358
Interdepartmental Transfers & Charges		1,073,375		681,789		1,142,279		460,490
Capital		2,285,822		7,099,333		4,898,000		(2,201,333)
Total		\$ 24,958,085		\$ 29,569,029		\$ 29,634,008		\$ 64,979
STAFFING AND EXPENDITURE BY FUND								
General	40.50	\$ 4,924,311	40.00	\$ 4,474,930	40.50	\$ 4,687,353	0.50	\$ 212,423
Lottery	-	283,932	-	428,000	-	428,000	-	-
.25 Cent Sales Tax	37.12	7,541,144	36.00	7,123,339	36.50	9,431,080	0.50	2,307,741
Recreation Activity	59.50	10,875,866	56.25	10,757,257	59.00	11,647,328	2.75	890,071
Permanent Park and Recreation	9.25	1,301,910	9.25	4,042,170	9.25	3,040,246	-	(1,001,924)
Boulder Junction Improvement	-	-	-	350,000	-	-	-	(350,000)
Capital Development Fund	-	30,922	-	-	-	400,000	-	400,000
Community, Culture, & Safety Tax	-	-	-	2,393,333	-	-	-	(2,393,333)
Total	146.37	\$ 24,958,085	141.50	\$ 29,569,029	145.25	\$ 29,634,008	3.75	\$ 64,979

Planning Budget



2020 Recommended Budget
\$6,203,135

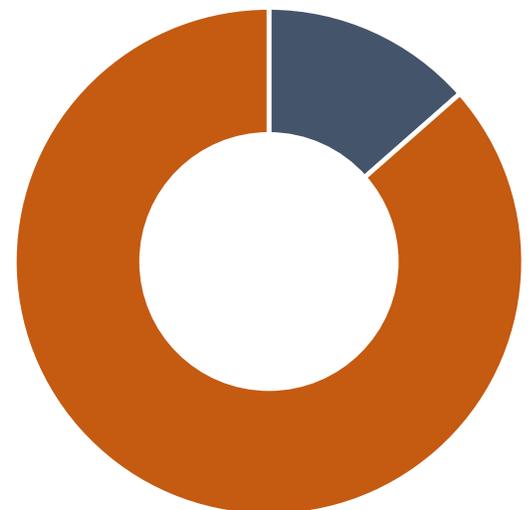
Department Divisions

- Comprehensive Planning
- Development Review
- Administrative Services

2020 Key Initiatives

- In collaboration with multiple city departments, the community, intergovernmental agencies, and area nonprofits, maximize completeness and accuracy in the 2020 United States Decennial Census.
- Make significant progress toward City Council priority initiatives, including East Boulder Subcommunity Plan, mid-term update to the Boulder Valley Comprehensive Plan, and additional land use code changes.
- Implement the recommendations of the Planning & Development Services Strategic Plan, including service and process improvements for the community and customers.

Department Funding



- General Fund 14%
- Planning & Development Services Fund 86%



44.03 FTE

Planning Budget

Department Mission

The Planning Department collaborates with the community and colleagues to create a truly great and sustainable city, worthy of its setting. The department does this by working with the Boulder community to articulate a shared vision for the city's future; promoting long-term sustainability, resilience, and community quality through comprehensive, strategic planning, and application of the community's values and sustainability principles in guiding new development and redevelopment in the city; engaging the community to promote education and action for community sustainability and resilience; and supporting others in the city organization and community to carry out their mission in service of the community's planning and sustainability goals.

Department Overview

Comprehensive Planning

Comprehensive Planning leads planning and policy development projects and programs. This includes long-range planning, historic preservation, urban design, and ecological planning. The division develops and implements the Boulder Valley Comprehensive Plan, prepares subcommunity and area plans and other special planning efforts, manages the historic preservation program, acts as an urban design resource for the city, and coordinates both the urban wildlife management program and integrated pest management program.

Development Review

Development Review provides project review and zoning administration for the community and customers. Collaborating with other workgroups of the Planning & Development Services Center, the Development Review team ensures consistent application of city regulations and policies in both "by right" and discretionary review projects. The group also coordinates regular updates to the city's land use code and development regulations and oversees annexation processes.

Administrative Services

Administrative Services administers Planning & Development Services Center operations, including customer service, reception, and permit support. It also administers the licensing program, including contractor licensing, rental licensing, and short-term rental licensing. The division also provides support to four advisory boards and general administrative support to the department.

2019 Accomplishments

- Implemented the Boulder Valley Comprehensive Plan (BVCP) through near-term actions identified in the Action Plan and prioritized by City Council at its January 2018 retreat. This includes developing the Alpine-Balsam Area Plan; amending Land Use Code with respect to Community Benefit, Use Tables and Standards, and Large Homes & Lots; developing a program for subcommunity planning and beginning the East Boulder Subcommunity Plan process; and supporting integrated planning with other departments through master plan processes.
- Completed code changes regarding the Mixed Use 3 (MU-3), Business Community (BC-1/BC-2) zones, and short-term rental affidavits.
- Supported additional council priorities and issues, including CU-South Annexation, Opportunity Zone moratorium, and Wireless regulations/5G.

Planning Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME	FIXED-TERM	ONGOING	ONGOING
	\$	FTE	\$	FTE
Planning	\$ 324,800	4.00	\$ -	-
Continuation of One-Time Program				
Extension of Administrative Specialist	69,750	1.00	-	-
Extension of Comprehensive Planner	87,500	1.00	-	-
Extension of Land Use Code Planner	75,400	1.00	-	-
Extension of Landscape Plans Reviewer	92,150	1.00	-	-

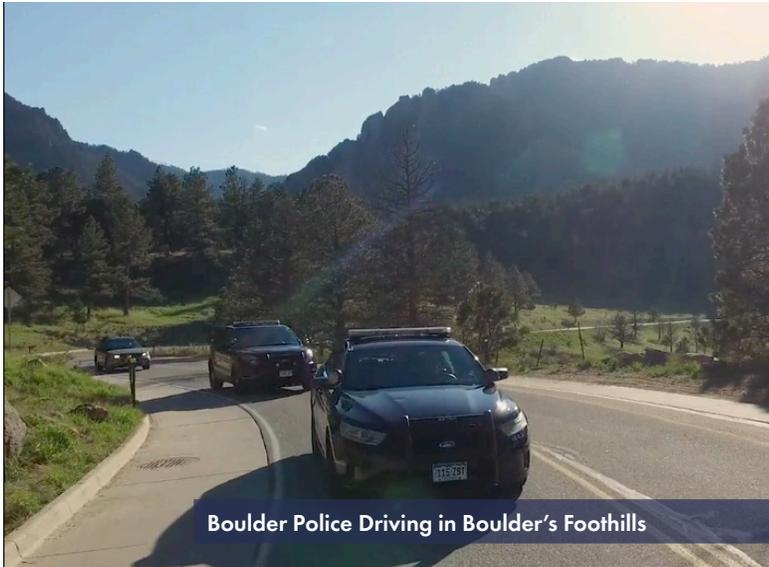
Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Planning								
Division Management, Support & Customer Service	1.85	\$ 1,349,871	12.17	\$ 1,153,209	11.63	\$ 1,314,833	(0.54)	\$ 161,624
Comprehensive Planning	15.02	1,150,433	11.15	1,471,963	11.15	1,447,104	0.00	(24,859)
Development Review	19.39	1,817,171	16.00	1,757,533	17.00	1,969,599	1.00	212,065
Information Resources	4.33	799,177	3.57	628,600	4.25	704,052	0.68	75,452
Subtotal	40.59	\$ 5,116,652	42.89	\$ 5,011,306	44.03	\$ 5,435,588	1.14	\$ 424,281
Cost Allocation and Transfers								
Cost Allocation and Transfers	-	\$ 765,262	-	\$ 756,204	-	\$ 767,547	-	\$ 11,343
Subtotal	-	\$ 765,262	-	\$ 756,204	-	\$ 767,547	-	\$ 11,343
Total	40.59	\$ 5,881,914	42.89	\$ 5,767,510	44.03	\$ 6,203,135	1.14	\$ 435,624
EXPENDITURE BY CATEGORY								
Personnel		\$ 3,884,796		\$ 4,286,828		\$ 4,690,594		\$ 403,766
Operating		1,100,846		515,746		557,870		42,123
Interdepartmental Charges		113,242		208,732		187,124		(21,608)
Other Financing		783,029		756,204		767,547		11,343
Total		\$ 5,881,914		\$ 5,767,510		\$ 6,203,135		\$ 435,624
STAFFING AND EXPENDITURE BY FUND								
General	3.98	\$ 818,150	7.80	\$ 688,061	7.55	\$ 837,767	(0.25)	\$ 149,706
Planning & Development Services	36.61	5,063,764	35.09	5,079,450	36.48	5,365,368	1.39	285,918
Total	40.59	\$ 5,881,914	42.89	\$ 5,767,510	44.03	\$ 6,203,135	1.14	\$ 435,624

The Planning Department currently and continues to meet a goal of a three-day turnaround time for development review track changes and rental licensing application processing changes which hasn't been met in 10 years!

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Police Budget



Boulder Police Driving in Boulder's Foothills

2020 Recommended Budget
\$38,629,082

Department Divisions

- Administration
- Operations
- Support & Staff Services

2020 Key Initiatives

- Update the 2013 Master Plan to support public safety services by building on the department's strengths, address existing deficiencies, and help define the future course of the department.
- Implement a new e-ticket writer system in the traffic unit to help the city with the Vision Zero Initiative.
- Purchase and upgrade the bomb truck to accommodate the three-person bomb team and associated equipment, such as the bomb robots.

Department Funding



- General Fund 100%
- Governmental Capital Fund (tied to General Fund) < 1%



289.25 FTE

Police Budget

Department Mission

The Boulder Police Department partners with the community to provide service and safety. The mission entails a full range of services, which includes but are not limited to crime prevention, enforcement, security, investigations, management of public disorder and quality of life issues, emergency and disaster response, and training. The Boulder Police Department strives to be a premier law enforcement agency and a model of excellence in policing by creating partnerships, building trust, reducing crime, and improving the quality of life for our community.

Department Overview

Administration

Administration includes the Police Chief and support staff. This workgroup provides leadership, management and direction, sets policy, manages the budget, coordinates planning and department initiatives, and works with staff to set the vision, values, and philosophy of the department.

Operations

The Operations division is responsible for the enforcement and investigative functions of the department. It consists of four primary sections, each of which consists of specific work units. The four sections are: Traffic and Administration; Watch I (Dayshift Patrol); Watch II & III (Afternoon and Evening Patrol); and Investigations (Detectives). This division provides all the uniformed patrol officers who patrol the city and respond to calls for service, University Hill and Pearl Street Mall officers, and detectives who investigate crimes. The Community Services Unit, School Resource Officers, Animal Protection Unit, Homeless Outreach Team, and Code Enforcement Unit also work out of this division.

Support & Staff Services

The Support & Staff Services division provides all support to Operations, maintains the internal operations of the department, and provides non-enforcement services to the public. This division consists of five primary sections: Financial and Facility Services; Property and Evidence; Records Services; Communications (Dispatch); and Training and Personnel.

2019 Accomplishments

- Released the department's first Stop-Data report and six data presentations to the community and key stakeholders.
- Hired new officers on a faster timeline to bring a more diverse group of candidates into the department.
- Updated the CopLogic online reporting system to make it easier for the community to report some crimes that do not require an officer's presence. This leaves officers available to answer other emergency calls.
- Purchased the Incident Command Vehicle (ICV) that will be used as the command center for Police and Fire to strategize their response during critical incidents, such as fires and floods.
- Upgraded the Negotiator/SWAT Van to run operations during difficult and life-threatening situations so that the officers can observe and strategize from a safe location.

Police Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Police	\$ 360,000	-	\$ 215,588	-
<i>New/Enhanced Program</i>				
Bomb Truck Replacement	360,000	-	24,000	-
<i>Cost Escalation of Existing Service</i>				
Code Enforcement Abatements	-	-	20,000	-
Negotiator Vehicle Replacement/SWAT Command Post Replacement Funding	-	-	34,000	-
Peace Officer Standards Training (POST)	-	-	128,000	-
Ongoing Technology at Public Safety Building	-	-	9,588	-

The Police Department drone was deployed over 28 times since it was activated to help at crime scenes and assist in locating missing people.

Police Budget

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	6.00	\$ 1,249,548	6.00	\$ 1,177,365	6.00	\$ 1,236,233	-	\$ 58,868
Subtotal	6.00	\$ 1,249,548	6.00	\$ 1,177,365	6.00	\$ 1,236,233	-	\$ 58,868
Operations								
Accident Report Specialists	4.25	\$ 415,588	4.25	\$ 453,756	4.25	\$ 471,906	-	\$ 18,150
Animal Control	6.00	654,454	6.00	646,485	6.00	726,791	-	80,306
Code Enforcement	6.00	584,758	6.00	509,219	6.00	648,171	-	138,952
Community Police Center	2.25	245,786	2.25	288,078	2.25	337,289	-	49,211
Crime Analysis Unit	2.00	205,068	2.00	190,789	2.00	223,040	-	32,251
Crime Lab	3.00	307,602	3.00	351,980	3.00	364,299	-	12,319
Crime Prevention	3.25	492,439	3.25	507,212	3.25	524,964	-	17,752
DUI Enforcement	1.00	109,238	1.00	144,637	1.00	153,315	-	8,678
General Investigations	8.75	1,795,875	8.75	1,272,544	8.75	1,348,897	-	76,353
Hill Unit	7.25	901,277	7.25	823,612	7.25	874,966	-	51,354
Major Crimes Unit	10.25	2,044,618	10.25	1,567,500	10.25	1,645,875	-	78,375
Mall Unit	8.50	1,056,669	8.50	949,350	8.50	1,025,823	-	76,473
Narcotics	4.00	588,634	4.00	593,390	4.00	628,993	-	35,603
Patrol Watches I, II, and III	95.25	11,534,959	96.25	11,476,401	96.25	11,956,772	-	480,371
Photo Enforcement	8.00	1,054,191	6.50	1,203,215	6.50	1,215,423	-	12,208
School Resource Officers	5.75	628,119	5.75	721,903	5.75	747,169	-	25,266
Special Enforcement Unit	2.00	218,476	2.00	252,844	3.00	352,868	1.00	100,024
Special Events Response	0.75	141,043	0.75	128,273	0.75	149,906	-	21,633
Specialized Investigations	9.00	922,806	9.00	1,278,751	9.00	1,323,507	-	44,756
Target Crime Team	4.00	410,136	4.00	618,201	4.00	639,838	-	21,637
Traffic Enforcement	15.75	1,570,823	15.75	1,894,025	15.75	1,960,316	-	66,291
Subtotal	207.00	\$ 25,882,559	206.50	\$ 25,872,165	207.50	\$ 27,320,128	1.00	\$ 1,447,963
Support and Staff Services								
Police and Fire Communications Center	34.00	\$ 3,150,491	33.00	\$ 3,227,356	33.00	\$ 3,259,427	-	\$ 32,071
Facility and Building Maintenance	7.00	870,175	6.00	947,171	6.00	980,322	-	33,151
Financial Services	4.00	1,883,176	4.00	1,712,644	4.00	1,749,042	-	36,398
Personnel	1.75	339,465	1.75	342,860	1.75	346,289	-	3,429
Property and Evidence	5.25	821,858	5.25	802,255	5.25	864,085	-	61,830
Records Management	21.75	1,034,508	21.75	1,614,149	21.75	1,646,432	-	32,283
Training	3.25	486,895	2.25	591,464	2.25	684,660	-	93,196
Victim Services	1.75	161,019	1.75	169,212	1.75	182,464	-	13,252
Subtotal	78.75	\$ 8,747,587	75.75	\$ 9,407,111	75.75	\$ 9,712,721	-	\$ 305,610
Capital Improvement Program								
Capital Improvement Program	-	\$ -	-	\$ -	-	\$ 360,000	-	\$ 360,000
Subtotal	-	\$ -	-	\$ -	-	\$ 360,000	-	\$ 360,000
Total	291.75	\$ 35,879,694	288.25	\$ 36,456,641	289.25	\$ 38,629,082	1.00	\$ 2,172,441
EXPENDITURE BY CATEGORY								
Personnel		\$ 30,419,373		\$ 30,971,394		\$ 32,765,952		\$ 1,794,558
Operating		2,965,683		3,030,515		3,065,243		34,728
Interdepartmental Charges		2,494,638		2,454,732		2,437,887		(16,845)
Capital		-		-		360,000		360,000
Total		\$ 35,879,694		\$ 36,456,641		\$ 38,629,082		\$ 2,172,441
STAFFING AND EXPENDITURE BY FUND								
General	291.75	\$ 35,879,694	288.25	\$ 36,456,641	289	\$ 38,269,082	1.00	\$ 1,812,441
Governmental Capital Fund	-	-	-	-	-	100,000	-	100,000
Fleet Replacement Fund	-	-	-	-	-	260,000	-	260,000
Total	291.75	\$ 35,879,694	288.25	\$ 36,456,641	289.25	\$ 38,629,082	1.00	\$ 2,172,441

Public Works Budget



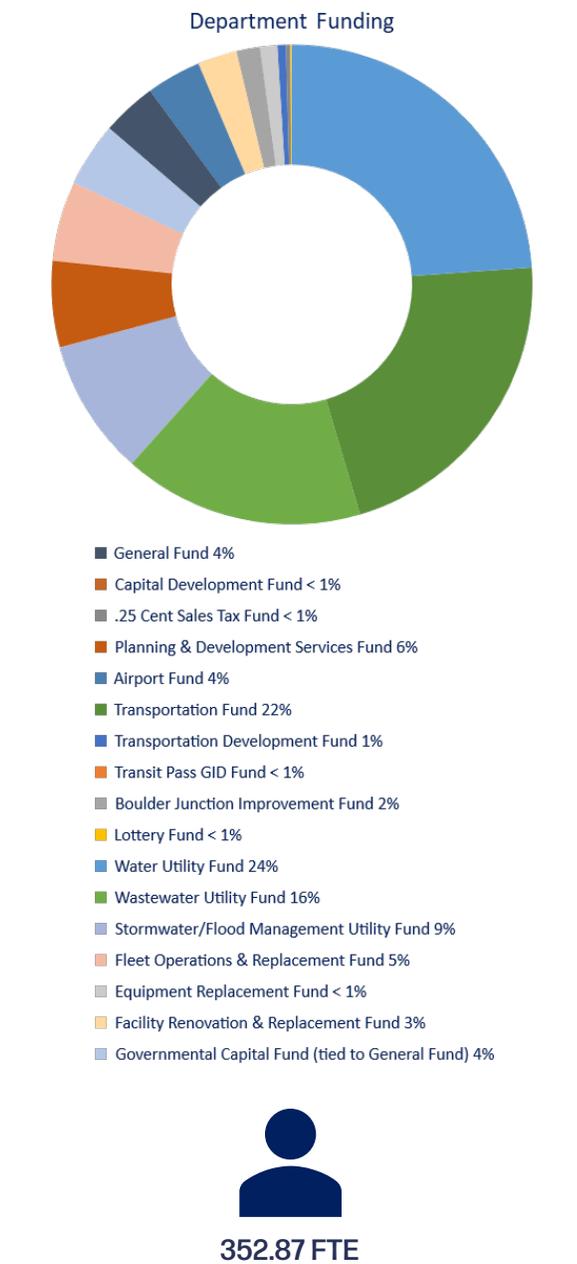
2020 Recommended Budget
\$157,763,601

Department Divisions

- Development Services
- Support Services
- Transportation
- Utilities

2020 Key Initiatives

- Begin construction of the new North Boulder Branch Library, which was identified as a need in the Library Master Plan in the 1990s.
- Complete the first-ever, citywide Facilities Master Plan that will provide a 50-year vision of where to locate city services.
- At the Water Resource Recovery Facility, complete a project that will redefine beneficial use and resource recovery of biogas, by converting wastewater-derived biogas into a renewable natural gas (RNG) for vehicle fuel. The new RNG end-use will replace the legacy combined-heat-and-power cogeneration system, and will be used to supplement vehicles providing solid waste, recycling, and composting service within the Boulder community.
- Complete construction on the Carter Lake Pipeline project. The Boulder Reservoir Water Treatment Plant will begin treating water year-round from the 21-mile long buried steel pipeline that will deliver water from Carter Lake Reservoir.
- Implement recommendations of the Planning and Development Services Strategic Plan, including service and process improvements for the community and customers.
- Within Development Services, meet 80% on-time service delivery, utilizing a dashboard to track progress.
- Expand local HOP service to serve more people and jobs in North and East Boulder.



Public Works Budget

Department Mission

The Public Works Department is dedicated to maintaining and improving the quality of life in Boulder by planning for future needs, promoting environmental quality, building and maintaining municipal infrastructure, managing public investments, and protecting health and safety.

Department Overview

Development Services

Building Services establishes minimum requirements to safeguard public health, safety, general welfare, and the environment through the effective application of city building codes, which determine standards for how buildings may be built, modified, occupied, and maintained. Plan Review and Inspection Services include verification of code compliance for structural, mechanical, electrical, plumbing, and energy conservation components of buildings. Building Services coordinates with other city divisions to develop code amendments to meet Boulder's Climate Commitment goals and collaborates with customers to gather feedback and ensure construction codes and regulations are well understood.

Code Enforcement is responsible for enforcing city regulations involving land use, building code, and residential rental property maintenance. Standards for service include the prompt response to code violations, effective and timely notification and communication with residents, business owners, property owners, and property managers to increase awareness and voluntary compliance.

Engineering Review is responsible for the review, permitting, and inspection of work by private parties within or impacting public rights-of-way and public easements. This responsibility involves city-maintained infrastructure including domestic water, wastewater, stormwater, transportation and improvements maintained by private service providers for electric, telecommunications, and natural gas. This workgroup is also responsible for administration of floodplain and wetland protection ordinances for both public and private projects.

Information Resources provides services to leverage technology and support business functions in the Public Works and Planning Departments. This includes the administration and management of land management, permitting, licensing, asset management, and geographic information systems (GIS) in addition to records, research, and reporting services.

Support Services

Support Services includes billing services, project coordination, financial and administrative support, and the department safety program. The organizational management of these services is provided under the Support Services division, and the corresponding appropriations are distributed across all Public Works divisions.

Facilities & Asset Management (FAM) provides new construction, major maintenance, renovation and replacement, and operations and maintenance services in accordance with industry standards for the city-owned buildings and structures it maintains. FAM manages the Capital Development, Facility Renovation & Replacement, and Equipment Replacement funds. FAM manages Energy Performance Contracts, and along with Fleet Services, collaborates citywide to implement Boulder's Climate Commitment. FAM is also involved with environmental remediation projects.

Fleet Services maintains all vehicles and equipment in the city's fleet in accordance with industry standards. Fleet Services also manages the Fleet Replacement Fund by actively working with internal customers to replace vehicles with those that are alternatively fueled and provide a variety of fuel types for the city's fleet.

Radio Services provides corrective maintenance on all mobile and stationary communications equipment, and in coordination with FAM, is building out the infrastructure for the new city-owned and operated radio communication system.

Public Works Budget

Transportation

Planning and Operations ensures a safe and efficient multi-modal transportation system. This includes the planning, program, and policy work of GO Boulder to design and encourage the use of a multi-modal system, as well as the operations work of determining, operating, and maintaining appropriate infrastructure and traffic control. This workgroup also oversees the city's progress toward meeting the goals of the Transportation Master Plan.

Capital Project Management is responsible for managing the implementation of the transportation Capital Improvement Program (CIP) projects. This includes the planning, design, permitting, construction, and public outreach of Transportation-related CIP projects. In addition, the group manages major capital maintenance improvements to the roadway, bridges, bikeways, and pedestrian system.

Transportation Maintenance includes the maintenance, operations, and repairs to city streets, bike paths, medians, underpasses, and contracted maintenance for state highways. This workgroup responds to emergencies and maintains mobility through weather-related events.

The Airport consists of airport operations, repair and renovation of associated city buildings, grounds maintenance, pavement upkeep and repairs, fueling system maintenance, snow removal, planning and management of all CIP projects, and natural resource management.

Utilities

The Planning and Project Management group provides strategic planning, permitting, public engagement, engineering, construction, and asset management for the water, wastewater, and stormwater/flood management utilities.

Utilities Maintenance operates, maintains, and provides emergency response for the water distribution, wastewater collection, flood control facilities, and stormwater collection systems of the city. This workgroup also performs all water meter reading, maintenance, and repair.

The Water Resources group manages the city's municipal raw water supplies and hydroelectric facilities. This group manages the diversion, storage, and delivery of raw water and completes water rights accounting. This workgroup also manages the leasing of raw water supplies to agricultural users, protects the city's water rights in water court proceedings, acts as a liaison with ditch companies, and manages the instream flow program for Boulder Creek.

Water Treatment operates the two water treatment plants responsible for providing the Boulder community with potable water for public health and fire response. This unit is responsible for compliance with federal and state regulations and with the Safe Drinking Water Act.

The Wastewater Treatment group is responsible for protection of environmental quality and public health through safe and efficient operation and maintenance of the Water Resource Recovery Facility (WRRF). Operations are managed to follow federal and state regulations, including the Clean Water Act.

Water Quality and Environmental Services serves as a technical resource and provides regulatory support for the Utilities division and other city departments. Services include implementation of and support for regulatory permits, monitoring to meet regulations, evaluating performance of wastewater treatment and drinking water treatment processes, and implementation of programs to protect the health of natural systems. The group also provides project management services in support of integrating water quality enhancement and regulatory compliance into the city's CIP.

Public Works Budget

2019 Accomplishments

- Completed the new radio system infrastructure project, which will provide a redundant and modern radio system for emergency response and other critical service responses. This \$6 million upgrade was funded by the community, culture, and safety tax.
- Completed an electric vehicle analysis of 96 city light duty vehicles, including actual driving, idling, and parking data using GPS systems. This study provided recommendations on the suitability of replacing a current vehicle with an electric vehicle, its charging infrastructure needs, and opportunities to right-size the city fleet.
- Completed the Betasso Improvements capital project in early 2019, which allowed staff to focus on optimization of the plant process improvements. Thus far, there has been a 20% improvement in filter efficiencies, reduced chemical usage, and successful ongoing management and disposal of the water treatment residuals.
- Installed solar panels at the Boulder Reservoir Water Treatment Plant in 2019, bringing the total generation at the site to 1.92 megawatts, which is approximately 75% of the electrical use of the facility.
- Worked on several projects between the Public Works Development Review and Planning, including site review at Foot of the Mountain Motel/Nuzem Gardens and 2150 Folsom (Multifamily); use review at Chautauqua Galey Cottage Conversion; annexations at 1179 Cherryvale, Knollwood neighborhood by election, and 5469 South Boulder Road; code changes for BC Zones - Ground Floor Uses and OZ Zone Use Tables; and concept plans for Shining Mountain Waldorf School, 1810 30th Street (proposed hotel), 1580 Canyon (Liquor Mart), and 4540 Broadway (NoBo Library).
- Adopted the 2018 Building Codes published by the International Code Council (ICC), developed and adopted the 2019 City of Boulder Energy Conservation Code, and completed an update to the Design and Construction Standards.
- Ordered four new electric buses in partnership with Via services. This is in alignment with the city goal to be 100% electric by the year 2030.
- Updated the city's Transportation Master Plan in collaboration with Boulder County and other surrounding communities.

Public Works Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Public Works	\$ 2,603,673	8.00	\$ 2,582,502	4.50
<i>New/Enhanced Program</i>				
GIS Technician	66,421	1.00	-	-
Alpine-Balsam Pavilion Design (total \$2M over two years)	1,107,742	-	-	-
Municipal Building East Entrance Doors	700,000	-	-	-
Radio System Program Manager	40,000	-	178,500	1.00
Three Year Fixed-Term Facility Coordinator III (reallocation from Temporary Salaries)	-	1.00	-	-
Fuel Management Software Consolidation	57,122	-	2,002	-
Transportation Planner I – Transit Planner	-	-	120,000	1.00
Vision Zero Transportation Engineer	-	-	130,000	1.00
Transportation Planner (from 0.5 FTE to 1.0 FTE)	-	-	40,000	0.50
Windy Gap Source Water Payment	-	-	692,000	-
<i>Continuation of One-Time Program</i>				
Extension of Civil Engineer	95,440	1.00	-	-
Extension of Project Specialist	107,710	1.00	-	-
Extension of Records and Research Planning Technician	68,500	1.00	-	-
Extension of the Energy Code Coordinator	124,000	1.00	-	-
Extension of GIS Technician	136,738	2.00	-	-
Civic Area Access Parking Management for City Employees	100,000	-	-	-
<i>Cost Escalation of Existing Service</i>				
Essential Services – Pavement Management, Potholes, Medians, Snow Removal	-	-	600,000	-
Encampment Response Program	-	-	230,000	1.00
Acetic Acid for the Water Resource Recovery Facility	-	-	100,000	-
Stormwater Collection System Maintenance	-	-	490,000	-

The Water Resources Recovery Facility receives and treats on average 13 million gallons of wastewater each day and returns the recovered water to Boulder Creek. This amount is approximately 20% less than the volume of wastewater handled 20 years ago due to water conservation and use trends, as well as pipe and manhole rehabilitation.

Public Works Budget

Department Detail

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Transportation								
Division Support & Customer Service	5.80	\$ 1,248,394	5.80	\$ 1,085,052	6.11	\$ 1,016,557	0.31	\$ (68,495)
Airport Maintenance and Operations	1.00	460,431	1.00	390,997	1.00	333,892	-	(57,105)
Planning & Operations	25.25	11,115,859	24.25	10,956,314	26.75	11,032,834	2.50	76,520
Project Management	15.72	2,927,660	15.58	2,837,255	15.58	2,858,575	-	21,320
Transportation Maintenance	17.29	3,619,322	17.97	3,648,790	20.97	4,534,039	3.00	885,249
Chautauqua Access Management Program	-	-	-	198,248	-	198,248	-	-
Subtotal	65.06	\$ 19,371,666	64.60	\$ 19,116,656	70.41	\$ 19,974,145	5.81	\$ 857,489
Utilities								
Division Support & Customer Service	13.99	\$ 2,531,484	13.99	\$ 2,802,046	14.33	\$ 2,878,022	0.34	\$ 75,977
Water Treatment	28.76	4,728,252	28.18	4,991,529	29.23	5,151,839	1.05	160,311
Wastewater Treatment	28.18	4,706,064	28.18	5,185,922	27.14	5,221,280	(1.04)	35,358
Water Quality Services	20.35	2,855,809	20.35	3,899,280	20.36	3,925,080	0.00	25,801
Water Resources	10.44	3,198,219	10.44	3,038,048	10.44	3,101,948	0.00	63,900
Project Engineering	8.35	1,936,041	8.35	2,358,026	7.62	2,324,430	(0.73)	(33,596)
Utility Maintenance	51.41	7,379,106	51.41	6,948,586	51.42	7,575,245	0.01	626,659
Subtotal	161.48	\$ 27,334,974	160.90	\$ 29,223,436	160.54	\$ 30,177,844	(0.36)	\$ 954,409
Development Services								
Division Support & Customer Service	3.44	\$ 675,511	3.44	\$ 670,495	5.10	\$ 833,037	1.66	\$ 162,542
Building Services	24.18	2,686,731	17.77	1,975,643	26.64	2,802,358	8.87	826,715
Code Enforcement	6.50	495,619	7.02	506,035	7.50	725,644	0.48	219,608
Engineering Review	12.33	1,310,443	15.66	1,702,274	15.00	1,758,902	(0.66)	56,628
Information Resources	10.93	1,930,000	13.16	1,791,450	13.25	1,798,764	0.09	7,314
Subtotal	57.38	\$ 7,098,305	57.05	\$ 6,645,898	67.49	\$ 7,918,705	10.44	\$ 1,272,807
Support Services								
Division Support & Customer Service	1.40	\$ 357,582	2.27	\$ 266,599	2.67	\$ 409,893	0.40	\$ 143,295
Fleet Operations	10.25	3,032,829	9.74	2,913,510	9.65	3,050,677	(0.09)	137,167
Fleet Replacement	0.93	3,993,620	0.89	3,394,294	1.05	4,953,188	0.16	1,558,894
Radio Shop	2.42	187,296	2.12	284,728	2.10	181,205	(0.02)	(103,523)
Facility Operations and Maintenance (Projects < \$3000)	12.51	2,856,014	13.01	3,685,290	12.00	2,477,453	(1.01)	(1,207,837)
Facility Major Maintenance (Projects > \$3,000)	1.97	4,044,378	1.19	4,168,346	2.30	3,752,086	1.11	(416,260)
Equipment Replacement (non-Fleet)	0.25	1,560,600	0.25	1,127,856	0.50	1,832,719	0.25	704,863
Facility Renovation and Replacement	2.72	2,268,954	2.95	937,919	4.15	469,779	1.20	(468,140)
Subtotal	32.45	\$ 18,301,273	32.42	\$ 16,778,542	34.42	\$ 17,127,000	2.00	\$ 348,458
Capital Improvement Program, Cost Allocation, and Debt Service								
Capital Improvement Program	18.16	\$ 76,749,034	19.31	\$ 48,423,393	20.01	\$ 58,866,356	0.70	\$ 10,442,963
Cost Allocation/Transfers	-	8,283,362	-	8,284,074	-	8,319,602	-	35,529
Debt Service	-	15,200,566	-	17,185,994	-	15,379,949	-	(1,806,045)
Subtotal	18.16	\$ 100,232,962	19.31	\$ 73,893,461	20.01	\$ 82,565,907	0.70	\$ 8,672,446
Total	334.53	\$ 172,339,179	334.28	\$ 145,657,993	352.87	\$ 157,763,601	18.59	\$ 12,105,608

Public Works Budget

Department Detail, Continued

	2018 Actual		2019 Approved Budget		2020 Recommended Budget		Variance 2019 to 2020	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
EXPENDITURE BY CATEGORY								
Personnel		\$ 30,887,721		\$ 32,342,215		\$ 34,721,334		\$ 2,379,119
Operating		35,069,789		31,852,714		29,853,185		(1,999,528)
Interdepartmental Charges		5,021,917		4,900,642		4,979,116		78,474
Capital		78,862,169		54,540,876		65,817,422		11,276,547
Debt Service		14,214,221		13,916,158		14,072,949		156,791
Cost Allocation and Transfers		8,283,362		8,105,389		8,319,594		214,206
Total		\$ 172,339,179		\$ 145,657,993		\$ 157,763,601		\$ 12,105,608
STAFFING AND EXPENDITURE BY FUND								
General	19.07	\$ 9,002,389	19.04	\$ 7,962,484	21.89	\$ 5,811,344	2.85	\$ (2,151,140)
Capital Development	-	237,812	-	19,099	-	19,672	-	573
.25 Cent Sales Tax	-	459,205	-	450,262	-	450,262	-	-
Planning & Development Services	54.63	8,419,617	54.30	7,981,568	63.89	9,148,321	9.59	1,166,753
Airport	1.20	507,317	1.15	455,320	1.15	5,806,876	-	5,351,556
Transportation	73.33	30,576,344	74.26	41,579,450	79.07	34,047,372	4.81	(7,532,078)
Transportation Development	0.20	461,800	-	843,318	-	893,708	-	50,390
Transit Pass General Improvement	-	11,188	-	17,265	-	11,829	-	(5,436)
Boulder Junction Improvement	-	1,297,967	-	350,000	-	2,500,000	-	2,150,000
Lottery	-	449	-	151,067	-	151,067	-	-
Water Utility	81.88	75,503,708	80.80	35,870,146	82.35	37,720,603	1.55	1,850,458
Wastewater Utility	56.02	19,408,662	56.77	27,092,205	56.70	25,551,300	(0.07)	(1,540,906)
Stormwater/Flood Management Utility	31.58	13,441,647	31.33	9,916,915	30.19	14,489,672	(1.14)	4,572,757
Fleet	13.68	8,257,269	13.43	7,012,978	12.98	8,316,339	(0.45)	1,303,361
Equipment Replacement	0.25	1,566,398	0.25	1,134,746	0.50	1,839,713	0.25	704,967
Facility Renovation and Replacement	2.70	3,187,407	2.95	4,821,169	4.15	4,178,940	1.20	(642,229)
Governmental Capital Fund	-	-	-	-	-	6,826,583	-	6,826,583
Total	334.53	\$ 172,339,179	334.28	\$ 145,657,993	352.87	\$ 157,763,601	18.59	\$ 12,105,608

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2020-2025 Draft CIP

Introduction.....	145
Funding Summaries.....	151
▪ Funding by Department.....	152
▪ Funding by Project Type.....	154
▪ Funding by Fund.....	156
Capital Project Overviews.....	159
▪ Citywide.....	161
▪ Community Vitality.....	163
▪ Facilities & Asset Management.....	167
▪ Fire-Rescue.....	171
▪ Innovation & Technology.....	173
▪ Library & Arts.....	177
▪ Open Space & Mountain Parks.....	183
▪ Parks & Recreation.....	189
▪ Police.....	195
▪ Transportation.....	197
▪ Utilities & Greenways.....	203
CEAP (Community & Environmental Assessment Process).....	215



2020-2025 Draft CIP

The City of Boulder's 2020-2025 Draft Capital Improvement Program (CIP) contains information on how the city plans to invest available resources into key infrastructure and facilities between 2020 and 2025. The 2020-2025 CIP provides the funding plan (amount needed by year) for each CIP project in the document's summary sections and in each project sheet. This section contains: planned project funding summaries organized by department, project type, and fund; links to maps and detail project sheets illustrating the location of projects throughout the city; and narratives describing the rationale behind project prioritization. The 2020-2025 CIP has four main parts:

Introduction

Provides an overview of the 2020-2025 Draft CIP including process and highlights.

Funding Summaries

Contains analysis of how the 2020-2025 Draft CIP allocates dollars among city departments, project types, and funds.

Capital Project Overviews

Contains highlights of each department's focus, operating and maintenance impacts, unfunded projects, CEAP projects, board action, proposed 2020-2025 Draft CIP, and a link to that department's project sheets.

CEAP (Community & Environmental Assessment Process)

Contains a list of individual projects identified in the annual CIP process that will complete a CEAP.



Detailed Project Sheets

Click on this icon to view detailed project sheets for the 2020-2025 CIP. A link to individual department projects sheets is also available in each department overview.

2020-2025 Draft CIP

The funding tables (includes tables in the Funding Summaries section, as well as tables in the Capital Project Overviews section) show the six-year Estimated Total Cost for each project, which includes total recommended budget for 2020, and the estimated cost for each year between 2021 through 2025.

Innovation & Technology							
	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 18,113,400	\$ 4,390,000	\$ 2,810,600	\$ 1,932,800	\$ 7,180,000	\$ 1,500,000	\$ 300,000
CIP-Capital Enhancement Total	\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise CRM	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>General Fund CIP. Replacement of current CRM system, Inquire Boulder. The current system has many deficiencies and has not been updated since its release in 2013. We will add requirements for the new CRM system to our Website Redesign RFP, which will be released in July 2019. We hope to find vendors who may have CRM functionality native to their proposed solution. This solution is an enterprise-level tool.</p>							
Enterprise Data Warehouse	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>General Fund CIP. The siloed nature of various departments throughout the city makes sharing of internal information and data relatively difficult, as often it is unknown what data exists, what form it exists in, and whether it is compatible with data collected in another department. Having a citywide centralized system will allow departments to integrate data from multiple sources and applications into one location. A data warehouse would improve data quality and consistency throughout the City. This initial phase of the project is funding for consulting and cloud hosting services. An increase in the CRF of \$30,000/year has already been built into the FY2020 rates for continued support of this solution.</p>							
CIP-Capital Maintenance Total	\$ 10,063,400	\$ 2,340,000	\$ 1,310,600	\$ 432,800	\$ 5,680,000	\$ -	\$ 300,000
Data Backup and Disaster Recovery	\$ 140,000	\$ -	\$ -	\$ 140,000	\$ -	\$ -	\$ -
<p>The project reflects the hardware, software and support needed to ensure reliable high speed backup of files, databases and applications stored on the city's enterprise servers and data storage sub-systems. Note that these systems are required not only for disaster preparedness and recovery purposes, but to meet legal records retention requirements.</p>							

Example

Funding tables in the Capital Project Overviews section list projects by the following types:

1. Capital Enhancement,
2. Capital Maintenance,
3. Capital Planning Studies,
4. Land Acquisition, or
5. New Facility/Infrastructure.

Innovation & Technology							
	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 18,113,400	\$ 4,390,000	\$ 2,810,600	\$ 1,932,800	\$ 7,180,000	\$ 1,500,000	\$ 300,000
CIP-Capital Enhancement Total	\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise CRM	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
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Example

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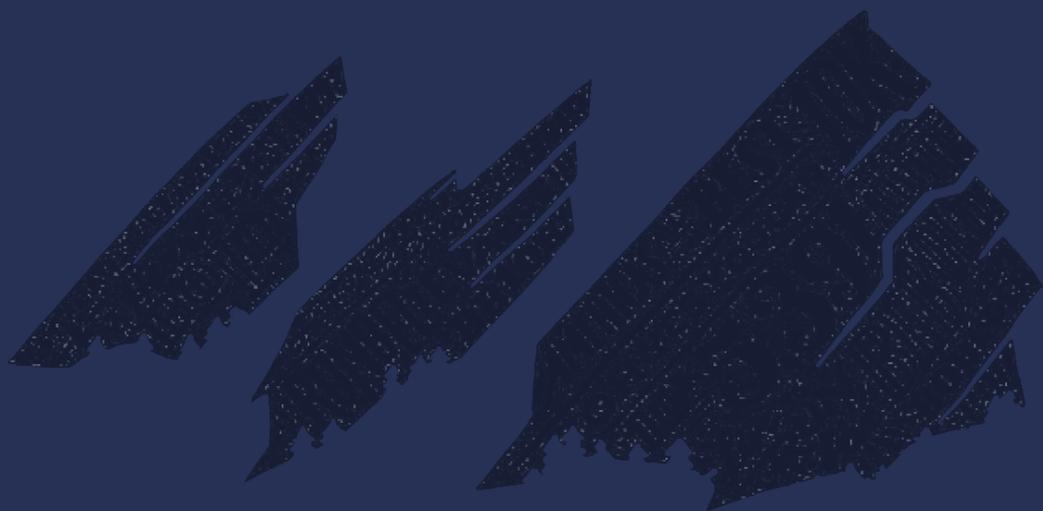
INTRODUCTION

The City of Boulder's Capital Improvement Program (CIP) is a comprehensive, six-year plan for capital investment in maintaining and enhancing public infrastructure. The CIP provides a forecast of funds available for capital projects and identifies all planned capital improvement projects and their estimated costs over the six-year period. A community's CIP is a guide that lays out the framework for achieving the current and future goals related to the physical assets of the community.

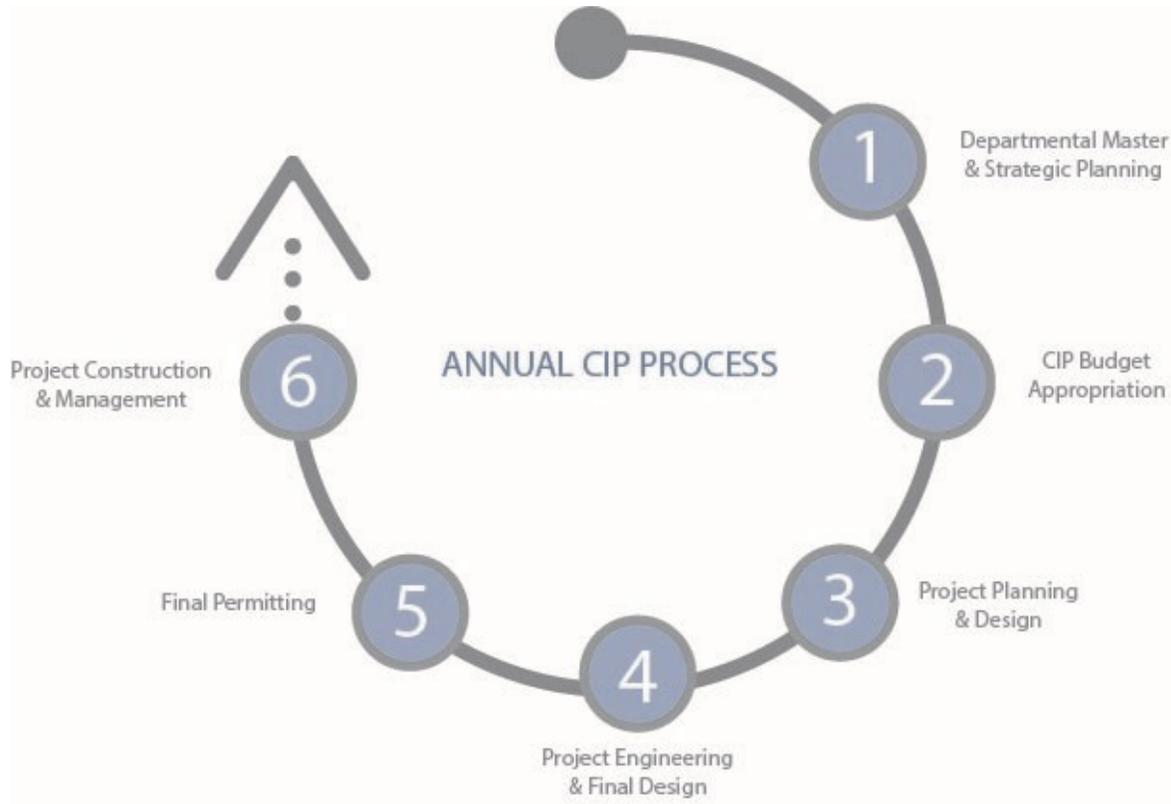
Boulder invests in facilities and infrastructure and provides a high-level of municipal services. The city owns and maintains 385 buildings and structures (including three recreation centers, five library facilities, eight fire stations, and five parking structures), 1,800 acres of parkland, 71.2 acres of Open Space & Mountain Parks, 305 centerline miles of streets, 159 centerline miles of bike facilities, 80 underpasses, two water treatment facilities, one wastewater treatment facility, 11 dams, and over 800 miles of water and wastewater piping.

The city funds the construction and maintenance of these assets using a wide range of sources, including tax revenues, bond proceeds, and fees and continues to look for ways to leverage its funding, through federal, state, and local grants and reimbursements, to maximize funding for CIP projects.

The CIP development process prioritizes the city's numerous needs across multiple departments and services with attention to the limits of each funding source, progress on ongoing CIP projects, funding commitments made by prior CIPs, and ongoing work.



Introduction



Introduction

How Boulder Plans for Capital Improvements

The Capital Improvement Program is one component of the city's planning and review of capital projects. These phases represent a continuous process of planning, funding, and implementation (see graphic on previous page).

Phase 1: Departmental Master or Strategic Planning

- Guided by the Boulder Valley Comprehensive Plan (BVCP) and the Sustainability + Resilience Framework, departmental master plans establish detailed policies, priorities, facility and system needs, and funding plans.
- Most master/strategic plans involve significant public participation and often result in CIP projects.
- Plans are reviewed by advisory boards/commissions and the Planning Board, and are accepted by City Council.

Phase 2: Capital Improvement Program (CIP) and Budget Appropriation

- The CIP project prioritization is guided by departmental, sub-community, and area plans.
- The CIP forecasts available funds for capital projects and identifies all planned projects and estimated costs over a six-year period.
- First year's CIP program is adopted by City Council as a counterpart to the operating budget.

Phase 3: Project Planning and Design

- Evaluates a full range of project alternatives and resulting impacts (not system-wide alternatives).
- Identifies an appropriate review process, including the Community and Environmental Assessment Process (CEAP), or a Concept Plan and Site Plan review. CEAPs are reviewed by department advisory boards/commissions, the Planning Board, and finally, City Council.
- Includes appropriate community engagement in design alternatives.
- Identifies if a project qualifies for public art.

Phase 4: Project Engineering and Final Design

- Some projects require Technical Document Review and are reviewed internally through the Development Review Committee.

Phase 5: Final Permitting

- Some projects require building, flood, stormwater discharge, or right-of-way permits.

Phase 6: Project Construction and Management

- Projects requiring building, right-of-way, or wetlands permitting also require construction and post-construction follow-up.
- Once construction is complete, the project is closed out and becomes a city asset.

Introduction

Opportunities for Community Influence

The graphic on this page shows the general steps in Boulder’s planning process, along with the general expectations for community engagement and the level of detail in construction plans. Master plans include a robust community engagement process that ultimately results in conceptual CIP projects. These conceptual projects are then scheduled into the six-year CIP, with some design work and financing completed as they approach the budget funding cycle. Additional engagement often happens in Phase 3, especially when there are numerous alternatives to consider. Community engagement during final permitting and construction is limited to informing community members about impacts to their daily lives.

City Council, advisory boards/commissions, community members, and others have the highest amount of influence during the master planning process and in the scheduling of years two through six of the CIP.



Introduction

Current & Upcoming Master Plans

Several departmental master plan updates are underway (or will soon begin) and will inform future capital planning. These include:

- Open Space & Mountain Parks (2019)
- Transportation (2019)
- Fire-Rescue (2020)
- Facilities (2020)
- Police (2021)
- Parks & Recreation (2021)

2020-2025 Capital Improvement Program

The 2020-2025 CIP includes \$564.9 million for 185 items. This includes discrete projects as well as categories of funding for ongoing needs (e.g. local drainage improvements, major trail maintenance).

The city is spending the majority, about 82%, of its 2020 capital funds on capital maintenance and enhancement of its existing assets. The CIP focuses on taking care of what the city already owns with an emphasis on making improvements to its core service areas. Capital enhancements involve upgrades to existing facilities that may include upgraded technologies, materials, and equipment that can be more efficient, effective and less costly to operate over time.

In the proposed 2020-2025 CIP, over \$85.6 million is recommended for project allocation in 2020. The 2020 CIP budget is slightly higher than 2019. The next significant CIP budget year is anticipated for 2022. It is important to remember that unlike an operating budget, the capital budget may significantly fluctuate between years due to timing of projects and availability of funding. While the overall allocation is lower, the 2020-2025 CIP includes several large projects including:

- North Boulder Branch Library: \$6.8 million (\$8.5 million total estimated project cost)
- Airport Runway Rehabilitation: \$5.4 million
- Pavement Management Program: \$4.8 million
- Hospital Deconstruction: \$3.4 million (\$16.0 million total estimated project cost)
- Pay Station Replacement: \$1.2 million

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FUNDING SUMMARIES

Funding by Department.....	152
Funding by Project Type.....	154
Funding by Fund.....	156

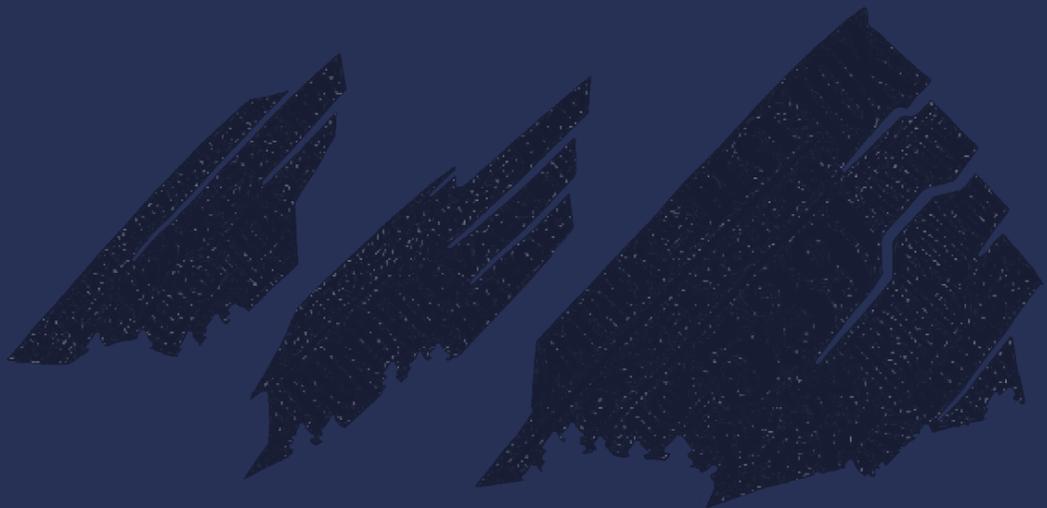
Overview of Funding Summaries

The Funding Summaries section provides full detail of the city's CIP budget needs from 2020 through 2025 by department, project type, and fund. For each of the three funding views, the following information is shown:

- Total project cost for 2020 through 2025
- Planned funding allocation in each year 2020-2025 and the six-year total
- Prior funded amount

The Funding Summaries focus on estimated budget needs for all projects. In practice, as projects are planned, designed, and constructed, during any given year, appropriated project sources almost always differ from project expenditures. In some circumstances, such as a large project that requires many years of accumulated funds before design or construction can commence, expenditures may significantly lag appropriations.

All tables and graphs in this section include transfers between departments. These transfers are included in the departments because they will appear in the individual department sections of the overall city budget.



Funding Summaries

Funding by Department

The Public Works Utilities and Transportation divisions have the greatest allocations of resources in the 2020-2025 CIP. Major renovations to stormwater, water, and wastewater facilities are primarily responsible for the large spikes in allocations during 2020 and 2025.

Many departments have dedicated revenue sources that keep their CIP funding relatively constant. For example, both Open Space & Mountain Parks and Parks & Recreation have dedicated revenue sources, and their CIP funding remains relatively constant.

During the renewal of the community, culture, and safety tax and the 2018 Budget process, discussions with Council highlighted that the General Fund CIP has been limited, generally to Facilities & Asset Management-related projects, and supplemented through voter-approved capital funding initiatives. With many unfunded capital projects residing in the General Fund, the 2018 Budget, for the first time, included \$3.65 million to begin phase one of a formal Capital Improvement Program for the General Fund.

The 2018 budget dedicated 3% of General Fund expenses to be used for capital needs, with a future target of 5% annually for capital. The guidelines for the General Fund propose to build to the 5% target by 2022. General Fund capital dollars are included in the 2020-2025 CIP and can be found both within the corresponding departments or in the Citywide department section if they are not directly tied to a single department.

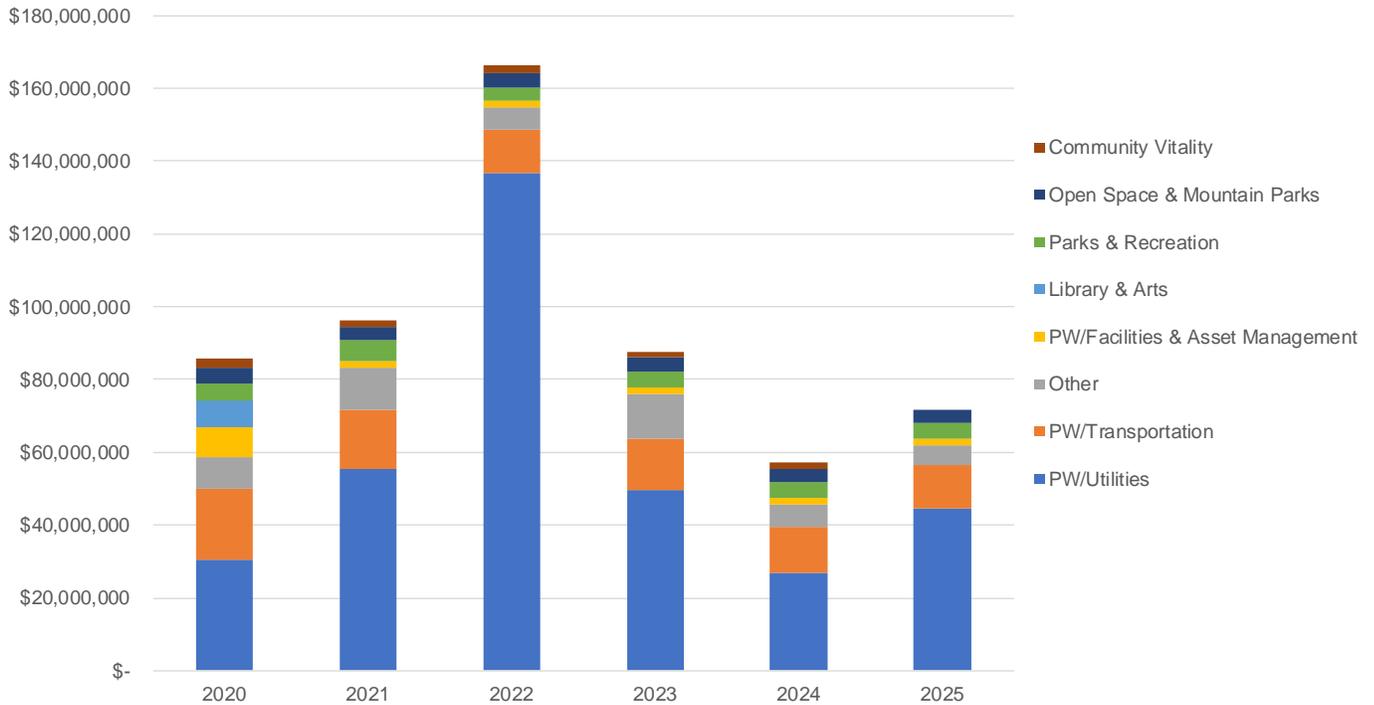
The chart on the following page displays the share of total 2020-2025 CIP spending by each department.

The following city departments are participating in the 2020-2025 CIP:

- Citywide
- Community Vitality
- Facilities & Asset Management
- Fire-Rescue
- Innovation & Technology
- Library & Arts
- Open Space & Mountain Parks
- Parks & Recreation
- Police
- Transportation
- Utilities & Greenways

Funding Summaries

2020-2025 Funding by Department



2020-2025 FUNDING SUMMARY BY DEPARTMENT

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Citywide	\$ 23,181,248	\$ 2,740,704	\$ 1,440,704	\$ 4,339,440	\$ 4,886,800	\$ 4,886,800	\$ 4,886,800
Community Vitality	10,005,000	2,515,000	1,820,000	2,485,000	1,465,000	1,720,000	-
Fire-Rescue	8,551,376	1,351,000	7,200,376	-	-	-	-
Innovation & Technology	18,113,400	4,390,000	2,810,600	1,932,800	7,180,000	1,500,000	300,000
Library & Arts	7,028,823	7,028,823	-	-	-	-	-
Open Space & Mountain Parks	22,538,275	4,038,275	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000
Parks & Recreation	27,800,300	4,898,000	5,823,300	3,760,000	4,450,000	4,434,500	4,434,500
Police	360,000	360,000	-	-	-	-	-
PW/Facilities & Asset Management	17,124,364	8,320,742	1,828,258	1,668,841	1,888,841	1,668,841	1,748,841
PW/Stormwater & Flood Utility	109,799,915	8,415,648	9,974,891	53,229,078	28,932,720	4,440,758	4,806,821
PW/Transportation	86,608,732	19,455,749	16,381,819	11,819,500	14,363,331	12,385,833	12,202,500
PW/Wastewater Utility	85,738,240	9,737,389	29,145,493	28,904,683	5,704,957	6,006,461	6,239,260
PW/Water Utility	148,007,584	12,346,837	16,285,354	54,644,136	14,848,265	16,525,399	33,357,592
TOTAL	\$ 564,857,257	\$ 85,598,166	\$ 96,410,794	\$ 166,483,477	\$ 87,419,913	\$ 57,268,593	\$ 71,676,314

Funding Summaries

Funding by Project Type

Each CIP project has been classified as a city investment in one of five project types: Capital Enhancement, Capital Maintenance, Capital Planning Studies, Land Acquisition, and New Facility/Infrastructure.

The five project types are defined by the following criteria:

1. Capital Enhancement

- Construction results in the expansion or significant improvement of an existing facility or asset.
- Projects have a discrete start and end date.
- Projects are location specific.
- Projects are typically over \$100,000 in total project cost, but do not have to be. Innovation & Technology projects are typically over \$50,000 in total project cost.
- Projects result in a durable, long lasting asset, with a useful life of at least 15 years. Innovation & Technology projects may be as short as five years.
- Projects may qualify for a percent for art allocation.

2. Capital Maintenance

- Project results in the repair, replacement, or renovation of an existing asset.
- Projects may or may not have a discrete start and end date.
- Projects are location specific or programs that cover a geographic area.
- Projects are typically over \$100,000 in total project cost. Innovation & Technology projects are typically over \$50,000 in total project cost.

3. Capital Planning Studies

- Project results in the development of a study or plan which is intended to identify, plan, or prepare for the construction or acquisition of capital assets or a capital program.
- Projects have a discrete start and end date.
- Projects are typically for studies that are over \$100,000 in total cost.

4. Land Acquisition

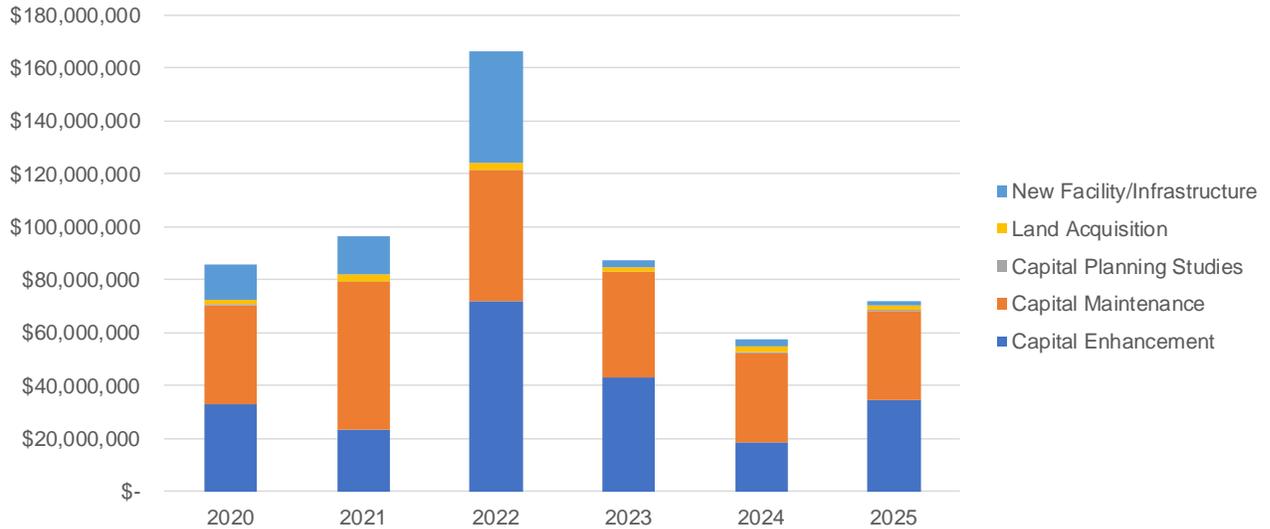
- Project or program results in the acquisition of real property, such as land, mineral or water rights, or permanent easements.
- Projects may have discrete start and end dates, or may be programmatic.
- Projects or programs may be location specific or citywide.
- Projects or programs typically include acquisitions totaling over \$100,000.

5. New Facility/Infrastructure

- Project results in the construction or acquisition of a new asset.
- Construction results in additional square footage of an existing asset.
- Projects have a discrete start and end date.
- Projects are location specific.
- Projects are typically over \$100,000 in total project cost, but do not have to be.
- Projects result in a durable, long lasting asset, with a useful life of at least 15 years.
- Projects may qualify for a percent for art allocation.

Funding Summaries

2020-2025 Funding by Project Type



2020-2025 FUNDING SUMMARY BY TYPE

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
CIP-Capital Enhancement	\$ 224,485,906	\$ 33,188,556	\$ 23,459,960	\$ 71,773,734	\$ 42,997,475	\$ 18,326,566	\$ 34,739,615
CIP-Capital Maintenance	250,289,049	37,034,083	55,950,470	49,822,384	39,876,964	34,053,966	33,551,183
CIP-Capital Planning Studies	1,178,333	355,000	140,000	-	-	483,333	200,000
CIP-Land Acquisition	12,308,770	2,000,704	2,324,989	2,352,360	2,060,474	1,769,727	1,800,516
CIP-New Facility/Infrastructure	76,595,199	13,019,823	14,535,376	42,535,000	2,485,000	2,635,000	1,385,000
Total	\$ 564,857,257	\$ 85,598,166	\$ 96,410,794	\$ 166,483,477	\$ 87,419,913	\$ 57,268,593	\$ 71,676,314

Funding Summaries

Funding by Fund

Detailed descriptions of all of the city's funds are available in the introduction section of the 2020 Recommended Budget. Many of the funds exist to handle dedicated revenues that can only be used for specific types of capital projects. These restrictions provide consistency in planning for project types, but also require the city to allocate resources to a specific category of infrastructure and maintain existing priorities. The Greenways Program is not a fund as defined above, but is used within the CIP to illustrate the funding structure of the Public Works - Greenways workgroup, and to call out the CIP projects associated with the work of Greenways.

The following funds qualify for a percent for art allocation: 0.25 Cent Sales Tax Fund, Facility Renovation & Replacement Fund, Governmental Capital/General Fund, Permanent Park & Recreation Fund, Transportation Fund, and Transportation Development Fund.

Similar to the department distributions described earlier in this section, the Transportation and Utility Funds are the largest contributors to the city's 2020-2025 CIP.

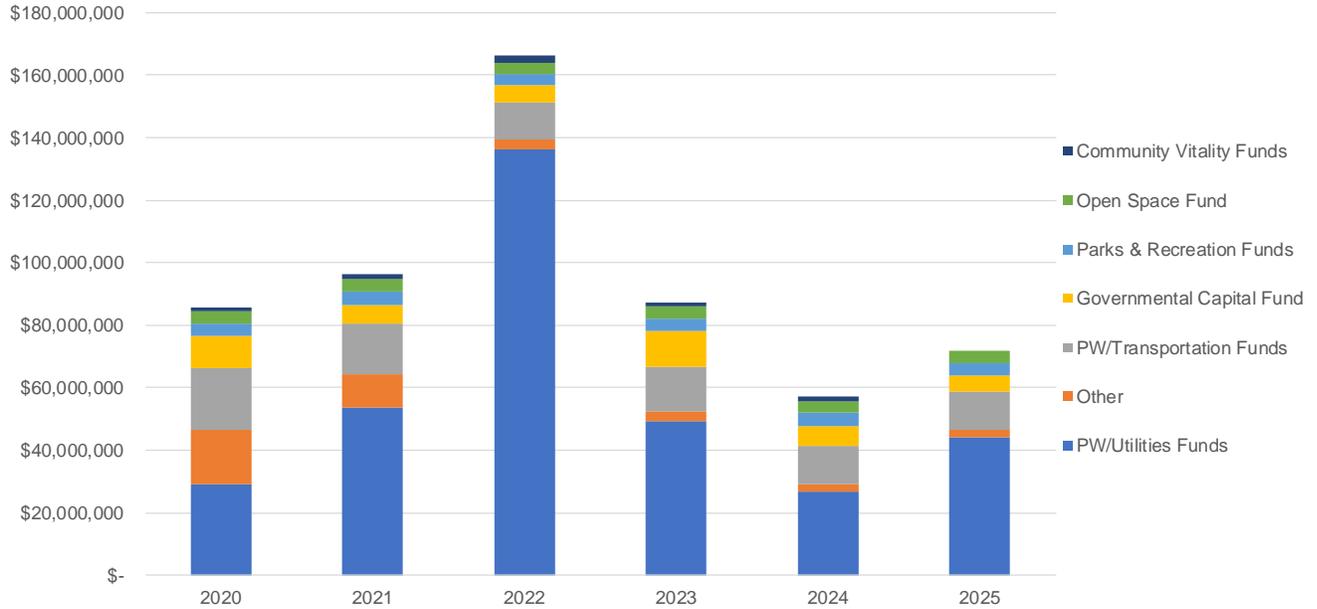
The following chart shows the distribution of six-year funding by fund.

The following 21 funding sources are proposed for the CIP projects:

- .25 Cent Sales Tax Fund (for Parks & Recreation)
- Airport Fund
- Boulder Junction GID - Parking
- Capital Development Fund
- Community, Culture, & Safety Tax Fund
- Computer Replacement Fund
- Downtown Commercial District Fund
- Equipment Replacement Fund
- Facility Renovation & Replacement Fund
- Fleet Fund
- Governmental Capital Fund (tied to General Fund)
- Lottery Fund
- Open Space Fund
- Permanent Park & Recreation Fund
- Planning & Development Services Fund
- Stormwater & Flood Management Utility Fund
- Transportation Fund
- Transportation Development Fund
- University Hill Commercial District Fund
- Wastewater Utility Fund
- Water Utility Fund

Funding Summaries

2020-2025 Funding by Fund



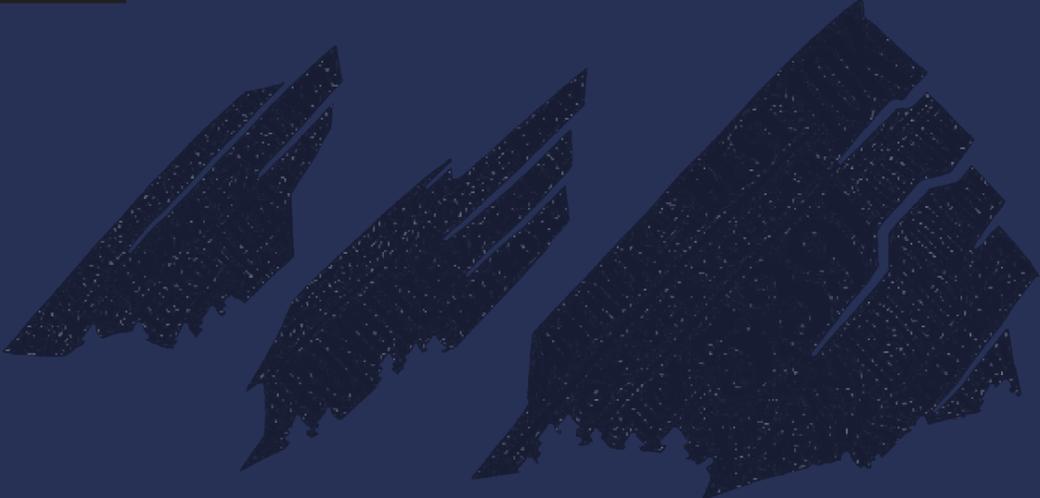
2020-2025 FUNDING SUMMARY BY FUND

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
.25 Cent Sales Tax	\$ 10,317,000	\$ 2,347,000	\$ 1,232,000	\$ 3,072,000	\$ 972,000	\$ 1,472,000	\$ 1,222,000
Airport	5,761,112	5,427,779	-	-	-	333,333	-
Bldr Junction GID- Parking	375,000	-	75,000	100,000	100,000	100,000	-
Boulder Junction Capital Improvement	2,500,000	2,500,000	-	-	-	-	-
Capital Development	5,493,300	3,400,000	2,093,300	-	-	-	-
Community, Culture, and Safety Tax	14,128,824	8,393,823	5,301,000	434,000	-	-	-
Computer Replacement	3,130,872	907,472	1,210,600	432,800	580,000	-	-
Downtown Commercial District	7,910,000	1,105,000	1,615,000	2,295,000	1,275,000	1,620,000	-
Equipment Replacement	1,000,000	1,000,000	-	-	-	-	-
Facility Renovation & Replacement	11,074,364	2,663,000	1,436,000	1,668,841	1,888,841	1,668,841	1,748,841
Fleet	260,000	260,000	-	-	-	-	-
Governmental Capital	45,092,624	10,408,446	5,784,338	5,839,440	11,486,800	6,386,800	5,186,800
Lottery	3,902,435	1,007,100	579,067	579,067	579,067	579,067	579,067
Open Space	22,110,275	3,610,275	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000
Permanent Parks & Recreation	13,722,000	1,723,000	3,370,000	260,000	3,050,000	2,534,500	2,784,500
Planning and Development Services	19,099	19,099	-	-	-	-	-
Stormwater & Flood Management Utility	105,393,480	6,950,548	8,071,824	52,644,011	28,781,653	4,289,691	4,655,754
Transportation	68,826,049	10,806,399	10,881,819	10,969,500	13,513,331	11,252,500	11,402,500
Transportation Development	9,600,000	800,000	5,500,000	850,000	850,000	800,000	800,000
University Hill Comm District	495,000	185,000	130,000	90,000	90,000	-	-
Wastewater Utility	85,738,240	9,737,389	29,145,492	28,904,683	5,704,957	6,006,461	6,239,260
Water Utility	148,007,584	12,346,837	16,285,354	54,644,136	14,848,265	16,525,399	33,357,592
Total	\$ 564,857,257	\$ 85,598,166	\$ 96,410,794	\$ 166,483,477	\$ 87,419,913	\$ 57,268,593	\$ 71,676,314

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CAPITAL PROJECT OVERVIEWS

- Citywide.....161
- Community Vitality.....163
- Facilities & Asset Management.....167
- Fire-Rescue.....171
- Innovation & Technology.....173
- Library & Arts.....177
- Open Space & Mountain Parks.....183
- Parks & Recreation.....189
- Police.....195
- Transportation.....197
- Utilities & Greenways.....203



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Citywide Capital

Current Focus for Capital Planning & Projects in the 2020 Capital Budget

The goals of the General Fund CIP are to provide a sustainable funding source for essential capital needs; improve resiliency of essential services; and save the city money in the long run by not deferring necessary improvements. Many General Fund CIP projects are found within the corresponding departments. However, there are several projects in 2020 that are true citywide projects and do not have an associated department focus. Projects in 2020 include:

Electronic Signature & Petitioning - Measure 2G in 2018 authorized the council to allow for online signing or endorsement of initiative petitions. This project aims to identify the requirements needed in order to achieve the goals of this measure, which the electors voted in favor of on November 6, 2018 and to implement an appropriate solution that meets those requirements. The costs identified in this request are estimates to build a custom system for the City of Boulder and associated ongoing support costs.

Continuing payment support for Hogan Pancost - The Hogan Pancost property is a 22.2-acre parcel in area II contiguous to South East Boulder (see image on next page). After several attempts by developers to annex and develop the property, council decided that it would be in the best interest of the community for the city to purchase the land. Having control of the property will allow for a pause to consider the most appropriate uses. It will remove the incentive to maximize the return on investment. It will also allow time to consider the effects of the South Boulder Creek flood mitigation study and guarantee that the neighboring community has a voice in what ultimately happens on the property.

Additionally, citywide projects include Nonprofit Support outlined within the 2017 community, culture, and safety tax approved by voters. Projects in 2020 include:

- Renovation of the Boulder Museum of Contemporary Art (BMoCA);
- Expansion and renovation of the KGNU Radio facility; and
- Improve facilities at Resource Central to expand recycling and reuse efforts.

Operating & Maintenance Impacts

Operating costs will be included as appropriate. Currently, the electronic signature and petitioning project has ongoing expenses, incorporated into the City Clerk's operating budget, beginning in 2021.

Unfunded Projects & Emerging Needs

Many of the city's unfunded needs reside in the General Fund and include facility backlogs, emerging technology needs, and large, unfunded facility replacements. The goal of this funding source is to address the backlog, critical infrastructure, and technology needs while also recognizing that additional funding sources will be needed to accomplish larger, high-dollar projects such as new facilities.

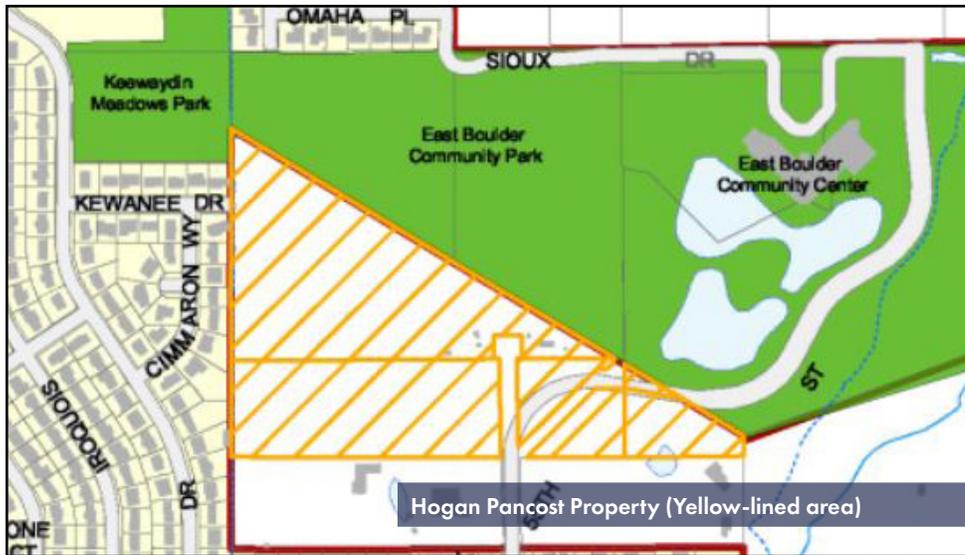
CEAP Projects

N/A

Board Action

N/A

Citywide Capital



2020-2025 Capital Improvement Plan

Citywide	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 23,181,248	\$ 2,740,704	\$ 1,440,704	\$ 4,339,440	\$ 4,886,800	\$ 4,886,800	\$ 4,886,800
CIP-Capital Enhancement Total	\$ 14,900,000	\$ 2,100,000	\$ 800,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Electronic Signatures & Petitioning	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund CIP. Measure 2G authorized the council to allow for on-line signing or endorsement of initiative petitions. This project aims to identify the requirements needed in order to achieve the goals of this measure, which the electors voted in favor of on Nov 6, 2018 and to implement an appropriate solution that meets those requirements. The costs identified in this request are estimates to build a custom system for the City of Boulder and associated ongoing support costs.							
Pavilion Debt Service	\$ 12,000,000	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Debt service payments will continue in the out-years, in the event Pavilion reuse is approved by council.							
CCS Agreements - BMOCA	\$ 750,000	\$ 250,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -
BMOca will renovate the current facility, which is necessary for the organization to sustain its current levels of growth and provide the best service for the community. Location: 1750 13th St							
CCS Agreements - KGNU Radio	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -
KGNU will expand and modernize the current facility into a 21st century, energy efficient, permanent media training and multicultural Community Media Center. Location: 4700 Walnut St							
CCS Agreements - Resource Central	\$ 1,400,000	\$ 1,100,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Zero Waste Community Center will improve facilities to expand recycling and reuse efforts, including a covered retail area, warehouse with offices, a lumber de-nailing area and improved drop off areas. Location: 6400 Arapahoe Ave							
CIP-Capital Maintenance Total	\$ 6,038,784	\$ -	\$ -	\$ 698,736	\$ 1,566,448	\$ 1,886,800	\$ 1,886,800
General Fund Capital	\$ 6,038,784	\$ -	\$ -	\$ 698,736	\$ 1,566,448	\$ 1,886,800	\$ 1,886,800
General Fund Capital dollars transferred to the Governmental Capital Fund to provide a sustainable funding source for essential capital needs; improve resiliency of essential services; and save the city money in the long run by not deferring necessary improvements. Specific projects will be identified during the annual CIP process.							
CIP-Land Acquisition Total	\$ 2,242,464	\$ 640,704	\$ 640,704	\$ 640,704	\$ 320,352	\$ -	\$ -
Hogan Pancost Land Purchase	\$ 2,242,464	\$ 640,704	\$ 640,704	\$ 640,704	\$ 320,352	\$ -	\$ -
The Hogan Pancost property is a 22.2-acre parcel in area II contiguous to South East Boulder. After several attempts by developers to annex and develop the property, council decided that it would be in the best interest of the community for the city to purchase the land. Having control of the property will allow for a pause to consider the most appropriate uses. It will remove the incentive to maximize the return on investment. It will also allow time to consider the effects of the South Boulder Creek flood mitigation study and guarantee that the neighboring community has a voice in what ultimately happens on the property.							

Community Vitality Capital

Current Focus for Capital Planning & Projects in the 2020 Capital Budget

In 2019-2020, Community Vitality is focusing on customer service, employee engagement, and good governance. As a part of good governance, it is critically important to adequately maintain existing assets and plan well for a future in all areas that Community Vitality is responsible.

In 2020, the CIP continues to address deferred maintenance in our parking structures. This is broken down in more detail than in previous years by identifying the specific projects within the CIP. One of the initiatives within the CIP to provide consistency for project funding is a capital program for major concrete repair within the garages.

One of the large ticket items in 2020 is the On-Street Meter Replacement project. This work is beginning in 2019; however, the main expenditure will be in 2020 for all pay stations across the city. This is a necessary upgrade to a piece of aging infrastructure. This program is essential for maintaining healthy commercial areas, and generates significant General Fund revenue. The project will be mostly paid for by funds set aside in the Facilities and Maintenance Equipment Replacement Fund (ERF).

While previous Community Vitality CIPs focused on the parking structures, it is a key role of district funds to provide for the overall vitality of each district and to plan for participation in citywide efforts. To that end, several projects are included in the CIP that indicate the use of funds for other district and citywide priorities. For example, two priorities on the Hill is included in the CIP; funded through operating reductions in UHGID. Also, the CIP contemplates the future of Boulder Junction and participation in public improvements.

Last, there are other service enhancements and community priorities that are addressed in the CIP. There is a community conversation around retail and the role of the city in ensuring a successful and vibrant retail environment. Currently, CAGID owns and manages several spaces that contribute to the retail environment. While it is uncertain how a program may be managed, funding will be necessary to offset costs for tenants. Funding is also included for customer service enhancements for parking products, including the continued effort to move towards more gateless systems at all parking structures.

Operating & Maintenance Impacts

There have been significant changes to the budget for ongoing operating maintenance and capital projects. Not only will these capital improvements reduce maintenance needs, they will allow Community Vitality to more accurately reflect the true cost of maintenance in the department's operating budget.

Another impact to operations is the pace in which a project can be completed based on project management capacity within the department. With the addition of a project and program manager (added in 2019), departmental capacity to lead projects will increase over time. This allows Community Vitality to plan for addressing deferred maintenance in a more realistic manner by relying on in-house expertise. Additionally, operations in portions of garages may be temporarily disrupted at times during the project work.

Community Vitality Capital

Unfunded Projects & Emerging Needs

The Farnsworth Assessment identifies over \$12 million of parking structure facilities capital projects and repair and replacement suggested over a period of 10 years based on current conditions and urgency of attention. The 2020-2025 Community Vitality CIP reflects the top priorities in addressing deferred maintenance but cannot absorb the entire amount identified in the Assessment.

Affordable commercial across the city is a priority that is likely to come out of the citywide retail study. The scope of such a program and the funding sources are not currently identified. The only portion of a program funded in the 2020-2025 CIP at this time is for properties owned and managed by CAGID.

Additionally, planning for a future refresh of the Pearl Street Mall and surrounding area is prudent. A large project will require a community conversation and other funding sources than currently identified. The only funding included in the CIP is \$65,000 in 2020 as a shared portion of an initial internal planning effort (in conjunction with Parks and Recreation).



CEAP Projects

N/A

Board Action

The University Hill Commercial Area Management Commission (UHCAMC) recommended approval of the proposed Community Vitality 2020-2025 CIP at their June 4 meeting.

The Downtown Management Commission (DMC) recommended approval of the proposed Community Vitality 2020-2025 CIP at their July 9 meeting.

The Boulder Junction Access District Commissions (Parking & TDM) recommended approval of the proposed Community Vitality 2020-2025 at their July 17 meeting.



Community Vitality Capital

2020-2025 Capital Improvement Plan

Community Vitality							
	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 10,005,000	\$ 2,515,000	\$ 1,820,000	\$ 2,485,000	\$ 1,465,000	\$ 1,720,000	\$ -
CIP-Capital Enhancement Total	\$ 4,540,000	\$ 1,790,000	\$ 545,000	\$ 990,000	\$ 265,000	\$ 950,000	\$ -
Affordable Commercial Capital Program	\$ 500,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
This is a likely program in 2020 with a portion of the program funded as capital projects in the existing CAGID owned retail spaces. A portion of this project work is funded through the General Fund transfer to CAGID. Council will define program details and scope of capital-related project work later in 2019 or early 2020.							
Gateless System Installation	\$ 260,000	\$ 130,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -
In alignment with the Access and Parking Management Strategy (AMPS), this project is to enhance the customer service through the application of innovative solutions within two garages in 2020-2021. This technology, currently utilized at the Trinity Garage, will allow the RTD and Randolph garages to improve customer experience and reduce operating costs.							
Parking Product Software Enhancement	\$ 475,000	\$ 150,000	\$ 125,000	\$ 200,000	\$ -	\$ -	\$ -
In alignment with the City's Goals and Values and Community Vitality's areas of focus, this project seeks to improve customer service through the development and acquisition of software that enhances the current suite of parking products offered by Community Vitality. The scale and individual products will be developed through a department strategic planning process through the remainder of 2019.							
Parking Garage Staircase Replacement	\$ 660,000	\$ -	\$ 60,000	\$ 600,000	\$ -	\$ -	\$ -
This project will continue the work to address deferred maintenance in all downtown parking garages. This will prioritize the replacement of staircases at the Randolph Garage.							
Univ Hill Alley Plan Implementation	\$ 235,000	\$ 55,000	\$ -	\$ 90,000	\$ 90,000	\$ -	\$ -
This project is to implement the University Hill Alley Plan. This project is funded through the University Hill GID, private property owners, and grants to accomplish beautification of the Hill. Future projects include continued investment in new trash enclosures, repaving, graffiti management, and undergrounding of utilities							
Univ Hill Lighting Improvements	\$ 260,000	\$ 130,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -
This project is set to improve and enhance the University Hill commercial area lighting. Several lighting fixtures need to be replaced. Ongoing maintenance of the new fixtures will be taken on by Public Works. All new fixtures will be compliant with relevant city regulations.							
Parking Garage Exterior Brick Rehab	\$ 925,000	\$ -	\$ -	\$ -	\$ 75,000	\$ 850,000	\$ -
This project is to address necessary rehabilitation of the brick structure at the Spruce and Pearl parking structure. This includes replacing necessary bricks and addressing any structural issues that arise during assessment.							
Parking Pay Station Replacement	\$ 1,225,000	\$ 1,225,000	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund CIP. The total project cost is \$1.25M, funded through annual contributions to FAM's Equipment Replacement Fund (\$1M) and additional General Fund support in 2020 (\$250,000). The On-Street Meter Program is a General Fund program, managed by Community Vitality. This project will replace all on-street pay stations with upgraded kiosks that will allow for a better customer experience.							
CIP-Capital Maintenance Total	\$ 5,400,000	\$ 660,000	\$ 1,275,000	\$ 1,495,000	\$ 1,200,000	\$ 770,000	\$ -
Boulder Junction Public Improvements	\$ 375,000	\$ -	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
Boulder Junction Parking District is responsible for the maintenance and enhancement of capital assets within the district. Since the establishment of the district, no funds have been set aside for public improvements and other related enhancements to the district. While there is not an individual project identified at this time, there is expected necessary investment within the district, utilizing Boulder Junction Access District (Parking) funds.							
Parking Garage Fire Supp. Repairs	\$ 650,000	\$ 150,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -
This project is to address critical repairs within parking structures to the fire suppression and sprinkler systems. Work on the systems began in 2019 and will continue in phases over the next three years (2020-2022).							
Ceiling and Roof Repair/Replace	\$ 375,000	\$ -	\$ -	\$ 25,000	\$ 350,000	\$ -	\$ -
Significant patching and replacement of areas of the roof and ceilings within the Pearl and Spruce structures is necessary. Exact scoping for the improvements will occur in 2022 with construction in 2023.							
HVAC System Repair-Replacement	\$ 340,000	\$ -	\$ -	\$ 20,000	\$ 300,000	\$ 20,000	\$ -
This project is the planning, scoping, and construction of HVAC systems at Spruce and Pearl garages. This impacts the parking areas, tenant spaces, and offices and represents a phased approach from 2022-2025.							

Community Vitality Capital

2020-2025 Capital Improvement Plan

Community Vitality

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Interior Tenant Space Repairs	\$ 400,000	\$ 50,000	\$ 50,000	\$ 200,000	\$ 50,000	\$ 50,000	\$ -
CAGID manages retail space for 13 tenants and approximately 16,000SF within the Pearl and Spruce structures. As the owner of the retail spaces, there is annual maintenance within the spaces and sometimes more extensive work required if/when a tenant space turns over. This represents the expected annual amount for more significant repairs.							
Parking Building Doors and Windows	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -
This is required capital maintenance on all CAGID assets based on the Farnsworth facility assessment report. Several doors and windows are in need of replacement and/or repair. This project is projected to be completed in 2024.							
Parking Garage Deck Cap Maint	\$ 2,000,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ -
The 2017 Farnsworth Facilities Assessment identified deferred maintenance to be addressed in all of the CAGID parking structures. Specifically, one the largest in scale was the annual cost of repairing the concrete parking decks and underlying structure that wears down over time. This Capital Maintenance program seeks to address deferred maintenance by making an annual investment of \$400,000 into various projects, with a focus on the concrete parking decks and underlying structure.							
Parking Garage Elevator Replacement	\$ 1,060,000	\$ 60,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -
This project is to address continued work in updating the elevators within the downtown parking garages. Work in replacing elevators at Spruce and Pearl Street garages was completed in 2019. This project would plan, scope, and bid the next two major repairs and replacements (at the St. Julien and Randolph garages) in 2020 and construct improvements in 2021 and 2022.							
CIP-Capital Planning Studies Total	\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -
Pearl Street Mall Planning	\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -
This project is for internal planning dollars in support of a collaboration effort between Community Vitality and Parks and Recreation to plan for a future refresh of Pearl Street Mall. This represents half of the estimated amount of the planning effort. This is an initial internal step; public and stakeholder engagement will be mandatory as a part of any future funding beyond the scope of this internal planning process.							



Facilities & Asset Management Capital

Current Focus for Capital Planning & Projects in the 2020 Capital Budget

Sustaining or improving maintenance of existing assets is the focus of Facilities and Asset Management's (FAM) current CIP. From 2015 to 2017, assessments have quantified the FAM deferred maintenance backlog to \$15.3 million for 135 facilities and structures that FAM has responsibility for out of the 380 facilities and structures throughout the city. The FAM deferred maintenance backlog impacts General Fund departments and the services they provide, which includes libraries, recreation centers, fire stations, police, and many administration facilities. FAM's CIP is nearly all programmed for capital maintenance to reduce the backlog to below \$6 million within six years. In accordance with the 2005 FAM Master Plan, the reduction in backlog will bring the overall facilities rating from "poor" to "good."

While many of the large capital projects are not part of FAM's current funding, FAM has responsibility for planning, design, construction and operations and maintenance (O&M) of new General Fund facilities which have become a significantly larger part of the division's efforts. In 2020, FAM will be leading the design and construction effort of projects not in FAM's CIP but funded by the community, culture, and safety tax, such as the new North Boulder Library, the replacement of Fire Station No. 3, and the new Radio Tower Infrastructure. FAM is also coordinating the decommissioning and deconstruction effort of the old Boulder Community Hospital and possibly renovating the Medical Office Pavilion (Pavilion) Building at the Alpine-Balsam site.

Operating & Maintenance Impacts

Due to the voter-approved bonds and taxes since 2010, FAM's area of responsibility has seen an increase of 51% (321,000 square feet added to the original 630,000 square feet). This increase does not include the 350,000 sf of the old Boulder Community Hospital and Pavilion. Staffing and funding for O&M and facility renovation and replacement (FR&R) funding have not kept up with the additional facilities, nor with the increasing costs of goods and services in Boulder.

Unfunded Projects & Emerging Needs

The new facilities added since 2010 also have not been fully funded for ongoing facility renovation and replacement funding (FR&R), estimated at 2% of the facilities replacement value. The Fire Training facility, while leased to the regional fire district, has not been collecting and reserving adequate FR&R funding. Fire Station #8, opened in 2015, and the Brenton Building, opened in 2018, also have not been collecting FR&R. The Public Safety Building has not been collecting renovation funding, which is 1% of its replacement value. In total \$400,000 of annual funding for future replacement needs are not being collected for these buildings.

With the maintenance backlog at \$15.3 million and an overall facility rating of "poor", the backlog will continue to grow with the total need growing to \$19.5 million to get to the goal of less than \$6 million of facility ratings of "good." Using the \$3.6 million from FAM's Facility Renovation and Repair fund balance, the FAM CIP has an unfunded need of \$6.4 million through 2025.

The Building Performance Ordinance requirements for 2021 include maximum energy use for exterior and interior lighting for city facilities greater than 5,000 square feet and any energy measure identified to have less than a two-year payback in the 2019 retro-commissioning studies to be implemented. For now, \$500,000 is programmed in 2020 and if more work is needed, it may be executed through an Energy Performance Contract.

The first-ever 2019 Facilities Master Plan and the 2020 FAM Strategic Plan, an update to the 2005 FAM Master Plan, will guide the city's future investments. Although identified now as an unfunded and emerging need above, the guidance and direction provided in the plans could significantly change these unfunded needs in 2020.

Facilities & Asset Management Capital

CEAP Projects

N/A

Board Action

N/A



Facilities & Asset Management Capital

2020-2025 Capital Improvement Plan

Facilities & Asset Management

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 17,124,364	\$ 8,320,742	\$ 1,828,258	\$ 1,668,841	\$ 1,888,841	\$ 1,668,841	\$ 1,748,841
CIP-Capital Enhancement Total	\$ 6,555,000	\$ 6,162,742	\$ 392,258	\$ -	\$ -	\$ -	\$ -
BCH Hospital Deconstruction	\$ 3,350,000	\$ 3,350,000	\$ -	\$ -	\$ -	\$ -	\$ -

On May 16, 2019 City Council voted to proceed with deconstruction of the main hospital to prepare the Alpine-Balsam site for future redevelopment. The full scope of the deconstruction project includes interior deconstruction of the main hospital and Pavilion to prepare the latter building for future renovation. The exterior of the hospital building will be deconstructed and separated from the Pavilion building and the holes in the side of Pavilion where the hospital was once connected will be temporarily patched back until full renovation of that building proceeds. The basement of the hospital building will be excavated and the whole left behind will be filled. The final phase of work necessary to complete the deconstruction project is grading of the site which is being coordinated with future flood mitigation plans so that grading as part of the deconstruction project can work towards achieving those future flood mitigation goals for the site.

The total project costs have been estimated between \$14M - \$16M for the work described above. The first ATB in 2019 appropriated \$11,850,000 to the project. This amount reflects what was available from year end balance carryover from 2018 to utilize towards this project. The full \$16M was not available to fund in 2019 and so this budget request is for the remainder of funding necessary to complete the project with the exception of soils remediation which is still yet to be determined. Staff are working to minimize the cost of the deconstruction and any reduction in the project cost will be directed towards soils remediation costs should remediation be necessary. Soils testing for potentially hazardous materials will be conducted in the first phase of deconstruction, anticipated sometime in late 2019. Following testing that identifies any material in the soils that require abatement, a voluntary clean-up (VCUP) will be developed and approved by regulatory authorities at which time a cost associated with this work can be identified. The funds appropriated in 2019 will go towards completing interior and exterior deconstruction of the building. The \$4,150,000 being requested in this budget request will be to complete the project, including excavation of the basement, patching back of the Pavilion and final site grading which would be designed to achieve progress towards the flood mitigation strategy for future development on the site.

Facility Alteration Projects	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
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In 2017, the city completed a Facilities Vision Plan that provided guiding principles focused on creating welcoming and accessible space for the community and flexible, collaborative and healthy work environments for city staff. In 2020, the city will be completing the Facilities Master Plan that will provide a vision and plan for consolidating city services now decentralized and implementing short term, mid-term and long-term facility investments in city facilities. This budget request will enable small projects to advance across current city buildings to increase equity in community serving spaces as well as staff workspaces.

Muni Bldg - East Entryway Doors	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -
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General Fund CIP. This project would add back an exterior building entry on the north-east side of the Municipal building facing Broadway. The project includes adding a flood-proofed vestibule and exterior doors, sidewalk and sister-cities plaza reconfiguration to address the new entry and interior modifications to the current reception desk to better address the new entry point.

Teahouse - Entry Alterations	\$ 255,000	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -
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This project will continue the collaboration project with CU Boulder, the tenants of the Teahouse, Huckleberry Foods, and the Dushanbe Sister Cities in working with a Tajikistan artisan to help design and construct a new entry to the Teahouse. The Teahouse entry faces west, which allows the cold, wind and rain to enter the facility with only one set of double doors. An entry vestibule will provide a block from the weather and provide more comfort to staff and customers as well as save energy. This project will also enhance the concrete path leading from the 13th Street sidewalk to the new entry to complement the Teahouse architecture and the adjacent Tajik art on the adjacent multi-use path along the Farmers Ditch. Finally, this project will provide water and sewer to a service station on the patio. With the increased use of the Teahouse, the patio area doubles the serving capacity of the Teahouse. A full service station on the patio will reduce the foot traffic of service staff through the front entry and provide better service to customers.

Pavilion Renovation	\$ 2,100,000	\$ 1,707,742	\$ 392,258	\$ -	\$ -	\$ -	\$ -
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The Alpine-Balsam Area Plan will be finalized in Fall 2019 after community visioning and council direction on the future of the site and surrounding area. A key assumption in the area plan is that the Medical Office Pavilion (Pavilion) will be renovated for city facilities. If the Pavilion renovation occurs, staff recommend beginning the design phase in 2020, as design and permitting will take multiple years. The renovation of the Pavilion building has the potential to accommodate more than 250 staff; provide better services to the community from a centralized location; and make progress toward the city's Climate Commitment goals. The current estimate to renovate the Pavilion is \$49 - \$58M, depending if there's an additional floor constructed. To identify the space allocation and services provided in the Pavilion, the first step is a "programming phase," followed by initial schematic design which would begin in 2020.

CIP-Capital Maintenance Total	\$ 10,069,364	\$ 2,008,000	\$ 1,436,000	\$ 1,668,841	\$ 1,888,841	\$ 1,518,841	\$ 1,548,841
Aquatics Facility Repairs	\$ 1,476,000	\$ -	\$ 100,000	\$ 1,123,000	\$ 253,000	\$ -	\$ -

As part of recommendations of the recreation master plan and the recently completed Aquatics Facility Study (AFS) the Parks and Recreation (P&R) department has identified deferred maintenance needs within P&R existing facilities. P&R operates 11 pools within the city including indoor and outdoor leisure pools, lap pools and hot tubs. As part of the Aquatics Facility Study ongoing maintenance and repairs to recreation facilities have been prioritized starting with the three indoor facilities. Pools are an integral component in providing health and wellness programs as well as generating revenues for the city. 2021 funding will address high and medium priority items identified in AFS for East Boulder Recreation Center. 2022 funding will remedy the high and medium priority deficiencies at South Boulder Recreation Center and Spruce Pool.

Building Perf Energy Requirements	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
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Perform energy assessments and retro commissioning (RCx) to comply with Boulder Building Performance Ordinance (BPO) (Ordinance no. 8071). The RCx requires implementing cost effective RCx measures within two years of the study. FAM will be performing the energy assessments, RCx, and implement cost-effective measures on buildings greater than 5,000 square feet.

Deferred Facility Maint Projects	\$ 5,508,364	\$ 1,263,000	\$ 1,066,000	\$ 395,841	\$ 795,841	\$ 668,841	\$ 1,318,841
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FAM contracted in 2016 to prepare a Facilities Strategic Plan for 22 essential city facilities (Fire stations, Public Safety Building, Municipal Buildings, Recreation Centers and Libraries). All equipment in the facilities were inspected, documented and imported into an Asset Management software. FAM developed building and system priorities. For example, a recreation center is maintained to a higher standard than a maintenance shop, and roofing systems are given a higher priority than interior finishes. The software program takes that information and produces a prioritized 10 year work plan for the 17 General Fund facilities to work down backlog items and replace building components on schedule. Replacements funded with this project include HVAC systems, boilers, parking lot repairs, and various other building systems.

Facilities & Asset Management Capital

2020-2025 Capital Improvement Plan

Facilities & Asset Management

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Fire Stations Major Maintenance	\$ 895,000	\$ 145,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
The 24/7 occupancy of the city's eight fire stations and their status as essential facilities requires a higher level of maintenance. This annual CIP project will be distributed among the eight Boulder fire stations to maintain finishes to industry standards, and upgrade kitchen, dining and living areas. Work on Fire Station 3 will be limited due to potential future replacement.							
Fleet - System Repairs/Replacements	\$ 400,000	\$ 100,000	\$ -	\$ -	\$ 220,000	\$ -	\$ 80,000
Fleet Services has made significant repairs and investments to their facility, which was constructed in 1989. A 2016 comprehensive facilities assessment identified deferred maintenance backlog that have been programmed into the CIP. In addition, technology changes in the last 20 years have required changes to fleet's service equipment and building systems. For 2019, training requirements will be increased by a new citywide radio system, advanced asset management systems and new vehicle technologies that require fleet mechanic certification. Improvements to the entry are also desired to improve the customer experience and prevent entry of customers into the work bays.							
Martin Park Shelter Major Maint	\$ 170,000	\$ -	\$ -	\$ -	\$ 170,000	\$ -	\$ -
The P&R Round 1, Capital Investment Strategy project improved the shelter's exterior to include ADA access to the shelters, lighting upgrades, amenities (benches/tables), bear proof trash/recycling receptacles and concrete flatwork. FR&R funding was not available with 2013/2014 CIS project. This project upgrades the plumbing and fixtures and renews interior and exterior surface finishes of this facility constructed in 1962. Minor cosmetic work totaling \$16,000 was last done in 2007. Code upgrades for the electrical systems will also be accomplished as required with any major renovation project.							
No Boulder Park Shelter Repair	\$ 120,000	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -
The P&R Round 1, Capital Investment Strategy project improved the shelter's exterior to included ADA access to the shelters, lighting upgrades, amenities (benches/tables), bear proof trash/recycling receptacles and concrete flatwork. FR&R funding was not available to time with CIS project. This project upgrades the plumbing systems and fixtures and renews interior and exterior surface finishes of the facility built in 1969. Minor concrete work totaling \$19,000 was last done in 2007. Electrical code upgrades will also be accomplished as required with major renovation projects.							
Tantra Park Shop Renovation	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -
Renovate the Tantra Park Shop for continuing use for Park Operations maintenance staff. The 3,000 square foot facility, constructed in 1984, needs repairs and renovations to major building systems. At this time, no specific scope has been identified for this project planned in 2023.							
West Senior Center Maj Maint & Rehab	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -
This project provides refurbishment and replacement in the building including HVAC, electrical and plumbing systems. It renews all surface finishes including carpet, paint and ceilings. It provides improvements to restrooms and adds a fire sprinkler system, which is currently lacking, to the entire facility as required by B.R.C. 10-8, Fire Prevention Code. It also provides for requirements under which ADA standards and Boulder Energy Codes. Finally, it replaces 1995 roof sections as required. The facilities asset assessments identified the deferred maintenance backlog of \$758,000 at the end of 2018. Another \$340,000 will come up for replacement from 2019 to 2025. Additional funding from the Facility Deferred Maintenance Projects CIP will be available for the additional backlog. This project was scheduled for 2020, but the majority has been moved to 2024 to coincide with area planning and city facilities planning for Alpine-Balsam and the Civic Area. A portion remains in 2020 for minor maintenance to coincide with a possible consolidation of Human Services into the West Senior Center.							
CIP-Capital Planning Studies Total	\$ 500,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ 200,000
Facilities Master Plan Updates	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
This project funds the study and analysis of facility assets. Visual inspections and sampling of materials are performed in city facilities to have a hazard inventory of any asbestos, lead based paint and other indoor air quality concerns. Code and safety deficiencies in existing facilities are also identified. This type of inventory provides awareness to building occupants, maintenance staff, construction personnel and emergency responders and identifies remediation projects, as needed. This is a multi-year program to complete the inventory of the 135 facilities managed by Facilities & Asset Management (FAM).							
FAM Strategic Plan Updates	\$ 300,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ -
This project funds the study and analysis of facility assets. Visual inspections and sampling of materials are performed in city facilities to have a hazard inventory of any asbestos, lead based paint and other indoor air quality concerns. Code and safety deficiencies in existing facilities are also identified. This type of inventory provides awareness to building occupants, maintenance staff, construction personnel and emergency responders and identifies remediation projects, as needed. This is a multi-year program to complete the inventory of the 135 facilities managed by Facilities & Asset Management (FAM).							



Fire-Rescue Capital

Current Focus for Capital Planning & Projects in the 2020 Capital Budget

Fire-Rescue is updating its Fire Master Plan in 2019. This update will inform future CIPs as it will incorporate a facility, equipment, and staffing needs assessment for a potential expansion into fire-based advanced life support (paramedicine) and transport.

Fire-Rescue moved forward with the relocation of Fire Station No. 3 following the passage of the community, culture, and safety tax in November 2017. Fire Station No. 3, currently located at the southwest corner of Arapahoe and 30th Street, is being moved out of the 100-year floodplain to a new location further north on 30th street that is strategically located to serve an area that has experienced an increase in calls for service. In January 2019, Fire-Rescue acquired a 1.86 acre parcel of located at 2751 and 2875 30th Street. Plan design is currently underway with site preparation and construction slated to begin in 2020.

Operating & Maintenance Impacts

Constructing a new Fire Station No. 3 will reduce facility maintenance and energy costs relative to the current Station No. 3 facility. It is also anticipated that new station will include community and shared meeting space that could be used by other city departments as well as community members.

Unfunded Projects & Emerging Needs

Fire-Rescue has a number of unfunded capital projects. In the near term, Fire-Rescue's capital strategy is focused on relocating Fire Station No. 4 and Fire Station No. 2, with priority on the latter. In both cases, relocation will remedy the size and functionality deficiencies that currently exist at the outdated stations and likely involve land acquisition. The relocations of the stations will need to be combined with modifications to at least one other station, likely Station 1, to support the department's anticipated shift to fire-based advanced life support (ALS). Fire-Rescue is also facing future space constraints for administrative personnel. A solution could potentially involve co-locating administrative offices with the new fire station(s).

Fire-Rescue has also identified the potential need to better address maintenance in the near-term and repairs in the long-term at the Boulder County Regional Fire Training Center (FTC). Fire-Rescue manages the FTC under an agreement with the FTC's Board and Boulder County. The City of Boulder is set to take ownership of the facility in 2034. Along with deferred maintenance, Fire-Rescue intends to pursue phase II of the FTC Master Plan which includes expanding on-site classroom space and adding dormitories to accommodate increased demand. Wildland Station No. 8 is co-located with the FTC and is also in need of dedicated repair and renovation funding. Station No. 8 is wholly owned and operated by the city.

CEAP Projects

Fire Station No. 3

Board Action

N/A

Fire-Rescue Capital



2020-2025 Capital Improvement Plan

Fire-Rescue

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 8,551,376	\$ 1,351,000	\$ 7,200,376	\$ -	\$ -	\$ -	\$ -
CIP-New Facility/Infrastructure Total	\$ 8,551,376	\$ 1,351,000	\$ 7,200,376	\$ -	\$ -	\$ -	\$ -
Fire Station 3 Desn & Construction	\$ 8,551,376	\$ 1,351,000	\$ 7,200,376	\$ -	\$ -	\$ -	\$ -

Fire Station No. 3 is being moved out of the 100-year floodplain to a location that will provide quicker response to more calls for service. This project is the design and construction of the new station.



Innovation & Technology Capital

Current Focus for Capital Planning & Projects in the 2020 Capital Budget

The city completed an assessment of citywide IT operations in early 2018. The result was 15 different recommendations across five areas: Governance, Finance, Talent, Technology, and Services. Through a program called IT Transformation, the department has made significant progress against 10 of the 15 recommendations with plans to execute against all of them in the next two years. A significant and almost immediate outcome has been improved transparency into the IT needs, gaps, and opportunities in the city. This includes major gaps in IT capital funding and technical debt from legacy systems that still demand resources. The next step in IT Transformation is to enhance and streamline the IT funding model citywide which will likely have impacts on the city's IT capital management.

A number of internal and constituent facing technology projects are planned for 2020 and 2021. From an infrastructure standpoint, the city is investing in upgrades to the existing network infrastructure, redundant backup of critical IT business systems to cloud hosted disaster recovery services, and implementation of a significant network capital project, a 50+ mile dark fiber broadband backbone. On the application side, the city is replacing two core city systems: tax and website. These projects will continue into and beyond 2020.

While typically most of IT's projects are capital maintenance projects that involve the replacement and upgrade to existing systems and software, in the next three years, it is expected that significant departmental efforts will need to focus on transforming technical operations and capacity. This is likely to require investment in both capital and operating dollars. IT Transformation is currently underway, including a redesign of the city's technology funding.

On a tactical level, in 2020 and 2021 the following systems will be refreshed and updated:

- Initiation and Replacement of the city's web platform and constituent relationship management system;
- Replacement of the fire record management system, this may also support OSMP rangers;
- Replacement of 75% of the network backbone equipment;
- Refresh and upgrade to Laserfiche, the city's document management system;
- Replacement of the virtual server and storage system; and
- Establish Enterprise wide Data Warehouse.

On a strategic level, the city is currently looking at how to treat capital funding for technology projects recognizing several factors:

- A strong shift towards a cloud first technology posture;
- Shorter, more significant technology innovation, and obsolescence, cycles;
- Convergence of software and hardware; and
- Rapidly increasing bandwidth consumption and connected devices.

Innovation & Technology Capital

Operating & Maintenance Impacts

Many of IT's CIP assets already have established maintenance and operations funding. No significant increases are anticipated as the result of near-term projects. Additionally, while device replacement has traditionally been captured in the CIP, the operating model manages this as an ongoing operational expense, and going forward, will be captured in the department Computer Replacement Fund operational budget and no longer included in the CIP.

Unfunded Projects & Emerging Needs

Unfunded projects and emerging needs fall into three categories: market dynamics, system replacement, and technology transformation.

System Replacement: Based on the more than 300 applications managed across the city, total system replacement is estimated to be between \$8 million and \$18 million. The wide range is due to various factors, including opportunities for system/function consolidation, new tech market entrants/consolidation, a changing technology landscape, and increasing cost of contracted IT labor.

Technology Transformation: IT is changing more quickly than it ever has. A few examples include cybersecurity, software defined infrastructure, preeminence of cloud technologies, expanding data use and needs, and the internet of things/connected devices. The current capital funding model does not consider these factors in its approach or strategy and will need to be reworked in 2020 and onwards.

Market Dynamics: Middle market technology firms that traditionally serve local governments are being consolidated and acquired more quickly than in the past. The outcome can be that a vendor chooses to support and continue one application over others from their portfolio of similar products. The impact to the city is that a system with a planned five to seven year lifecycle may only be vendor supported two to four years, and the city must move to a new product.

CEAP Projects

N/A

Board Action

N/A



Inside and Outside a Fiber-Vault

Innovation & Technology Capital

2020-2025 Capital Improvement Plan

Innovation & Technology

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 18,113,400	\$ 4,390,000	\$ 2,810,600	\$ 1,932,800	\$ 7,180,000	\$ 1,500,000	\$ 300,000
CIP-Capital Enhancement Total	\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise CRM	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund CIP. Replacement of current CRM system, Inquire Boulder. The current system has many deficiencies and has not been updated since its release in 2013. We will add requirements for the new CRM system to our Website Redesign RFP, which will be released in July 2019. We hope to find vendors who may have CRM functionality native to their proposed solution. This solution is an enterprise-level tool.							
Enterprise Data Warehouse	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund CIP. The siloed nature of various departments throughout the city makes sharing of internal information and data relatively difficult, as often it is unknown what data exists, what form it exists in, and whether it is compatible with data collected in another department. Having a citywide centralized system will allow departments to integrate data from multiple sources and applications into one location. A data warehouse would improve data quality and consistency throughout the City. This initial phase of the project is funding for consulting and cloud hosting services. An increase in the CRF of \$30,000/year has already been built into the FY2020 rates for continued support of this solution.							
CIP-Capital Maintenance Total	\$ 10,063,400	\$ 2,340,000	\$ 1,310,600	\$ 432,800	\$ 5,680,000	\$ -	\$ 300,000
Data Backup and Disaster Recovery	\$ 140,000	\$ -	\$ -	\$ 140,000	\$ -	\$ -	\$ -
The project reflects the hardware, software and support needed to ensure reliable high speed backup of files, databases and applications stored on the city's enterprise servers and data storage sub-systems. Note that these systems are required not only for disaster preparedness and recovery purposes, but to meet legal records retention requirements.							
Database Hardware Replacement	\$ 405,600	\$ 40,000	\$ 65,600	\$ -	\$ 300,000	\$ -	\$ -
Hardware and related software necessary to provide and support the computing infrastructure that delivers critical database services. Project includes maintenance and end of life equipment replacement.							
Network Hardware Replacement	\$ 1,395,000	\$ 550,000	\$ 290,000	\$ 275,000	\$ 280,000	\$ -	\$ -
This is an ongoing project and includes the hardware and related software used to provide and support a reliable and secure high-speed data and voice communications infrastructure to connect City computing devices to internal data repositories and computing services, while supporting connectivity to the Internet and other external data resources and services. Project involves maintenance and end of life equipment replacement. Most elements of the network infrastructure have a useful life of six years. This is the maximum lifecycle recommended by the equipment vendor and industry best practices.							
Security Administration	\$ 297,800	\$ 250,000	\$ 30,000	\$ 17,800	\$ -	\$ -	\$ -
Equipment used to provide and support network devices and software needed to ensure the city's network, server and computing infrastructure are secured against external Cyber-threats such as viruses, malware and hackers in compliance with FBI, CIP (Critical Infrastructure Protection) and PCI (Purchasing Card Industry) security standards. Project includes maintenance and end-of life-equipment replacement.							
Server Hardware Replacement	\$ 825,000	\$ -	\$ 825,000	\$ -	\$ -	\$ -	\$ -
Hardware and related software necessary to provide and support the computing infrastructure that delivers critical services, including enterprise software applications (e.g. financial, payroll, permitting and licensing, electronic mail, etc.), critical departmental applications (e.g. police and fire records, court case management, recreation registration, etc.) enterprise data storage resources, internal/external web systems, and electronic document management repositories. Project includes maintenance and end of life equipment replacement.							
Software Replacement	\$ 7,000,000	\$ 1,500,000	\$ 100,000	\$ -	\$ 5,100,000	\$ -	\$ 300,000
This project reflects the software and other project expenses needed to ensure timely replacement of the city's software applications. These systems are necessary to conduct day to day city business.							
CIP-New Facility/Infrastructure Total	\$ 7,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -
Broadband Fiber Backbone	\$ 7,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -
Ongoing costs related to the Certificates of Participation for the construction of a fiber backbone in support of the city's broadband effort. The outcome of the project will be a roughly 90+ mile redundant fiber backbone throughout Boulder to support connectivity for future broadband and smart city efforts.							

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Library & Arts Capital

Current Focus for Capital Planning & Projects in the 2020 Capital Budget

Library

Boulder Public Library Master Plan -The 10-year vision of 2018 Boulder Public Library Master Plan is for the library to serve as a centerpiece of the community, a destination for human connection, life-long learning, civic engagement, and creative exploration. The plan emphasizes providing inclusive access and supporting diversity in facilities that are intended to inspire and engage the community.

In 2019, the capital project to renovate the public restrooms in the Main Library will be completed. The \$775,000 investment from Library Fund reserves will provide inclusive access to restroom facilities for all patrons, in addition to updating the infrastructure and upgrading the finishes and fixtures to increase energy-efficiency, durability, and functionality. These improvements are expected to reduce ongoing maintenance and repair costs.

Continuing the focus on cultivating diversity and providing service excellence to all community members, the library in collaboration with the Facilities and Asset Management division of Public Works began work on the master plan goal to open a full-service branch library in North Boulder.

North Boulder Branch Library -The first phase of the North Boulder Branch Library was completed in 2018 and included site analysis and preliminary planning of what the library space and services might include. In 2019, phase two of the project began which is building and site design. Both phase one and two were informed by extensive community input.

The facility design includes sustainable energy systems that address the City's Climate Commitment and net-zero energy usage requirement. These systems include natural, passive ventilation, radiant heat, and solar panels. The iconic presence of the building will provide a community focal point and connect the surrounding neighborhoods to the Broadway corridor. Library programs and services will include the Boulder Reads Adult Literacy Program, Spanish/English bilingual programs, community meeting spaces, and a makerspace that offers educational opportunities to support lifelong learning.

The site review process began in 2019 and will continue into 2020. Construction is anticipated for 2020 through 2021. Funding for phase two in 2020 will come from community, culture, and safety (CCS) tax for capital improvements revenues and development excise tax (DET) and impact fee revenues collected for the library, and Library Fund reserves. The total amount of CCS tax revenues for the library project is \$5 million and \$3 million from DET and impact fee revenues.

Office of Arts & Culture

Community Cultural Plan - The Office of Arts & Culture is currently implementing phase two of the Community Cultural Plan. The mission of the division is "to facilitate an alignment in the community around the community's vision for culture: Together, we will craft Boulder's social, physical, and cultural environment to include creativity as an essential ingredient for the well-being, prosperity, and joy of everyone in the community."

Eight municipal strategies are recommended in the Cultural Plan to realize this vision. In phase one, the division had a focus on foundation programs including cultural grants, programs for artists and creative professionals, and public art. For phase two, 2019 through 2021, those three strategies will be enhanced while new initiatives are launched including support for the NoBo Art District, the Creative Neighborhoods program, and new ways to support cultural venues.

Library & Arts Capital

In addition to accomplishments in support for cultural organizations, programs for artists, the creative workforce, and other focus areas, the primary capital component of the Community Cultural Plan is the public art program. Currently, there are 12 public art projects underway in different phases of artist selection, design, and construction. There are also two donation proposals being processed which may result in the acquisition of artworks. The major accomplishments of the past year include the pilot Creative Neighborhood murals program, the installation of temporary artworks in the Civic Area and at CU, and a series of mural installations along pedestrian and bike routes including in Martin Acres and along the Boulder Creek Path. Site-specific murals will be featured in the Main Library public restroom renovations.

Public Art Program – The Office of Arts & Culture public art program is the primary capital component in the Community Cultural Plan. Public Art is guided by the Cultural Plan, as well as the Public Art Policy and the biennial Public Art Implementation Plan. The 2020 deployment of approximately \$200,000, generated through the CCS tax, is dedicated to public art projects within the city. Introduced to the public art policy in 2018, allocation of a percent for art funding within qualifying CIP projects will thoughtfully integrate public artworks into many CIP projects across departments. These public art allocations are captured in the department project sheets of qualifying CIP projects.

Creative Neighborhoods Mural Project – The Creative Neighborhoods Mural Program is planned for a second round of artworks in 2020. The funding provides for new artwork commissions on residential properties, visible from public paths and streets, throughout Boulder. Through open calls, homeowners and professional artists will apply to participate. Selected homeowners will work with the Office of Arts & Culture to partner with regional artists from the City-approved mural artist roster. These homeowner + artist teams develop a design, share it with neighbors, and then paint the murals on homes, garages and fences that can be seen from the public right-of-way. Homeowners commit to maintaining the mural for at least five years.

Operating & Maintenance Impacts

Library

North Boulder Branch Library – In 2021, the North Boulder Branch Library will require approximately \$830,000 in ongoing personnel (public desk and makerspace staff) and operating funds for security, equipment maintenance, courier service, etc. This is in addition to the current annual personnel allocation for the NoBo Corner Library, as those staff members will be reassigned to the new branch library. Approximately \$1.2 million of one-time funds will be required for furniture, fixtures, technology and equipment, and an opening day collection, some of which may be funded from DET and impact fees collected for the library and/or Library Fund reserves. Ongoing building maintenance and utilities costs, which are managed by FAM, are currently estimated at \$300,000, annually.

Office of Arts & Culture

Public Art Maintenance – General maintenance of the public art collection is the responsibility of the host department. Technical maintenance, conservation, restoration, or repair is the responsibility of the Office of Arts & Culture.

In 2018, the Office of Arts & Culture received \$30,000 of dedicated funding for maintenance of the public art assets, generated through the General Fund. This was a one-time allocation with an anticipated five-year commitment (2018 through 2022). Funds are committed to the maintenance needs of a portion of the existing collection of urban design and public art projects

Library & Arts Capital

As public art projects increase in volume through the introduction of the percent for art rule, staff demands continue to be stretched. The Office of Arts & Culture has one dedicated Full Time Equivalent (FTE) employee to oversee the public art policy, commissioned projects, public art maintenance, murals and the neighborhood mural program, and donations. An additional public art FTE position is a goal of the Office of Arts & Culture.

Unfunded Projects & Emerging Needs

Library

The 2018 Boulder Public Library Master Plan identifies unfunded projects for 2021 and later, such as: opening a Gunbarrel Corner Library; renovation of the Main Library's north building to upgrade and/or reconfigure the Canyon Theater, expand the BLDG 61 makerspace, and make more space for community partners; and Carnegie Branch Library restoration.

The library anticipates receiving a capital donation of \$1.5 million from the Boulder Library Foundation to bring the North Boulder Branch Library total project budget to \$10 million. However, the current capital project cost estimate for the North Boulder Branch Library exceeds the budget by \$2.2 million due to construction cost escalation. A revised cost estimate is scheduled to occur after the conclusion of the Site Review process.

A connection of 14th Street to the adjacent south private property line was recently identified as a requirement per North Boulder Subcommunity Plan and the Transportation Master Plan. Such connections are typically funded by the adjacent development project, adding to the project cost. A cost estimate for the street connection is forthcoming. Staff are investigating opportunities to reduce project costs and make up the funding gap through a combination of grants, donations, and Library Fund reserves. Ongoing operating fund for grounds maintenance is another emerging need that will need to be addressed through a joint 2021 budget request from the library and the Parks and Recreation Department. Cost estimates for grounds maintenance are forthcoming.

As the library adds staff members to meet master plan goals there is also an emerging need for staff workspace. There may be some opportunity to reconfigure and modify current workspaces that may meet the criteria for a capital project. Further, the George Reynolds Branch Library building is more than 50 years old and needs to be assessed for feasibility of continued, long-term use and to determine its remaining service life. All city-owned library facility building systems will need to be assessed for energy sustainability in the next few years.

Office of Arts & Culture

The city is committed to commissioning a diversity of public artworks that range in duration and media and material, from a breadth of artists. This will be accomplished through a fund mix that financially supports the flexibility needed to reach commissioning goals. Current funding includes a percent for art dedicated from capital parent projects - new capital or capital enhancement projects that qualify for public art allocation - and community, culture, and safety tax. Collectively, these two fund sources are estimated to reach about half of the annual recommended fund mix. Additionally, nearly half of the projects underway are showing a budget gap from construction cost escalation, site variables, permitting reviews, and costs which are impacting direct investment into public art.

A strategy for funding gaps in personnel, commissioning, and maintaining assets acquired through the commissioning of public art continues to be a priority as the collection grows.

Library & Arts Capital

CEAP Projects

N/A

Board Action

Staff will seek the Library Commission's advice on overall priority for new capital projects. The commission's favorable recommendation for capital project funding from the Library Fund (required by city charter) and old Library Fund (not required) will be sought.

All public art projects receive review and ultimately approval by the Boulder Arts Commission (Arts Commission) before advancing to the City Manager for approval. Additionally, the Arts Commission reviews and ultimately approves Public Art Implementation Plan, which serves as the public art workplan.

2020-2025 Capital Improvement Plan

Library & Arts							
	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 7,028,823	\$ 7,028,823	\$ -	\$ -	\$ -	\$ -	\$ -
CIP-Capital Enhancement Total	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -
CCSV2 Public Art Projects	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -

A series of capital projects which includes selection of an artist followed by design, fabrication, and construction of a work of public art. Often, though not necessarily, the public art projects are components of a "parent project": a capital project captured in another division which shares a site, infrastructure, and/or budget with the public art. The projects underway at the beginning of 2019 will be Adam Kuby (Civic Area Signature Public Art), Michelle Sparks (Arapahoe Underpass), and Sharon Dowell (North Broadway). The projects to begin in 2019 include University Hill, North Branch Library, and Scott Carpenter Park.

CIP-New Facility/Infrastructure Total	\$ 6,828,823	\$ 6,828,823	\$ -	\$ -	\$ -	\$ -	\$ -
North Boulder Branch Library - CCS	\$ 6,828,823	\$ 6,828,823	\$ -	\$ -	\$ -	\$ -	\$ -

Design and construction of a North Boulder Branch Library to expand library services in the area. Funded by the CCS tax, DET and impact fees collected for the library, and possibly Library FR&R and old Library Fund reserves for contingency and unanticipated project additions. One of the four main goals of the project is for the library to be a showcase facility for meeting Boulder's Climate Commitment.

In 2021, the North Boulder Branch Library will require approximately, \$830,000 in personnel (public desk and makerspace staff) and operating funds for security, equipment maintenance, courier service, etc. This is in addition to the current annual personnel allocation for the NoBo Corner Library, as those staff members will be reassigned to the new branch. Ongoing building maintenance and utilities costs which are managed by FAM, are currently estimated at \$216,000, annually. Total estimated additional ongoing cost is \$1.5 million.



Library & Arts Capital



North Boulder Branch Library Plans



Untitled Mural by Patrick Maxcy, Office of Arts & Culture's Creative Neighborhoods Mural Program (photo credit: Lauren Click)

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Open Space & Mountain Parks Capital

Current Focus for Capital Planning & Projects in the 2020 Capital Budget

The 2020 Open Space & Mountain Parks (OSMP) Department capital budget includes projects that are a part of the department's core mission, including capital maintenance of trailheads and trails; agricultural lands management; capital ecosystem maintenance and restoration; and strategic and resource planning. OSMP will continue to fund strategic land acquisitions, but at a reduced level in order to prioritize taking care of what we have during a fiscally constrained time. After five years of significant investment in flood recovery, the 2020 CIP represents a return to pre-flood CIP objectives, including completion of projects planned before the flood, and prioritizing capital maintenance over other project types. The department's 2020 capital budget will align with the following departmental work program priorities for 2020:

- **Agriculture Today and Tomorrow** - "Our legacy and future are based on working landscapes that are in harmony with nature." Work done within this project primarily aims to improve soil health, integrate sustainable agricultural practices and resource protection, support the next generation of ranchers and farmers, and connect communities to agriculture and food.
- **Community Connections, Education, and Inclusion** - "Together, we build an inclusive community of stewards and seek to find our place in open space". Projects within this program primarily aim to foster connection with nature to improve wellness and reduce stress, continue to grow the Volunteer and Service-Learning program to teach stewardship as a responsible lifestyle, provide opportunities for all, and connect youth and families to nature.
- **Ecosystem Health and Resilience** - "Using the best available science, we protect healthy ecosystems and mend those we have impaired." Work within this project primarily aims to safeguard large habitat blocks and corridors, maintain and restore grasslands, forests, wetlands and riparian areas, control invasive species, promote biodiversity of plants and animals, maintain soil health, and improve research and monitoring around ecological health.
- **Responsible Recreation, Stewardship, and Enjoyment** - "We are united by our connection to and enjoyment of nature and our obligation to protect it". Projects within this program primarily aim to use best management practices for recreation/visitor use, maintain and improve trails and visitor infrastructure, support enjoyable recreation opportunities on OSMP lands, assess appropriateness of potential passive recreation activities, protect scenic resources, and address visitation levels and growth where appropriate.
- **Make Strategic Department-wide Investments** - To better equip staff to efficiently and effectively carry out the work of OSMP, make strategic department-wide capital investments. In 2020, continue to invest in asset management and other systems to understand total cost of system management in support of objectives in the Financial Sustainability focus area of the draft Master Plan.

As staff plans for 2020, OSMP recognizes the need to remain flexible considering the community and City Council's interests, as well as a department that is experiencing change. The 2020 CIP will support business needs while understanding that additional adjustments will be necessary over the coming years as the Master Plan is approved and implementation begins.

Open Space & Mountain Parks Capital

Operating & Maintenance Impacts

In 2020, OSMP will focus on maintaining irrigation and water infrastructure on leased land, restoring ecological functioning of riparian, floodplain, and grassland habitat, closing and restoring social trails, and addressing trail maintenance backlogs. These projects are aimed at reducing deferred maintenance and some savings are expected on operations and maintenance because of these efforts. For example, ecological restoration projects will remove sediment to allow fish passages while reducing maintenance to head gates. Increases to operations and maintenance will occur where new infrastructure is added, for example, around improved agricultural irrigation. OSMP is confident that any added O&M can be supported by existing operating budget.

Unfunded Projects & Emerging Needs

OSMP has decided to defer a feasibility study of a future OSMP campus for at least two years and repurpose these CIP dollars to other projects. In 2019, OSMP allocated \$100,000 to begin feasibility analysis of potential sites for a future, long-term OSMP campus, including the Cherryvale location, with additional funding anticipated in the 2020 CIP. Deferring this project will ensure that OSMP can invest in core services, is responsible to a new fiscal reality, and can maintain current staffing levels. While the bulk of the future OSMP campus planning will be delayed, it is important that staff undertake an internal analysis of the fiscal implications of leasing the current HUB building beyond the five years originally anticipated. It is also important to take a closer look at the existing buildings out at Cherryvale to see how they can best meet department needs in the near-term. Cherryvale North will be the new headquarters for OSMP Rangers and further assessment will be completed around best use of Cherryvale South. (Note: Staff will prepare a written memo for the Open Space Board of Trustees (OSBT) June meeting that will provide more details regarding the status and thoughts on OSMP's current and future campus.)

To note an emerging need, in the first and second quarters of 2019, the OSBT and City Council made recommendations around increased funding to support prairie dog management and soil health. The 2020 OSMP CIP includes early dollars to begin these efforts but staff continues to further scope these programs, estimate costs, and build budgets. Future dollars may be added depending on findings during project scoping.

Related to funding, Open Space and Mountain Parks derives approximately 88% of its revenue from sales and use taxes. Over the past two years, OSMP has experienced sunsets of sales tax increments reducing the proportion of city sales tax supporting the Open Space Fund by 30%. As a result, it is critical to the financial health of OSMP to strategically plan how to conservatively set budgets in a period of decreasing revenues.

Based on strategies implemented in previous and current budget cycles, OSMP feels prepared to develop a 2020 budget that reflects financial realities and upholds our commitment to stewarding the land system. OSMP has maintained contingency reserves at 20% of operating plus debt, maintained strong fund balances, repaid debt in advance of expiring tax increments, de-obligated capital carryover, and improved work planning processes to better understand capital needs. After 2023, the department anticipates a return to annual spending that is aligned with projected annual revenue. OSMP will be actively monitoring and adapting to revenue projections over the next several years.

CEAP Projects

Four Mile Creek: The Foothills Trail crossing of Four Mile Creek near the Foothills Trailhead changed drastically during the 2013 Flood. This project aims to install an ADA accessible crossing and to rehab the creek bed up and downstream from the bridge location.

Board Action

The Open Space Board of Trustees unanimously recommended the 2020-2025 CIP on June 12, 2019 after previous review at the April 10 and May 8 business meetings.

Open Space & Mountain Parks Capital



Open Space & Mountain Parks Capital

2020-2025 Capital Improvement Plan

Open Space & Mountain Parks

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 22,538,275	\$ 4,038,275	\$ 3,700,000				
CIP-Capital Enhancement Total	\$ 1,328,000	\$ 578,000	\$ 150,000				
Community Connections, Edu. & Incl.	\$ 660,000	\$ 110,000					

This program captures investments in priority items from the Council approved "Community Connection, Education and Inclusion" (CCEI) focus area of the Open Space Master Plan. Projects Include: 1) Community Engagement Program Evaluation Plan (\$45,000) - Development of a program evaluation plan to measure success in meeting goals for Community Engagement programs. 2) Trailhead Kiosk Upgrades (\$20,000) - Replace failing old style timber "regulation boards" with mesh kiosk to reduce maintenance needs. This is a continuation of 2018-2019 initiatives to update kiosks across the system. This funding will support 10 kiosk updates. (Additional \$55,000 through 2020 Lottery Fund). 3) Gebhard ISP Design (\$10,000) - Design of a bridge and redirect neighborhood access to the defined creek crossing. In 2020, develop a design for the crossing and permit the project. (Additional 100k through 2019 CIP process). 4) Gunbarrel Hill ISP Design (\$10,000) - Improve habitat for declining ground-nesting birds and the visitor experience, designation of a more sustainable trail, restoration of undesignated trail, and education around nesting bird habitat. (Additional \$30,000 through 2019 CIP process). 5) Regional and Local Collaboration (\$25,000) - Boulder Creek Path extension, 71st Street Shoulders Project, CO 119 Bus Rapid Transit Study, and Rocky Mountain Greenway. (Additional 160k through 2018/2019 CIP process)

Emergent Lottery Projects	\$ 278,000	\$ 278,000	\$ -				
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This program captures Lottery Fund CIP dollars that support multiple OSMP charter purposes. The annual funding amount is determined by the budget division of the Finance department and OSMP selects appropriate project sites based on criteria for Lottery Fund spending. Capital dollars in 2020 will primarily support completion of multiyear projects. This may include maintenance and/or renovations to trails, facilities, or other infrastructure on the land system. Projects include: 1.) Anemone Trail Construction (\$223,000) - Construction of West Trail Study Area reroute of the 3-mile Anemone Trail loop and associated closures/restoration of rerouted and undesignated trails. Final construction in 2020 after bid and final design in 2019. 2.) Major Trailhead Upgrades (\$55,000) - Replace failing old style timber "regulation boards" with mesh kiosk to reduce maintenance needs. This is a continuation of the 2018-2019 initiatives to update kiosks across the system. This funding will support 10 kiosk updates.

Four Mile Creek	\$ 150,000	\$ 150,000	\$ -				
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The Foothills Trail crossing of Four Mile Creek near the Foothills Trailhead changed drastically during the 2013 Flood. This non-FEMA flood recovery project aims to install a crossing and to rehab the creek bed up and downstream from the bridge location. Stream restoration is crucial to provide sediment transport through the area, and to re-create the habitat that was lost during the flood. It will be supported by Lottery funding.

RIS CIP	\$ 240,000	\$ 40,000					
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The Resource Information Services Workgroup (RIS) is a service-oriented workgroup that serves all other OSMP workgroups through the information management, technical services, and applications development/support avenues. In 2017, OSMP began an assessment to evaluate the current RIS workgroup and identify opportunities for growth and areas for improvement. This information was delivered to OSMP in 2018 as the RIS Business and Strategic Operations Plan and has been used to prioritize workgroup resources in the interim years before the OSMP Master Plan is approved. Projects include: 1) Beehive Implementation - Implement Beehive, an asset management software that will allow an efficient and consistent way to inventory and assess our assets, produce work orders, track work and materials and provide analytics and reporting. This will be a multiphase project focusing on trails implementation first, followed by other geodatabases.

CIP-Capital Maintenance Total	\$ 15,510,275	\$ 2,760,275	\$ 2,550,000				
Agriculture Today and Tomorrow	\$ 5,274,046	\$ 1,274,046	\$ 800,000				

This project captures investments in priority items from the Council approved "Agriculture Today and Tomorrow" (ATT) focus area of the Open Space Master Plan. Projects include: 1) Improve irrigation infrastructure on OSMP lands (\$110,000) - replace 7 to 10 diversion structures and measuring devices necessary to operate adjudicated water rights. 2) Improve farm sites for local food producing ops (\$130,000) - improvements to agriculture infrastructure necessary to sustain food producing operations. 3) Rehabilitate ERTL house (\$300,000) - includes architectural plans and rehabilitation of the ERTL house to rent out for agricultural tenancy. 4) Support south boulder creek instream flow (\$20,000) - install 1-2 gauging stations per year to better understand how the creek functions, junior fill water rights for Gross Reservoir. (Additional 40k through 2019 CIP). 5) Agriculture facility repairs (\$254,903) - repair agriculture facilities identified in the 2016 CASE assessment of all OSMP facilities. 6) Improve soil health on irrigated lands (\$182,000) - Rehabilitate 100 -150 acres of degraded soil per year with focus on prairie dog effected agriculture lands. 7) Prairie dog work group implementation (\$277,143) - costs associated with relocating prairie dogs and building barriers to prevent encroachment.

Ecosystem Health and Resilience	\$ 4,556,632	\$ 556,632	\$ 800,000				
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This project captures investments in priority items from the Council approved "Ecosystem Health and Resilience" (EHR) focus area of the Open Space Master Plan. Projects Include: 1) Implement Tall Oatgrass Operating Plan (\$50,000) - Containment, eradication and early detection of the aggressive non-native tall oatgrass. In 2020, expand fencing in the Shanahan Cragmoor area to increase the grazing unit size. 2) - Continued Research of Mule Deer Disease (\$10,000) - Leverage partner funding and expertise to collaboratively research mule deer disease, populations, predator relationships, habitat use and movement. (Additional 15k through CIP process). 3) Restore Ecological Functioning of Riparian, Floodplain and Grassland Habitat (\$120,000) - Reduce non-native plant species and improve vegetation composition in Best Opportunity Areas identified in the GEMP. In 2020, mobilize invasive plant removal, planting, earthmoving, and fencing actions to restore native vegetation and habitats. 4) Restore Habitat and Ecological Functioning on Lower Boulder Creek (\$170,000) - Plan, design and implement improvements to ecological functioning of Lower Boulder Creek from 75th Street to Highway 287. Restoration of riparian and floodplain wetlands, converting formerly mined gravel pits to habitat to support leopard frogs and native fish species, and converting non-native grasslands to native grasslands. 5) Redesign Red Rocks Trail Complex (\$50,000) - Create restoration plans upon closing undesignated trails, designate social trails identified in the West TSA and improve sustainability of existing trails. Better define trails with added signage to protect resources and improve visitor experience. 6) Upper Bear Canyon Trail Reroute (\$55,000) - In 2020, design and permit for eventual construction of a 1600-foot trail reroute on Bear Canyon Trail aimed at moving the trail further from the Bear Creek riparian area currently being impacted. 7) Anemone Trail Construction (\$101,632) - Construction of the West Trail Study Area reroute of the 3-mile Anemone Trail loop and associated closures/restoration of rerouted and undesignated trails. Final construction in 2020 after bid and final design in 2019. (Additional 750k through 2012 CIP and additional 203k through 2020 Lottery Fund).

Open Space & Mountain Parks Capital

2020-2025 Capital Improvement Plan

Open Space & Mountain Parks

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Facilities Maintenance & Fleet	\$ 1,182,689	\$ 182,689	\$ 200,000				

This program supports the facilities maintenance needed to fulfill multiple OSMP charter purposes. In 2017, OSMP began a facilities assessment to inventory all OSMP structures, determine their condition and what is needed to maintain them including the priority of each facility along with estimated maintenance and repair costs both immediate and long term. This information was delivered to OSMP in 2017 as the Facilities Assessment and has been used to prioritize facility maintenance in the interim years before the OSMP Master Plan is approved.

Responsible Recreation, Stewardship & Enjoyment	\$ 4,496,908	\$ 746,908	\$ 750,000				
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This program captures investments in priority items from the Council approved "Responsible Recreation, Stewardship and Enjoyment." (RRSE) focus area of the Open Space Master Plan. Projects include: 1) Assess Bridges and Engineered Trails (\$25,000) - Inventory and assess condition of vehicle bridge system and schedule ongoing inspections and maintenance. The project will help our partners including ditch companies access bridges safely and use the system appropriately. 2) Develop Trails Standards and Specs (\$20,000) - In the second year of project funding, continue to develop a construction and maintenance standards document that will be utilized in managing current and planned constructed trail features. This document will be modeled after other agencies but catered to unique OSMP needs. (Additional 45k through 2019 CIP process). 3) Expand Visitation Count System (\$42,500) - Expand visitation count system to the east, including installation of additional permanent trail and vehicle counters. This project will expend coverage by an additional 6 trail counters and 6 vehicle counters for trailheads, providing critical baseline data for visitation management on OSMP. 4) Foothills South Trail Reroute (\$2,000) - This project is a continuation of the flood recovery project Foothills South that addresses neighbor requests and implement North Trail Study Area reroute of Foothills South Trail from Wonderland Lake north to the Utica Access (600-800 feet), including restoration/closure of existing route. In 2020, focus will be on project permitting before 2021 construction. (Additional 100k through 2018 CIP process). 5) Youth Corps/Contracted Crews for Trail Projects (\$255,000) - Annual contracting with conservation corps and contracted crews to produce quality trail and conservation work to augment the OSMP trail program and support projects prioritized in the work plan. 6) Road Maintenance (\$50,000) - Where OSMP has sole responsibility for the maintenance of road, invest in annual road maintenance to benefit internal and external users of the roads. 7) Royal Arch Reroute and Repair (\$175,000) - Reroute a 500-foot section of the Royal Arch Trail and perform critical repairs to other sections to improve sustainability. Currently, the retaining walls on steep slopes are undermined, with erosion and deteriorating steps creating safety hazards. 8) Summit Road/Flagstaff Wall Repair (\$15,000) - Repair damage that occurred when a citizen-driven vehicle drove off the Summit Road and damaged ballards and the surface of the retaining wall below the road. 9) Visitor Use Infrastructure (\$62,408) - repair visitor use infrastructure identified in the 2016 CASE assessment of all OSMP Facilities. 10) Ranger Database and Records Management (\$100,000) - Provide Ranger Services with a secure records management system and database for incidents that include sensitive information, summonses, warnings, and patrol log documentation. Utilize data from the system to inform management. Project includes software selection and implementation.

CIP-Land Acquisition Total	\$ 5,700,000	\$ 700,000	\$ 1,000,000				
Real Estate, Water, and Mineral Acq	\$ 5,700,000	\$ 700,000	\$ 1,000,000				

The OSMP Charter requires that we acquire, maintain, preserve and manage open space lands including water and mineral rights for ecological conservation, agriculture, passive recreation, urban shaping and scenic beauty. As our open space system matures, the land acquisition phase grows closer to completion with under 10,000 acres remaining to complete the vision of a comprehensive open space system. OSMP is focusing on acquisitions that assist the city in connecting and filling in the system, improving stewardship, support trail linkages or habitat connectivity such as along wildlife and riparian corridors. Acquisition is guided in the interim by the Open Space and Mountain Parks Acquisition Plan Update and further awaits guidance from the OSMP Master Plan to be approved in late 2019. The amount of 2020 CIP project is a one-time decrease from historic levels as OSMP approaches a restrained financial reality and awaits the passage of the Master Plan to give further guidance.



OSMP and HistoriCorps Repair Historic Structure

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Parks & Recreation Capital

Current Focus for Capital Planning & Projects in the 2020 Capital Budget

The department continues to focus on implementing the key themes of the BPR Master Plan, primarily on taking care of existing assets that provide core services to the community while strategically enhancing key parks and facilities outlined within the department's capital investment strategy. In fact, next year, staff will begin the five-year update to the master plan as proposed within the current CIP to refine the goals and strategies to guide the next several years. Staff have consistently prioritized funding on specific projects that meet several criteria related to safety, usage, efficiencies, and revenue generation. Staff have also been innovative in partnering when possible to leverage capital funding that align with many key themes identified in the BPR Master Plan, including:

- Community Health and Wellness - Parks and facilities are being improved with capital maintenance and enhancements to the Scott Carpenter Pool, Boulder Reservoir, and many outdoor facilities such as courts, playgrounds and ballfields. The amenities are critical to the department's core services and outlined in recent plans and studies.
- Taking Care of Existing Facilities - through implementation of the Asset Management Software, improvements to Chautauqua Park, Boulder Reservoir South Shore, and Columbia Cemetery will extend the useful life of priority facilities and increase the condition of many assets.
- Building Community Relationships - BPR continues to address the Emerald Ash Borer epidemic in Boulder and maintain as much tree canopy as possible. With help from the Tree Trust, developed by the PLAY Boulder Foundation, staff are making progress in fighting the pest and planting replacement trees through capital funding.
- Youth Activity and Engagement - many youth sports facilities and play areas will be enhanced and renovated through the 2020 projects, including skatepark enhancements that will continue to allow the department to focus on youth and provide opportunities for children in the community.

2020 Capital Project Priorities:

- Beginning the BPR Master Plan update;
- Completion of Scott Carpenter Pool;
- Completion of Boulder Reservoir Visitor's Center;
- Columbia Cemetery capital maintenance;
- Urban Forestry Management (EAB Response);
- Design for Flatirons Golf Course facility enhancements;
- Skatepark enhancements;
- Parking lot maintenance and renovation; and
- New restroom and pavilion at East Boulder Community Park.

Parks & Recreation Capital

Operating & Maintenance Impacts

The department prioritizes capital projects based on maintaining existing assets and decreasing the maintenance backlog of the department's portfolio of parks and facilities. Therefore, most projects included in the department's Capital Improvement Program will not have an impact on maintenance costs due to replacement of aging infrastructure and efficiencies associated with new and improved facilities and systems. However, as the department fulfills commitments relative to long-term planning needs such as the increase in facilities at Scott Carpenter Park, future phases of Valmont City Park, Boulder Junction Park, or Violet Neighborhood Park, the department will need to carefully design enhancements in sensitivity to the department's O&M funding and not overburden funds with maintenance of these new facilities. Staff are also carefully planning future facilities and current renovations to include energy efficiency and opportunities for reducing short-term and long-term O&M needs. This not only reduces maintenance costs and ongoing expenses, but meets the city's climate goals by reducing emissions and achieving environmental sustainability objectives. As an example, irrigation systems are much more efficient now using digital systems, rain sensors, and other technology to not over water. Also, building systems include efficient lighting, pumps, and filters for pools and sustainable materials.

Unfunded Projects & Emerging Needs

In the long-term, additional funding will need to be secured to develop any new major facilities, as well as improve service standards for maintenance operations and to fund deferred maintenance. The department's master plan includes a list of priority items to complete based on various funding levels (fiscally constrained, action and vision). The department's 2016 Capital Investment Strategy identified investments of \$104 million with available funding of only \$64 million over the next 10 years. Staff continue to evaluate deferred maintenance needs, including park sites and recreation facility needs, and have implemented an Asset Management Plan (AMP) to assist in capital planning and day-to-day operations. The current maintenance and facility improvements backlog, including major repairs and replacements, is significant. The department anticipates that this backlog will continue until funding levels reach appropriate amounts to accommodate life-cycle projections for the department's assets.

The current budget reflects an economic reality that is not predicted to shift anytime soon, and it is within this reality that the department must plan. With maintenance backlog estimated at over \$16 million on approximately \$215 million in assets, the department faces difficult trade-off decisions about how to manage and operate its facilities and provide its programs. City guidelines regarding capital improvement prioritize the maintenance of current assets over the development of new facilities, and through the master planning process, the community has indicated strong support for this concept. Even with the .25 cent sales tax renewal, the department must focus on maintaining and improving all deteriorating assets. Simultaneously, the department must respond to the community's shifting values related to new facilities by providing adequate facilities to meet those needs and by making them accessible to the entire community.

Key Unfunded Projects Include:

- Boulder Reservoir South Shore enhancements to accommodate increased use and visitation, as well as basic amenities to support the regional destination as outlined in the Boulder Reservoir Master Plan and currently evaluated through the Site and Management Plan.
- The Recreation Facility Strategic Plan projected a total of \$4.5 million in deferred maintenance and an additional \$3 million over the next 10 years in the three recreation centers.
- Increased capacity and additional facilities for youth and adult sports fields.
- Expansion and enhancement of recreation centers and aquatics facilities that accommodate increased demand for lap swimming, fitness equipment, and multi-use space that could be expanded.
- Infrastructure associated with future phases of Valmont City Park development including athletic fields and infrastructure investments, and space needs for a potential Park Maintenance Operations relocation.

Parks & Recreation Capital

- Redevelopment of the Mapleton Ballfields to better serve the changing needs of the surrounding land use, including more residential associated with Boulder Junction.

To mitigate the impacts of limited funding, staff is:

- Working collaboratively with Facilities & Asset Management (FAM) to prioritize funding for deferred, major and ongoing facility maintenance;
- Deferring low-priority improvements and new capital projects that cannot be funded operationally;
- Completing projects to achieve energy efficiencies at recreation facilities; and
- Developing long-term partnerships and non-traditional funding sources to support desired new facilities and enhancements to existing facilities.

CEAP Projects

N/A

Board Action

The Parks & Recreation Board (PRAB) unanimously approved the following two resolutions in support of the BPR 2020-2025 CIP at the July 2019 meeting: a motion to approve the 2020 recommended expenditures from the Permanent Parks & Recreation Fund and a motion to approve the Draft 2020-2025 Parks & Recreation Department Capital Improvement Program.



Parks & Recreation Capital

2020-2025 Capital Improvement Plan

Parks & Recreation

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 27,800,300	\$ 4,898,000	\$ 5,823,300	\$ 3,760,000	\$ 4,450,000	\$ 4,434,500	\$ 4,434,500
CIP-Capital Enhancement Total	\$ 12,433,800	\$ 2,403,000	\$ 1,341,300	\$ 2,428,000	\$ 2,008,000	\$ 1,575,500	\$ 2,678,000
Aquatic Facility Enhancements	\$ 2,945,000	\$ 575,000	\$ 120,000	\$ 2,000,000	\$ -	\$ -	\$ 250,000

Based on recommendations of the 2015 Boulder Aquatics Feasibility Plan, this project provides implementation of priority indoor and outdoor pool enhancements for Boulder's aquatics programs. In 2020, funding will provide the final touches to the new Scott Carpenter pool with infrastructure and equipment to operate the facility. In 2021, the East Boulder Community Center leisure pool will be redesigned with community input to determine a new and improved family aquatics experience. This work will include a new multi-use leisure pool for warm water classes and instruction, a new kids play structure and an outdoor splash pad will be completed in 2022 in partnership with Facilities and Asset Management funding necessary facility repairs. Finally, in 2025, funding is provided to partner with City Transportation to begin the design of the 30th street improvements along Scott Carpenter park to remain in compliance with necessary infrastructure required through the city's regulatory planning and development review process for Scott Carpenter Pool enhancements. The construction of the 30th street improvements is anticipated to be approximately \$1M and is required to be complete by 2026.

Capital Infrastructure Enhancements	\$ 1,193,300	\$ 400,000	\$ 793,300	\$ -	\$ -	\$ -	\$ -
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Capital Infrastructure Enhancements and Partnership Opportunities

This project will provide capital funding to implement enhancements at parks and facilities throughout the system. Currently undeveloped park sites such as Violet Park in north Boulder and Eaton Park in Gunbarrel have planned amenities that need to be implemented to meet service levels of surrounding neighborhoods. Other properties have seen a dramatic shift in land use adjacent to the park and warranting a redevelopment option to serve more residents such as Mapleton Ballfields. Additionally, this project will provide implementation of planned amenities at developed park sites that haven't been constructed such as restrooms, ballfields, additional sport courts and play areas. The Recreation Facility Needs Assessment completed in 2020 will also outline future priorities that will be funded through this project that will enhance the existing recreation facilities. In 2020, funding is provided to construct a restroom and pavilion at the East Boulder Community Park to serve the park users and many sports teams who use the fields. This is the only community park left without a restroom and has been planned for many years. In 2021, funding is identified to improve portions of Violet Park in north Boulder. Plans will be finalized and prioritized in 2020.

Capital Infrastructure Enhancements	\$ 2,580,000	\$ -	\$ -	\$ -	\$ 1,580,000	\$ 1,000,000	\$ -
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This project will provide capital funding to implement enhancements at parks and facilities throughout the system. Currently undeveloped park sites such as Violet Park in north Boulder and Eaton Park in Gunbarrel have planned amenities that need to be implemented to meet service levels of surrounding neighborhoods. Other properties have seen a dramatic shift in land use adjacent to the park and warranting a redevelopment option to serve more residents such as Mapleton Ballfields. Additionally, this project will provide implementation of planned amenities at developed park sites that haven't been constructed such as restrooms, ballfields, additional sport courts and play areas. The Recreation Facility Needs Assessment completed in 2020 will also outline future priorities that will be funded through this project that will enhance the existing recreation facilities.

Flatirons Golf Course Capital Enhancements	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
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Flatirons Golf Course Capital Enhancements

The Flatirons Golf Course is the only public course in Boulder and provides a highly desired recreation amenity while also contributing to funding sources through revenue generation. The golf course has many planned enhancements to ensure playability and provide necessary visitor amenities. This project will provide design and construction of a new pro shop, clubhouse and staff office to replace the former events center that was demolished as a result of the 2013 flood. The design of the replacement facility will occur in 2019, permitting in 2020 and construction to begin in 2021. In 2024, funding is provided to allow for various course improvements.

General Park Improvements	\$ 2,568,000	\$ 428,000	\$ 428,000	\$ 428,000	\$ 428,000	\$ 428,000	\$ 428,000
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This project provides funding for asset maintenance throughout the system as well as a complete renovation of one neighborhood park annually to meet the goals outlined within the BPR Master Plan and Capital Investment Strategy. The renovations typically include playground replacement, irrigation renovation, forestry maintenance, ADA compliance and shelter repairs. The current list of parks within the CIP include:

- 2019 - Chautauqua Park
- 2020 - Skatepark
- 2021 - North Boulder Park
- 2022 - East Boulder Community Park
- 2023 - Martin Park
- 2024 - Parkside Park

Valmont City Park - Phase 2	\$ 2,147,500	\$ -	\$ -	\$ -	\$ -	\$ 147,500	\$ 2,000,000
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This project provides for the development of the next major phase of Valmont City Park, south of Valmont Road. Potential amenities to be built include adventure playground elements, community garden space, a splash pad, skate elements, an event pavilion and additional parking.

CIP-Capital Maintenance Total	\$ 15,086,500	\$ 2,355,000	\$ 4,342,000	\$ 1,332,000	\$ 2,442,000	\$ 2,859,000	\$ 1,756,500
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Athletic Field Improvements	\$ 286,000	\$ 160,000	\$ -	\$ -	\$ 63,000	\$ -	\$ 63,000
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Based on key recommendations of the Athletic Field Study, this program will allow implementation of field repairs and enhancements including turf, field renovations and expansion to accommodate additional capacity for sports uses. Average cost for a complete renovation of an irrigation system is \$63K which is necessary to ensure preventative maintenance of the systems. System failures can lead to field closures and loss of revenue from field use. In 2020, funding is provided for replacement of all the scoreboards at Pleasantview Fields and Gerald Stazio Sports Complex as well as irrigation improvements. These facilities are the two premier revenue generating sports complexes for the city.

Boulder Reservoir South Shore	\$ 3,111,500	\$ 100,000	\$ 515,000	\$ 120,000	\$ 1,300,000	\$ 355,000	\$ 721,500
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Continuing to implement the 2012 Master Plan and recent Site Management Plan, this project will provide key improvements to the south shore recreation area and various visitor amenities to serve the region. Funding is planned through 2025 to continue key enhancement priorities that are outlined each year in the site management plan. Projects include a variety of amenities including dock repairs, trail connections, pavilions, facility maintenance, road repair, landscaping, signage and parking lot repair.

Parks & Recreation Capital

2020-2025 Capital Improvement Plan

Parks & Recreation							
	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Columbia Cemetery Capital Maintenance	\$ 136,000	\$ 32,000	\$ -	\$ 40,000	\$ 32,000	\$ 32,000	\$ -
The cemetery is a designated landmark and requires ongoing maintenance to meet the preservation requirements associated with all the infrastructure ranging from headstones, markers, ornamental fencing and grounds maintenance. This project will provide necessary funding to complete projects as well as local match for leveraging state grant funds.							
Flatiron Golf Course Repairs	\$ 4,500,000	\$ 1,195,000	\$ 2,805,000	\$ -	\$ -	\$ 500,000	\$ -
The Flatirons Golf Course is the only public course in Boulder and provides a highly desired recreation amenity while also contributing to funding sources through revenue generation. The golf course has many planned enhancements to ensure playability and provide necessary visitor amenities. This project will provide design and construction of a new pro shop, clubhouse and staff office to replace the former events center that was demolished as a result of the 2013 flood. The design of the replacement facility will occur in 2019, permitting in 2020 and construction to begin in 2021. In 2024, funding is provided to allow for various course improvements.							
Natural Lands Management	\$ 625,000	\$ -	\$ 50,000	\$ -	\$ 75,000	\$ 500,000	\$ -
The department's natural lands team manages over 1,000 acres of wildlife and vegetation conservation areas to support the regions vulnerable ecosystems within urban areas. Capital funding helps support planning and implementation of critical conservation measures and management strategies on the properties. In 2021, funding will provide an opportunity to partner with other department's in developing a comprehensive restoration plan for Boulder Creek to balance recreation and public use with maintaining the streams ecosystem which is critical to Boulder. In 2023, funding will allow the department to complete and inventory and prioritization of the department's populations of prairie dogs across the system to better manage the colonies aligned with the department's goals. In 2024, funding will allow the department to begin relocation of the prairie dogs at Valmont Park to allow for the next phase of planned improvements.							
Neighborhood and Com Park Cap Maint	\$ 2,092,000	\$ 132,000	\$ 472,000	\$ 72,000	\$ 472,000	\$ 472,000	\$ 472,000
This annual funding provides the annual asset maintenance throughout the system as well as a complete renovation of one neighborhood park annually to meet the goals outlined within the BPR Master Plan and Capital Investment Strategy. The renovations typically include playground replacement, irrigation renovation, forestry maintenance, ADA compliance and shelter repairs.							
Parking Lot Maintenance	\$ 180,000	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -
BPR manages approximately 20 different parking lots across the system with a current replacement value of \$5.5M. Current backlog of maintenance is estimated at \$2M which increases annually due to the deterioration of asphalt in poor condition. This project provides critical funding to renovate and renew existing parking lots to ensure safety of visitors and access to a variety of parks and recreation facilities. Individual parking lot repairs are prioritized through the department's asset management system and identified for construction efficiencies based on locations. Each parking lot repair and renovation will be scoped and opportunities for innovation, efficiency and coordination with other departments will be explored including electric vehicle charging stations as applicable.							
Play Court Capital Maintenance	\$ 156,000	\$ 56,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -
BPR manages approximately 52 courts supporting basketball, tennis, handball and other uses. Funding must be programmed to maintain the courts to ensure safety and accessibility for the community. In 2020, improvements will be made to the courts behind the North Boulder Recreation Center, striping for pickleball at various locations as well as crack filling and repairs to a variety of courts within the system. In 2022, additional pickleball courts will be developed at the East Boulder Community Park in conjunction with other planned improvements. BPR does not currently have dedicated pickleball courts to serve the growing number of players with the trend of pickleball increasing in popularity.							
Recreation Facility Repairs	\$ 1,000,000	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -
The department's master plan indicates several key themes that relate to health and wellness, youth activity, community engagement and asset management. To continue supporting these key themes, the department will be providing repairs, renovations and upgrades to recreation centers. In 2016, the department completed a strategic plan for all recreation centers that illustrates implementation priority for critical projects. Based upon the outcomes and strategies of the Recreation Facility Strategic Plan, this project will fund the initial implementation projects outlined within the plan. This project is combined with funding from the Facilities and Asset Management (FAM) Division of Public Works that partners in the management of the facilities.							
Urban Forest Management	\$ 3,000,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Trees are important assets to the community and provide many benefits to Boulder. In September 2013, Forestry staff discovered an Emerald Ash Borer (EAB) infestation within the city. The subsequent delimitation survey showed that EAB was well established within a corridor in central Boulder. Over the next 15 years, EAB management, including tree removal, tree replacement, wood disposal and pesticide treatments will have a significant direct budgetary impact to the city and private residents. The loss of tree canopy will have considerable economic, social, and environmental impacts for decades. In September of 2015, an Information Item detailing the Emerald Ash Borer management plan was presented to City Council. As a result of the recent discovery of the Emerald Ash Borer (EAB), a response plan has been developed to slow the spread of the pest and maintain a safe community from the potential hazards of multiple dead and dying trees within the urban core of the community. This project will provide funding to educate the community on safe EAB treatment, hire contractors for removal and replacement of the trees affected by the EAB to re-establish streetscapes and park areas that contribute to many of the sustainability goals of the city. This project will include renovation of parking areas, streetscapes, park areas and other sites to remove and replace the trees. The recent Urban Forest Strategic Plan outlined the need to increase annual tree plantings from 400 to 600 to maintain the existing canopy given the decline from EAB. This project provides plantings across the city on locations throughout Parks and Recreation properties.							
CIP-Capital Planning Studies Total	\$ 280,000	\$ 140,000	\$ 140,000	\$ -	\$ -	\$ -	\$ -
Master Plan Update	\$ 280,000	\$ 140,000	\$ 140,000	\$ -	\$ -	\$ -	\$ -
This project will provide funding for consultants and staff to complete a 5-year update to the department's master plan to ensure alignment of departmental programs, services and facilities to meet the needs and goals of the community. This project will include various research tools such as a recreation facilities and programs assessment, an updated community survey and outreach to all members of the community to analyze the mission and offerings of the department. A comprehensive historic and cultural plan will be completed in conjunction with this master plan update to provide for goals and recommendations to ensure the sustainability of the departments' historic and cultural assets over time.							

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Police Capital

Current Focus for Capital Planning & Projects in the 2020 Capital Budget

The bomb team vehicle is 17 years old and is now undersized for the equipment and robots that it carries. It is also overweight and has maintenance issues when it is deployed. The new vehicle would be able to accommodate the three-person bomb team and their equipment. The vehicle will be alternative fuel capable. The total cost is \$360,000 over four years.

The Police Department is updating its master plan beginning in 2020. This update will inform future CIPs, as it will incorporate a facility, equipment, and staffing needs assessment within the plan.

Operating & Maintenance Impacts

The bomb team vehicle would have ongoing replacement, operating and maintenance costs of \$24,000 per year. This type of vehicle has a projected life of fifteen years and will be capable of using alternative fuel.

Unfunded Projects & Emerging Needs

In the future, BPD will incorporate new initiatives into the planning and budget processes as city resources allow. Examples include: upgrading technology to improve response times and increase efficiency; and expanding the Public Safety Building to better accommodate staffing and technology needs.

- **Public Safety Building Expansion and Renovation.** Construct a 25,000 square-foot expansion for Police functions, along with associated renovations to the existing facility. The renovation would focus on net zero, generating its required energy from an on-site solar system. This will provide many opportunities to leverage financial incentives such as rebates, production incentives for the solar system, or even tax credits (captured by a partner with tax liability and passed through to the city). These financial incentives can cover as much as 50% of the incremental cost that is required to go above the minimum energy code requirements. Estimated cost \$25 million to \$30 million.
- **Bomb Robots.** The current bomb robots were purchased in 2012. The current replacement fund has approximately \$100,000 towards the replacement. The actual costs for replacement will fall between \$400,000 and \$635,000. This is an underfunded project.
- **Bomb Suits.** The bomb squad suits are unfunded and will have an estimated replacement cost of \$35,000 each. The suits are 13 years old and will need to be replaced, since the life expectancy of a typical suit is 10 years. The department will need two suits.

CEAP Projects

N/A

Board Action

N/A

Police Capital

2020-2025 Capital Improvement Plan

Police

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 360,000	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -
CIP-Capital Enhancement Total	\$ 360,000	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -
Bomb Team Vehicle	\$ 360,000	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -

General Fund CIP. The current Bomb Truck is undersized for the equipment and robots it carries. It is overweight and having maintenance issues. The new vehicle would have enough room to accommodate the Bomb Squad, robots and the equipment they use.



Interior of Bomb Team Vehicle



Exterior of Bomb Team Vehicle



Transportation Capital

Current Focus for Capital Planning & Projects in the 2020 Capital Budget

The projects in the CIP are selected and developed to implement Transportation Master Plan (TMP) priorities identified in the 2014 TMP Update as well as the forthcoming 2019 TMP Update. The 2014 TMP Update prioritized investment in “complete street” corridors, including Arapahoe Avenue, Canyon Boulevard, 30th Street, and Colorado Avenue. Complete streets not only include the street envelope but also facilities for the associated one-quarter-mile travel shed on either side of the corridor. The current CIP includes projects in these corridors and it is expected investment will continue to occur over several years. Other key focus areas within the CIP include preservation of the existing transportation infrastructure system, travel safety, neighborhood speed management, low-stress walking/biking, and transit enhancements.

Consistent with the TMP, the goal of each CIP project and program is to improve safety for all users of the transportation system, including pedestrians, cyclists, transit users, and vehicles. Each of these components are a focus within the individual CIP projects as well as multi-modal CIP programs. One example of this in the program portion of the CIP includes the Neighborhood Speed Management Program (NSMP), which was a renewed focus area beginning in 2017, and continues as part of the 2020-2025 portfolio. Additionally, new line items have been created within the CIP multi-modal programs in response to key focus areas of the 2019 TMP update. These include capital funding for implementation of the Low-Stress Walk/Bike network (aka neighborhood greenstreets), intersection and crossing safety improvements as part of Vision Zero, and transit infrastructure improvements in fulfillment of the Renewed Vision for Transit.

Operating & Maintenance Impacts

Each of the projects included in the current Transportation CIP will improve operational and/or maintenance conditions and needs. For example, the Broadway Reconstruction Project will replace aging deteriorated asphalt pavement with concrete pavement, which has a longer service life and eliminates the need for maintenance crews to fill potholes. The Foothills/Colorado Underpass will replace an overpass that is aging and requires increasing maintenance and attention. Major portions of CIP expenditures are focused on preservation of the system, which reduces costly total replacements of facilities and extends infrastructure service life at optimal timing intervals.

Unfunded Projects & Emerging Needs

The Transportation division has a number of unfunded projects identified in the Transportation Master Plan (TMP). These projects range from reconstructing existing underpasses and bridges, reconstructing aging streets, completing missing links of sidewalks and multi-use paths. Transportation has historically used an opportunistic approach to fund major rehabilitation, reconstruction, and enhancement projects by taking advantage of external grant funding opportunities. Transportation will continue to use an asset management/prioritization approach to taking on capital projects. This includes optimizing investments in the system in a manner that is fiscally prudent and consistent with the TMP.

Key Unfunded Projects Include:

- A number of segments from the 30th Street and Colorado Avenue Corridor Complete Street Plan.
- The East Arapahoe Transportation Plan has identified key improvements for investment that should be prioritized in coming years.
- Canyon Boulevard Complete Streets investments currently have no identified funding.

Transportation Capital

CEAP Projects

Downtown Boulder Transit Station Improvements: This project will expand the number of bays along Canyon Boulevard and 14th Street and adjacent to the Downtown Boulder Transit Station. This project is in fulfillment of the Renewed Vision for Transit goals and is funded in part by federal grant funds.

Arapahoe Multi-Use Path/Transit Enhancements: This project will upgrade existing and missing sidewalk sections to a multi-use along Arapahoe between Foothills and Cherryvale. It will also enhance existing transit stops and access along the corridor. This project is consistent with the Transportation Master Plan and the East Arapahoe Transportation Plan goals and is funded in part by federal grant funds.

Board Action

The Transportation Advisory Board (TAB) recommended approval of the draft 2020-2025 Capital Improvement Program on July 8, 2019.



Transportation Capital

2020-2025 Capital Improvement Plan

Transportation	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 86,608,732	\$ 19,455,749	\$ 16,381,819	\$ 11,819,500	\$ 14,363,331	\$ 12,385,833	\$ 12,202,500
CIP-Capital Enhancement Total	\$ 56,606,720	\$ 10,767,020	\$ 8,521,869	\$ 8,514,500	\$ 11,058,331	\$ 8,797,500	\$ 8,947,500
Arapahoe Multi-Use Path/Transit Enhancements	\$ 1,900,000	\$ -	\$ 288,000	\$ 287,000	\$ 1,325,000	\$ -	\$ -
This project will upgrade existing and missing sidewalk sections to a Multi-Use Path along Arapahoe between Foothills and Cherryvale. It will also enhance existing transit stops and access along the corridor. This project is consistent with the Transportation Master Plan and the East Arapahoe Transportation Plan goals and is funded in part by federal grant funds.							
Downtown Boulder Transit Station Improvement	\$ 982,000	\$ -	\$ 226,969	\$ -	\$ 755,031	\$ -	\$ -
This project will expand the number of transit bays along Canyon Boulevard and 14th Street and adjacent to the Downtown Boulder Transit Station. This project is in fulfillment of Renewed Vision for Transit goals and is funded in part by federal grant funds.							
Greenways Program Transportation	\$ 585,000	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500
This project will provide Transportation's contribution to the overall greenways program. Funding will be opportunistic and prioritized with the other funding in the Greenways CIP. These funds will be combined with funding from the Transportation and Utilities Fund. This project is for an ongoing funding program.							
https://bouldercolorado.gov/water/greenways-program							
Intersection Safety Projects	\$ 383,400	\$ 80,520	\$ 302,880	\$ -	\$ -	\$ -	\$ -
The Intersection Safety Projects are funded almost entirely by a grant from the Highway Safety Improvement Program (HSIP), a federal grant program for local communities to improve safety at high hazard locations. The City is a recipient of HSIP grant funds to implement safety mitigation treatments at three intersections around the City. These intersection locations are Colorado/Regent, Baseline/29th and Broadway/Rayleigh. The safety treatments to be installed at all three locations will improve safety for vehicles, bicycles and pedestrians.							
Low Stress Walk/Bike - Neighborhood	\$ 450,000	\$ 50,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 100,000
This program will provide funding toward implementation of the low-stress walk/bike network including Neighborhood Green Streets.							
Mesa Elementary Safe Routes to School	\$ 392,000	\$ 50,000	\$ 342,000	\$ -	\$ -	\$ -	\$ -
This project will improve walking and biking routes to Mesa Elementary School in the Table Mesa neighborhood by improving crossings of Lehigh and constructing a pathway near Bear Creek elementary. This project is funded in part by Safe Routes to School grant funds.							
Misc Development Coordination	\$ 300,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
This ongoing funding is intended to construct infrastructure improvements in coordination with or prompted by potential private development. Throughout the year, situations arise where infrastructure improvements required in the vicinity of a proposed development should be made at the same time as the development, and for which a developer cannot be required to construct. Improvements that are typically included are bike and pedestrian, functional efficiency, safety, system preservation, and transit system improvements. This project is growth related because it addresses needs from new development. A major goal in the Transportation Master Plan is to create an integrated multimodal system and one that is supportive of land use patterns. In the near term, the money will be used for issues that arise during the year that are small items required to be constructed as a result of development or to coordinate with a development project. The projects are not known at this time.							
Pavement Management Program	\$ 29,214,000	\$ 4,789,000	\$ 4,825,000	\$ 4,850,000	\$ 4,850,000	\$ 4,900,000	\$ 5,000,000
The City of Boulder's budget priorities for transportation funding are the safety and preservation of the transportation system, including maintaining all streets in a good and safe condition. The Transportation Division has established a Pavement Management Program (PMP) for Boulder's 300-mile street system, which includes inspecting and rating all streets on a three-year interval to maintain awareness of existing conditions and guide where pavement repairs will be made in future years. The purpose of the Pavement Management Program is to provide the optimal level of funding, timing, and renewal strategies that will keep the citywide street pavement network at or above a "Good" OCI rating. The end result is that the best strategy may be to defer a costly reconstruction on one street in order to complete less expensive treatments on other streets to minimize its deterioration into a more costly type of treatment, such as reconstruction. Street treatments that may take place under this program include mill/overlay, chip-seal, and crack-fill/seal.							
Renewed Transit Vision - Capital Enhancement	\$ 275,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 75,000
This program will provide capital maintenance and upgrades to transit facilities within the city transportation network.							
Table Mesa Multi-Modal Improvements	\$ 5,500,000	\$ -	\$ 710,000	\$ 1,790,000	\$ 3,000,000	\$ -	\$ -
This project will upgrade the existing sidewalk along Table Mesa/South Boulder Road bridge over US-36. The sidewalk will be updated to a multi-use path for pedestrians and cyclist to improve mobility between the Park and Ride and transit stop on each side of US36. This project is consistent with Transportation Master Plan goals and is funded in part by federal grant funds.							
Traffic Signal Broadband Fiber	\$ 500,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 200,000	\$ 200,000
This project will construct infrastructure to connect city traffic signal equipment with the Broadband backbone network being installed by the IT Department.							
Junction Place Bridge	\$ 2,500,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Junction Place bridge will span boulder slough and provide a continuous transportation connection between Valmont & Walnut							

Transportation Capital

2020-2025 Capital Improvement Plan

Transportation	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
TIP Local Match/TMP Implementation	\$ 11,275,320	\$ 2,800,000	\$ 1,104,520	\$ 915,000	\$ 455,800	\$ 3,000,000	\$ 3,000,000
<p>This ongoing funding is for the implementation of capital enhancement projects identified in the Transportation Master Plan that will be prioritized in the current update to the master plan. This money will also be used as local match to leverage potential federal and state funding for project submitted in future years' DRCOG TIP submittal process (the next process starts in 2018 with funding available for 2019) or other funding match opportunities, developing conceptual plans for projects prior to submitting for possible external funding or for smaller high priority projects identified through the TMP process. If the city succeeds in acquiring external project funds, this money will become the city's funding match. And, in this case, new projects will be created in the CIP that will include the external funding and the city's match. This budget item allows flexibility to be ready to implement high priority projects that are identified through the TMP update that was completed in 2014 and is being updated in 2018. The highest priority projects identified in the TMP that best meet the DRCOG scoring criteria are submitted to compete for federal funding. Prior to finalizing the list of projects to submit for DRCOG TIP funding, staff will work with TAB to identify the best projects and then submit the project list to council for their review prior to submitting for potential funding.</p>							
Ped Facs Enh Missing Links Crossing	\$ 725,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
<p>The Pedestrian Facilities budget is an ongoing funding program that includes the installation of missing sidewalk links and pedestrian crossing/safety treatments and potentially social paths and sidewalk widening improvements. The list of identified missing sidewalk links has been prioritized for construction. Crossing treatment improvements are prioritized citywide and include median refuge islands, crosswalk lighting, flashing signs, neck-downs, signing, lighting and/or pedestrian signals. This program meets the Transportation Master Plan goal of creating an integrated, multimodal transportation system emphasizing the role of the pedestrian mode as the primary mode of travel as it is the beginning and end of every travel trip.</p>							
Neighborhood Speed Management Program	\$ 1,625,000	\$ 250,000	\$ 250,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 300,000
<p>The focus of the Neighborhood Speed Management Program (NSMP) is to reduce speeding traffic on neighborhood streets. This can improve safety and the quality of life in Boulder's neighborhoods. The NSMP is a resident-initiated process with neighbors applying to the city to enter the program. City staff works with several neighborhoods each year to identify the best speed management strategy for each location. For some neighborhoods, education and enforcement are effective tools to address speeding. Some neighborhoods also need traffic calming, which is an active attempt to control vehicle speeds by introducing engineering devices on streets to slow speeding traffic</p>							
CIP-Capital Maintenance Total	\$ 19,213,679	\$ 7,508,729	\$ 2,184,950	\$ 2,480,000	\$ 2,480,000	\$ 2,280,000	\$ 2,280,000
Major Capital Reconstruction	\$ 5,265,000	\$ 810,000	\$ 855,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
<p>The Major Capital Reconstruction project provides funding to repair existing transportation assets that are close to or at the end of their useful life. Repairs could be for roadway, bikeway, pedestrian or transit capital assets. This funding is primarily focused on improving the health of minor structures and bridges. This funding will provide the ability to complete the capital repairs that are not eligible for grant funding or to be used as leveraged funds for this type of project as opportunities arise.</p>							
Ped Facilities Repair, Replace, ADA	\$ 3,742,550	\$ 597,550	\$ 629,000	\$ 629,000	\$ 629,000	\$ 629,000	\$ 629,000
<p>This ongoing program allows for repair, replacement and construction of existing and new sidewalks and construction of access ramps. Sidewalk repair priorities have been established in the Sidewalk Repair Program and yearly funding is spent accordingly. Compliance with ADA is resulting in additional expenditures for access ramps and driveway modifications. This program meets the Transportation Master Plan (TMP) goal of creating an integrated, multimodal transportation system, emphasizing the role of the pedestrian mode as the primary mode of travel as it is in the beginning and end of every travel trip. The program also meets federal ADA requirements of working towards bringing sidewalks and access ramps up to the current federal standards. And, the TMP investment policies identify maintenance as the highest priority item to find.</p>							
Rehab Runway & Eastern Taxiway	\$ 5,427,779	\$ 5,427,779	\$ -	\$ -	\$ -	\$ -	\$ -
<p>Project includes subgrade stabilization, re-paving and re-painting of Runway 8/26 and eastern half of Taxiway Alpha. Design has begun in 2018 and construction is scheduled to begin in 2020. Runway 8/26 is the only runway for powered aircraft and essential for operations at the airport. The runway was last paved in 2001, has an approximate lifespan of 20 years, and this project was included in the 2007 Airport Master Plan CIP schedule. The project is funded 93% by federal and state grant proceeds.</p>							
Sidewalk Maintenance	\$ 1,493,450	\$ 238,450	\$ 251,000	\$ 251,000	\$ 251,000	\$ 251,000	\$ 251,000
<p>The City of Boulder's budget priorities for transportation funding are the safety and preservation of the transportation system, including maintaining all pedestrian corridors and sidewalks in a good and safe condition. The Sidewalk Maintenance budget funds the Miscellaneous Sidewalk Repair Program which shares in sidewalk repairs anywhere in the city with property owners paying for half of the repair costs for sidewalks adjacent to their property, with no out of pocket maximum for residential property owners.</p>							
Signal Maintenance & Upgrade	\$ 400,000	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -
<p>The Signal Maintenance and Upgrade project is an ongoing program that is used for the installation of new traffic signals and signal upgrades. Budgeting as a capital project at \$400,000 every four years as opposed to budgeting one-quarter of this amount every year is consistent with the project implementation, as this is approximately the cost to signalize or upgrade one intersection. The decision to install a new traffic signal is made on the basis of a signal warrant study, which uses data collected at the study location (peak period traffic volumes and delay, accident history) to determine if the benefits of a traffic signal at that location (potential for reduced side street delay during peak periods, increased pedestrian and cyclist access, potential for reduction in right-angle accidents) outweigh the downsides (increased main street delay, increased side street delay during off-peak periods, increased pedestrian and cyclist delay during off-peak periods, potential for increase in rear-end accidents). Some locations in Boulder that have been identified as potential future signal locations are studied periodically. Other locations are studied based on requests from the community. If there are multiple locations where new signals are desired, they are prioritized based on the magnitude of the identified benefit at each location. Signalized intersections meet the Transportation Master Plan goals of helping to create a fine-grained, multimodal network of transportation connections that support a bicycle and pedestrian friendly environment by providing better and safer access across busy streets at peak times. This funding could also be used to reconstruct existing traffic signals, to provide operational benefits (such as adding double left-turns), or to address deficiencies (such as aging, corroded poles).</p>							
Multiuse Path Capital Maintenance	\$ 2,499,900	\$ 399,950	\$ 399,950	\$ 425,000	\$ 425,000	\$ 425,000	\$ 425,000
<p>The City of Boulder's budget priorities for transportation funding are the safety and preservation of the transportation system, including maintaining all multi-modal corridors in a good and safe condition. The Transportation Division is charged with providing major maintenance to the off-street multi-use path network. This budget addresses activities such as replacing panels of concrete, flood proofing underpasses and re-decking pedestrian overpasses.</p>							
Vision Zero Capital Projects	\$ 385,000	\$ 35,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
<p>This program will implement safety measures and mitigation to address hazardous intersections and crossings.</p>							

Transportation Capital

2020-2025 Capital Improvement Plan

Transportation							
	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
CIP-Capital Planning Studies Total	\$ 333,333	\$ -	\$ -	\$ -	\$ -	\$ 333,333	\$ -
Airport Master Plan	\$ 333,333	\$ -	\$ -	\$ -	\$ -	\$ 333,333	\$ -
Airport Master Plan for 2024							
CIP-New Facility/Infrastructure Total	\$ 10,455,000	\$ 1,180,000	\$ 5,675,000	\$ 825,000	\$ 825,000	\$ 975,000	\$ 975,000
28th St Valmont to Iris Baseline	\$ 4,700,000	\$ -	\$ 4,700,000	\$ -	\$ -	\$ -	\$ -
This is a continuation of an existing project for which we have been awarded \$4,700,000 in external grant funds to be awarded in the year 2021. This is for the 28th Street Multi-Modal Enhancements Project in fulfillment of the SH-119 Bus-Rapid Transit Corridor between Longmont and Boulder.							
Multiuse Path - Enhancements	\$ 1,555,000	\$ 430,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
This funding is an ongoing program for expanding and improving the off-street multiuse path network. The construction of multiuse path facilities is included in almost all other transportation CIP projects. This program provides additional funding for small-scope multiuse path projects and/or projects not specifically associated with other capital projects. Projects constructed with this funding meet the Transportation Master Plan goal of developing an integrated multimodal transportation system. Projects will be consistent with the current bike, pedestrian, and transit modal plans as well as the TMP, and the projects are prioritized yearly. Funds will be spent on implementing the confluence are park connections, including Airport to Andrus as the first connection, Valmont road as second connection priority, and 61st St as a third priority.							
TIP Local Match TMP Implementation	\$ 4,200,000	\$ 750,000	\$ 750,000	\$ 600,000	\$ 600,000	\$ 750,000	\$ 750,000
This ongoing funding is for the implementation of projects identified in the Transportation Master Plan (TMP) that will be prioritized in the current update to the Master Plan. This money will also be used as local match to leverage potential federal and state funding for project submitted in future years' Denver Regional Council Of Governments (DRCOG) Transportation Improvement Program (TIP) submittal process (the next process starts in 2018 with funding available for 2019/2020) or other funding match opportunities, developing conceptual plans for projects prior to submitting for possible external funding or for smaller high priority projects identified through the TMP process. If the city succeeds in acquiring external project funds, this money will become the city's funding match. And, in this case, new projects will be created in the CIP that will include the external funding and the city's match.							



Boulder Creek Path Underpass at Arapahoe and 13th

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Utilities & Greenways Capital

Current Focus for Capital Planning & Projects in the 2020 Capital Budget

Water Utility

The capital improvements focus for the Water Utility continues to be on rehabilitation and replacement of existing assets and addresses a combination of source water and treated water needs.

The source water needs will include several large capital projects like the Barker Gravity Line rehabilitation. The Barker Supply system represents one of two major water supply pipelines to the Betasso Water Treatment facility. This project involves the rehabilitation of approximately 12 miles of raw water pipeline between Barker Reservoir and Kessler Reservoir and is estimated to be completed over a 12-year period. Additional source water projects include Albion Dam, Green lake Dam No. 2, and the Barker Dam Outlets works.

The capital improvements focus for the treated water system includes water treatment plant (WTP) needs as well as water distribution system needs. Both the Boulder Reservoir and Betasso treatment plants have major asset management related rehabilitation project needs. As listed above, the Boulder Reservoir Water Treatment Plant has two large capital rehabilitation projects identified in the six-year CIP. These projects include the replacement of the high service pumps, and major electrical upgrades. The Betasso Water Treatment Plant recently underwent major upgrades the past two years to address aging facilities, but additional investment is still required. The six-year CIP includes four major projects to address aging infrastructure and lack of critical treatment process redundancy. These projects will address the disinfection system, the corrosion control system, the backwash system, and the raw water supply system to the facility.

The water distribution system needs include the ongoing small diameter water line rehabilitation program which involves the replacement of approximately four miles of pipe (1% of the system) annually. This program is funded at approximately \$3.5 million per year. In 2019, Utilities staff will begin a comprehensive evaluation of the water transmission system comprised of the system's larger pipes. This analysis will provide information on the 65 miles of larger diameter pipe in the system and will include recommendations for future rehabilitation projects.

Wastewater Utility

The capital improvements focus for the Wastewater Utility continues to be on rehabilitation and replacement of existing assets as well as meeting current regulatory requirements. The Wastewater Utility priorities address a combination of Water Resource Recovery Facility (WRRF) needs as well as wastewater collection system needs.

The largest WRRF capital project identified in the six-year CIP involves a nutrient removal project to address effluent phosphorus regulations that are expected to be part of the upcoming CDPHE permit to meet Regulation 85. Other projects include the Process Automation System (PAS) Phase II instrumentation and controls project and a new secondary digester cover. It is anticipated that Utilities will bond approximately \$20 million for these projects these three projects in 2022 for construction phase.

The focus for the wastewater collection system will be to continue the current sewer rehabilitation program which has the goal of rehabilitating or replacing all vitrified clay pipe (VCP) sewers as well as addressing the system's hydraulic limitations identified in the 2017 Wastewater Collection System Master Plan (WWCSMP). The rehabilitation effort is in its fourth year of an ongoing program with a projected 20-year duration. The rehabilitation program utilizes a trenchless technology approach to line the sewers before they collapse. Those sewer pipe sections which cannot be lined are replaced by conventional construction through the open cut program.

Utilities & Greenways Capital

The 2017 Wastewater Collection System Master Plan (WWCSMP) identified four high priority (Tier 1) projects that were recommended to address larger diameter sewers with hydraulic limitations. Three of the four projects have funding identified in the six-year CIP. The largest of these projects is the realignment of the city's main interceptor sewer between 63rd Street and the WRRF. The Interceptor sewer project, which is estimated at \$30 million, has cash funding of \$10 million and has been identified for a revenue bond in 2021 for an additional \$20 million.

Stormwater & Flood Management Utility

The capital improvements focus for the Stormwater and Flood Management Utility will address a combination of flood mitigation projects as well as storm sewer improvement projects.

Major flood mitigation projects identified in the six-year CIP include South Boulder Creek and Gregory Canyon Creek. The South Boulder Creek Phase I flood mitigation improvements are identified in the six-year CIP in 2022 at \$40 million. This project will involve the construction of a detention facility on the south side of Hwy US 36 to prevent flood waters overtopping the highway and will provide the protection of approximately 1,900 structures located downstream. The South Boulder Creek Mitigation Plan was completed in 2015. At the February 5, 2019 meeting, City Council provided direction for Utilities staff to begin the project's preliminary design phase for the Variant 1500-year alternative.

The Gregory Canyon Creek Improvements project is in design this year. Gregory Canyon Creek construction funding is identified in the six-year CIP in 2022 at approximately \$8 million. This project, which will provide drainageway improvements to convey the 10-year storm event, is the first of two project phases. This phase will provide improvements between Arapahoe Avenue and Pennsylvania Avenue.

Flood mitigation plans are anticipated to be completed in 2020 for Upper Goose Creek, Twomile Creek, Skunk Creek, King's Gulch, and Bluebell Creek. These plans will help identify future flood mitigation projects.

Capital improvements for the stormwater collection system will focus on expansion of the system into underserved areas and capacity improvements to address hydraulic limitations identified in the 2017 Stormwater Master Plan (SMP). Specific projects will include an expansion of storm sewer system in the vicinity of Pearl Street from 17th Street to 21st Street. The six-year CIP includes approximately \$4 million in 2021 for this project. Another high priority project involves drainageway improvements and the expansion of the storm sewer system in the upper Goose Creek basin. Open channel improvements have been identified for the reach between 19th Street and Folsom Avenue for an unimproved channel section located behind the homes along Edgewood Avenue. The 2017 SMP identified the Upper Goose Creek basin as the highest Tier 1 priority. This project would involve construction of new storm sewers and the upsizing of existing storm sewers located between 4th Street and 19th Street. The open channel and storm sewer components will be combined into a single project to address localized flooding in the area. The Upper Goose Creek Storm and flood project is funded in 2023 at \$24 million.

Proposed Utility Rates for 2020

RATES	2019	2020	2021	2022
Water	7%	7%	10%	6%
Wastewater	5%	5%	5%	5%
Stormwater/Flood Management	5%	7%	7%	8%

Utilities & Greenways Capital

Greenways

The primary focus of the Greenways CIP in 2020 is on flood mitigation, bicycle and pedestrian multi-use paths and underpasses, and habitat and water quality improvements along the Fourmile Canyon Creek corridor. These improvements are being coordinated with roadway improvements at Broadway, 19th Street and 26th Street, as well as the development of the North Library site and the Violet Park site. The Greenways program also secured additional funding through the city's community, culture, and safety tax to help fund these improvements.

In 2021-2025, funding is shown for Gregory Canyon, Skunk, Twomile Canyon, and Goose Creek in anticipation of future major drainageway improvements along these corridors. For more information about the timing and details of these projects, please see the Utilities -Stormwater/Flood web page: <https://bouldercolorado.gov/flood/creek-projects>

A secondary focus for the 2020-2025 Greenways CIP is for habitat restoration and streambank stabilization projects along the Greenways corridors. Many streambank areas are degraded, eroding, and in need of restoration. The loss of ash trees, due to Emerald Ash Borer (EAB), has exacerbated this situation. Restoring the degraded streambanks also improves water quality, helps restore the urban tree canopy and supports pollinators and other native species.

Operating & Maintenance Impacts

The Utilities CIP identifies numerous projects and programs over a moving six-year period. The CIP projects and programs typically have a minimum estimated cost of \$50,000. There are typically corresponding operational and maintenance (O&M) costs associated with new infrastructure, however, many of projects also result in a reduced maintenance burden that can offset the increased maintenance of other projects. An example of this is the contracted sanitary sewer condition assessment program, which results in the cleaning and inspection of the entire sewer system, an activity that would otherwise need to be performed by city maintenance staff.

Greenways habitat maintenance is routinely coordinated with Parks and Open Space maintenance staff. Major drainageway improvements are maintained by the flood maintenance staff and multi-use paths and underpasses are maintained by either Transportation or Parks maintenance, depending upon jurisdiction.

Unfunded Projects & Emerging Needs

The city's Water, Wastewater, and Stormwater & Flood Management Utilities are enterprise funds that are funded by the rate payers who are provided city services. Enterprise funds are specifically dedicated to those services and cannot be used for other city needs. This is a different funding mechanism than the General Fund, which relies on city sales and use taxes, to fund other city departments. For this reason, Utilities may utilize a slightly different approach in explaining "unfunded projects and emerging needs". Utilities staff prioritize all capital project needs in the various funds through the master plan process and other more detailed evaluations. Projects are scheduled in the CIP based on their level of priority and can be postponed several years to minimize rate increases in a given year. Large capital projects that are funded through revenue bonds may require larger rate increases to cover the bond's debt service. All the projects in the Utilities six-year CIPs are funded if the projected future rate increases are enacted.

Utilities & Greenways Capital

There are many factors currently impacting the health and condition of the Greenways system, such as tree loss due to Emerald Ash Borer, pollinator and native species decline, spread of noxious weeds, contamination from pesticide use, and soil erosion. Significant environmental changes are taking place due to climate change compounding these factors and impacting natural ecosystems. Staff believe a collaborative approach across the city and community is needed to better face these challenges. The Greenways Program will continue to partner on projects funded through other departments and incorporating the objectives of the Greenways Program.

CEAP Projects

Interceptor Sewer Realignment: The city's main sanitary sewer interceptor is at the end of its useful life and is hydraulically insufficient. The interceptor is an unlined concrete pipe that is corroding and was exposed during the 2013 flood and 2015 rainstorm. This project is for the rehabilitation, reconstruction, or re-alignment of the interceptor sewer and will aim to satisfy three primary goals: structural stability, increased capacity, and address alignment vulnerability.

Board Action

The preliminary 2020 Utilities budget and 2020-2025 CIP was presented to the WRAB on May 20, 2019 as a discussion item. The WRAB hosted a public hearing and continued their discussion on the 2020-2025 CIP at their June 17, 2019 meeting. A third WRAB meeting to discuss the CIP was held on July 15, 2019 where the WRAB voted to recommend approval of the proposed CIP.

The Greenways Advisory Committee meeting will be scheduled in late July/August to review the 2020-2025 Greenways Program CIP and provide a recommendation to City Council.



Utilities & Greenways Capital

2020-2025 Capital Improvement Plan

Water Utility

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 148,007,584	\$ 12,346,837	\$ 16,285,354	\$ 54,644,136	\$ 14,848,265	\$ 16,525,399	\$ 33,357,592
CIP-Capital Enhancement Total	\$ 45,629,543	\$ 252,000	\$ 2,391,395	\$ 23,329,389	\$ 133,493	\$ 1,847,173	\$ 17,676,094
63rd WTF Campus Power Reliability	\$ 7,424,102	\$ -	\$ 674,918	\$ 6,749,184	\$ -	\$ -	\$ -
<p>The City owns and operates two potable water treatment facilities that supply water to customers. These are the Betasso Water Treatment Facility (BWTF) rated at 40 million gallons per day (mgd) and the 63rd Water Treatment Facility (63rd WTF) rated at 16 mgd. Initial construction of the 63rdWTF took place in 1969 to provide critical backup supply during times when BWTF is offline for repairs or emergencies. In addition, the facility is required for use of critical water rights from the western slope. Since the 63rdWTF construction, various expansion and improvement projects have been constructed to maintain service and the ability to meet more stringent regulations. Overall, the facility has provided high-level service to City water customers but is aging and needs repairs. The focus of this project is replacing major power supply and electrical components on the campus and to improve their reliability and redundancy.</p>							
Barker Dam and Reservoir	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>This project will fund deficiency corrections at the existing Barker Dam, including security-related improvements. The repairs and improvements are required as part of the agency (SEO) Dam Safety Inspection Evaluations and while they are not an immediate safety concern, they are necessary to eliminate the potential of storage limitations being enforced or regulated. The anchors will need to be investigated and tested.</p>							
Barker Dam Outlet	\$ 10,341,050	\$ -	\$ 903,732	\$ 9,437,318	\$ -	\$ -	\$ -
<p>This project will provide funds for the rehabilitation/replacement of the existing outlet works system of Barker Dam. The Barker Dam outlet facilities are over 100-years old and in need of significant rehabilitation. The current configuration of the outlet gates requires that Barker Reservoir be nearly emptied to perform a thorough inspection once every 5-10 years. Reconfiguration of the outlet facilities would potentially eliminate the need to empty the reservoir for gate inspection. As currently envisioned, the project would require construction of a vertical shaft near the north embankment, inlet tunnels and one outlet tunnel, an outlet distribution facility, a pipeline to Barker Gravity Line, and valve house. The outlet facilities would provide the opportunity to develop a hydroelectric generation facility as well. Information regarding the alternative approaches will be provided as part of the Community & Environmental Assessment Process (CEAP).</p>							
Betasso Backwash System Reliability	\$ 5,567,404	\$ -	\$ -	\$ -	\$ -	\$ 506,128	\$ 5,061,276
<p>The City owns and operates two potable water treatment facilities that supply water to customers. The vast majority of water is supplied to the City via the Betasso Water Treatment Facility (BWTF). Currently the BWTF relies on a single tank to backwash and clean the facility's eight water treatment filters. This tank was built in 1976 and has been in continuous service ever since. In the next 5 years the tank requires major repair and replacement of corroded structural members and replacement of its interior coatings. This project focuses on adding a second backwash system and/or tank to provide redundancy to the BWTF and allow for timely repairs to the existing backwash tank.</p>							
BWTF Corrosion Control Systems Improvement	\$ 2,227,231	\$ -	\$ 202,476	\$ 2,024,755	\$ -	\$ -	\$ -
<p>The City owns and operates two potable water treatment facilities that supply water to customers. The vast majority of water is supplied to the City via the Betasso Water Treatment Facility (BWTF). Initial construction of the BWTF took place in 1964. Since then various expansion and improvement projects have been constructed to maintain service and the ability to meet more stringent regulations. Most recently items of highest priority were repaired in the 2016 capital improvements project. The next phase of priority repair and replacement (R&R) focuses on the lime and carbon dioxide chemical feeds systems. These critical systems are used for conditioning treated water to prevent corrosion of pipes in the distribution system and to control of lead and copper levels for regulatory compliance.</p>							
BWTF Disinfection Capacity and Reliability	\$ 5,568,077	\$ -	\$ 506,189	\$ 5,061,888	\$ -	\$ -	\$ -
<p>The City owns and operates two potable water treatment facilities that supply water to customers. The vast majority of water is supplied to the City via the Betasso Water Treatment Facility (BWTF). Currently regulatory driven disinfection occurs in two tanks known as clearwells. Clearwell #1 is baffled and performs most of the disinfection. Clearwell #2 is not baffled and therefore has limited capacity. Major repairs are required for Clearwell #1 in the next 5 years to repair corroded structural members and replace its interior and exterior coatings. This project focuses on baffling Clearwell #2 or adding disinfection capacity. This will help meet anticipated regulations and will add redundancy to allow for timely repairs to Clearwell #1.</p>							
Green Lake 2 Dam	\$ 6,248,083	\$ -	\$ -	\$ -	\$ 75,000	\$ 547,553	\$ 5,625,530
<p>This project will provide funds for the evaluation of alternatives and design of the rehabilitation of Green Lake 2 Dam. Green Lake 2 Dam needs extensive rehabilitation to allow continued full storage of water.</p>							
Lakewood Hydroelectric/PRV	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -
<p>The Lakewood Hydroelectric station is located on the raw water transmission system near Betasso Water Treatment Facility. This project provides ongoing enhancements of hydro-electric equipment at this location as systems age or need to be replaced.</p> <p>A generator overhaul was completed in 2016 and a pressure reducing valve refurbishment is planned for 2019.</p>							
Orodell Hydro/PRV Facility	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>The Orodell facility is a treated water pressure reducing and hydroelectric facility located below Betasso Water Treatment Facility. This project is upgrade the electrical panel.</p>							
Supply System Reliability	\$ 6,959,255	\$ -	\$ -	\$ -	\$ -	\$ 632,660	\$ 6,326,595
<p>The City owns and operates two potable water treatment facilities that supply water to customers. The vast majority of water is supplied to the City via the Betasso Water Treatment Facility (BWTF). Currently the BWTF relies on a single tank and pipe for supply of water to the facility. This supply system was built in 1968 and, with small exceptions during major BWTF construction in 2016, has been in continuous service ever since. This project focuses on adding a second supply line to provide redundancy to the BWTF. This allows the BWTF to continue operations during planned repairs or emergency failure scenarios on the existing supply system.</p>							
Treated Water Equipment Rehab	\$ 344,915	\$ 52,000	\$ 54,080	\$ 56,243	\$ 58,493	\$ 60,833	\$ 63,266
<p>The City of Boulder owns and operates a complex treated water utility system valued at approximately \$1.5 billion. Overall, these facilities provide high-level service to City water customers, but various components of the system need ongoing repairs and miscellaneous other improvements to address aging infrastructure, equipment obsolescence, and safe/reliable operations. The purpose of this project is to repair or replace miscellaneous capital assets or components within the treated water system as-needed throughout the year.</p>							

Utilities & Greenways Capital

2020-2025 Capital Improvement Plan

Water Utility

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Witemyer Ponds	\$ 699,426	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 599,426
Witemyer Ponds consists of multiple reservoirs planned for potential use to facilitate city water exchanges. Alternatives for improving the ponds to reservoirs will be considered for final implementation.							
CIP-Capital Maintenance Total	\$ 101,118,040	\$ 11,934,837	\$ 13,733,959	\$ 31,104,748	\$ 14,554,772	\$ 14,518,226	\$ 15,271,498
Albion Dam	\$ 10,853,761	\$ -	\$ 986,706	\$ 9,867,055	\$ -	\$ -	\$ -
In 2016, the reservoir underwent emergency repair at the outlet works. In 2017, a rehabilitation alternative study was issued. This project will fund the dam liner, crest and spillway repair as recommended in the Source Water Master Plan, MWH, 2008.							
Barker Gravity Pipeline Repair	\$ 25,240,814	\$ 3,759,286	\$ 3,618,892	\$ 5,337,641	\$ 4,197,470	\$ 4,355,369	\$ 3,972,156
This project will provide funds for ongoing repairs to the Barker Gravity Pipeline. A rehabilitation segment was placed in 2016 and the results updated the 12-year rehabilitation cost estimates forecast for 2017 to 2028. Grout patching repairs will continue in the segments not being rehabilitated in any given year.							
BCH Penstock Repair	\$ 6,215,176	\$ 637,012	\$ 1,274,492	\$ 1,013,472	\$ 1,054,011	\$ 1,096,171	\$ 1,140,018
The BCH Penstock is a pressure pipeline that delivers water from Kossler Reservoir to Boulder Canyon Hydro. This project will provide funds for analysis and targeted repairs for areas discovered in the inspection in 2019. An analysis will be performed on approximate remaining operational life including recommendations from metallurgical and corrosion experts. The rehabilitation project is scheduled for 12 years at approximately 850 feet per year.							
Betasso Hydroelectric / PRF	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
This project will rehabilitate the Betasso Hydroelectric / Pressure Reducing Facility including a required 10 year scheduled maintenance overhaul of the existing turbine-generator equipment, replacement of the Hydraulic Power Unit (HPU) and replacement of the transformer.							
Boulder Canyon Hydro	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -
Boulder Canyon Hydroelectric – Maintenance and Inspection of the installed replacement unit (commercial operation started in 2013) and control systems.							
Chatauqua Storage Tank	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Inspect concrete tank bottom and line and repair as needed.							
Distribution Waterline Replacement	\$ 26,017,773	\$ 3,922,489	\$ 4,079,389	\$ 4,242,564	\$ 4,412,267	\$ 4,588,757	\$ 4,772,308
The project describes ongoing annual funding for waterline reconstruction in the city's distribution system. Many of the city's existing waterlines are corroded or otherwise deteriorated and must be replaced. The city currently experiences approximately 60-80 main breaks per year and these cause unplanned outages in water service as well as disruption to vehicle travel and damage to public and private property. Although the number of main breaks is not considered excessive, the average age of the city's distribution system is over 40 years and it is anticipated that substantial funds are required to maintain a functioning water distribution system over time.							
Hydro Facilities Rehab Program	\$ 373,060	\$ 56,243	\$ 58,493	\$ 60,833	\$ 63,266	\$ 65,797	\$ 68,428
Hydro maintenance for all facilities. Misc minor items/repairs/upgrades not included in specific CIP budgets.							
Instream Flow Structures and Gaging	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
Boulder will install a stream gauge on Boulder Creek downstream of the Rural Ditch headgate. The stream gauge will be used to measure instream flow water that Boulder is leasing to users below the headgate.							
Kohler Hydro/PRV Facility	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
The Kohler facility is a treated water pressure reducing and hydroelectric facility located below Betasso Water Treatment Facility. This project is for a complete overhaul of the pump valves which includes: disassembly, inspection, repair and reassembly.							
Kossler Dam	\$ 1,200,000	\$ -	\$ -	\$ 50,000	\$ 300,000	\$ 100,000	\$ 750,000
Kossler Dam Face Rehabilitation Project was completed in 2015. Temporary repairs were constructed to the Kossler Reservoir Inlet Structure in 2017. Both the Inlet Structure and the Outlet Structure will require full rehabilitation/replacement within 10 years and is presently scheduled for 2025. Gate analysis 2022 and replacement in 2023.							
Lakewood Pipeline	\$ 384,864	\$ -	\$ -	\$ -	\$ -	\$ 384,864	\$ -
This project provides funding for periodic inspection and maintenance on the Lakewood Pipeline.							
Maxwell Hydro/PRV Facility	\$ 335,000	\$ 185,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 50,000
The Maxwell facility is a treated water pressure reducing and hydroelectric facility located below Betasso Water Treatment Facility. This project is to completely replace the pump control valve.							
Meter Replacement Program	\$ 4,841,393	\$ 255,000	\$ 255,000	\$ 1,020,000	\$ 1,060,800	\$ 1,103,232	\$ 1,147,361
This project is for replacing aging water meters that are used for customer billing and usage information. There are currently over 28,000 meters in the system, and most of them are reaching the end of their useful life at 15 – 20 years old. This project provides funding for a large meter (greater than 2 inch) replacement on an ongoing basis. These meters are tested annually and will be repaired or replaced as needed. The small meter (less than 2 inch) program will begin in 2022 and aim to replace all small meters within 10 years.							
Reservoir High Service Pumps	\$ 7,424,102	\$ -	\$ 674,918	\$ 6,749,184	\$ -	\$ -	\$ -
Boulder Res High Service Pump station. New wire, Motor Control Centers, Motors and variable frequency drives.							

Utilities & Greenways Capital

2020-2025 Capital Improvement Plan

Water Utility

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Silver Lake Dam	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -
To meet State Engineer's Office Dam Safety requirements, a full outlet system inspection was completed in 2015/2016. Other required dam safety improvements were constructed in 2017. This project funds repairs to outlet valves, valve vault piping, painting and access upgrades.							
Silver Lake Hydroelectric/PRV	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -
The Silver Lake Hydroelectric station is located on the raw water transmission system near the Lakewood Reservoir. This project provides ongoing enhancements of hydro-electric equipment at this location as systems age or need to be replaced.							
A short term Programmable Logic Controller (PLC), which monitors input devices and provides output based on custom programming controls, was completed in 2016. In 2017, an alternatives analysis for permanent PLC upgrades will be conducted. The 2019 project funds the replacement of the needles/seats.							
Skyscraper Dam	\$ 171,071	\$ -	\$ 171,071	\$ -	\$ -	\$ -	\$ -
Funding is for infrastructure evaluation and gate replacement as recommended in the Source Water Master Plan.							
Source Systems Condition Assessment	\$ 775,829	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 425,829
An assessment of the components that make up the City's source water system including a detailed inventory of all asset to determine the type of asset, structural and maintenance condition, redundancy, remaining useful life, and approximate replacement or rehabilitation costs.							
Sunshine Hydroelectric/PRV Facility	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -
The Sunshine facility is a treated water pressure reducing and hydroelectric facility located below Betasso Water Treatment Facility. This project will inspect and rebuild the turbine.							
Utility Billing Computer System	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -
The existing Utility Billing Computer System is aging and needs updates. This project will upgrade the system.							
The funding is split between the three Utilities Enterprise Funds (SW, WW, and WA)							
Water Treatment Equipment Repl	\$ 2,498,838	\$ 376,730	\$ 391,799	\$ 407,471	\$ 423,769	\$ 440,720	\$ 458,349
Equipment replacement fund for both treatment facilities. Administered by plant staff for equipment replacement outside of larger projects.							
Watershed Improvements	\$ 150,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -
General Watershed improvements as recommended in the 2009 Source Water Master Plan. This project funds ongoing improvements to facilitate continued reliable operation of the watershed source water storage and delivery system. Fund augmentation needs will be assessed at the end of 2019.							
Zone 1 Transmission Pipes	\$ 4,156,229	\$ 626,601	\$ 651,665	\$ 677,732	\$ 704,841	\$ 733,035	\$ 762,356
This project provides for the rehabilitation and improvement to the Zone 1 transmission piping of the city's water system. An extensive network of transmission piping exists, some of which is over 50 years old. It is projected this piping will require replacement or other rehabilitation. Funding is in the CIP to develop a program to inspect, prioritize and begin replacement of the transmission pipes, (pipes that are 14" diameter and larger).							
Zone 2 Transmission Pipes	\$ 6,029,481	\$ 909,016	\$ 945,377	\$ 983,192	\$ 1,022,519	\$ 1,063,420	\$ 1,105,957
This project provides for the rehabilitation and improvement to the Zone 2 transmission piping of the city's water system. An extensive network of transmission piping exists, some of which is over 50 years old. It is projected this piping will require replacement or other rehabilitation. Funding is in the CIP to develop a program to inspect, prioritize and begin replacement of the transmission pipes, (pipes that are 14" diameter and larger).							
Zone 3 Transmission Pipes	\$ 3,100,651	\$ 467,460	\$ 486,158	\$ 505,605	\$ 525,829	\$ 546,862	\$ 568,737
This project provides for the rehabilitation and improvement to the Zone 3 transmission piping of the city's water system. An extensive network of transmission piping exists, some of which is over 50 years old. It is projected this piping will require replacement or other rehabilitation. Funding is in the CIP to develop a program to inspect, prioritize and begin replacement of the transmission pipes, (pipes that are 14" diameter and larger).							
CIP-New Facility/Infrastructure Total	\$ 1,260,000	\$ 160,000	\$ 160,000	\$ 210,000	\$ 160,000	\$ 160,000	\$ 410,000
Barker Dam Hydroelectric	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Analysis and develop hydroelectric potential if preferred as recommended in the Source Water Master Plan, MWH, 2008/2009.							
Carter Lake Hydroelectric	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Analyze potential for hydroelectric facility on the city's portion of the Carter Lake Pipeline and then design and build if preferred.							
NCWCD Conv - Boulder Feeder Canal	\$ 960,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000
NCWCD Conv - Boulder Feeder Canal point source drainage inflow improvements on a priority basis.							

Utilities & Greenways Capital

2020-2025 Capital Improvement Plan

Wastewater Utility

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 85,738,240	\$ 9,737,389	\$ 29,145,492	\$ 28,904,683	\$ 5,704,957	\$ 6,006,461	\$ 6,239,260
CIP-Capital Enhancement Total	\$ 29,847,444	\$ 4,055,847	\$ 1,883,463	\$ 22,772,992	\$ 258,366	\$ 425,606	\$ 451,170
Foothills & Baseline Trunk Sewer Replacement	\$ 1,422,200	\$ 1,422,200	\$ -	\$ -	\$ -	\$ -	\$ -
Replacement and upsizing of hydraulically under capacity trunk sewers in Foothills south of Baseline and in Baseline from Foothills Hwy to 55th St.							
Lower Goose Creek Trunk Sewer Replacement	\$ 3,808,358	\$ -	\$ -	\$ 3,808,358	\$ -	\$ -	\$ -
Replacement of undersized trunk sanitary sewer and rehabilitation of hydraulically connected structurally deteriorated sewer segments.							
Water Resource Recovery Pumps	\$ 375,000	\$ 75,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
The existing pumps at the Boulder Water Resource Recovery Facility require rehabilitation. This project will fund the upgrade of those pumps on a recurring basis. The highest priority assets will be funded each cycle.							
WRRF Activated Sludge	\$ 230,918	\$ -	\$ -	\$ -	\$ -	\$ 230,918	\$ -
This project will fund the scheduled rehabilitation of the Boulder Water Resource Recovery Facility's mechanical aeration system, which is a critical system supporting the microbiological process. Specifically, this money is for a preventative maintenance service through a qualified third-party. The typical agreements are 5-years and we pay in advance for annual services.							
WRRF Instrumentation/Control	\$ 1,693,110	\$ 1,594,415	\$ -	\$ -	\$ -	\$ -	\$ 98,695
This project will fund the rehabilitation and/or replacement of instrumentation & control (I&C) facilities at the Boulder Water Resource Recovery Facility. These recommendations are based on the 2013 Process Automation System (PAS) Strategic Plan. The PAS Strategic Plan identified \$6,000,000 worth of I&C improvements to be completed over 10 years.							
WRRF Permit Improvements	\$ 2,828,861	\$ 919,232	\$ 1,838,463	\$ -	\$ 71,166	\$ -	\$ -
The Boulder Water Resource Recovery Facility requires improvements and new facilities as required by Federal and State regulation to improve effluent quality, as identified by the State of Colorado Discharge Permit System (CDPS) Permit. This project addresses necessary improvements to remove phosphorus.							
WRRF Permit Improvements - Projected Bond	\$ 18,634,634	\$ -	\$ -	\$ 18,634,634	\$ -	\$ -	\$ -
The Boulder Water Resource Recovery Facility requires improvements and new facilities as required by Federal and State regulation to improve effluent quality, as identified by the State of Colorado Discharge Permit System (CDPS) Permit. This project addresses necessary improvements to remove phosphorus.							
Meter Replacement Program	\$ 854,364	\$ 45,000	\$ 45,000	\$ 180,000	\$ 187,200	\$ 194,688	\$ 202,476
This project is for replacing aging water meters that are used for customer billing and usage information. There are currently over 28,000 meters in the system, and most of them are reaching the end of their useful life at 15 – 20 years old. This project provides funding for a large meter (greater than 2 inch) replacement on an ongoing basis. These meters are tested annually and will be repaired or replaced as needed. The small meter (less than 2 inch) program will begin in 2022 and aim to replace all small meters within 10 years.							
CIP-Capital Maintenance Total	\$ 55,890,796	\$ 5,681,542	\$ 27,262,028	\$ 6,131,690	\$ 5,446,591	\$ 5,580,855	\$ 5,788,089
Collection System Monitoring	\$ 900,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
This project provides funds for monitoring of the City's wastewater collection system.							
Condition Assessment Program	\$ 5,523,355	\$ 701,915	\$ 729,991	\$ 759,191	\$ 1,067,484	\$ 1,110,183	\$ 1,154,591
The Wastewater Utility Condition Assessment Program is intended to provide an ongoing comprehensive assessment of the city's sanitary sewer collection system. There are approximately 360 miles of sanitary sewer pipe in the collection system.							
Interceptor Sewer Realignment	\$ 20,250,000	\$ -	\$ 20,250,000	\$ -	\$ -	\$ -	\$ -
The City's existing main sanitary interceptor sewer is at the end of its useful life an hydraulically insufficient. The interceptor is unlined concrete pipe that is corroding and was exposed during the 2013 flood and 2015 rainstorm. This project is for the rehabilitation, reconstruction, or re-alignment of the interceptor sewer and will aim to satisfy three primary goals: structural stability, increased capacity and address alignment vulnerability.							
Project estimate increased from \$20M to \$30M based on preliminary design. City bonded for original \$10M in 2016 so \$20M appears in the 2020 CIP to cover the remainder of project funding.							
Sanitary Sewer Manhole Rehab	\$ 1,678,566	\$ 253,064	\$ 263,186	\$ 273,714	\$ 284,662	\$ 296,049	\$ 307,891
This project provides for the rehabilitation and improvement to the existing wastewater manholes that are part of the city's sewer system. The program is funded at \$200,000 per year (2018) escalated by an inflation index for future years.							
The asset condition assessment shows the need for increased funding to meet system needs. Escalation in program funds begins in 2021.							
Sanitary Sewer Rehabilitation	\$ 21,401,717	\$ 3,226,564	\$ 3,355,626	\$ 3,489,851	\$ 3,629,445	\$ 3,774,623	\$ 3,925,608
This project provides for the rehabilitation and improvement to the existing collector sewer piping of the city's wastewater collection system. The program is funded at approximately \$2,000,000 per year (2015) escalated at 4% annually.							

Utilities & Greenways Capital

2020-2025 Capital Improvement Plan

Wastewater Utility

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Utility Billing Computer System	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -

The existing Utility Billing Computer System is outdated and needs updated. This project will update the system.

WRRF Biogas	\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -
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This project was historically used to provide funding for major overhauls of the two cogeneration (electrical power and heat) engines at the Boulder WRRF. \$4M 2019 was to implement a new beneficial end-use for biogas, moving away from cogeneration and implementing a renewable natural gas (RNG) solution for vehicle fuel. The new funding is for a gas treatment system to clean the biogas to XCEL pipeline standards, measure and monitor, and then deliver to an offsite end-user via local pipeline. Because of higher-than-anticipated costs, including electrical and mechanical costs, a higher Xcel interconnect fee, and Xcel-mandated insurance costs, \$1.1M was added to the 2020 budget.

WRRF Digester Cleaning	\$ 142,331	\$ -	\$ 142,331	\$ -	\$ -	\$ -	\$ -
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The Boulder Water Resource Recovery Facility has a primary and secondary digester. This project is to provide cleaning on a 10-year cycle. The last time the primary was cleaned was 2012, and the secondary was cleaned in 2014.

WRRF Digester Complex	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -
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This project is to replace the Water Resource Recovery Facility secondary digester floating cover. The cover has tipped and failed on several occasions in recent years taking the system offline and limiting its ability to handle gas and interrupting wastewater treatment.

WRRF Primary Clarifiers	\$ 779,828	\$ -	\$ 70,893	\$ 708,934	\$ -	\$ -	\$ -
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The primary clarifiers are concrete circular settling tanks with rotating steel mechanisms to separate solids from the water. They are located after the headworks and before the aeration basins (biological process). The mid-term rehabilitation in 2022 will recoat the rotating mechanisms. The long-term replacement in 2029 will replace mechanisms, drives, walkway bridges, and effluent weirs, baffles, and launders.

WRRF Secondary Clarifiers	\$ 550,000	\$ -	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -
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Secondary clarification is an essential unit process of the overall treatment system at the Boulder WRRF. Similar to the primary clarifiers, the internal componentry is submerged in wastewater and needs repair and rehabilitation periodically, and eventual replacement. This project is to repair the internal mechanism to provide full-utilization of the asset.

WWTF Rehabilitation	\$ 1,500,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
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The Wastewater Utility Asset Management Planning Tool identified miscellaneous rehabilitation projects not identified in master plan documents. This funding could be for one project, or several smaller projects.



Sanitary Sewer Manhole Replacement
- Annual Utilities Infrastructure Renewal Program



Sanitary Sewer Replacement on Broadway
- Annual Sewer Rehabilitation Program

Utilities & Greenways Capital

2020-2025 Capital Improvement Plan

Stormwater & Flood Management Utility

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 109,799,915	\$ 8,415,648	\$ 9,974,891	\$ 53,229,078	\$ 28,932,720	\$ 4,440,758	\$ 4,806,821
CIP-Capital Enhancement Total	\$ 51,535,398	\$ 3,969,948	\$ 7,434,674	\$ 10,588,853	\$ 26,124,286	\$ 1,580,787	\$ 1,836,851
2017 MP -Wonderland Creek 1 Storm Sewer	\$ 636,896	\$ -	\$ 386,896	\$ -	\$ 250,000	\$ -	\$ -
The storm sewer system in Broadway between Fourmile Canyon Creek and Wonderland Creek requires improvements. This project expands the storm sewer system in this area to provide a sufficient level of service.							
Bluebell & King's Gulch	\$ 990,800	\$ 540,800	\$ -	\$ 450,000	\$ -	\$ -	\$ -
A flood mitigation study is being completed to identify feasible mitigation improvements.							
Fourmile Misc Flood Mitigation	\$ 202,775	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 202,775
This project provided funding to add an additional culvert at Broadway in conjunction with the Broadway reconstruction project in 2019. It will be used for general flood mitigation efforts along the drainage in future years.							
Fourmile Canyon Creek CCS	\$ 3,500,000	\$ 1,314,000	\$ 1,752,000	\$ 434,000	\$ -	\$ -	\$ -
Construction of a multi-use path connection between 19th Street and Broadway and the replacement of two structurally deficient bridges at Violet Avenue and Upland Avenue with bicycle/pedestrian underpasses that also serve a flood benefit. The project provides a missing link in the path system, with safer access to Crest View Elementary School for pedestrians and bicyclists. It also provides improved vehicular access on 19th Street, which is an emergency access route, during a major storm event. Capital tax funding is for non-flood improvements. This project's service area affects approximately 21,000 residents.							
Upper Goose Creek	\$ 24,344,738	\$ -	\$ -	\$ 24,344,738	\$ -	\$ -	\$ -
There is extensive localized flooding in the upper Goose Creek basin. This project would enlarge the channel to provide increased capacity between 19th Street and Folsom Street in order to construct storm sewer improvements in the upper basin.							
Greenways Program - Flood fund	\$ 585,000	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500
This funding will provide Utilities contributions to the overall Greenways Program. Funding will be opportunistic and prioritized with other funding in the Greenways CIP. These funds will be combined with funding from the Transportation Fund. This project is for an ongoing funding program.							
https://bouldercolorado.gov/water/greenways-program							
Greenways Program-Lottery Fund	\$ 906,435	\$ 151,100	\$ 151,067	\$ 151,067	\$ 151,067	\$ 151,067	\$ 151,067
The funding will provide Lottery funds contributions to the overall greenways program. Funding will be opportunistic and prioritized with the other funding in the Greenways CIP. These funds will be combined with funding from the Transportation and Utilities Fund. This project is for an ongoing funding program.							
https://bouldercolorado.gov/water/greenways-program							
Gregory Creek Flood Mitigation	\$ 9,047,031	\$ 822,457	\$ -	\$ 8,224,574	\$ -	\$ -	\$ -
A flood mitigation plan for Gregory Canyon Creek was approved by City Council in December 2015. The plan identified various improvements, primarily involving replacement of culverts to increase the conveyance capacity of the channel to carry a 10-year storm event.							
https://bouldercolorado.gov/flood/gregory-canyon-creek-flood-mitigation-study							
Local Drainage Improvements	\$ 6,199,724	\$ 854,090	\$ 986,949	\$ 1,026,427	\$ 1,067,484	\$ 1,110,183	\$ 1,154,591
This capital project provides funds to improve local drainage problems which are small enough to be outside of the scope of a master planning effort. Most work funded by this program is intended to address system deficiencies highlighted through customer complaints. Funding is also used to supplement the storm sewer rehabilitation program.							
Stormwater Quality Improvements	\$ 1,259,127	\$ 190,000	\$ 197,390	\$ 205,285	\$ 213,497	\$ 222,037	\$ 230,918
This program will fund stormwater quality projects as identified in the Stormwater Master Plan and the stormwater quality engineering staff to improve water quality in Boulder Creek and its tributaries. This funding can be used for multiple efforts such as infrastructure maintenance, installation and planning studies.							
SW MGMT - Middle Boulder Creek	\$ 3,862,873	\$ -	\$ 3,862,873	\$ -	\$ -	\$ -	\$ -
The storm sewer system in Downtown Boulder along Pearl Street from 16th Street to 21st Street requires improvements. The master plan project expands the storm sewer system in this area to provide a sufficient level of service.							

Utilities & Greenways Capital

2020-2025 Capital Improvement Plan

Stormwater & Flood Management Utility

	Estimated Total Cost	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
CIP-Capital Maintenance Total	\$ 11,898,211	\$ 1,785,700	\$ 1,855,932	\$ 1,928,569	\$ 2,068,312	\$ 2,090,244	\$ 2,169,454
Drainageway Maintenance/Enhancement	\$ 3,440,000	\$ 520,000	\$ 540,000	\$ 560,000	\$ 580,000	\$ 610,000	\$ 630,000

The Drainageway Maintenance/Enhancement fund is intended to provide for larger maintenance related projects along the city's 15 major drainageways. This funding will address ongoing sediment removal efforts as well as large scale vegetation removal along the drainageways including efforts relating to the city's Emerald Ash Bore (EAB) removal program. This work will be performed by qualified private contractors.

Storm Sewer Rehabilitation	\$ 4,196,456	\$ 632,700	\$ 657,966	\$ 684,285	\$ 711,656	\$ 740,122	\$ 769,727
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The program provides funds for the rehabilitation or replacement of existing storm sewers that have reached the end of their useful life.

Transportation Coordination	\$ 4,196,756	\$ 633,000	\$ 657,966	\$ 684,285	\$ 711,656	\$ 740,122	\$ 769,727
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This program will fund the reconstruction of existing storm sewers, the construction of new storm sewers and water quality improvements as part of ongoing Transportation Division improvement projects. This project is for an ongoing funding program.

Utility Billing Computer System	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -
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The existing Utility Billing Computer System is outdated and requires an upgrade. This project is for the upgrade of the existing system.

CIP-Land Acquisition Total	\$ 4,366,306	\$ 660,000	\$ 684,285	\$ 711,656	\$ 740,122	\$ 769,727	\$ 800,516
Preflood Property Acquisition	\$ 4,366,306	\$ 660,000	\$ 684,285	\$ 711,656	\$ 740,122	\$ 769,727	\$ 800,516

This project provides ongoing funding for the purchase of properties from willing sellers in areas prone to flooding especially the city's high hazard regulatory area. The city periodically updates its flood mapping to reflect changing conditions and improvements in flood modeling. The highest risk properties are identified and prioritized for purchase, based on updated mapping for each of the drainageways. The project is for an ongoing funding program. Funding has been escalated to reflect inflation.

CIP-New Facility/Infrastructure Total	\$ 42,000,000	\$ 2,000,000	\$ -	\$ 40,000,000	\$ -	\$ -	\$ -
South Boulder Creek - Bond Proceeds	\$ 40,000,000	\$ -	\$ -	\$ 40,000,000	\$ -	\$ -	\$ -

This project is to mitigate flooding in the West Valley from South Boulder Creek based on recommendations in the 2015 South Boulder Creek Flood Mitigation Plan. This project eliminates overtopping of US36 during a 100-year storm event and greatly reduces downstream flood risks.

It is anticipated that the project will be designed and constructed in three phases. This project is the first phase and includes construction of a regional flood detention pond located just south of US36. Construction is anticipated to be initiated in 2022, subject to a successful negotiation of land use agreements with OSMP, CU and CDOT.

South Boulder Creek Phase I	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
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This project is to mitigate flooding in the West Valley from South Boulder Creek based on recommendations in the 2015 South Boulder Creek Flood Mitigation Plan. This project eliminates overtopping of US36 during a 100-year storm event and greatly reduces downstream flood risks.

This project is the initial phase and includes construction of a regional flood detention pond located just south of US36. It is anticipated that bond proceeds will be used to fund construction.

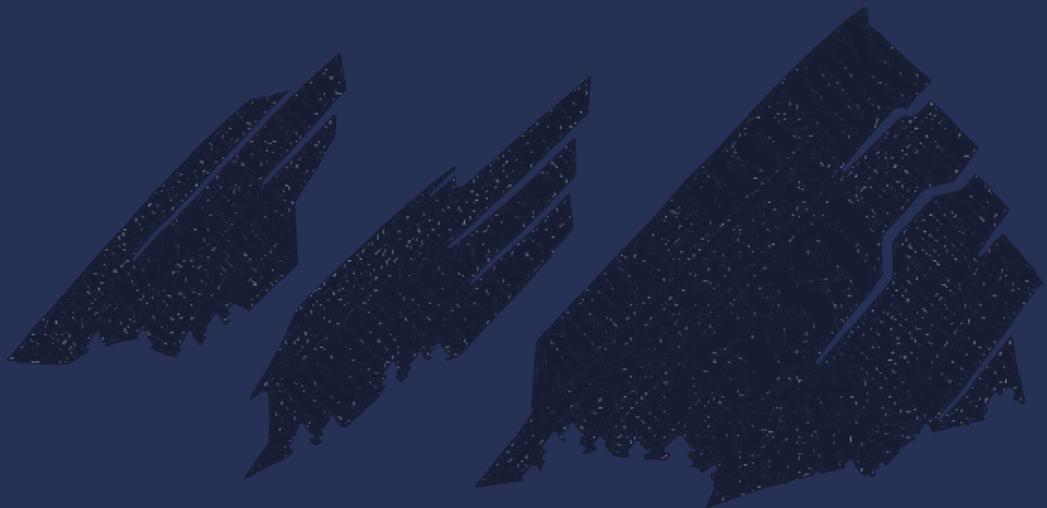


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CEAP

Project planning and design for major capital projects takes a project outlined in a master plan and provides more detailed assessment to determine location, function, and design alternatives and preferred approaches. The process for review and approval of individual projects is identified in the annual CIP and budget approval process. At this time, various processes may be identified for a specific project.

- **Concept Plan and Site Review:** Concept Plans and Site Plans are reviewed by the interdepartmental staff Development Review Committee, departmental Advisory Boards, Planning Board, and City Council (call-up option).
- **Community and Environmental Assessment Process (CEAP):** The CEAP provides a framework for balanced and thoughtful consideration of environmental and social issues in the preliminary planning and design of capital projects. It also provides a forum for public discussion of broad level project issues relative to master plans and overall community goals. It is a tool to aid in the development and refinement of project design and impact mitigation options.
- **Project-Specific Community Process and Design:** Many projects are not required to go through concept and site review and would not benefit from a CEAP process. These typically have a project-specific design and public process to efficiently and appropriately identify community needs, concerns, and preferences. Many projects have been assessed through facility studies, area or facility planning processes, mitigation plans, or other studies. The processes are collaborative with multiple city and/or county departments.



CEAP

Projects Recommended for a CEAP

The [Appendix](#) to Title 2 of the Boulder Revised Code instructs that major capital improvement projects should be handled in accordance with the City Plans and Projects Handbook, dated November 2007. As such, a list of projects identified to undergo a CEAP is provided with the annual capital budget.

CEAP reviews are prepared when projects are in the site location and facility design phase. The primary purpose of the CEAP is to encourage the consideration of potential social and environmental impacts in planning and decision-making and, ultimately, to arrive at actions that achieve the objectives of the project with the fewest impacts. The intent of the CEAP is to make project planning more efficient by considering issues in advance of implementation.

CEAP findings are submitted by departments to their respective advisory board for review as part of CIP project approval. For those departments that do not have an advisory board, the Planning Board is responsible for reviewing CEAP findings as part of project approval. Council has the opportunity to call up projects for their review and approval. For those departments that do not have an advisory board, Planning Board is responsible for reviewing CEAP findings as part of project approval. The following capital improvement projects proposed for funding in the 2020-2025 CIP are recommended to complete a Community and Environmental Assessment Process (CEAP).

Open Space & Mountain Parks

Four Mile Creek: The Foothills Trail crossing of Four Mile Creek near the Foothills Trailhead changed drastically during the 2013 Flood. This project aims to install an ADA accessible crossing and to rehab the creek bed up and downstream from the bridge location.

Transportation

Downtown Boulder Transit Station Improvements: This project will expand the number of bays along Canyon Boulevard and 14th Street, adjacent to the Downtown Boulder Transit Station. This project is in fulfillment of the Renewed Vision for Transit goals and is funded in part by federal grant funds.

Arapahoe Multi-Use Path/Transit Enhancements: This project will upgrade existing and missing sidewalk sections to multi-use along Arapahoe between Foothills and Cherryvale. It will also enhance existing transit stops and access along the corridor. This project is consistent with the Transportation Master Plan and the East Arapahoe Transportation Plan goals and is funded in part by federal grant funds.

Utilities & Greenways

Interceptor Sewer Realignment: The city's main sanitary sewer interceptor is at the end of its useful life and is hydraulically insufficient. The interceptor is an unlined concrete pipe that is corroding and was exposed during the 2013 flood and 2015 rainstorm. This project is for the rehabilitation, reconstruction, or re-alignment of the interceptor sewer and will aim to satisfy three primary goals: structural stability, increased capacity, and address alignment vulnerability.

Fund Financials

▪ General Fund.....	218
▪ Governmental Capital Fund (tied to General Fund).....	220
▪ .25 Cent Sales Tax Fund.....	221
▪ Affordable Housing Fund.....	222
▪ Airport Fund.....	223
▪ Boulder Junction Access GID - Parking Fund.....	224
▪ Boulder Junction Access GID - TDM Fund.....	225
▪ Boulder Junction Improvement Fund.....	226
▪ Boulder Municipal Property Authority Fund.....	227
▪ Capital Development Fund.....	228
▪ Capital Improvement - Community, Culture, Safety Tax Fund.....	229
▪ Climate Action Plan Fund.....	230
▪ Community Development Block Grant Fund.....	231
▪ Community Housing Assistance Program Fund.....	232
▪ Compensated Absences Fund.....	233
▪ Computer Replacement Fund.....	234
▪ Downtown Commercial District Fund.....	236
▪ Equipment Replacement Fund.....	238
▪ Facility Renovation & Replacement Fund.....	239
▪ Fleet Operations & Replacement Fund.....	240
▪ HOME Investment Partnership Grant Fund.....	241
▪ Library Fund.....	242
▪ Lottery Fund.....	243
▪ Open Space Fund.....	244
▪ Permanent Park & Recreation Fund.....	245
▪ Planning & Development Services Fund.....	246
▪ Property & Casualty Insurance Fund.....	247
▪ Recreation Activity Fund.....	248
▪ Stormwater/Flood Management Utility Fund.....	250
▪ Sugar-Sweetened Beverage Distribution Tax Fund.....	252
▪ Telecommunications Fund.....	253
▪ Transit Pass GID Fund.....	254
▪ Transportation Fund.....	256
▪ Transportation Development Fund.....	258
▪ University Hill Commercial District Fund.....	259
▪ Wastewater Utility Fund.....	260
▪ Water Utility Fund.....	262
▪ Workers' Compensation Insurance Fund.....	264

GENERAL FUND 2020 FUND FINANCIAL

	2018	2019	2020	2021	2022	2023	2024	2025
	Actual	Revised	Recommended	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	\$ 56,583,526	\$ 64,250,248	\$ 47,309,646	\$ 44,053,356	\$ 45,926,827	\$ 48,620,594	\$ 48,182,909	\$ 49,159,530
Sources of Funds								
Sales and Use Taxes	\$ 61,152,666	\$ 63,125,876	\$ 64,154,586	\$ 65,802,485	\$ 67,393,953	\$ 69,139,647	\$ 70,881,831	\$ 66,714,692
Property Taxes	35,903,120	36,042,164	39,456,105	39,850,666	41,843,199	42,261,631	44,374,713	44,818,460
Accommodation/Admission Taxes	10,023,767	10,458,510	10,658,680	10,963,242	11,276,617	11,599,064	11,930,848	12,272,241
Occupation Taxes	7,549,483	7,733,928	7,870,570	8,023,869	8,181,696	8,192,912	8,204,390	8,216,135
Municipalization	6,076,181	5,076,181	2,076,181	2,076,181	2,076,181	-	-	-
Ownership Taxes	2,165,861	2,100,000	2,100,000	2,142,000	2,184,840	2,228,537	2,273,108	2,318,570
Sales of Goods	248,503	325,000	325,000	326,500	328,030	329,591	331,182	332,806
License, Permits, and Fines	10,293,428	10,208,203	10,244,203	10,250,664	10,308,403	10,367,452	10,427,841	10,489,602
Fees	2,058,507	1,887,000	1,827,976	1,822,817	1,817,760	1,812,805	1,807,949	1,803,190
Recreational Marijuana	3,733,212	4,000,000	4,064,900	4,137,343	4,217,442	4,305,328	4,401,151	4,505,077
Intergovernmental	1,505,141	1,209,167	1,068,858	1,068,549	1,068,240	1,067,932	1,067,624	1,067,317
Interest and Investment Earnings	850,510	850,510	750,000	750,000	750,000	750,000	750,000	750,000
Leases, Rents, and Royalties	184,679	250,000	294,580	303,417	312,520	321,896	331,552	341,499
Other Revenue	1,887,478	1,522,430	1,078,000	1,179,000	1,280,020	1,181,060	1,282,122	1,383,204
Cost Allocation	10,537,696	11,258,508	11,425,826	11,768,601	12,121,659	12,485,309	12,859,868	13,245,664
Total Sources of Funds	\$ 154,170,230	\$ 156,047,476	\$ 157,395,466	\$ 160,465,332	\$ 165,160,562	\$ 166,043,165	\$ 170,924,179	\$ 168,258,457
Uses of Funds								
City Council	\$ 208,676	\$ 239,438	\$ 451,266	\$ 459,027	\$ 466,921	\$ 474,950	\$ 483,118	\$ 491,427
City Manager's Office	2,681,025	2,433,497	3,129,325	3,209,184	3,291,081	3,375,068	3,461,198	3,549,526
City Clerk	503,095	525,140	602,251	615,987	630,036	644,406	659,103	674,136
Communication	1,688,753	1,612,492	1,943,285	1,989,430	2,036,670	2,085,032	2,134,543	2,185,229
General Government	2,986,219	1,188,719	1,553,776	1,561,545	1,569,353	1,577,199	1,585,085	1,593,011
City Attorney's Office	3,273,253	3,437,026	3,618,991	3,718,962	3,821,694	3,927,264	4,035,750	4,147,233
Municipal Court	2,089,599	2,128,547	2,311,474	2,367,923	2,425,750	2,484,990	2,545,676	2,607,845
Climate Initiatives	-	-	1,715,819	1,767,293	1,820,312	1,874,921	1,931,169	1,989,104
Energy Strategy	3,033,228	11,260,457	2,470,522	-	-	-	-	-
Human Resources	3,120,370	3,683,249	4,109,646	4,703,000	4,798,476	4,896,120	4,995,982	5,098,113
Finance	4,853,720	4,678,244	5,717,098	5,851,433	5,988,923	6,129,644	6,273,672	6,421,084
Innovation & Technology	6,071,033	5,584,161	6,423,675	6,736,708	7,016,712	7,172,951	7,332,669	7,495,943
Police	35,879,697	33,785,619	38,283,082	39,451,552	40,655,687	41,896,574	43,175,336	44,493,128
Fire	21,292,000	19,677,432	21,623,881	22,250,288	22,894,840	23,558,065	24,240,502	24,942,708
Police/Fire Pensions	599,683	814,780	950,104	950,104	969,106	969,106	969,106	969,106
Public Works	9,002,389	6,240,962	5,373,259	5,432,144	5,491,675	5,551,858	5,612,700	5,674,209
Planning	3,792,238	2,583,593	2,920,187	2,980,366	3,041,786	3,104,472	3,168,449	3,233,745
Housing & Human Services	8,338,630	7,526,571	9,145,957	9,275,480	9,406,836	9,540,053	9,675,157	9,812,174
Library	6,658,398	7,028,938	7,549,216	8,498,308	8,692,445	8,891,423	9,095,362	9,304,386
Arts	1,253,190	1,133,287	1,464,844	1,482,027	1,499,411	1,517,000	1,534,794	1,552,798
Parks and Recreation	4,924,220	4,340,682	6,231,819	6,375,187	6,521,854	6,671,895	6,825,388	6,982,412

GENERAL FUND 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
CONTINUED								
Open Space and Mountain Parks	\$ 26,352	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Community Vitality	2,274,639	2,281,641	2,518,690	2,567,831	2,617,931	2,669,009	2,721,082	2,774,172
Citywide	8,935,289	6,633,089	6,085,736	6,985,736	6,985,736	6,985,736	6,985,736	6,985,736
Capital	-	18,623,268	11,142,223	9,220,857	8,573,217	9,120,577	9,120,577	9,120,577
Debt	4,442,953	4,442,000	4,441,600	4,441,600	4,441,600	4,441,600	4,441,600	4,441,600
Dedicated Expenses	-	5,353,583	5,253,142	5,355,365	5,464,216	5,576,412	5,692,062	5,811,277
One Time Expenses	-	8,567,389	3,306,363	30,000	1,030,000	1,030,000	1,030,000	1,030,000
Transfers	8,574,860	4,076,905	314,526	314,526	314,526	314,526	221,741	221,741
Mid Year Adjustment to Base	-	3,107,369	-	-	-	-	-	-
Total Uses of Funds	\$ 146,503,508	\$ 172,988,078	\$ 160,651,756	\$ 158,591,862	\$ 162,466,794	\$ 166,480,850	\$ 169,947,557	\$ 173,602,418
Ending Fund Balance Before Reserves	\$ 64,250,248	\$ 47,309,646	\$ 44,053,356	\$ 45,926,827	\$ 48,620,594	\$ 48,182,909	\$ 49,159,530	\$ 43,815,569
Reserves								
Reserve Policy	\$ 26,279,201	\$ 25,614,678	\$ 28,913,716	\$ 30,117,038	\$ 30,901,657	\$ 31,674,203	\$ 32,336,354	\$ 33,035,180
Reserve Policy - Draw for Municipalization	-	(3,758,021)	(4,152,362)	(2,076,181)	-	-	-	-
Legally Restricted Fund Balance	3,196,520	6,485,381	5,844,677	3,458,974	2,858,271	2,577,920	2,617,920	2,657,920
Restricted by Management Fund Balance	2,959,645	4,949,854	4,363,879	4,363,879	4,363,879	4,363,879	4,363,879	4,363,879
Pay Period 27	2,730,978	2,804,569	2,970,945	3,137,321	3,303,697	3,470,073	3,636,449	166,376
Total Reserves	\$ 35,166,345	\$ 36,096,461	\$ 37,940,856	\$ 39,001,032	\$ 41,427,504	\$ 42,086,075	\$ 42,954,602	\$ 40,223,355
Ending Fund Balance After Reserves	\$ 29,083,903	\$ 11,213,186	\$ 6,112,501	\$ 6,925,795	\$ 7,193,090	\$ 6,096,834	\$ 6,204,929	\$ 3,592,214
Ongoing - Surplus/(Deficit)			\$ 2,780,951	\$ (371,405)	\$ 191,881	\$ (724,262)	\$ 630,348	\$ (5,748,723)

GOVERNMENTAL CAPITAL 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ -	\$ -	\$ 3,846,826	\$ 3,411,762	\$ 4,376,698	\$ 5,441,634	\$ 1,406,570	\$ 2,471,506
Sources of Funds								
General Fund Transfer	\$ -	\$ 4,197,360	\$ 4,744,720	\$ 5,292,080	\$ 5,839,440	\$ 6,386,800	\$ 6,386,800	\$ 6,386,800
General Fund One Time	-	-	3,663,726	-	-	-	-	-
IT Transfer	-	1,064,936	1,064,936	1,064,936	1,064,936	1,064,936	1,064,936	1,064,936
FAM Transfer	-	-	1,668,841	1,668,841	1,668,841	1,668,841	1,668,841	1,668,841
Adjustment to Base	-	16,731,890	-	-	-	-	-	-
Total Sources of Funds	\$ -	\$ 21,994,186	\$ 11,142,223	\$ 8,025,857	\$ 8,573,217	\$ 9,120,577	\$ 9,120,577	\$ 9,120,577
Uses of Funds								
IT - Broadband	\$ -	\$ 1,200,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
IT - Enterprise Data Warehouse	-	-	250,000	-	-	-	-	-
IT - Enterprise Constituent Relationship Mgmt	-	-	135,000	-	-	-	-	-
IT - Software Replacement	-	100,000	1,500,000	100,000	-	5,100,000	-	300,000
Citywide - Hogan Pancost	-	640,704	640,704	640,704	640,704	320,352	-	-
Citywide - Electronic Signatures and Petitioning	-	-	400,000	-	-	-	-	-
Citywide - General Fund Capital	-	-	-	-	698,736	1,566,448	1,886,800	1,886,800
Community Vitality - Pay Station Replacement	-	-	225,000	-	-	-	-	-
Police - Bomb Truck Replacement	-	-	100,000	-	-	-	-	-
Police - Incident Command Vehicle	-	750,000	-	-	-	-	-	-
PW - Muni East Entrance Doors	-	-	700,000	-	-	-	-	-
PW - Pavilion Debt Service	-	-	-	-	3,000,000	3,000,000	3,000,000	3,000,000
PW - Boulder Hospital Deconstruction	-	11,850,000	3,350,000	-	-	-	-	-
PW - Pavilion Remodel Design	-	-	1,607,742	392,258	-	-	-	-
PW - Facilities Maintenance	-	-	1,168,841	1,276,583	1,668,841	1,668,841	1,668,841	1,668,841
Library - NoBo Construction	-	500,000	-	-	-	-	-	-
Fire - Fire Station #3	-	3,106,656	-	3,151,376	-	-	-	-
Total Uses of Funds	\$ -	\$ 18,147,360	\$ 11,577,287	\$ 7,060,921	\$ 7,508,281	\$ 13,155,641	\$ 8,055,641	\$ 8,355,641
Ending Fund Balance Before Reserves	\$ -	\$ 3,846,826	\$ 3,411,762	\$ 4,376,698	\$ 5,441,634	\$ 1,406,570	\$ 2,471,506	\$ 3,236,442
Reserves								
Software Replacement Reserve	\$ -	\$ 3,846,826	\$ 3,411,762	\$ 4,376,698	\$ 5,441,634	\$ 1,406,570	\$ 2,471,506	\$ 3,236,442
Total Reserves	\$ -	\$ 3,846,826	\$ 3,411,762	\$ 4,376,698	\$ 5,441,634	\$ 1,406,570	\$ 2,471,506	\$ 3,236,442
Ending Fund Balance After Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note:

Fund created in 2019.

.25 CENT SALES TAX 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 5,517,348	\$ 7,220,772	\$ 2,957,974	\$ 2,515,579	\$ 3,140,207	\$ 1,881,119	\$ 2,641,634	\$ 2,860,192
Sources of Funds								
Sales Tax	\$ 8,990,820	\$ 8,647,180	\$ 8,804,581	\$ 9,030,119	\$ 9,247,604	\$ 9,486,434	\$ 9,724,582	\$ 9,977,721
Interest	73,438	50,000	70,104	62,889	78,505	47,028	66,041	71,505
Valmont City Park	66,308	60,000	70,000	72,100	74,263	76,491	78,786	81,149
Grants and Donations	85,970	-	-	-	-	-	-	-
Other Revenue	28,031	108,000	44,000	45,320	46,680	48,080	49,522	51,008
Adjustment to Base	-	210,959	-	-	-	-	-	-
Total Sources of Funds	\$ 9,244,567	\$ 9,076,139	\$ 8,988,685	\$ 9,210,428	\$ 9,447,052	\$ 9,658,033	\$ 9,918,931	\$ 10,181,383
Uses of Funds								
Business Services & Marketing	\$ 910,531	\$ 856,241	\$ 1,050,743	\$ 1,092,773	\$ 1,136,484	\$ 1,181,943	\$ 1,229,221	\$ 1,278,390
Urban Parks	2,222,646	2,632,839	2,586,425	2,689,882	2,797,477	2,909,376	3,025,751	3,146,781
Valmont City Park Operations	421,484	431,196	426,073	443,116	460,841	479,275	498,446	518,384
Special Events	262,725	251,800	262,974	273,493	284,432	295,810	307,642	319,948
Community Partnerships & Volunteerism	126,273	223,124	280,420	291,637	303,302	315,434	328,051	341,173
Planning and Project Management	211,735	259,040	293,639	305,385	317,600	330,304	343,517	357,257
Forestry	257,241	272,333	525,063	546,065	567,908	590,624	614,249	638,819
Natural Lands	378,218	440,783	444,158	461,924	480,401	499,617	519,602	540,386
FAM - Ongoing and Major Maintenance	459,205	450,262	450,262	468,272	487,003	506,484	526,743	547,813
Capital Improvement Program	1,624,758	1,000,000	2,347,000	1,232,000	3,072,000	972,000	1,472,000	1,222,000
Capital Refurbishment Projects	164,183	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Cost Allocation	502,145	555,983	564,323	581,253	598,690	616,651	635,151	654,205
Adjustment to Base	-	5,765,336	-	-	-	-	-	-
Total Uses of Funds	\$ 7,541,144	\$ 13,338,937	\$ 9,431,080	\$ 8,585,800	\$ 10,706,140	\$ 8,897,518	\$ 9,700,373	\$ 9,765,156
Ending Fund Balance Before Reserves	\$ 7,220,772	\$ 2,957,974	\$ 2,515,579	\$ 3,140,207	\$ 1,881,119	\$ 2,641,634	\$ 2,860,192	\$ 3,276,419
Reserves								
Operating Reserve	\$ 873,149	\$ 918,501	\$ 995,073	\$ 1,032,829	\$ 1,072,070	\$ 1,112,855	\$ 1,155,244	\$ 1,199,302
FEMA De-obligation Reserve	33,766	33,766	33,766	33,766	33,766	33,766	33,766	33,766
PERA Legislative Contingency	-	2,972	-	-	-	-	-	-
Pay Period 27	87,785	92,709	93,846	104,832	115,818	126,804	137,790	10,986
Sick/Vacation/Bonus Reserve	205,634	215,916	10,535	10,851	11,177	11,512	11,858	12,213
Total Reserves	\$ 1,200,334	\$ 1,263,864	\$ 1,133,220	\$ 1,182,278	\$ 1,232,831	\$ 1,284,937	\$ 1,338,658	\$ 1,256,267
Ending Fund Balance After Reserves	\$ 6,020,437	\$ 1,694,110	\$ 1,382,359	\$ 1,957,929	\$ 648,288	\$ 1,356,696	\$ 1,521,533	\$ 2,020,153

AFFORDABLE HOUSING 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 7,613,273	\$ 7,902,097	\$ 3,759,540	\$ 5,787,273	\$ 5,182,903	\$ 4,372,383	\$ 3,334,644	\$ 2,046,490
Sources of Funds								
Cash In Lieu of Affordable Units	\$ 8,834,478	\$ 3,000,000	\$ 3,292,080	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Transfer from General Fund	221,741	221,741	221,741	221,741	221,741	221,741	221,741	221,741
Transfer from Short-Term Rental Revenue	861,621	980,051	915,000	933,300	951,966	971,005	990,425	1,010,234
Miscellaneous Revenues	-	32,000	-	-	-	-	-	-
Linkage Fee	427,806	500,000	525,000	551,250	578,813	607,753	638,141	670,048
Interest	125,763	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Ponderosa Mobile Home Park	468,982	330,000	220,000	-	-	-	-	-
Grants	740,979	-	-	-	-	-	-	-
Other	224,628	-	-	-	-	-	-	-
Total Sources of Funds	\$ 11,905,999	\$ 5,083,792	\$ 5,193,821	\$ 2,726,291	\$ 2,772,520	\$ 2,820,499	\$ 2,870,307	\$ 2,922,023
Uses of Funds								
Program Management	\$ 891,642	\$ 945,262	\$ 1,038,758	\$ 1,000,911	\$ 1,030,938	\$ 1,061,866	\$ 1,093,722	\$ 1,126,534
Cost Allocation	92,962	144,110	146,272	150,660	155,180	159,835	164,630	169,569
Impact Fee Administration	-	1,027	1,058	1,090	1,122	1,156	1,191	1,226
Acquisition, Rehabilitation and Construction	10,079,401	1,800,000	1,980,000	2,178,000	2,395,800	2,635,380	2,898,918	3,188,810
Ponderosa Mobile Home Park	553,170	3,456,490	-	-	-	-	-	-
Project Carryover and Encumbrances	-	2,879,461	-	-	-	-	-	-
Total Uses of Funds	\$ 11,617,175	\$ 9,226,350	\$ 3,166,088	\$ 3,330,661	\$ 3,583,040	\$ 3,858,238	\$ 4,158,461	\$ 4,486,139
Ending Fund Balance Before Reserves	\$ 7,902,097	\$ 3,759,540	\$ 5,787,273	\$ 5,182,903	\$ 4,372,383	\$ 3,334,644	\$ 2,046,490	\$ 482,374
Reserves								
Sick/Vacation Accrual	\$ 11,765	\$ 12,235	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERA Legislative Contingency	-	1,046	-	-	-	-	-	-
Pay Period 27	19,192	17,319	20,693	24,066	27,440	30,813	34,186	3,373
Total Reserves	\$ 30,957	\$ 30,600	\$ 20,693	\$ 24,066	\$ 27,440	\$ 30,813	\$ 34,186	\$ 3,373
Ending Fund Balance After Reserves	\$ 7,871,141	\$ 3,728,940	\$ 5,766,580	\$ 5,158,837	\$ 4,344,943	\$ 3,303,831	\$ 2,012,304	\$ 479,001

Note:

There is no requirement for a designated reserve as funds will only be allocated after they have been collected rather than based upon revenue projections.

AIRPORT 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 1,826,776	\$ 1,989,128	\$ 2,155,887	\$ 2,184,772	\$ 2,378,388	\$ 2,564,470	\$ 2,747,750	\$ 2,910,938
Sources of Funds								
Airport Rental	\$ 628,769	\$ 590,433	\$ 605,595	\$ 611,651	\$ 617,767	\$ 623,945	\$ 630,184	\$ 630,184
Fuel Flowage Fees	17,396	18,000	18,540	19,096	19,669	20,259	20,867	20,867
Federal Grant	-	-	4,900,000	-	-	-	300,000	-
State Grant	-	-	250,000	-	-	-	16,666	16,666
Interest on Investments	23,504	32,619	61,626	66,832	67,728	73,730	79,499	85,180
Revenue Carry Over	-	360,472	-	-	-	-	-	-
Total Sources of Funds	\$ 669,669	\$ 1,001,524	\$ 5,835,761	\$ 697,579	\$ 705,164	\$ 717,934	\$ 1,047,216	\$ 752,897
Uses of Funds								
Airport Management	\$ 431,800	\$ 390,997	\$ 293,206	\$ 414,809	\$ 427,253	\$ 440,071	\$ 453,273	\$ 453,273
Transportation Administration	18,906	19,758	20,656	21,275	21,914	22,571	23,248	23,248
Cost Allocation	44,386	44,565	45,234	47,279	48,697	50,158	51,663	51,663
Capital Improvement Program	12,225	-	5,427,780	-	-	-	333,333	-
Facility Building Reserves	-	-	20,000	20,600	21,218	21,855	22,510	23,185
Encumbrances, Carryovers & Adjustments	-	379,445	-	-	-	-	-	-
Total Uses of Funds	\$ 507,317	\$ 834,765	\$ 5,806,876	\$ 503,963	\$ 519,082	\$ 534,654	\$ 884,027	\$ 551,369
Ending Fund Balance Before Reserves	\$ 1,989,128	\$ 2,155,887	\$ 2,184,772	\$ 2,378,388	\$ 2,564,470	\$ 2,747,750	\$ 2,910,938	\$ 3,112,466
Reserves								
Designated	\$ 113,635	\$ 113,904	\$ 107,794	\$ 109,239	\$ 118,919	\$ 128,224	\$ 137,387	\$ 145,547
Sick/Vacation Accrual	15,832	16,307	14,214	14,641	15,080	15,532	15,998	16,478
Pay Period 27	8,808	8,989	6,855	7,252	7,648	8,045	8,442	397
Total Reserves	\$ 138,275	\$ 139,200	\$ 128,863	\$ 131,132	\$ 141,647	\$ 151,801	\$ 161,827	\$ 162,422
Ending Fund Balance After Reserves	\$ 1,850,853	\$ 2,016,687	\$ 2,055,908	\$ 2,247,256	\$ 2,422,823	\$ 2,595,949	\$ 2,749,111	\$ 2,950,044

BOULDER JUNCTION ACCESS DISTRICT (BJAD) - PARKING 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 436,551	\$ 262,492	\$ 67,563	\$ 65,241	\$ 191,953	\$ 291,857	\$ 301,534	\$ 644,069
Sources of Funds								
Property Tax	\$ 246,993	\$ 252,767	\$ 326,174	\$ 390,736	\$ 486,062	\$ 495,700	\$ 731,050	\$ 745,518
Ownership Tax	12,723	13,104	13,235	13,368	13,501	13,636	13,773	13,910
Interest on Investment	6,344	5,512	1,601	1,631	4,799	7,296	7,538	16,102
Long Term Garage Parking Revenue	46,471	47,000	48,880	50,835	52,869	54,983	57,183	59,470
Short Term Garage Parking Revenue	47,921	37,066	38,178	38,942	39,720	40,515	41,325	42,152
Miscellaneous Revenue	25	25	25	25	25	25	25	25
Operating Transfer from BJAD-TDM	-	25,000	175,000	-	-	-	-	-
Total Sources of Funds	\$ 360,476	\$ 380,475	\$ 603,094	\$ 495,537	\$ 596,976	\$ 612,156	\$ 850,894	\$ 877,177
Uses of Funds								
Operating								
Parking Garage operations - Contract	\$ 68,586	\$ 79,056	\$ 81,428	\$ 83,871	\$ 86,387	\$ 88,978	\$ 91,648	\$ 94,397
BJAD - GID/Parking - Admin Personnel	1,628	21,753	48,426	50,363	52,378	54,473	56,652	58,918
BJGID/Admin Non-Personnel	19,102	27,106	27,646	28,199	28,763	29,338	29,925	30,523
Sub-Total Operating	\$ 89,316	\$ 127,915	\$ 157,500	\$ 162,432	\$ 167,527	\$ 172,789	\$ 178,224	\$ 183,838
Capital Improvement Plan								
Annual CIP Projects	\$ -	\$ -	\$ -	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Sub-Total Capital	\$ -	\$ -	\$ -	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Transfers to Other Funds								
Cost Allocation	\$ 26,267	\$ 28,537	\$ 28,965	\$ 29,108	\$ 29,544	\$ 29,690	\$ 30,135	\$ 30,284
Reimbursement of BJAD-TDM for Operating Transfer	-	-	-	-	-	200,000	-	-
Sub-Total Expense Transfers	\$ 26,267	\$ 28,537	\$ 28,965	\$ 29,108	\$ 29,544	\$ 229,690	\$ 30,135	\$ 30,284
Debt								
Lease Purchase Payment: Pederson Development	\$ 416,667	\$ 416,667	\$ 416,667	\$ -	\$ -	\$ -	\$ -	\$ -
Payment to CAGID for Operating Loan	2,285	2,285	2,285	2,285	-	-	-	-
Payback to City of Boulder for Loan Gap	-	-	-	100,000	200,000	100,000	200,000	300,000
Sub-Total Debt	\$ 418,952	\$ 418,952	\$ 418,952	\$ 102,285	\$ 200,000	\$ 100,000	\$ 200,000	\$ 300,000
Total Uses of Funds	\$ 534,535	\$ 575,404	\$ 605,416	\$ 368,825	\$ 497,071	\$ 602,479	\$ 508,359	\$ 614,122
Ending Fund Balance Before Reserves	\$ 262,492	\$ 67,563	\$ 65,241	\$ 191,953	\$ 291,857	\$ 301,534	\$ 644,069	\$ 907,124
Reserves								
Operating	\$ 54,422	\$ 57,540	\$ 60,542	\$ 61,594	\$ 83,011	\$ 100,614	\$ 84,896	\$ 102,558
PERA Legislative Contingency	-	26	-	-	-	-	-	-
Total Reserves	\$ 54,422	\$ 57,566	\$ 60,542	\$ 61,594	\$ 83,011	\$ 100,614	\$ 84,896	\$ 102,558
Ending Fund Balance After Reserves	\$ 208,070	\$ 9,997	\$ 4,699	\$ 130,359	\$ 208,846	\$ 200,920	\$ 559,173	\$ 804,566

BOULDER JUNCTION ACCESS DISTRICT (BJAD) - TRAVEL DEMAND MANAGEMENT (TDM) 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 202,363	\$ 426,335	\$ 444,302	\$ 535,750	\$ 743,026	\$ 894,821	\$ 1,205,751	\$ 1,425,596
Sources of Funds								
Property Tax	\$ 140,023	\$ 142,824	\$ 278,764	\$ 312,353	\$ 584,062	\$ 593,471	\$ 744,580	\$ 756,920
Ownership Tax	7,393	7,141	13,938	15,618	29,203	29,674	37,229	37,846
Payments In Lieu of Taxes	311,900	48,270	281,849	356,084	105,515	90,032	55,551	35,551
Interest on Investment	1,189	8,953	8,886	10,715	14,861	17,896	24,115	28,512
Transfer from BJAD-Parking (Reimbursement)	-	-	-	-	-	200,000	-	-
Total Sources of Funds	\$ 460,505	\$ 207,188	\$ 583,437	\$ 694,770	\$ 733,641	\$ 931,073	\$ 861,475	\$ 858,829
Operating Uses of Funds								
TDM Admin Personnel	\$ 1,636	\$ 14,445	\$ 32,458	\$ 33,756	\$ 35,107	\$ 36,511	\$ 37,971	\$ 39,490
TDM Admin NPE	11,448	2,623	6,874	7,011	7,152	7,295	7,441	7,589
TDM Programs	223,449	141,789	272,212	441,118	533,810	570,387	590,090	595,748
Cost Allocation	-	5,364	5,445	5,608	5,777	5,950	6,128	6,312
Total Operating Uses of Funds	\$ 236,533	\$ 164,221	\$ 316,989	\$ 487,494	\$ 581,845	\$ 620,142	\$ 641,631	\$ 649,140
Transfers to Other Funds								
Operating Transfer to BJAD-Parking	\$ -	\$ 25,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total Expense Transfers	\$ -	\$ 25,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 236,533	\$ 189,221	\$ 491,989	\$ 487,494	\$ 581,845	\$ 620,142	\$ 641,631	\$ 649,140
Ending Fund Balance Before Reserves	\$ 426,335	\$ 444,302	\$ 535,750	\$ 743,026	\$ 894,821	\$ 1,205,751	\$ 1,425,596	\$ 1,635,284
Reserves								
Operating	\$ 43,026	\$ 27,425	\$ 52,937	\$ 81,412	\$ 97,168	\$ 103,564	\$ 107,152	\$ 108,406
Total Reserves	\$ 43,026	\$ 27,425	\$ 52,937	\$ 81,412	\$ 97,168	\$ 103,564	\$ 107,152	\$ 108,406
Ending Fund Balance After Reserves	\$ 383,309	\$ 416,877	\$ 482,813	\$ 661,615	\$ 797,653	\$ 1,102,188	\$ 1,318,444	\$ 1,526,878

BOULDER JUNCTION IMPROVEMENT 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 2,145,062	\$ 3,379,263	\$ 3,450,583	\$ 2,062,223	\$ 3,191,403	\$ 3,216,259	\$ 3,241,638	\$ 3,267,549
Sources of Funds								
Transportation DET	\$ 1,297,360	\$ 458,979	\$ 309,795	\$ 519,795	\$ -	\$ -	\$ -	\$ -
Transportation Use Tax	-	60,779	60,000	-	-	-	-	-
General Fund Construction Use Tax	789,921	154,987	150,000	-	-	-	-	-
Parks Impact Fees	-	543,083	568,000	585,040	-	-	-	-
Parks Use Tax	-	25,334	-	-	-	-	-	-
Transfer - Transportation CIP	416,000	-	-	-	-	-	-	-
Interest on Investments	28,887	23,354	23,844	24,345	24,856	25,378	25,911	26,455
Total Sources of Funds	\$ 2,532,168	\$ 1,266,516	\$ 1,111,639	\$ 1,129,180	\$ 24,856	\$ 25,378	\$ 25,911	\$ 26,455
Uses of Funds								
Development Coordination	\$ 71,038	\$ 71,038	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pocket Park	-	700,000	-	-	-	-	-	-
Historic Depot	39,030	-	-	-	-	-	-	-
Rail Plaza	1,187,899	-	-	-	-	-	-	-
Boulder Slough Project	-	-	2,500,000	-	-	-	-	-
Encumbrances, Carryovers & Adjustments	-	424,158	-	-	-	-	-	-
Total Uses of Funds	\$1,297,967	\$ 1,195,196	\$ 2,500,000	\$ -				
Ending Fund Balance Before Reserves	\$ 3,379,263	\$ 3,450,583	\$ 2,062,223	\$ 3,191,403	\$ 3,216,259	\$ 3,241,638	\$ 3,267,549	\$ 3,294,005
Reserves								
Pay Period 27	\$ 3,000	\$ 3,090	\$ 3,031	\$ 3,061	\$ 3,094	\$ 3,125	\$ 3,156	\$ 31
Total Reserves	\$ 3,000	\$ 3,090	\$ 3,031	\$ 3,061	\$ 3,094	\$ 3,125	\$ 3,156	\$ 31
Ending Fund Balance After Reserves	\$ 3,376,263	\$ 3,447,493	\$ 2,059,192	\$ 3,188,342	\$ 3,213,165	\$ 3,238,513	\$ 3,264,393	\$ 3,293,974

BOULDER MUNICIPAL PROPERTY AUTHORITY 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 434,616	\$ 444,488	\$ 444,488	\$ 444,488	\$ 444,488	\$ 444,488	\$ 444,488	\$ 444,488
Sources of Funds								
Leases, Rents, Royalties	\$ 3,590,281	\$ 3,976,923	\$ 5,380,915	\$ 5,311,596	\$ 5,673,898	\$ 5,311,922	\$ 4,712,754	\$ 4,719,767
Interest Earnings	13,449	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Total Sources of Funds	\$ 3,603,730	\$ 3,982,923	\$ 5,386,915	\$ 5,317,596	\$ 5,679,898	\$ 5,317,922	\$ 4,718,754	\$ 4,725,767
Uses of Funds								
BMPA Base Rentals-Principal	\$ 2,134,514	\$ 2,345,483	\$ 3,073,704	\$ 3,193,552	\$ 3,290,329	\$ 3,397,998	\$ 2,907,935	\$ 3,008,187
BMPA Base Rentals-Interest	1,455,766	1,631,440	2,307,211	2,118,044	2,383,569	1,913,924	1,804,819	1,711,580
Administrative Fee	3,578	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Total Uses of Funds	\$ 3,593,859	\$ 3,982,923	\$ 5,386,915	\$ 5,317,596	\$ 5,679,898	\$ 5,317,922	\$ 4,718,754	\$ 4,725,767
Ending Fund Balance	\$ 444,488							

CAPITAL DEVELOPMENT 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 12,532,264	\$ 12,996,143	\$ 9,133,676	\$ 6,436,634	\$ 5,068,115	\$ 5,816,233	\$ 6,589,267	\$ 7,388,861
Sources of Funds								
Interest - Excise Taxes	\$ 38,518	\$ 11,721	\$ 37,360	\$ 36,239	\$ 35,152	\$ 34,097	\$ 33,074	\$ 32,082
Impact Fees	524,905	1,464,653	551,150	578,708	607,643	638,025	669,927	703,423
Interest - Impact Fees	138,268	35,163	134,120	130,096	126,193	122,407	118,735	115,173
Total Sources of Funds	\$ 701,691	\$ 1,511,537	\$ 722,630	\$ 745,043	\$ 768,988	\$ 794,529	\$ 821,736	\$ 850,678
Uses of Funds								
Excise Tax Administration	\$ 6,901	\$ 19,099	\$ 19,672	\$ 20,262	\$ 20,870	\$ 21,496	\$ 22,141	\$ 22,805
Capital Improvement Program - Excise Tax	199,989	-	1,884,533	-	-	-	-	-
Capital Improvement Program - Impact Fees	30,922	-	1,515,467	2,093,300	-	-	-	-
Encumbrances, Carryovers & Adjustments	-	5,354,905	-	-	-	-	-	-
Total Uses of Funds	\$ 237,812	\$ 5,374,004	\$ 3,419,672	\$ 2,113,562	\$ 20,870	\$ 21,496	\$ 22,141	\$ 22,805
Ending Fund Balance Before Reserves	\$ 12,996,143	\$ 9,133,676	\$ 6,436,634	\$ 5,068,115	\$ 5,816,233	\$ 6,589,267	\$ 7,388,861	\$ 8,216,734
Reserves								
Restricted Reserve - Excise Tax	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Restricted Balance - Excise Tax	2,850,912	2,862,633	1,015,460	1,051,699	1,086,851	1,120,948	1,154,022	1,186,104
Restricted Balance - Impact Fee	9,645,231	5,771,043	4,921,174	3,516,416	4,229,382	4,968,319	5,734,839	6,530,630
Total Reserves	\$ 12,996,143	\$ 9,133,676	\$ 6,436,634	\$ 5,068,115	\$ 5,816,233	\$ 6,589,267	\$ 7,388,861	\$ 8,216,734
Ending Fund Balance After Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note:

Excise Tax Minimum Reserve \$500,000.

CAPITAL IMPROVEMENT - COMMUNITY, CULTURE, SAFETY TAX 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 7,682,600	\$ 9,549,313	\$ 1,774,097	\$ 1,841,992	\$ 5,272,770	\$ 2,654,701	\$ 2,654,701	\$ 2,654,701
Sources of Funds								
Bond Proceeds (CCS2)	\$ -	\$ 8,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales and Use Tax (CCS2)	10,975,987	10,455,718	10,644,598	10,915,244	-	-	-	-
Total Sources of Funds	\$ 10,975,987	\$ 18,555,718	\$ 10,644,598	\$ 10,915,244	\$ -	\$ -	\$ -	\$ -
Uses of Funds								
CCS1								
Encumbered c/o and Actual	\$ 5,070,880	\$ 3,083,289	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CCS2								
Citywide Radio Infrastructure	2,911,154	2,588,846	-	-	-	-	-	-
North Boulder Branch Library	108,457	1,062,719	3,828,823	-	-	-	-	-
Fire Station #3	109,228	8,290,772	1,351,000	2,749,000	-	-	-	-
Scott Carpenter Pool	-	4,200,000	-	-	-	-	-	-
Public Art	-	200,000	200,000	-	-	-	-	-
Fourmile Canyon Creek	-	-	1,314,000	1,752,000	434,000	-	-	-
Studio Arts	-	1,750,000	-	-	-	-	-	-
Resource Central	-	-	1,100,000	300,000	-	-	-	-
Growing Gardens	87,000	-	-	-	-	-	-	-
Community Cycles	822,556	-	-	-	-	-	-	-
Meals on Wheels	-	1,600,000	-	-	-	-	-	-
KGNU Radio	-	1,150,000	350,000	-	-	-	-	-
BMOCA	-	250,000	250,000	500,000	-	-	-	-
Debt Service	-	2,155,308	2,182,880	2,183,466	2,184,069	-	-	-
Total Uses of Funds	\$ 9,109,274	\$ 26,330,934	\$ 10,576,703	\$ 7,484,466	\$ 2,618,069	\$ -	\$ -	\$ -
Ending Fund Balance Before Reserves	\$ 9,549,313	\$ 1,774,097	\$ 1,841,992	\$ 5,272,770	\$ 2,654,701	\$ 2,654,701	\$ 2,654,701	\$ 2,654,701
Reserves								
Administrative Contingency	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -
Pay Period 27	-	-	2,788	5,576	8,363	11,151	13,939	13,939
PERA Legislative Contingency	-	148	-	-	-	-	-	-
Total Reserves	\$ -	\$ 1,500,148	\$ 1,502,788	\$ 1,505,576	\$ 8,363	\$ 11,151	\$ 13,939	\$ 13,939
Ending Fund Balance After Reserves	\$ 9,549,313	\$ 273,949	\$ 339,204	\$ 3,767,194	\$ 2,646,338	\$ 2,643,550	\$ 2,640,762	\$ 2,640,762

Note:

Temporary tax ends December 31, 2021.

CLIMATE ACTION PLAN 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024* Projected	2025* Projected
Beginning Fund Balance	\$ 1,508,352	\$ 1,619,649	\$ 254,797	\$ 215,629	\$ 178,328	\$ 144,553	\$ 114,225	\$ 87,265
Sources of Funds								
Climate Action Plan Tax	\$ 1,774,500	\$ 1,715,649	\$ 1,710,649	\$ 1,705,649	\$ 1,700,649	\$ 1,695,649	\$ -	\$ -
CAP Tax Extension (Proposed)*	-	-	-	-	-	-	1,690,649	1,685,649
Interest	18,236	1,410	3,185	2,695	2,229	1,807	1,428	1,091
Energy Impact Offset Fund	-	556,465	400,000	400,000	350,000	300,000	200,000	150,000
Grant Revenue	-	15,000	-	-	-	-	-	-
Total Sources of Funds	\$ 1,792,736	\$ 2,288,524	\$ 2,113,834	\$ 2,108,344	\$ 2,052,878	\$ 1,997,456	\$ 1,892,077	\$ 1,836,740
Uses of Funds								
CAP Administration	\$ 45,373	\$ 39,813	\$ 78,090	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
CAP Communications	64,005	100,926	82,548	90,000	90,000	90,000	90,000	90,000
Program Tracking & Evaluation	37,830	54,704	51,973	50,000	50,000	50,000	50,000	50,000
Boulder's Energy Future	70,913	73,439	60,093	64,000	64,000	64,000	64,000	64,000
Market Innovation	232,195	225,000	219,172	223,000	223,000	223,000	223,000	223,000
Commercial Energy	951,741	900,405	857,028	880,000	870,000	860,000	850,000	840,000
Residential Energy	140,059	231,964	224,346	225,000	222,000	219,000	216,000	213,000
Energy Impact Offset Fund	-	556,465	400,000	400,000	350,000	300,000	200,000	150,000
Special Projects/ Grants	-	15,000	50,000	-	-	-	-	-
Cost Allocation	139,323	127,835	129,752	133,645	137,654	141,784	146,037	150,418
Encumbrances, Carryovers & Adjustments	-	1,327,826	-	-	-	-	-	-
Total Uses of Funds	\$ 1,681,439	\$ 3,653,377	\$ 2,153,002	\$ 2,145,645	\$ 2,086,654	\$ 2,027,784	\$ 1,919,037	\$ 1,860,418
Ending Fund Balance Before Reserves	\$ 1,619,649	\$ 254,797	\$ 215,629	\$ 178,328	\$ 144,553	\$ 114,225	\$ 87,265	\$ 63,586
Reserves								
Pay Period 27	\$ 23,132	\$ 23,132	\$ 23,132	\$ 23,132	\$ 23,132	\$ 23,132	\$ 23,132	\$ 3,089
PERA Legislative Contingency	-	525	-	-	-	-	-	-
Emergency Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Reserves	\$ 73,132	\$ 73,657	\$ 73,132	\$ 53,089				
Ending Fund Balance After Reserves	\$ 1,546,517	\$ 181,140	\$ 142,497	\$ 105,196	\$ 71,421	\$ 41,093	\$ 14,133	\$ 10,497

Note:

*CAP Tax sunsets in March 2023.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Current Year Federal Grant	\$ 585,744	\$ 732,101	\$ 732,101	\$ 732,101	\$ 732,101	\$ 732,101	\$ 732,101	\$ 732,101
Available Prior Years Grant Balances	-	703,789	-	-	-	-	-	-
Total Sources of Funds	\$ 585,744	\$ 1,435,889	\$ 732,101	\$ 732,101	\$ 732,101	\$ 732,101	\$ 732,101	\$ 732,101
Uses of Funds								
Program Management	\$ 244,281	\$ 212,881	\$ 108,362	\$ 112,155	\$ 116,080	\$ 120,143	\$ 124,348	\$ 128,700
Cost Allocation	25,777	26,225	26,618	27,683	28,790	29,942	31,139	32,385
Activities	316,168	492,995	597,120	592,263	587,230	582,016	576,613	571,015
Encumbrances, Carryovers & Adjustments	(483)	703,789	-	-	-	-	-	-
Total Uses of Funds	\$ 585,744	\$ 1,435,889	\$ 732,101	\$ 732,101	\$ 732,101	\$ 732,101	\$ 732,101	\$ 732,101
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note:

This fund may not have designated reserves as expenditures are funded only on a reimbursement basis by the Department of Housing and Urban Development.

COMMUNITY HOUSING ASSISTANCE PROGRAM 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 2,234,616	\$ 1,021,253	\$ 14,732	\$ 15,491	\$ 16,680	\$ 17,870	\$ 19,060	\$ 20,249
Sources of Funds								
Property Tax	\$ 2,885,607	\$ 2,898,445	\$ 3,315,038	\$ 3,348,188	\$ 3,515,598	\$ 3,550,754	\$ 3,728,291	\$ 3,765,574
Housing Excise Tax	55,274	-	-	-	-	-	-	-
Interest	40,121	486	147	155	167	179	191	202
Housing Application Fees	5,459	4,561	4,561	4,561	4,561	4,561	4,561	4,561
Proceeds from Sale of Units	328,388	-	-	-	-	-	-	-
Grant	3,350	-	-	-	-	-	-	-
Total Sources of Funds	\$ 3,318,199	\$ 2,903,492	\$ 3,319,746	\$ 3,352,904	\$ 3,520,326	\$ 3,555,494	\$ 3,733,043	\$ 3,770,337
Uses of Funds								
Program Management	\$ 466,978	\$ 529,016	\$ 512,673	\$ 533,179	\$ 554,507	\$ 576,687	\$ 599,754	\$ 623,745
Cost Allocation	128,616	104,513	106,080	110,323	114,736	119,326	124,099	129,063
Housing Project Grants/Funding: Acquisition, Rehabilitation & Construction	3,935,967	2,331,211	2,700,234	2,708,212	2,849,893	2,858,291	3,008,001	3,036,589
Encumbrances, Carryovers & Adjustments	-	945,274	-	-	-	-	-	-
Total Uses of Funds	\$ 4,531,562	\$ 3,910,013	\$ 3,318,987	\$ 3,351,715	\$ 3,519,136	\$ 3,554,304	\$ 3,731,854	\$ 3,789,396
Ending Fund Balance Before Reserves	\$ 1,021,253	\$ 14,732	\$ 15,491	\$ 16,680	\$ 17,870	\$ 19,060	\$ 20,249	\$ 1,190
Reserves								
Sick/Vacation Accrual	\$ 20,388	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERA Legislative Contingency	-	431	-	-	-	-	-	-
Pay Period 27	14,692	14,301	15,491	16,680	17,870	19,060	20,249	1,190
Total Reserves	\$ 35,080	\$ 14,732	\$ 15,491	\$ 16,680	\$ 17,870	\$ 19,060	\$ 20,249	\$ 1,190
Ending Fund Balance After Reserves	\$ 986,173	\$ -						

Note:

There is no requirement for a designated reserve as the CHAP allocation process allows the Housing Project Funding to function as a reserve.

COMPENSATED ABSENCES 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 2,648,223	\$ 2,689,778	\$ 2,689,648	\$ 1,970,671	\$ 2,171,237	\$ 2,373,758	\$ 2,579,001	\$ 2,786,970
Sources of Funds								
1% Transfer from the General Fund	\$ 847,678	\$ 884,384	\$ -	\$ 932,075	\$ 941,396	\$ 950,810	\$ 960,318	\$ 969,921
Interest on Investments	27,494	16,087	17,483	12,809	13,401	14,764	16,142	17,537
Total Sources of Funds	\$ 875,172	\$ 900,471	\$ 17,483	\$ 944,884	\$ 954,797	\$ 965,574	\$ 976,460	\$ 987,458
Uses of Funds								
Retirement and Termination Payout	\$ 814,426	\$ 884,384	\$ 720,000	\$ 727,200	\$ 734,472	\$ 741,817	\$ 749,235	\$ 756,727
Cost Allocation	19,191	16,216	16,460	17,118	17,803	18,515	19,256	20,026
Total Uses of Funds	\$ 833,617	\$ 900,600	\$ 736,460	\$ 744,318	\$ 752,275	\$ 760,332	\$ 768,491	\$ 776,753
Ending Fund Balance	\$ 2,689,778	\$ 2,689,648	\$ 1,970,671	\$ 2,171,237	\$ 2,373,758	\$ 2,579,001	\$ 2,786,970	\$ 2,997,675

Note:

Based on health of the fund, temporary suspension of contributions in 2020.

COMPUTER REPLACEMENT 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 8,373,270	\$ 8,667,269	\$ 7,936,979	\$ 7,810,523	\$ 7,318,482	\$ 6,141,710	\$ 5,928,297	\$ 5,014,082
Sources of Funds								
Transfer In - Workstation Contributions	\$ 2,489,656	\$ 2,208,262	\$ 1,643,224	\$ 2,167,472	\$ 2,221,659	\$ 2,227,213	\$ 2,232,781	\$ 2,238,363
Department Hardware Replacement Deposits	-	-	706,893	-	-	-	-	-
Data Center Virtual Server Charges	-	42,022	95,030	42,442	42,866	43,295	43,728	44,165
Office 365 Collections	-	458,576	478,634	467,748	477,103	486,645	496,378	506,305
Misc Used Equipment Sales	18,696	-	-	-	-	-	-	-
Interest	111,540	179,579	188,106	78,105	73,185	61,417	59,283	50,141
Total Sources of Funds	\$ 2,619,892	\$ 2,888,439	\$ 3,111,887	\$ 2,755,767	\$ 2,814,813	\$ 2,818,570	\$ 2,832,170	\$ 2,838,974
Uses of Funds								
Office 365 License Expense	\$ 499,254	\$ 458,576	\$ 576,900	\$ 467,748	\$ 477,103	\$ 486,645	\$ 496,378	\$ 506,305
Computer Replacements	664,212	868,500	774,739	645,200	785,300	348,900	1,004,900	641,850
Citywide Replacements	1,121,569	2,239,537	1,833,806	2,080,903	2,674,147	2,140,302	2,187,848	3,744,214
Cost Allocation	40,858	52,116	52,898	53,956	55,035	56,136	57,258	58,404
Total Uses of Funds	\$ 2,325,893	\$ 3,618,729	\$ 3,238,343	\$ 3,247,807	\$ 3,991,585	\$ 3,031,982	\$ 3,746,385	\$ 4,950,773
Ending Fund Balance Before Reserves	\$ 8,667,269	\$ 7,936,979	\$ 7,810,523	\$ 7,318,482	\$ 6,141,710	\$ 5,928,297	\$ 5,014,082	\$ 2,902,283
Reserves								
Beginning Reserve Requirement	\$ -	\$ 4,424,602	\$ 4,038,389	\$ 3,885,006	\$ 3,524,133	\$ 3,822,082	\$ 3,984,535	\$ 4,031,210
Pay Period 27	-	1,281	1,293	1,304	1,315	1,326	1,338	1,349
Annual Increase to Replacement Reserve	-	866,795	867,933	893,971	920,791	948,414	1,004,853	1,034,999
Decrease for Replacement Purchases	-	(1,254,289)	(1,022,609)	(1,256,149)	(624,156)	(787,287)	(959,516)	(2,248,631)
Total Reserves	\$ -	\$ 4,038,389	\$ 3,885,006	\$ 3,524,133	\$ 3,822,082	\$ 3,984,535	\$ 4,031,210	\$ 2,818,926
Ending Fund Balance After Reserves	\$ 8,667,269	\$ 3,898,589	\$ 3,925,516	\$ 3,794,350	\$ 2,319,628	\$ 1,943,762	\$ 982,872	\$ 83,357

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DOWNTOWN COMMERCIAL DISTRICT 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 8,410,585	\$ 10,938,346	\$ 12,306,759	\$ 14,933,908	\$ 16,229,247	\$ 16,895,778	\$ 18,619,509	\$ 20,908,047
Sources of Funds								
Property/Ownership Tax	\$ 1,327,798	\$ 1,301,628	\$ 1,340,717	\$ 1,380,970	\$ 1,422,420	\$ 1,465,105	\$ 1,509,060	\$ 1,554,323
Short-Term Parking Revenue	2,241,348	2,297,382	2,354,816	2,413,687	2,474,029	2,535,880	2,599,277	2,664,259
Long-Term Parking Revenue	3,981,860	4,061,497	4,142,727	4,163,441	4,184,258	4,205,179	4,226,205	4,247,336
Punch Cards & Other Parking Product Revenue	595,965	619,219	631,987	645,120	658,626	672,515	686,795	701,940
Meterhoods & Tokens (On-Street Meters)	92,330	90,186	-	-	-	-	-	-
Rental Income	99,539	193,178	542,052	557,888	574,191	590,974	608,253	626,040
Miscellaneous Revenue	64,321	41,460	31,460	31,460	31,460	31,460	31,460	41,460
Interest	129,115	225,668	253,200	305,919	332,007	345,523	380,188	426,154
General Fund Transfer to CAGID	1,650,000	1,611,000	1,143,819	1,143,819	1,143,819	1,143,819	1,143,819	1,143,819
BJAD-Parking Fund Transfer to CAGID	2,285	2,285	2,285	2,285	-	-	-	-
Tax Increment Surplus: 10th/Walnut	63,609	-	-	-	-	-	-	-
Total Sources of Funds	\$ 10,248,170	\$ 10,443,504	\$ 10,443,063	\$ 10,644,588	\$ 10,820,810	\$ 10,990,455	\$ 11,185,056	\$ 11,405,331
Uses of Funds								
Personnel Expenses								
Administration	\$ 698,320	\$ 586,628	\$ 696,386	\$ 717,278	\$ 738,796	\$ 760,960	\$ 783,789	\$ 807,302
Access/Parking/Customer Service	433,837	503,264	672,244	692,411	713,184	734,579	756,617	779,315
Maintenance	497,024	446,305	526,941	542,749	559,032	575,803	593,077	610,869
Subtotal Personnel	\$ 1,629,181	\$ 1,536,197	\$ 1,895,571	\$ 1,952,438	\$ 2,011,011	\$ 2,071,342	\$ 2,133,482	\$ 2,197,486
Operating								
General Operations	\$ 549,775	\$ 742,394	\$ 674,592	\$ 721,771	\$ 708,522	\$ 694,611	\$ 680,005	\$ 664,668
Access/Parking/Customer Service	87,490	244,344	252,350	264,968	278,216	292,127	306,733	322,070
Asset Management (Maintenance)	642,846	990,950	374,103	385,326	396,886	408,792	421,056	433,688
Eco-Pass Program	1,025,864	1,219,046	1,462,855	2,338,247	2,373,321	2,408,921	2,445,054	2,481,730
District Vitality Activities	209,541	291,794	240,000	247,200	254,616	262,254	270,122	278,226
Financial Services Fees	328,070	298,000	315,000	315,000	315,000	315,000	315,000	315,000
Subtotal Operating	\$ 2,843,585	\$ 3,786,528	\$ 3,318,900	\$ 4,272,511	\$ 4,326,561	\$ 4,381,705	\$ 4,437,971	\$ 4,495,382
Capital Improvement Plan								
Annual CIP Projects	\$ 799,129	\$ 2,259,000	\$ 1,105,000	\$ 1,615,000	\$ 2,295,000	\$ 1,275,000	\$ 1,620,000	\$ 850,000
Capital Replacement Reserve Contribution	327,775	327,775	327,775	327,775	327,775	327,775	327,775	327,775
Subtotal Capital	\$ 1,126,904	\$ 2,586,775	\$ 1,432,775	\$ 1,942,775	\$ 2,622,775	\$ 1,602,775	\$ 1,947,775	\$ 1,177,775

DOWNTOWN COMMERCIAL DISTRICT 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
CONTINUED								
Debt								
Series 1998	\$ 983,048	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Series 2003 (10th and Walnut)	823,589	835,050	833,450	836,250	838,300	844,600	-	-
Subtotal Debt	\$ 1,806,637	\$ 835,050	\$ 833,450	\$ 836,250	\$ 838,300	\$ 844,600	\$ -	\$ -
Transfers								
Cost Allocation	\$ 314,102	\$ 330,541	\$ 335,218	\$ 345,275	\$ 355,633	\$ 366,302	\$ 377,291	\$ 388,610
Subtotal Transfers	\$ 314,102	\$ 330,541	\$ 335,218	\$ 345,275	\$ 355,633	\$ 366,302	\$ 377,291	\$ 388,610
Total Uses of Funds	\$ 7,720,409	\$ 9,075,091	\$ 7,815,914	\$ 9,349,249	\$ 10,154,280	\$ 9,266,724	\$ 8,896,518	\$ 8,259,253
Ending Fund Balance Before Reserves	\$ 10,938,346	\$ 12,306,759	\$ 14,933,908	\$ 16,229,247	\$ 16,895,778	\$ 18,619,509	\$ 20,908,047	\$ 24,054,125
Reserves								
Operating Reserve	\$ 627,750	\$ 615,635	\$ 1,305,258	\$ 1,561,325	\$ 1,695,765	\$ 1,547,543	\$ 1,485,719	\$ 1,379,295
PERA Legislative Contingency	-	1,402	1,402	1,402	1,402	1,402	1,402	1,402
Pay Period 27	79,237	68,397	68,727	69,057	69,387	69,717	70,047	70,047
Sick/Vacation Accrual	118,964	40,014	41,215	42,451	43,725	45,036	46,388	47,779
Total Reserves	\$ 825,951	\$ 725,448	\$ 1,416,602	\$ 1,674,235	\$ 1,810,279	\$ 1,663,698	\$ 1,603,556	\$ 1,498,523
Ending Fund Balance After Reserves	\$ 10,112,395	\$ 11,581,311	\$ 13,517,306	\$ 14,555,012	\$ 15,085,499	\$ 16,955,811	\$ 19,304,491	\$ 22,555,602

FLEET OPERATIONS & REPLACEMENT 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 17,167,721	\$ 19,174,379	\$ 20,775,417	\$ 20,644,370	\$ 21,867,434	\$ 22,115,230	\$ 21,334,588	\$ 20,901,907
Sources of Funds								
Vehicle Charges	\$ 3,051,066	\$ 2,850,227	\$ 2,697,799	\$ 2,778,733	\$ 2,862,095	\$ 2,947,958	\$ 3,036,397	\$ 3,127,489
Vehicle Acquisition Charges	214,848	255,467	157,783	208,403	214,655	221,095	227,728	234,560
Fleet Replacement Charges	5,392,826	5,109,346	4,756,252	5,538,628	5,551,167	5,588,765	5,602,299	5,602,299
Sale of Assets	814,969	197,804	348,575	338,118	327,974	318,135	308,591	299,333
Interest Earnings	271,667	281,551	239,732	243,807	247,952	252,167	256,454	260,814
Transfer from General Fund	145,151	867,121	145,151	145,151	-	-	-	-
Other Revenues	373,400	109,122	100,000	111,867	115,223	118,680	122,240	122,240
Total Sources of Funds	\$ 10,263,927	\$ 9,670,638	\$ 8,445,292	\$ 9,364,707	\$ 9,319,067	\$ 9,446,800	\$ 9,553,710	\$ 9,646,736
Uses of Funds								
Operating Expenditures	\$ 3,812,733	\$ 3,050,285	\$ 3,130,513	\$ 3,927,115	\$ 3,141,794	\$ 3,224,428	\$ 3,278,438	\$ 3,236,048
Fleet Purchases	3,950,075	3,444,432	4,936,034	3,691,669	5,393,157	6,452,831	6,143,491	4,497,801
Building Replacement	57,055	57,055	74,210	74,210	74,210	74,210	74,210	74,210
Support Services	115,852	142,655	112,252	115,620	119,089	122,662	126,342	130,132
Cost Allocation	321,554	318,551	323,330	333,030	343,021	353,312	363,911	374,828
Encumbrances, Carryovers & Adjustments	-	1,056,622	-	-	-	-	-	-
Total Uses of Funds	\$ 8,257,269	\$ 8,069,600	\$ 8,576,339	\$ 8,141,644	\$ 9,071,271	\$ 10,227,443	\$ 9,986,392	\$ 8,313,019
Ending Fund Balance Before Reserves	\$ 19,174,379	\$ 20,775,417	\$ 20,644,370	\$ 21,867,434	\$ 22,115,230	\$ 21,334,588	\$ 20,901,907	\$ 22,235,624
Reserves								
Pay Period 27	\$ -	\$ 46,186	\$ 46,949	\$ 47,712	\$ 48,475	\$ 49,238	\$ 50,001	\$ 763
PERA Legislative Contingency	-	954	-	-	-	-	-	-
Sick/Vacation Accrual	-	54,508	8,441	8,694	8,955	9,223	9,500	9,785
Operating/Fleet Replacement	19,174,379	20,673,769	20,588,980	21,811,028	22,057,800	21,276,127	20,842,406	22,225,076
Total Reserves	\$ 19,174,379	\$ 20,775,417	\$ 20,644,370	\$ 21,867,434	\$ 22,115,230	\$ 21,334,588	\$ 20,901,907	\$ 22,235,624
Ending Fund Balance	\$ -							

Note:

Minimum Fund Balance equals 10% value of fleet or \$4.4 million.

HOME INVESTMENT PARTNERSHIP GRANT 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Current Year Federal Grant	\$ 1,957,294	\$ 1,094,553	\$ 1,094,553	\$ 1,094,553	\$ 1,094,553	\$ 1,094,553	\$ 1,094,553	\$ 1,094,553
Available Prior Years Grant Balances	-	1,707,398	-	-	-	-	-	-
Total Sources of Funds	\$ 1,957,294	\$ 2,801,951	\$ 1,094,553					
Uses of Funds								
Program Management	\$ 70,939	\$ 103,715	\$ 108,362	\$ 76,404	\$ 75,937	\$ 75,453	\$ 74,949	\$ 74,424
Cost Allocation	12,271	11,040	11,205	11,653	12,119	12,604	13,108	13,633
HOME Consortium to Other Communities	57,066	513,947	513,947	513,947	513,947	513,947	513,947	513,947
Housing Activities	1,817,018	465,851	461,039	492,549	492,549	492,549	492,549	492,549
Encumbrances, Carryovers & Adjustments	-	1,707,398	-	-	-	-	-	-
Total Uses of Funds	\$ 1,957,294	\$ 2,801,951	\$ 1,094,553					
Ending Fund Balance	\$ -							

Note:

This fund may not have designated reserves as expenditures are funded only on a reimbursement basis by the Department of Housing and Urban Development.

LIBRARY 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 721,299	\$ 889,202	\$ 945,511	\$ 1,055,300	\$ 1,278,797	\$ 1,571,980	\$ 1,879,799	\$ 2,261,520
Sources of Funds								
Property Tax	\$ 1,200,192	\$ 1,227,045	\$ 1,379,884	\$ 1,393,683	\$ 1,463,368	\$ 1,478,001	\$ 1,551,901	\$ 1,567,420
Interest on Investment	1,564	1,051	1,598	1,600	1,602	1,605	1,607	1,609
Grants, Gifts and Third-Party Revenues	296,722	287,876	289,212	290,192	291,197	292,227	293,283	294,365
Total Sources of Funds	\$ 1,498,478	\$ 1,515,972	\$ 1,670,694	\$ 1,685,476	\$ 1,756,167	\$ 1,771,833	\$ 1,846,790	\$ 1,863,394
Uses of Funds								
Library Materials	\$ 1,025,963	\$ 1,071,787	\$ 1,071,787	\$ 1,071,787	\$ 1,071,787	\$ 1,071,787	\$ 1,071,787	\$ 1,071,787
Service/Materials Enhancement	25,654	100,000	200,000	100,000	100,000	100,000	100,000	100,000
Grant Directed Programming	278,959	287,876	289,118	290,192	291,197	292,227	293,283	294,365
Total Uses of Funds	\$ 1,330,575	\$ 1,459,663	\$ 1,560,905	\$ 1,461,979	\$ 1,462,984	\$ 1,464,014	\$ 1,465,070	\$ 1,466,152
Ending Fund Balance Before Reserves	\$ 889,202	\$ 945,511	\$ 1,055,300	\$ 1,278,797	\$ 1,571,980	\$ 1,879,799	\$ 2,261,520	\$ 2,658,761
Reserves								
Operating Reserve	\$ 120,176	\$ 122,810	\$ 138,148	\$ 139,528	\$ 146,497	\$ 147,961	\$ 155,351	\$ 156,903
Pay Period 27	-	-	380	380	380	380	380	34
PERA Legislative Contingency	-	33	-	-	-	-	-	-
Total Reserves	\$ 120,176	\$ 122,843	\$ 138,528	\$ 139,908	\$ 146,877	\$ 148,341	\$ 155,731	\$ 156,937
Ending Fund Balance After Reserves	\$ 769,026	\$ 822,668	\$ 916,772	\$ 1,138,889	\$ 1,425,103	\$ 1,731,458	\$ 2,105,789	\$ 2,501,825

Note:

Operating reserve equal 10% of Library fund revenues excluding Gifts, Grants and Third-Party Revenues.

LOTTERY 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 3,304,156	\$ 2,720,716	\$ 53,972	\$ 54,017	\$ 54,062	\$ 54,074	\$ 54,086	\$ 54,098
Sources of Funds								
Intergovernmental Revenues	\$ 1,091,402	\$ 999,137	\$ 999,137	\$ 999,137	\$ 999,137	\$ 999,137	\$ 999,137	\$ 999,137
Interest Income	55,039	7,975	7,975	7,975	7,975	7,975	7,975	7,975
Total Sources of Funds	\$ 1,146,441	\$ 1,007,112						
Uses of Funds								
Capital								
Capital Projects - P & R	\$ 283,932	\$ 987,554	\$ 428,000	\$ 428,000	\$ 428,000	\$ 428,000	\$ 428,000	\$ 428,000
Tributary Greenways - Public Works	449	1,539,460	151,067	151,067	151,100	151,100	151,100	151,100
Capital Projects - OSMP	1,445,501	1,146,842	428,000	428,000	428,000	428,000	428,000	428,000
Total Capital Improvement Program	\$ 1,729,881	\$ 3,673,856	\$ 1,007,067	\$ 1,007,067	\$ 1,007,100	\$ 1,007,100	\$ 1,007,100	\$ 1,007,100
Total Uses of Funds	\$ 1,729,881	\$ 3,673,856	\$ 1,007,067	\$ 1,007,067	\$ 1,007,100	\$ 1,007,100	\$ 1,007,100	\$ 1,007,100
Ending Fund Balance	\$ 2,720,716	\$ 53,972	\$ 54,017	\$ 54,062	\$ 54,074	\$ 54,086	\$ 54,098	\$ 54,110

OPEN SPACE 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 42,525,062	\$ 27,306,101	\$ 16,758,060	\$ 13,399,916	\$ 10,608,901	\$ 9,207,602	\$ 7,952,351	\$ 7,951,748
Sources of Funds								
Net Sales Tax Revenue	\$ 31,906,622	\$ 26,625,734	\$ 21,829,255	\$ 22,388,589	\$ 22,927,950	\$ 23,520,245	\$ 24,110,850	\$ 24,593,067
Anticipated FEMA Flood Reimbursement	12,478	500,000	500,000	500,000	1,000,000	-	-	-
Investment Income	580,892	593,091	607,147	522,325	535,384	548,768	562,487	576,550
Lease and Miscellaneous Revenue	1,938,309	1,341,200	1,368,024	1,395,385	1,423,292	1,451,758	1,480,793	1,510,409
General Fund Transfer	1,080,529	990,123	-	-	-	-	-	-
Grants	62,751	-	-	-	-	-	-	-
Total Sources of Funds	\$ 35,581,580	\$ 30,050,148	\$ 24,304,426	\$ 24,806,299	\$ 25,886,626	\$ 25,520,771	\$ 26,154,131	\$ 26,680,026
Uses of Funds								
Office of the Director	\$ 1,804,903	\$ 1,635,727	\$ 1,746,106	\$ 1,594,676	\$ 1,560,623	\$ 1,526,229	\$ 1,531,492	\$ 1,546,807
Central Services	2,739,055	2,717,786	3,282,866	3,282,109	3,264,930	3,197,579	3,219,555	3,251,750
Community Connections & Partnerships	4,883,561	4,621,975	5,020,809	4,852,121	4,704,441	4,539,258	4,481,198	4,526,010
Resources & Stewardship	4,567,681	4,320,622	4,960,615	4,985,025	4,872,875	4,621,604	4,617,820	4,663,998
Trails & Facilities	4,944,835	5,502,141	5,114,299	5,141,014	5,092,424	5,043,348	4,993,781	5,043,719
Carryover/ATB Operating	-	10,894,658	-	-	-	-	-	-
Cost Allocation	1,960,444	2,090,102	2,121,454	2,174,490	2,228,853	2,284,574	2,341,688	2,400,230
CIP- Capital Enhancement	4,538,980	180,000	150,000	150,000	150,000	150,000	150,000	150,000
CIP- Capital Maintenance	2,541,828	2,770,000	2,760,275	2,550,000	2,550,000	2,550,000	2,550,000	2,550,000
CIP- Capital Planning Studies	496,142	130,000	-	130,000	130,000	130,000	130,000	130,000
CIP- Land Acquisition	17,083,888	1,900,000	700,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Transfer to BMPA	767,597	1,153,790	1,153,790	1,084,424	1,084,424	1,084,424	490,769	490,769
Debt Service - Bonds & Notes	4,471,627	2,681,388	652,356	653,456	649,356	649,006	648,431	652,631
Total Uses of Funds	\$ 50,800,541	\$ 40,598,189	\$ 27,662,570	\$ 27,597,314	\$ 27,287,925	\$ 26,776,022	\$ 26,154,734	\$ 26,405,914
Ending Fund Balance Before Reserves	\$ 27,306,101	\$ 16,758,060	\$ 13,399,916	\$ 10,608,901	\$ 9,207,602	\$ 7,952,351	\$ 7,951,748	\$ 8,225,860
Reserves								
OSMP Contingency Reserve	\$ 5,227,941	\$ 4,944,706	\$ 4,810,459	\$ 4,753,463	\$ 4,691,585	\$ 4,589,204	\$ 4,464,947	\$ 4,515,183
OSMP Long-term Office Space	-	-	-	500,000	500,000	500,000	500,000	1,000,000
PERA Legislative Contingency	-	10,816	-	-	-	-	-	-
Pay Period 27 Reserve	354,440	330,119	377,063	424,007	470,951	517,895	564,838	46,944
Sick/Vacation/Bonus Reserve	490,000	490,000	48,542	49,999	51,499	53,044	54,635	56,274
Property and Casualty Reserve	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
FEMA De-obligation Reserve	377,945	383,488	383,488	383,488	383,488	383,488	383,488	383,488
Total Reserves	\$ 6,850,326	\$ 6,559,129	\$ 6,019,552	\$ 6,510,957	\$ 6,497,523	\$ 6,443,631	\$ 6,367,908	\$ 6,401,889
Ending Fund Balance After Reserves	\$ 20,455,775	\$ 10,198,931	\$ 7,380,364	\$ 4,097,944	\$ 2,710,079	\$ 1,508,720	\$ 1,583,841	\$ 1,823,971

PERMANENT PARK & RECREATION 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 3,209,835	\$ 5,276,164	\$ 1,012,562	\$ 1,725,732	\$ 804,929	\$ 3,114,329	\$ 2,684,139	\$ 2,909,714
Sources of Funds								
Property Tax	\$ 3,275,262	\$ 3,260,751	\$ 3,729,418	\$ 3,766,712	\$ 3,955,047	\$ 3,994,598	\$ 4,194,328	\$ 4,236,271
Interest	53,317	15,000	23,998	43,143	20,123	77,858	67,103	72,743
Other Revenues	39,659	-	-	-	-	-	-	-
Total Sources of Funds	\$ 3,368,238	\$ 3,275,751	\$ 3,753,416	\$ 3,809,855	\$ 3,975,170	\$ 4,072,456	\$ 4,261,431	\$ 4,309,014
Uses of Funds								
Planning and Project Management	\$ 461,572	\$ 574,568	\$ 543,485	\$ 565,225	\$ 587,834	\$ 611,347	\$ 635,801	\$ 661,233
Construction and Maintenance Management	378,684	413,795	446,067	463,909	482,466	501,764	521,835	542,708
Capital Refurbishment Projects	3,417	-	200,000	200,000	200,000	200,000	200,000	200,000
Cost Allocation	105,124	125,806	127,694	131,525	135,471	139,535	143,721	148,032
Excise Tax Collection	6,901	-	-	-	-	-	-	-
Capital Improvement Pogram	346,212	2,928,000	1,723,000	3,370,000	260,000	3,050,000	2,534,500	2,784,500
Adjustment to Base	-	3,497,182	-	-	-	-	-	-
Total Uses of Funds	\$ 1,301,910	\$ 7,539,352	\$ 3,040,246	\$ 4,730,659	\$ 1,665,770	\$ 4,502,646	\$ 4,035,856	\$ 4,336,474
Ending Fund Balance Before Reserves	\$ 5,276,164	\$ 1,012,562	\$ 1,725,732	\$ 804,929	\$ 3,114,329	\$ 2,684,139	\$ 2,909,714	\$ 2,882,255
Reserves								
Pay Period 27 Reserve	\$ 29,695	\$ 26,695	\$ 29,853	\$ 30,011	\$ 30,169	\$ 30,327	\$ 30,485	\$ 158
PERA Legislative Contingency	-	748	-	-	-	-	-	-
Sick/Vacation/Bonus Reserve	66,922	70,268	10,035	10,336	10,646	10,966	11,295	11,633
Total Reserves	\$ 96,617	\$ 97,711	\$ 39,888	\$ 40,347	\$ 40,815	\$ 41,293	\$ 41,780	\$ 11,791
Ending Fund Balance After Reserves	\$ 5,179,546	\$ 914,851	\$ 1,685,844	\$ 764,582	\$ 3,073,514	\$ 2,642,846	\$ 2,867,934	\$ 2,870,464

PLANNING & DEVELOPMENT SERVICES 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 9,767,974	\$ 10,493,505	\$ 7,371,255	\$ 5,612,606	\$ 5,042,742	\$ 4,356,374	\$ 3,547,415	\$ 2,609,553
Sources of Funds								
General Fund Transfer	\$ 2,304,175	\$ 2,210,018	\$ 2,284,292	\$ 2,352,821	\$ 2,423,405	\$ 2,496,108	\$ 2,570,991	\$ 2,648,120
Restricted Funds' Transfers (Public Works)	1,231,483	1,268,428	1,372,702	1,413,884	1,456,301	1,499,989	1,544,989	1,591,339
Restricted Funds' Transfers (Excise Tax Admin)	27,604	28,431	29,284	30,163	31,067	31,999	32,959	33,948
Grants	2,628	-	-	-	-	-	-	-
State Historic Tax Credit	7,250	-	-	-	-	-	-	-
Fees & Permits	10,471,772	8,597,983	8,894,062	8,938,791	9,058,772	9,180,568	9,304,209	9,429,724
Interest on Investments	164,000	88,110	174,700	140,315	126,069	108,909	88,685	65,239
Total Sources of Funds	\$ 14,208,912	\$ 12,192,970	\$ 12,755,040	\$ 12,875,973	\$ 13,095,614	\$ 13,317,573	\$ 13,541,833	\$ 13,768,371
Uses of Funds								
Admin, Financial & Communications Services	\$ 2,611,657	\$ 2,381,223	\$ 2,769,071	\$ 2,540,794	\$ 2,604,314	\$ 2,669,422	\$ 2,736,157	\$ 2,804,561
Information Resources	2,729,178	2,197,709	2,521,915	2,110,072	2,162,823	2,216,894	2,272,316	2,329,124
Comprehensive Planning	1,062,795	936,263	870,710	905,538	928,177	951,381	975,166	999,545
Land Use Review	1,474,334	1,757,533	1,969,598	1,703,102	1,745,679	1,789,321	1,834,054	1,879,906
Engineering Review	1,382,874	1,488,201	1,758,902	1,489,178	1,526,408	1,564,568	1,603,682	1,643,774
Bldg Construction, Inspection & Enforcement	1,971,773	2,095,958	2,366,003	2,349,363	2,408,097	2,468,300	2,530,007	2,593,257
Cost Allocation/Transfers	2,250,770	2,224,130	2,257,490	2,347,790	2,406,484	2,466,646	2,528,313	2,591,520
Encumbrances, Carryovers & Adjustments	-	2,234,202	-	-	-	-	-	-
Total Uses of Funds	\$ 13,483,381	\$ 15,315,220	\$ 14,513,689	\$ 13,445,837	\$ 13,781,982	\$ 14,126,532	\$ 14,479,695	\$ 14,841,688
Ending Fund Balance Before Reserves	\$ 10,493,505	\$ 7,371,255	\$ 5,612,606	\$ 5,042,742	\$ 4,356,374	\$ 3,547,415	\$ 2,609,553	\$ 1,536,236
Reserves								
Operating	\$ 1,047,177	\$ 859,798	\$ 889,406	\$ 893,879	\$ 905,877	\$ 918,057	\$ 930,421	\$ 942,972
State Historic Tax Credit Fund	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540
PERA Legislative Contingency	-	9,015	-	-	-	-	-	-
Pay Period 27	285,311	275,393	296,913	318,433	339,953	361,472	382,992	21,520
Sick/Vacation Accrual	579,556	602,738	66,430	68,423	70,476	72,590	74,768	77,011
Total Reserves	\$ 1,925,584	\$ 1,760,484	\$ 1,266,289	\$ 1,294,275	\$ 1,329,846	\$ 1,365,659	\$ 1,401,720	\$ 1,055,043
Ending Fund Balance After Reserves	\$ 8,567,921	\$ 5,610,771	\$ 4,346,316	\$ 3,748,467	\$ 3,026,528	\$ 2,181,756	\$ 1,207,832	\$ 481,193

PROPERTY & CASUALTY INSURANCE 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 5,186,361	\$ 5,275,905	\$ 4,883,523	\$ 4,337,484	\$ 3,917,336	\$ 3,499,618	\$ 3,085,069	\$ 2,674,470
Sources of Funds								
Charges to Departments	\$ 2,251,373	\$ 2,113,128	\$ 2,213,502	\$ 2,318,643	\$ 2,428,779	\$ 2,544,146	\$ 2,664,992	\$ 2,791,580
Interest on Investments	90,224	29,987	33,208	29,495	26,638	23,797	20,978	18,186
Total Sources of Funds	\$ 2,341,597	\$ 2,143,115	\$ 2,246,710	\$ 2,348,138	\$ 2,455,416	\$ 2,567,943	\$ 2,685,971	\$ 2,809,766
Uses of Funds								
Insurance Premiums:								
Airport	\$ 2,290	\$ 4,761	\$ 4,221	\$ 4,432	\$ 4,654	\$ 4,886	\$ 5,131	\$ 5,387
Liability	248,921	350,354	456,709	479,544	503,522	528,698	555,133	582,889
Crime	18,867	88,494	13,000	13,650	14,333	15,049	15,802	16,592
Boiler	25,315	41,279	42,395	44,515	46,740	49,078	51,531	54,108
Property	751,729	540,180	650,000	682,500	716,625	752,456	790,079	829,583
Flood	240,157	399,063	307,941	323,338	339,505	356,480	374,304	393,019
Actuarial Valuation Expense and Consulting	40,080	17,670	143,023	145,883	148,801	151,777	154,813	148,859
Claims Administration and Payment	557,650	614,155	656,438	669,567	682,958	696,617	710,550	724,761
CAO - Internal Legal Consulting	134,618	138,385	146,939	151,347	155,887	160,564	165,381	170,342
External Legal Consultation	60,278	102,000	98,600	100,572	102,583	104,635	106,728	102,624
Program Administration	172,148	239,155	273,483	152,938	157,526	162,252	167,119	182,664
Total Uses of Funds	\$ 2,252,053	\$ 2,535,497	\$ 2,792,749	\$ 2,768,286	\$ 2,873,134	\$ 2,982,492	\$ 3,096,570	\$ 2,315,725
Ending Fund Balance Before Reserves	\$ 5,275,905	\$ 4,883,523	\$ 4,337,484	\$ 3,917,336	\$ 3,499,618	\$ 3,085,069	\$ 2,674,470	\$ 3,168,510
Reserves								
Year-end Estimated Liabilities	\$ 765,569	\$ 1,197,328	\$ 1,145,059	\$ 1,161,237	\$ 1,190,049	\$ 1,248,636	\$ 1,286,095	\$ 1,324,678
City Reserve Policy (@ 80% risk margin)	346,037	419,069	517,567	524,879	537,902	564,383	581,315	598,754
PERA Legislative Contingency	-	310	-	-	-	-	-	-
Pay Period 27 Reserve	11,762	11,762	11,762	11,762	11,762	11,762	11,762	1,641
Total Reserves	\$ 1,123,368	\$ 1,628,469	\$ 1,674,388	\$ 1,697,878	\$ 1,739,713	\$ 1,824,781	\$ 1,879,172	\$ 1,925,073
Ending Fund Balance After Reserves	\$ 4,152,537	\$ 3,255,054	\$ 2,663,096	\$ 2,219,458	\$ 1,759,905	\$ 1,260,287	\$ 795,298	\$ 1,243,437

RECREATION ACTIVITY 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 2,101,651	\$ 1,667,351	\$ 1,384,547	\$ 1,518,963	\$ 1,596,424	\$ 1,671,527	\$ 1,709,119	\$ 1,743,155
Sources of Funds								
Recreation Centers	\$ 2,710,376	\$ 2,836,000	\$ 3,339,150	\$ 3,405,933	\$ 3,508,111	\$ 3,578,273	\$ 3,685,621	\$ 3,759,334
Recreation Programs	1,638,820	1,611,501	1,848,863	1,904,329	1,961,459	2,020,303	2,080,912	2,143,339
Aquatics	630,075	693,500	1,050,624	1,082,143	1,114,607	1,148,045	1,182,487	1,217,961
Access and Inclusion	370,508	141,000	163,200	168,096	173,139	178,333	183,683	189,194
Golf Revenue	1,260,757	1,390,000	1,514,000	1,559,420	1,606,203	1,654,389	1,704,020	1,755,141
Reservoir Revenue	1,065,727	1,063,000	1,137,000	1,159,740	1,194,532	1,230,368	1,267,279	1,305,298
Sports	1,163,309	1,157,000	1,154,200	1,177,284	1,212,603	1,248,981	1,286,450	1,325,044
Misc. Recreation Revenue	(44,352)	12,241	12,241	12,241	12,241	12,241	12,241	12,241
Transfers - General Fund	1,518,366	1,292,210	1,418,609	1,461,167	1,505,002	1,550,152	1,596,657	1,644,557
Transfers - Health and Wellness from GF	115,000	115,000	130,857	130,857	130,857	130,857	130,857	130,857
Adjustments to Base (ATB)	-	509,268	-	-	-	-	-	-
Transfers - Transportation Fund	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Sources of Funds	\$ 10,441,586	\$ 10,833,720	\$ 11,781,744	\$ 12,074,210	\$ 12,431,753	\$ 12,764,942	\$ 13,143,207	\$ 13,495,964
Uses of Funds								
Marketing & Communications	\$ -	\$ 136,218	\$ 145,000	\$ 149,350	\$ 153,831	\$ 158,445	\$ 163,199	\$ 168,095
Recreation Administration	1,052,095	897,064	904,538	931,674	959,624	988,413	1,018,065	1,048,607
Recreation Centers	2,571,682	2,658,227	2,762,740	2,845,622	2,930,991	3,018,921	3,109,488	3,202,773
Recreation Programs	1,687,982	1,648,953	1,800,354	1,854,365	1,909,996	1,967,296	2,026,315	2,087,104
Aquatics	1,440,197	1,408,879	1,929,989	1,987,889	2,047,526	2,108,951	2,172,220	2,237,387
Access and Inclusion	1,130,236	1,012,073	995,823	1,025,698	1,056,468	1,088,162	1,120,807	1,154,432
Golf	1,327,668	1,333,969	1,418,162	1,460,707	1,504,528	1,549,664	1,596,154	1,644,038
Reservoir	988,847	1,042,204	1,067,297	1,099,316	1,132,296	1,166,265	1,201,253	1,237,290
Sports	677,179	619,669	623,425	642,127	661,391	681,233	701,670	722,720
Adjustments to Base (ATB)	-	359,268	-	-	-	-	-	-
Total Uses of Funds	\$ 10,875,886	\$ 11,116,524	\$ 11,647,328	\$ 11,996,748	\$ 12,356,651	\$ 12,727,350	\$ 13,109,171	\$ 13,502,446
Ending Fund Balance Before Reserves	\$ 1,667,351	\$ 1,384,547	\$ 1,518,963	\$ 1,596,424	\$ 1,671,527	\$ 1,709,119	\$ 1,743,155	\$ 1,736,674
Reserves								
PERA Legislative Contingency	\$ -	\$ 4,368	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pay Period 27 Reserve	285,048	265,560	278,096	290,631	303,167	315,702	328,238	12,536
Operating Reserve	1,087,589	1,075,726	1,164,733	1,199,675	1,235,665	1,272,735	1,310,917	1,350,245
Sick/Vacation Annual Reserve	-	-	45,920	47,298	48,716	50,178	51,683	53,234
Total Reserves	\$ 1,372,637	\$ 1,345,654	\$ 1,488,749	\$ 1,537,604	\$ 1,587,548	\$ 1,638,615	\$ 1,690,838	\$ 1,416,016
Ending Fund Balance After Reserves	\$ 294,714	\$ 38,894	\$ 30,214	\$ 58,821	\$ 83,979	\$ 70,504	\$ 52,317	\$ 320,658

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STORMWATER/FLOOD MANAGEMENT UTILITY 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 33,142,719	\$ 31,623,875	\$ 16,919,877	\$ 16,362,886	\$ 17,263,893	\$ 17,394,203	\$ 15,241,968	\$ 13,749,094
Sources of Funds								
Service Charge Fees	\$ 11,438,641	\$ 11,599,040	\$ 12,203,350	\$ 13,083,700	\$ 14,027,558	\$ 15,180,062	\$ 16,123,048	\$ 17,124,611
Projected Rate Increases	-	579,952	854,235	915,859	1,122,205	910,804	967,383	856,231
Plant Investment Fees	517,829	200,000	200,000	100,000	100,000	100,000	100,000	100,000
Urban Drainage District Funds	-	600,000	250,000	2,200,000	1,000,000	400,000	400,000	400,000
State and Federal Grants	(571,375)	-	-	-	-	-	-	-
Interest on Investments	493,258	208,817	253,798	245,443	258,958	260,913	228,630	206,236
Intergovernmental Transfers (KICP Program)	3,769	157,571	162,298	167,167	172,182	177,348	182,668	188,148
Rent and other miscellaneous revenue	40,682	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Projected Bonds	-	-	-	-	48,674,574	24,594,738	-	-
Total Sources of Funds	\$ 11,922,804	\$ 13,354,381	\$ 13,932,681	\$ 16,721,169	\$ 65,364,477	\$ 41,632,865	\$ 18,010,728	\$ 18,884,227
Uses of Funds								
Operating								
Administration	\$ 571,149	\$ 653,093	\$ 675,325	\$ 695,585	\$ 716,452	\$ 737,946	\$ 760,084	\$ 782,887
Planning and Project Management	955,519	1,320,870	1,243,288	1,280,587	1,319,004	1,358,574	1,399,332	1,441,312
Stormwater Contract Management	94,722	96,775	96,775	99,678	102,669	105,749	108,921	112,189
Stormwater Quality and Education	634,898	1,000,137	1,000,539	1,030,555	1,061,472	1,093,316	1,126,115	1,159,899
System Maintenance	1,911,937	1,711,151	2,265,608	2,333,576	2,403,584	2,475,691	2,549,962	2,626,461
Subtotal Operating	\$ 4,168,224	\$ 4,782,026	\$ 5,281,535	\$ 5,439,981	\$ 5,603,180	\$ 5,771,276	\$ 5,944,414	\$ 6,122,747
Debt								
Refunding of the Goose Creek 1998 Revenue Bond	\$ 381,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Projected Bond - South Boulder Creek/Gregory 2022	-	-	-	-	4,624,084	4,624,084	4,624,084	4,624,084
Wonderland Creek 2015 Revenue Bond	1,587,166	1,591,088	1,591,688	1,591,388	1,590,188	1,588,088	1,590,088	1,591,038
Projected Bond - Goose Creek 2023	-	-	-	-	-	2,213,526	2,213,526	2,213,526
Subtotal Debt	\$ 1,968,266	\$ 1,591,088	\$ 1,591,688	\$ 1,591,388	\$ 6,214,272	\$ 8,425,699	\$ 8,427,699	\$ 8,428,649
Transfers								
Cost Allocation	\$ 349,424	\$ 441,284	\$ 447,648	\$ 492,413	\$ 541,654	\$ 568,737	\$ 597,174	\$ 627,032
Planning & Development Services	185,560	191,127	210,105	216,408	222,900	229,587	236,475	243,569
Transportation - Admin Support	8,149	8,149	8,149	8,149	8,149	8,149	8,149	8,149
Subtotal Transfers	\$ 543,133	\$ 640,560	\$ 665,902	\$ 716,970	\$ 772,703	\$ 806,473	\$ 841,797	\$ 878,750

STORMWATER/FLOOD MANAGEMENT UTILITY 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
CONTINUED								
Capital	\$ 6,762,024	\$ 3,540,290	\$ 6,950,548	\$ 8,071,823	\$ 3,969,437	\$ 4,186,915	\$ 4,289,691	\$ 4,655,754
Projected Bond - Goose Creek	-	-	-	-	-	24,344,738	-	-
Projected Bond - South Boulder Creek	-	-	-	-	48,224,574	-	-	-
Projected Bond Issuance Costs	-	-	-	-	450,000	250,000	-	-
Encumbrances, Carryover and Adjustments to Base	-	17,504,415	-	-	-	-	-	-
Total Uses of Funds	\$ 13,441,647	\$ 28,058,379	\$ 14,489,672	\$ 15,820,162	\$ 65,234,167	\$ 43,785,100	\$ 19,503,602	\$ 20,085,900
Ending Fund Balance Before Reserves	\$ 31,623,875	\$ 16,919,877	\$ 16,362,886	\$ 17,263,893	\$ 17,394,203	\$ 15,241,968	\$ 13,749,094	\$ 12,547,421
Reserves								
Bond Reserves	\$ 1,987,568	\$ 1,987,568	\$ 1,987,568	\$ 1,987,568	\$ 6,611,652	\$ 8,825,179	\$ 8,825,179	\$ 8,825,179
Post Flood Property Acquisition	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
FEMA Deobligation Reserve	41,750	41,750	41,750	41,750	41,750	41,750	41,750	41,750
PERA Legislative Contingency	-	2,672	-	-	-	-	-	-
Sick/Vacation/Bonus Reserve	128,912	132,779	11,060	11,392	11,734	12,086	12,448	12,822
Pay Period 27 Reserve	81,384	84,165	86,946	89,727	92,508	95,289	98,070	114,070
Operating Reserve	1,177,839	1,355,646	1,486,859	1,539,238	1,593,971	1,644,437	1,696,553	1,750,374
Capital Reserve	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Reserves	\$ 4,667,453	\$ 4,854,581	\$ 4,864,183	\$ 4,919,674	\$ 9,601,615	\$ 11,868,741	\$ 11,924,000	\$ 11,994,195
Ending Fund Balance After Reserves	\$ 26,956,422	\$ 12,065,296	\$ 11,498,703	\$ 12,344,219	\$ 7,792,588	\$ 3,373,227	\$ 1,825,094	\$ 553,226

SUGAR SWEETENED BEVERAGE DISTRIBUTION TAX 2020 FUND FINANCIAL

		2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$	1,719,338	\$ 4,187,220	\$ -	\$ -	\$ 1,794	\$ 2,691	\$ 3,589	\$ 4,486
Sources of Funds									
Sugar Sweetened Beverage Tax	\$	4,867,905	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000
Total Sources of Funds	\$	4,867,905	\$ 3,800,000						
Uses of Funds									
Finance Oversight	\$	37,887	\$ 43,733	\$ 45,547	\$ 46,913	\$ 48,321	\$ 49,770	\$ 51,264	\$ 52,801
Human Services Oversight		109,429	250,399	266,005	273,986	282,205	290,671	299,391	308,373
Community Funding and Grants		2,252,707	3,487,089	3,469,388	3,457,769	3,448,649	3,438,333	3,427,714	3,421,680
Carryover remaining fund balance		-	4,187,220	-	-	-	-	-	-
Cost Allocation		-	18,779	19,060	19,538	19,928	20,327	20,734	20,734
Total Uses of Funds	\$	2,400,023	\$ 7,987,220	\$ 3,800,000	\$ 3,798,206	\$ 3,799,103	\$ 3,799,102	\$ 3,799,103	\$ 3,803,589
Ending Fund Balance Before Reserves	\$	4,187,220	\$ -	\$ -	\$ 1,794	\$ 2,691	\$ 3,589	\$ 4,486	\$ 897
Reserves									
Pay Period 27	\$	-	\$ -	\$ -	\$ 1,794	\$ 2,691	\$ 3,589	\$ 4,486	\$ 897
Total Reserves	\$	-	\$ -	\$ -	\$ 1,794	\$ 2,691	\$ 3,589	\$ 4,486	\$ 897
Ending Fund Balance After Reserves	\$	4,187,220	\$ -						

TRANSIT PASS GENERAL IMPROVEMENT DISTRICT 2020 FUND FINANCIAL

	2018 Actual	2019 Budget	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 19,001	\$ 23,930	\$ 29,487	\$ 34,976	\$ 40,472	\$ 45,976	\$ 51,486	\$ 57,002
Sources of Funds								
Property Tax	\$ 10,830	\$ 11,155	\$ 11,490	\$ 11,834	\$ 12,189	\$ 12,555	\$ 12,932	\$ 13,320
Specific Ownership Tax	284	645	645	645	645	645	645	\$ 664
City of Boulder - ECO Pass Subsidy	4,944	4,944	5,092	5,092	5,092	5,092	5,092	5,092
Interest on Investments	59	300	90	108	125	143	160	177
Total Sources of Funds	\$ 16,117	\$ 17,045	\$ 17,318	\$ 17,681	\$ 18,053	\$ 18,436	\$ 18,830	\$ 19,255
Uses of Funds								
RTD ECO Pass Cost	\$ 10,870	\$ 11,196	\$ 11,532	\$ 11,878	\$ 12,234	\$ 12,601	\$ 12,979	\$ 13,369
Annual Administration Cost	318	292	297	306	315	325	335	335
Total Uses of Funds	\$ 11,188	\$ 11,488	\$ 11,829	\$ 12,184	\$ 12,549	\$ 12,926	\$ 13,314	\$ 13,704
Ending Fund Balance	\$ 23,930	\$ 29,487	\$ 34,976	\$ 40,472	\$ 45,976	\$ 51,486	\$ 57,002	\$ 62,553

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TRANSPORTATION 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 18,694,098	\$ 21,871,471	\$ 11,054,639	\$ 10,471,421	\$ 10,129,237	\$ 9,697,186	\$ 8,671,878	\$ 7,650,530
Sources of Funds								
Sales Tax	\$ 26,972,180	\$ 25,148,284	\$ 26,413,747	\$ 27,090,603	\$ 27,742,800	\$ 28,459,303	\$ 29,173,300	\$ 29,933,900
Highway User's Tax	3,098,438	3,345,711	3,135,149	3,260,555	3,390,977	3,526,616	3,667,681	3,814,388
City-Auto Registrations	220,660	280,500	280,508	283,313	286,146	289,007	291,897	294,816
County Road & Bridge	333,093	256,960	339,755	346,550	353,481	360,551	367,762	375,117
St. Traffic Control & Hwy Maint. & Landscape	86,928	389,508	389,508	389,508	389,508	389,508	389,508	389,508
Reimbursements	167,494	150,000	175,000	150,000	150,000	150,000	150,000	150,000
External Funding	1,256,867	8,152,000	567,100	1,389,369	1,312,000	2,735,831	500,000	500,000
Interest on Investments	267,550	93,458	458,944	261,995	261,786	253,231	242,430	216,797
Assessment Revenues	-	20,000	-	-	-	-	-	-
Lease Revenue - BTV	53,500	75,000	55,000	55,000	55,000	55,000	55,000	55,000
Other Miscellaneous	250,794	225,000	150,000	175,000	175,000	175,000	175,000	175,000
Transfers from Other Funds	40,749	40,750	40,750	40,750	40,750	40,750	40,750	40,750
Estimated Revenue from ATB's & Carryover	-	6,831,651	-	-	-	-	-	-
HOP Reimbursement (RTD)	1,005,462	1,416,207	1,458,693	1,502,454	1,547,528	1,593,954	1,641,772	1,691,025
Total Sources of Funds	\$ 33,753,715	\$ 46,425,029	\$ 33,464,154	\$ 34,945,097	\$ 35,704,975	\$ 38,028,751	\$ 36,695,100	\$ 37,636,301
Uses of Funds								
Operating								
Transportation Planning	\$ 10,936,338	\$ 10,386,315	\$ 10,825,205	\$ 11,149,961	\$ 11,484,460	\$ 11,828,994	\$ 12,183,864	\$ 12,549,380
Project Management	764,461	811,552	835,352	\$860,413	886,225	921,674	958,541	996,883
Transportation Maintenance	5,317,533	5,299,493	6,171,524	\$6,356,670	6,547,370	6,743,791	6,946,105	7,154,488
Transportation Administration	1,248,395	1,478,500	1,425,249	\$1,468,006	1,512,047	1,557,408	1,604,130	1,652,254
Other Programs	173,126	535,992	375,000	375,000	375,000	375,000	375,000	375,000
Subtotal Operating	\$ 18,439,853	\$ 18,511,852	\$ 19,632,330	\$ 20,210,050	\$ 20,805,101	\$ 21,426,867	\$ 22,067,639	\$ 22,728,004
Transfers								
Cost Allocation	\$ 1,531,040	\$ 1,680,476	\$ 1,705,683	\$ 1,825,081	\$ 1,952,837	\$ 2,089,535	\$ 2,235,803	\$ 2,392,309
Forest Glen GID	4,944	4,944	5,092	5,245	5,402	5,565	5,731	5,903
Parks & Recreation	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000
Housing & Human Services	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Adjustment to Base	-	550,000	-	-	-	-	-	-
Planning & Development Services	431,666	444,616	457,954	471,693	485,844	500,419	515,432	530,895
Subtotal Transfers	\$ 2,008,650	\$ 2,721,036	\$ 2,209,730	\$ 2,343,019	\$ 2,485,083	\$ 2,636,519	\$ 2,797,966	\$ 2,970,107

TRANSPORTATION 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
CONTINUED								
Capital Improvements Program	\$ 10,127,840	\$ 20,897,062	\$ 12,205,312	\$ 12,734,211	\$ 12,846,842	\$ 14,990,673	\$ 12,850,842	\$ 11,523,500
Encumbrances, Carryovers & Adjustments	-	15,111,911	-	-	-	-	-	-
Total Uses of Funds	\$ 30,576,343	\$ 57,241,861	\$ 34,047,372	\$ 35,287,280	\$ 36,137,026	\$ 39,054,059	\$ 37,716,447	\$ 37,221,611
Ending Fund Balance Before Reserves	\$ 21,871,471	\$ 11,054,639	\$ 10,471,421	\$ 10,129,237	\$ 9,697,186	\$ 8,671,878	\$ 7,650,530	\$ 8,065,221
Reserves								
Sick & Vacation Liability Reserve	\$ 403,875	\$ 403,875	\$ 22,939	\$ 23,628	\$ 24,336	\$ 25,067	\$ 25,818	\$ 26,593
Operating Reserve	1,022,425	1,061,644	1,092,103	1,127,653	1,164,509	1,203,169	1,243,280	1,284,906
Pay Period 27	282,241	284,756	290,761	297,282	303,803	310,324	316,846	6,521
FEMA Reserve	65,242	65,242	65,242	65,242	65,242	65,242	65,242	65,242
PERA Contingency	-	6,765	-	-	-	-	-	-
Total Reserves	\$ 1,773,783	\$ 1,822,282	\$ 1,471,045	\$ 1,513,805	\$ 1,557,890	\$ 1,603,802	\$ 1,651,186	\$ 1,383,262
Ending Fund Balance After Reserves	\$ 20,097,688	\$ 9,232,356	\$ 9,000,376	\$ 8,615,432	\$ 8,139,296	\$ 7,068,076	\$ 5,999,344	\$ 6,681,959

TRANSPORTATION DEVELOPMENT 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 5,761,559	\$ 5,710,964	\$ 1,217,791	\$ 1,311,865	\$ 1,405,388	\$ 1,448,263	\$ 1,489,344	\$ 1,528,504
Sources of Funds								
Transportation Excise Tax	\$ 309,847	\$ 930,400	\$ 889,898	\$ 889,898	\$ 889,898	\$ 889,898	\$ 889,898	\$ 889,898
Transportation Impact Fee	8,207	52,029	52,311	52,594	52,879	53,167	53,455	-
Interest Income	93,150	26,141	25,574	27,549	29,513	30,414	31,276	32,099
Reimbursements	-	100,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Sources of Funds	\$ 411,204	\$ 1,108,570	\$ 987,782	\$ 990,041	\$ 992,290	\$ 993,478	\$ 994,629	\$ 941,996
Uses of Funds								
Operating Expenditures	\$ 34,988	\$ 36,038	\$ 75,625	\$ 77,894	\$ 80,231	\$ 82,637	\$ 85,117	\$ 87,670
Cost Allocation	4,066	9,388	9,529	9,815	10,109	10,413	10,725	11,047
Excise Tax Administration	6,901	8,305	8,554	8,810	9,075	9,347	9,627	9,627
Capital Improvement Program	415,844	750,000	800,000	800,000	850,000	850,000	850,000	850,000
Adjustments to Base & Carryover	-	4,798,012	-	-	-	-	-	-
Total Uses of Funds	\$ 461,799	\$ 5,601,743	\$ 893,708	\$ 896,519	\$ 949,415	\$ 952,397	\$ 955,469	\$ 958,344
Ending Fund Balance Before Reserves	\$ 5,710,964	\$ 1,217,791	\$ 1,311,865	\$ 1,405,388	\$ 1,448,263	\$ 1,489,344	\$ 1,528,504	\$ 1,512,157
Reserves								
Designated Reserve	\$ 25,000	\$ 25,000	\$ 60,890	\$ 65,593	\$ 70,269	\$ 72,413	\$ 74,467	\$ 76,425
No. Boulder Undergrounding	112,860	112,860	112,860	112,860	112,860	112,860	112,860	112,860
PERA Contingency	-	23	-	-	-	-	-	-
Pay Period 27	8,726	8,761	8,726	8,726	8,726	8,726	8,726	8,728
Total Reserves	\$ 146,586	\$ 146,644	\$ 182,476	\$ 187,179	\$ 191,855	\$ 193,999	\$ 196,053	\$ 198,013
Ending Fund Balance After Reserves	\$ 5,564,378	\$ 1,071,147	\$ 1,129,389	\$ 1,218,208	\$ 1,256,408	\$ 1,295,345	\$ 1,332,451	\$ 1,314,143

UNIVERSITY HILL COMMERCIAL DISTRICT 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 922,788	\$ 1,049,184	\$ 1,122,191	\$ 1,048,223	\$ 1,018,749	\$ 1,018,018	\$ 1,071,430	\$ 1,115,009
Sources of Funds								
Property Tax	\$ 34,336	\$ 35,366	\$ 36,427	\$ 37,520	\$ 38,646	\$ 39,805	\$ 40,999	\$ 42,229
Ownership Tax	1,464	1,494	1,524	1,554	1,585	1,617	1,649	1,682
Short-Term Parking Revenue	116,701	117,868	119,047	120,237	121,440	122,654	123,880	125,119
Long-Term Parking Revenue	48,800	49,288	49,781	50,279	50,781	51,289	51,802	52,320
Other Parking Products-Meterhoods/Tokens	11,176	11,176	-	-	-	-	-	-
Interest and Miscellaneous	10,300	22,033	26,596	26,206	25,469	25,450	26,786	27,875
General Fund Transfer to UHGID	425,000	350,000	325,000	325,000	325,000	325,000	325,000	325,000
Total Sources of Funds	\$ 647,777	\$ 587,224	\$ 558,374	\$ 560,795	\$ 562,921	\$ 565,815	\$ 570,117	\$ 574,226
Uses of Funds								
Personnel Expenses								
Administration	\$ 102,724	\$ 111,548	\$ 53,790	\$ 55,404	\$ 57,066	\$ 58,778	\$ 60,541	\$ 62,357
Access/Parking/Customer Service	4,792	10,779	13,626	14,035	14,456	14,889	15,336	15,796
Maintenance	175,961	140,230	95,807	98,681	101,642	104,691	107,832	111,067
Subtotal Personnel	\$ 283,476	\$ 262,557	\$ 163,223	\$ 168,120	\$ 173,163	\$ 178,358	\$ 183,709	\$ 189,220
Operating Expenses								
Access/Parking/Customer Service	\$ 103,564	\$ 106,671	\$ 96,000	\$ 98,880	\$ 101,846	\$ 104,902	\$ 108,049	\$ 111,290
Asset Management (Maintenance)	74,271	76,499	78,794	81,158	83,592	86,100	88,683	91,344
District Vitality Activities	11,144	11,479	11,823	12,178	12,543	12,919	13,307	13,706
EcoPass Program	-	-	39,770	40,740	41,807	42,874	43,941	44,814
Subtotal Operating	\$ 188,979	\$ 194,648	\$ 226,387	\$ 232,955	\$ 239,789	\$ 246,795	\$ 253,980	\$ 261,154
Capital Improvement Plan								
Annual CIP Projects	\$ -	\$ -	\$ 185,000	\$ 130,000	\$ 90,000	\$ 25,000	\$ 25,000	\$ 25,000
Capital Replacement Reserve	-	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Subtotal Capital	\$ -	\$ 9,000	\$ 194,000	\$ 139,000	\$ 99,000	\$ 34,000	\$ 34,000	\$ 34,000
Transfers								
Cost Allocation	\$ 48,925	\$ 48,012	\$ 48,732	\$ 50,194	\$ 51,700	\$ 53,251	\$ 54,848	\$ 56,494
Subtotal Transfers	\$ 48,925	\$ 48,012	\$ 48,732	\$ 50,194	\$ 51,700	\$ 53,251	\$ 54,848	\$ 56,494
Total Uses of Funds	\$ 521,380	\$ 514,217	\$ 632,342	\$ 590,269	\$ 563,652	\$ 512,404	\$ 526,537	\$ 540,868
Ending Fund Balance Before Reserves	\$ 1,049,184	\$ 1,122,191	\$ 1,048,223	\$ 1,018,749	\$ 1,018,018	\$ 1,071,430	\$ 1,115,009	\$ 1,148,367
Reserves								
Operating	\$ 158,384	\$ 295,063	\$ 105,601	\$ 98,575	\$ 94,130	\$ 85,571	\$ 87,932	\$ 90,325
Pay Period 27	12,456	-	-	-	-	-	-	-
Sick/Vacation Accrual	11,896	1,650	1,699	1,750	1,803	1,857	1,912	1,970
Total Reserves	\$ 182,736	\$ 296,713	\$ 107,300	\$ 100,325	\$ 95,933	\$ 87,428	\$ 89,844	\$ 92,295
Ending Fund Balance After Reserves	\$ 866,448	\$ 825,477	\$ 940,923	\$ 918,424	\$ 922,085	\$ 984,001	\$ 1,025,165	\$ 1,056,072

WASTEWATER UTILITY 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 23,945,036	\$ 30,262,630	\$ 5,435,433	\$ 4,385,646	\$ 6,322,684	\$ 4,931,300	\$ 4,771,406	\$ 4,930,709
Sources of Funds								
Sewer Charges to General Customers	\$ 21,232,937	\$ 21,067,023	\$ 21,899,171	\$ 22,764,922	\$ 23,664,137	\$ 24,598,870	\$ 25,570,526	\$ 26,580,561
Projected Rate Increase	-	1,053,351	1,095,701	1,138,246	1,183,207	1,229,944	1,278,526	797,417
Surcharge/ Pretreatment Fees	149,798	142,353	142,353	142,353	142,353	142,353	142,353	142,353
Plant Investment Fees	307,145	750,000	750,000	750,000	250,000	250,000	250,000	250,000
Connection Charges	10,620	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Special Assessments	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Federal & State Grants	(13,788)	-	-	-	-	-	-	-
Interest on Investments	381,282	224,823	228,288	184,197	265,553	207,115	200,399	207,090
Rent and Other Miscellaneous Revenue	123,799	176,000	351,000	351,000	351,000	351,000	351,000	351,000
Bond Proceeds	3,534,463	-	-	24,088,463	22,442,992	-	-	-
Total Sources of Funds	\$ 25,726,257	\$ 23,448,550	\$ 24,501,512	\$ 49,454,182	\$ 48,334,242	\$ 26,814,281	\$ 27,827,804	\$ 28,363,421
Uses of Funds								
Operating								
Administration	\$ 919,619	\$ 1,035,185	\$ 1,067,936	\$ 1,099,974	\$ 1,132,973	\$ 1,166,963	\$ 1,201,971	\$ 1,238,031
Planning and Project Management	581,692	421,895	435,402	448,464	461,918	475,776	490,049	504,750
Wastewater Quality & Environmental Svcs	-	1,238,833	1,314,571	1,354,008	1,394,628	1,436,467	1,479,561	1,523,948
System Maintenance	1,958,761	1,741,544	1,730,227	1,782,134	1,835,598	1,890,666	1,947,386	2,005,807
Wastewater Treatment	5,226,997	5,090,201	5,123,304	5,277,003	5,435,313	5,598,373	5,766,324	5,939,314
Subtotal Operating	\$ 8,687,070	\$ 9,527,658	\$ 9,671,440	\$ 9,961,583	\$ 10,260,431	\$ 10,568,244	\$ 10,885,291	\$ 11,211,850
Debt								
2012 Refunding of the WRRF 2005 Revenue Bond	\$ 3,162,250	\$ 3,154,750	\$ 3,142,250	\$ 3,124,750	\$ 3,127,250	\$ 3,128,500	\$ 3,128,500	\$ 3,128,500
WRRF UV, Digester, Headworks Imp 2010 Rev Bond	691,493	675,188	671,088	671,688	671,838	671,538	669,438	673,188
Sanitary Sewer Rehabilitation Bond 2015	666,952	679,531	676,131	677,631	678,931	680,581	676,781	677,681
2015 Sewer Rev Bond	60,686	-	-	-	-	-	-	-
Foothills Baseline Sewer Bond 2018	-	240,945	241,306	240,880	241,268	241,063	241,190	241,181
WRRF Nutrient Compliance & Sanitary Sewer Bond 2022	-	-	-	-	2,019,869	2,019,869	2,019,869	2,019,869
Anticipated Bond - Interceptor Replacement	-	-	-	2,167,962	2,167,962	2,167,962	2,167,962	2,167,962
Subtotal Debt Service	\$ 4,581,382	\$ 4,750,414	\$ 4,730,775	\$ 6,882,911	\$ 8,907,118	\$ 8,909,513	\$ 8,903,740	\$ 8,908,381
Transfers								
Cost Allocation	\$ 950,838	\$ 1,029,260	\$ 1,044,444	\$ 1,148,888	\$ 1,263,777	\$ 1,390,155	\$ 1,459,663	\$ 1,532,646
Planning & Development Services	305,838	315,013	350,952	361,481	372,325	383,495	395,000	406,850
Transportation - Admin Support	-	16,300	16,300	16,789	17,293	17,812	18,346	18,896
Subtotal Transfers	\$ 1,256,676	\$ 1,360,573	\$ 1,411,696	\$ 1,527,158	\$ 1,653,395	\$ 1,791,462	\$ 1,873,009	\$ 1,958,392

WASTEWATER UTILITY 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
CONTINUED								
Capital Improvement Program	\$ 4,854,842	\$ 9,912,767	\$ 9,737,389	\$ 5,057,028	\$ 6,461,690	\$ 5,704,957	\$ 6,006,461	\$ 6,239,260
Projected Bond-Interceptor/Digester	-	-	-	23,838,463	-	-	-	-
WRRF Permit Impr. and Sanitary Sewer Bond 2022	-	-	-	-	22,192,992	-	-	-
Bond Issuance Costs	28,694	200,000	-	250,000	250,000	-	-	-
Carryover, Encumbrances and Adjustments to Base	-	22,524,335	-	-	-	-	-	-
Total Uses of Funds	\$ 19,408,663	\$ 48,275,747	\$ 25,551,300	\$ 47,517,144	\$ 49,725,626	\$ 26,974,175	\$ 27,668,501	\$ 28,317,882
Ending Fund Balance Before Reserves	\$ 30,262,630	\$ 5,435,433	\$ 4,385,646	\$ 6,322,684	\$ 4,931,300	\$ 4,771,406	\$ 4,930,709	\$ 4,976,248
Reserves								
Bond Reserves	\$ 670,139	\$ 670,139	\$ 670,139	\$ 670,139	\$ 670,139	\$ 670,139	\$ 670,139	\$ 670,139
FEMA Deobligation Reserve	36,445	36,445	36,445	36,445	36,445	36,445	36,445	-
Sick/Vacation/Bonus Reserve	295,873	304,750	62,004	63,864	65,780	67,753	69,786	71,880
PERA Legislative Contingency	-	4,859	-	-	-	-	-	-
Pay Period 27	226,024	226,024	226,024	226,024	226,024	226,024	226,024	27,774
Operating Reserve	2,485,936	2,722,058	2,770,784	2,872,185	2,978,456	3,089,926	3,189,575	3,292,560
Capital Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Reserves	\$ 4,214,418	\$ 4,464,274	\$ 4,265,396	\$ 4,368,657	\$ 4,476,844	\$ 4,590,288	\$ 4,691,969	\$ 4,562,353
Ending Fund Balance After Reserves	\$ 26,048,212	\$ 971,159	\$ 120,250	\$ 1,954,027	\$ 454,455	\$ 181,118	\$ 238,740	\$ 413,895

WATER UTILITY 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning of Year Fund Balance	\$ 48,193,661	\$ 40,223,708	\$ 28,706,673	\$ 28,734,980	\$ 26,956,589	\$27,354,989	\$ 28,302,299	\$ 27,939,563
Sources of Funds								
Sale of Water to General Cust	\$ 27,667,049	\$ 29,312,698	\$ 30,895,738	\$ 32,564,184	\$ 35,284,913	\$ 36,842,598	\$ 38,106,077	\$ 39,412,830
Projected Rate Increase	-	2,051,889	2,162,702	3,256,418	2,117,095	1,842,130	1,905,304	1,970,641
Bulk/Irrigation Water Sales	416,046	143,050	143,050	143,050	143,050	143,050	143,050	143,050
Hydroelectric Revenue	1,539,027	1,700,000	1,700,000	1,750,850	1,803,226	1,857,172	1,912,737	1,969,970
Miscellaneous Operating Revenues	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Plant Investment Fees	1,327,485	3,000,000	2,000,000	2,000,000	1,800,000	1,800,000	1,600,000	1,600,000
Connection Charges	277,987	130,000	130,000	130,000	130,000	130,000	130,000	130,000
Federal, State, County Grants	(123,339)	-	-	-	-	-	-	-
Interest on Investments	744,105	367,220	574,133	574,700	808,698	820,650	849,069	838,187
Rent, assessments and other misc revenues	350,736	20,500	20,500	20,500	20,500	20,500	20,500	20,500
Transfer from General Fund - Fire Training Center	92,785	92,785	92,785	92,785	92,785	92,785	-	-
Projected Bond Proceeds	35,241,874	-	-	-	39,889,385	-	-	17,013,401
Total Sources of Funds	\$ 67,533,754	\$ 36,848,142	\$ 37,748,909	\$ 40,562,487	\$ 82,119,650	\$ 43,578,884	\$ 44,696,737	\$ 63,128,579
Uses of Funds								
Operating								
Administration	\$ 1,502,070	\$ 1,601,450	\$ 1,647,034	\$ 1,696,445	\$ 1,747,338	\$ 1,799,759	\$ 1,853,751	\$ 1,909,364
Planning and Project Management	543,795	571,737	602,122	620,186	638,791	657,955	677,694	698,024
Water Resources and Hydroelectric Operations	3,138,731	2,981,972	3,043,741	3,135,053	3,229,105	3,325,978	3,425,757	3,528,530
Water Treatment	4,640,304	4,899,396	5,055,167	5,206,822	5,363,027	5,523,917	5,689,635	5,860,324
Water Quality and Environmental Svcs	1,175,095	1,451,605	1,439,542	1,482,728	1,527,210	1,573,026	1,620,217	1,668,824
System Maintenance	3,370,704	3,407,594	3,437,263	3,540,381	3,646,592	3,755,990	3,868,670	3,984,730
Windy Gap Payment	614,839	615,000	1,307,000	1,346,210	200,000	206,000	212,180	218,545
Subtotal Operating	\$ 14,985,539	\$ 15,528,754	\$ 16,531,869	\$ 17,027,825	\$ 16,352,064	\$ 16,842,625	\$ 17,347,904	\$ 17,868,341
Debt								
Refunding of the 1999 and 2000 Revenue Bonds	\$ 2,524,650	\$ 1,379,656	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lakewood 2001 Rev Bond; Refunded in 2012	2,072,083	2,087,000	2,087,800	2,095,600	-	-	-	-
Betasso WTP Improvements - 2015	2,257,723	2,255,681	2,260,681	2,259,981	2,258,681	2,256,781	2,259,281	2,256,081
Carter Lake Pipeline - 2018	-	2,402,570	2,406,044	2,401,909	2,405,771	2,403,726	2,405,999	2,404,908
Projected Bond - Barker/Albian Dam - 2022	-	-	-	-	3,590,045	3,590,045	3,590,045	3,590,045
Projected Bond - Green Lake 2/WTP Imp	-	-	-	-	-	-	-	1,616,273
Subtotal Debt Service	\$ 6,854,456	\$ 8,124,907	\$ 6,754,525	\$ 6,757,490	\$ 8,254,497	\$ 8,250,552	\$ 8,255,325	\$ 9,867,307
Transfers								
Cost Allocation	\$ 1,563,038	\$ 1,692,757	\$ 1,717,381	\$ 1,889,119	\$ 2,078,031	\$ 2,285,834	\$ 2,514,418	\$ 2,765,859
Planning & Development Services	308,419	317,672	353,690	364,301	375,230	386,487	398,081	410,024
Transportation - Admin Support	16,300	16,300	16,300	16,789	17,293	17,811	18,346	18,896
Subtotal Transfers	\$ 1,887,757	\$ 2,026,729	\$ 2,087,371	\$ 2,270,209	\$ 2,470,554	\$ 2,690,132	\$ 2,930,845	\$ 3,194,779

WATER UTILITY 2020 FUND FINANCIAL

	2018	2019	2020	2021	2022	2023	2024	2025
	Actual	Revised	Recommended	Projected	Projected	Projected	Projected	Projected
CONTINUED								
Capital	\$ 7,697,731	\$ 10,189,756	\$ 12,346,837	\$ 16,285,354	\$ 14,754,752	\$ 14,848,265	\$ 16,525,399	\$ 16,344,191
Projected Bond - Betasso WTP IMP	8,836,291	-	-	-	-	-	-	-
2018 Bond - NCWCD Conveyance Line	34,900,000	-	-	-	-	-	-	-
Projected Bond - Barke r& Albian Dams; WTP Imp	-	-	-	-	39,489,385	-	-	-
Projected Bond - Green Lake 2 Dam & WTP Imp	-	-	-	-	-	-	-	16,863,401
Projected Bond - Issuance Costs	341,933.72	-	-	-	400,000	-	-	150,000
Encumbrances, Carryover and Adjustments to Bas	-	12,495,031	-	-	-	-	-	-
Total Uses of Funds	\$ 75,503,708	\$ 48,365,177	\$ 37,720,602	\$ 42,340,878	\$ 81,721,250	\$ 42,631,574	\$ 45,059,473	\$ 64,288,019
Ending Fund Balance Before Reserves	\$ 40,223,708	\$ 28,706,673	\$ 28,734,980	\$ 26,956,589	\$ 27,354,989	\$ 28,302,299	\$ 27,939,563	\$ 26,780,123
Reserves								
Bond Reserve	\$ 2,081,429	\$ 2,081,429	\$ 2,081,429	\$ 2,081,429	\$ -	\$ -	\$ -	\$ -
Lakewood Pipeline Remediation Reserve	16,919,884	17,385,876	17,851,867	15,400,000	15,400,000	15,400,000	15,400,000	15,400,000
Carter Lake Pipeline Reserve	1,530,697	1,530,697	1,530,697	1,530,697	1,530,697	1,530,697	1,530,697	1,530,697
FEMA Deobligation Reserve	87,951	87,951	87,951	87,951	87,951	87,951	87,951	87,951
Sick/Vacation/Bonus Reserve	601,981	620,041	65,040	66,991	69,001	71,071	73,203	75,399
PERA Legislative Contingency	-	6,933	-	-	-	-	-	-
Pay Period 27 Reserve	286,357	287,303	288,249	289,195	290,141	291,087	292,033	317,033
Operating Reserve	4,218,324	4,388,871	4,654,810	4,824,508	4,705,654	4,883,189	5,069,687	5,265,780
Capital Reserve	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Total Reserves	\$ 27,726,624	\$ 28,389,100	\$ 28,560,043	\$ 26,280,772	\$ 24,083,444	\$ 24,263,995	\$ 24,453,571	\$ 24,676,860
Ending Fund Balance After Reserves	\$ 12,497,085	\$ 317,574	\$ 174,937	\$ 675,817	\$ 3,271,545	\$ 4,038,304	\$ 3,485,992	\$ 2,103,262

WORKERS' COMPENSATION INSURANCE 2020 FUND FINANCIAL

	2018 Actual	2019 Revised	2020 Recommended	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance	\$ 2,215,770	\$ 3,106,760	\$ 2,619,078	\$ 2,900,169	\$ 3,152,237	\$ 3,346,313	\$ 3,544,905	\$ 3,595,038
Sources of Funds								
Charges to Departments	\$ 2,320,532	\$ 2,227,208	\$ 2,393,322	\$ 2,465,122	\$ 2,539,075	\$ 2,690,248	\$ 2,770,955	\$ 2,854,084
Interest Earnings	37,456	22,395	29,823	30,121	30,422	30,726	31,034	31,344
Insurance Proceeds	3,412	19,979	10,038	10,138	10,240	10,342	10,445	10,550
Total Sources of Funds	\$ 2,361,400	\$ 2,269,582	\$ 2,433,182	\$ 2,505,381	\$ 2,579,737	\$ 2,731,316	\$ 2,812,434	\$ 2,895,977
Uses of Funds								
Insurance Premiums & Consultations	\$ 110,652	\$ 322,142	\$ 202,479	\$ 210,578	\$ 219,001	\$ 227,761	\$ 236,872	\$ 246,347
3rd Party Claims Administration	1,032,901	2,103,611	1,616,447	1,700,324	1,814,727	1,944,815	2,155,227	2,047,466
Program Administration	281,063	282,178	258,093	265,836	273,811	282,025	290,486	299,201
Cost Allocation	45,794	49,333	50,073	51,575	53,122	53,122	54,716	56,358
Risk Prevention Programs	-	-	25,000	25,000	25,000	25,000	25,000	25,000
Total Uses of Funds	\$ 1,470,410	\$ 2,757,264	\$ 2,152,092	\$ 2,253,313	\$ 2,385,662	\$ 2,532,723	\$ 2,762,301	\$ 2,674,370
Ending Fund Balance Before Reserves	\$ 3,106,760	\$ 2,619,078	\$ 2,900,169	\$ 3,152,237	\$ 3,346,313	\$ 3,544,905	\$ 3,595,038	\$ 3,816,645
Reserves								
Year-end Estimated Liabilities	\$ 2,306,423	\$ 2,444,102	\$ 2,796,185	\$ 3,006,257	\$ 3,240,521	\$ 3,490,246	\$ 3,315,734	\$ 3,149,947
Pay Period 27 Reserve	12,981	10,980	10,980	10,980	10,980	10,980	10,980	1,401
Total Reserves	\$ 2,319,404	\$ 2,455,082	\$ 2,807,165	\$ 3,017,237	\$ 3,251,501	\$ 3,501,226	\$ 3,326,714	\$ 3,151,348
Ending Fund Balance After Reserves	\$ 787,356	\$ 163,996	\$ 93,004	\$ 135,000	\$ 94,812	\$ 43,679	\$ 268,324	\$ 665,297

Appendix

Budget Terms.....	266
Fund Definitions.....	269
▪ Governmental Funds.....	269
▪ Proprietary Funds.....	270
▪ Fiduciary Funds.....	271
Codified Fees, Rates, & Charges.....	273
▪ Community Vitality.....	273
▪ Finance - Tax & License.....	275
▪ Fire-Rescue.....	277
▪ Public Works - Development Services.....	279
▪ Public Works - Utilities.....	281
Budget Policies.....	283
▪ Financial & Management Policies.....	283
▪ Reserve Targets.....	290
Debt Service.....	293



Budget Terms

ACCRUAL BASIS - The basis of accounting under which revenues and expenses are recognized when they occur, rather than when collected or paid.

AD VALOREM TAX - Tax based on the Assessed Valuation of property.

ADJUSTMENT TO BASE (ATB) - This is an appropriation above the annual budget appropriation to account for changing programs and priorities, also known as a supplemental budget. The city has two ATB processes, one in the spring and one in the fall.

APPROPRIATION - Legal authorization granted by City Council to make expenditures and incur obligations up to a specific dollar amount.

APPROPRIATION ORDINANCE - An ordinance by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual budget is enacted into law by the City Council.

ASSESSED VALUATION - Basis for determining property taxes. The County Assessor determines the assessed valuation of residential real property. For 2020, property was appraised at the 2019 actual value. As provided by state law, the residential rate was 7.15% of its actual 2019 value, and other property was assessed at 29%.

BOND - Written promise to pay a specified sum of money, called the face value or principal, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

BUDGET - Financial plan outlining an estimate of proposed expenditures for a given period and the proposed revenue estimates of financing them. Upon approval by City Council, the budget appropriation ordinance is the legal basis for expenditures in the budget year.

CAPITAL ASSETS - Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.

CAPITAL IMPROVEMENT PROGRAM (CIP) - An annual, updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding, and timing of work over a six-year period.

CAPITAL PROJECT - Projects involving the purchase or construction of capital assets. Often a capital project encompasses the purchase of land and the construction of a building or facility, or major street construction or reconstruction. Design, engineering, or architectural fees are often a part of a capital project.

CAPITAL PURCHASES - Those items which a department purchases that have a value of over \$5,000 and a life of longer than one year.

DEBT SERVICE - Payment of principal and interest related to long-term debt.

DEPARTMENT - An organizational unit of the city which provides one or more services.

DEPRECIATION - Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

DESIGNATED FUND BALANCE - A portion of the fund balance that has been set aside for a specific purpose by the City Council.

DIVISION - A group of related tasks to provide a specific benefit to either the general public or the city organization. A division is a sub-organizational unit of the department.

ENCUMBRANCE - Appropriations committed by contract for goods or services, which have not yet been paid.

EXCISE TAX - Indirect tax on the manufacture, sale, or use of certain goods and/or products.

Budget Terms

FISCAL YEAR - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Boulder's fiscal year is January 1 through December 31.

FULL TIME EQUIVALENT (FTE) - Unit used to measure the number of employees based on a 40-hour work week.

FUND BALANCE - The balance remaining in a fund after costs have been subtracted from revenues.

GENERAL IMPROVEMENT DISTRICT (GID) - Local taxing entities created for the purpose of constructing, operating or maintaining specific public improvements or certain services within the district. The city has five general improvement districts.

GENERAL OBLIGATION BONDS - Bonds which the full faith and credit of the issuing government are pledged for repayment.

GRANTS - Contributions or gifts of cash or other assets from another organization to be used or expended for a specified purpose or activity.

HOME RULE - Statutory and constitutional provisions, which allow municipalities to exercise powers of local self-government such as the administration and collection of local taxes. The City of Boulder is a home rule municipality.

INFRASTRUCTURE - Facilities on which the continuance and growth of a community depend, such as streets, water lines, etc.

INTERDEPARTMENTAL CHARGES - Charges for services provided by the Internal Service Funds. An example of these charges is vehicle charges. These charges are reflected as expenditures in the department budgets and as revenues in the Internal Service Funds.

INTERNAL TRANSFERS - Legally authorized intra-city transfers from a fund receiving revenue to another fund where it is to be expended. Revenue and expenditures are accounted for in both funds.

LEASE-PURCHASE AGREEMENTS - Contractual agreements which are termed "leases," but which in substance amount to purchase contracts, for equipment and machinery.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issuance.

MATURITY - The date on which the principal or stated value of investments or debt obligations are due and may be reclaimed.

MILL LEVY - Rate applied to Assessed Valuation of property to determine property taxes. A mill is 1/10th of a penny, or \$1.00 of tax for each \$1,000 of assessed valuation. The city's maximum mill levy, excluding debt service, is thirteen mills per City Charter. The current mill levy is 11.981 mills.

MODIFIED ACCRUAL BASIS - Revenues are recorded as the amount becomes measurable and available. Expenditures are recorded when the liability is incurred.

OCCUPATION TAX - Tax imposed for the privilege of carrying on a business, trade, or profession.

OPERATING BUDGET - Represents the amount of money necessary to provide for the day-to-day functions of city government. It does not include internal transfers between funds, nor does it include expenditures for debt service and capital projects.

PERSONNEL SERVICES - This category includes salary and benefits for standard and temporary employees. It also includes budgeted overtime.

Budget Terms

PLANT INVESTMENT FEES - Charges to development for connecting to the city's water or sewer system to compensate for the incremental use of capacity consumed in order to serve the development.

PROGRAM - A specific activity within a department. A grouping of programs typically defines a division within a department.

PROJECTED - Estimation of revenues or expenditures based on past trends, current economic conditions and future financial forecasts.

RESERVES - Funds which are planned to not be spent in the current budget year, and whose level is established by a specific policy decision. Please refer to specific reserve policies in this document.

REVISED BUDGET - Most recent estimate of revenues and expenditures including additional appropriations made throughout the year and encumbrances carried over.

SALES TAX - Tax collected or required to be collected and remitted by a retailer on taxable sales.

SPECIAL ASSESSMENT - A levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

TABOR - Colorado's Taxpayer Bill of Rights was approved by voters in 1992 and placed significant technical restrictions on the amount of revenue the State of Colorado can retain and spend.

TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAM - Helps to make Boulder's transportation system more efficient by influencing how, when, and how often people travel, the routes they take, and the cost of the trip. The goal of GO Boulder's TDM program, as outlined in city's Transportation Master Plan (TMP), is to maintain zero growth in vehicle miles traveled and, by 2025, to reduce single-occupant vehicle travel to 25% of all trips.

UNALLOCATED FUND BALANCES - Unspent funds whose levels at any point in time are the difference between expected revenues plus any unspent funds from prior years and budgeted expenditures. The primary conceptual difference between unallocated fund balances and reserves is that reserves are earmarked by conscious policy decisions, and unallocated fund balances are funds which remain above the reserve.

USE TAX - Tax paid or required to be paid by a consumer for the use, storage, distribution or otherwise consuming tangible personal property or taxable services in the city. The use tax is a complement to the sales tax, and its purposes are to equalize competition between in-city and out-of-city vendors and lessors of tangible personal property and services and to eliminate incentives for city residents to leave the city to purchase or lease tangible personal property and taxable services.

USER FEES - The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Fund Definitions

GOVERNMENTAL FUNDS

GENERAL FUND - Accounts for the revenues and expenditures necessary to carry out basic governmental activities of the city such as public safety, human services, legal services, administrative services, and others which are not required to be accounted for in another fund.

SPECIAL REVENUE FUNDS - Accounts for the proceeds of specific revenue sources (other than special assessments, pension trusts, proprietary fund operations, and revenues received for major capital projects) that are legally restricted for specific purposes. The City of Boulder has the following special revenue funds:

.25 Cent Sales Tax Fund accounts for earmarked sales tax authorized by the voters in 1995 for parks and recreation operating and capital needs.

Affordable Housing Fund accounts for cash in lieu of financial contributions from developers and General Fund contributions which are to be used to construct, purchase and maintain permanently affordable housing units in Boulder. This fund is also used to cover administrative costs to run the program.

Airport Fund accounts for the operations of the city-owned municipal airport. Financing is provided by grants, rents and leases.

Boulder Junction Access (GID) - Travel Demand Management Fund accounts for dedicated property tax and payments in lieu of taxes (PILOT) authorized by the voters to fund transit bus passes, bike and car share programs, and infrastructure for the properties within the Boulder Junction access district.

Boulder Municipal Property Authority (BMPA) Fund accounts for base rentals from the General Fund and Open Space Fund for the purpose of acquiring real and personal property and leasing, selling, or otherwise conveying the same to the city.

Capital Development Fund accounts for development fee proceeds to be utilized for the acquisition, construction, and improvement of facilities necessary to maintain the current level of public amenities such as police, fire, library, human services, municipal offices, streets, and parks and recreation.

Climate Action Plan (CAP) Fund accounts for tax levied on city residents and businesses and is based on the amount of electricity they consume and funds programs related to increasing energy efficiency, increasing renewable energy use, reducing emissions from motor vehicles, and taking other steps toward the goal of meeting the Kyoto Protocol.

Community Development Block Grant Fund accounts for the funds granted by the Community Development Block Grant program administered by the U.S. Department of Housing and Urban Development to fund activities that benefit low- and moderate-income persons.

Community Housing Assistance Program (CHAP) Fund accounts for property tax, a housing excise tax, and fees to be used to increase the supply of affordable housing in Boulder.

HOME Investment Partnership Grant Fund accounts for funds granted by the HOME program administered by the U.S. Department of Housing and Urban Development to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.

Library Fund accounts for dedicated property tax, gifts, and donations to fund the operations of the city-owned library and branches.

Lottery Fund accounts for State Conservation Trust Fund proceeds to be utilized for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.

Fund Definitions

Open Space Fund accounts for dedicated sales tax for the acquisition and maintenance of open space land.

Planning & Development Services Fund accounts for fees for services related to development and building services functions.

Recreation Activity Fund accounts for fees for services related to the provision of recreation, reservoir and golf course services/programs.

Sugar-Sweetened Beverage Distribution Tax Fund accounts for two cents per ounce excise tax on the distribution of beverages with added sugar and other sweeteners to fund programs related to health promotion, general wellness programs, and chronic disease prevention that improve health equity, and other health programs especially for residents with low-income and those most affected by chronic disease linked to sugary drink consumption.

Transit Pass GID Fund accounts for earmarked property tax authorized by the voters in 2000 to fund bus transit passes for participating neighborhoods.

Transportation Development Fund accounts for development fees to be utilized for the construction of transportation capital improvements related to new development and growth.

Transportation Fund accounts for dedicated sales tax and supplemented by city's share of the county road and bridge tax, state highway users' tax, and state auto registration fees for the construction, operation, and maintenance of all major thoroughfares, local streets, bikeways, and walkways.

CAPITAL PROJECT FUNDS - Accounts for financial resources to be used for acquisition, construction, and improvement of general fixed assets (other than those financed by Proprietary Funds). The City of Boulder has the following Capital Project Funds:

Boulder Junction Improvement Fund accounts for a portion of the use taxes collected from development in the area for the development of a new "Boulder Junction" 160-acre site located around 30th and Pearl Streets.

Community, Culture, & Safety Fund accounts for dedicated sales tax for the construction and improvement of capital assets outlined within the ballot language including improving community spaces, bolstering cultural projects and organizations, and enhancing safety.

Governmental Capital Fund accounts for a transfer from the General Fund to provide funding for general capital projects throughout the city.

Permanent Park & Recreation Fund accounts for dedicated property tax for the acquisition of park land or permanent improvements of park and recreation facilities.

PROPRIETARY FUNDS

ENTERPRISE FUNDS - Established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges. All activities necessary to provide such services are accounted for in these funds, including, but not limited to, administration, operations, maintenance, financing and related debt service, and billing collections. The City of Boulder has the following Enterprise Funds:

Boulder Junction Access (GID) - Parking Fund accounts for dedicated property tax and fees to fund programs to meet the parking facilities and service goals.

Downtown Commercial District Fund (formerly CAGID) accounts for dedicated property tax and fees for the maintenance and operations of parking facilities and services to the district.

Fund Definitions

Stormwater/Flood Management Utility Fund accounts for user fees and plant investment fees to support the acquisition, operation, and maintenance of stormwater and flood management facilities.

University Hill Commercial District Fund (formerly UHGID) accounts for dedicated property tax and fees for the maintenance and operations of parking facilities and services to the district.

Wastewater Utility Fund accounts for user fees and plant investment fees to support the acquisition, operation, and maintenance of wastewater facilities.

Water Utility Fund accounts for user fees and plant investment fees to support the acquisition, operation, and maintenance of water facilities.

INTERNAL SERVICE FUNDS - Established to finance and account for services and/or commodities required by other funds. The City of Boulder has the following Internal Service Funds:

Compensated Absences Fund accounts for a transfer from the General Fund for allowable payments (typically outstanding vacation accrual) to employees existing the organization.

Computer Replacement Fund accounts for internal department transfers for the costs of acquiring and maintaining computer equipment used by other city departments.

Equipment Replacement Fund accounts for internal department transfers for the costs of acquiring equipment used by other city departments.

Facility Renovation & Replacement Fund accounts for internal department transfers for the costs of maintaining and replacing facilities within the City of Boulder.

Fleet Operations & Replacement Fund accounts for internal department transfers for the costs of acquiring automotive equipment used by other city departments, as well as the associated operating and maintenance costs.

Property & Casualty Insurance Fund accounts for internal department transfers and facilitates the monitoring of the city's self-insured property & casualty insurance plan.

Telecommunications Fund accounts for internal department transfers for the costs of operating, acquiring, and maintaining telecommunications equipment used by all city departments.

Workers' Compensation Insurance Fund accounts for internal department transfers and facilitates the monitoring of the city's self-insured workers compensation plan.

FIDUCIARY FUNDS

PENSION TRUST FUNDS - Accounts for the accumulation of resources to be used for retirement annuity payments at appropriate amounts and times in the future. Resources are contributed by employees and the City of Boulder at amounts determined by biennial actuarial studies and by state law.

Fire Pension Fund accounts for retirement annuity payments for the City of Boulder's firefighters.

Police Pension Fund accounts for retirement annuity payments for the City of Boulder's police officers.

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Codified Fees, Rates, & Charges

The City of Boulder delivers numerous services to residents and businesses throughout the year. For certain services, good financial management requires the city to recover its costs, in part or in full. In general, these services are of special or unique benefit to the resident or business receiving the service, for example: building safety inspections, development review, vehicle parking, and wastewater treatment.

No different from households or private enterprise, city departments face cost increases related to wages and benefits, fuel, utilities, office equipment, and building renovation and repair. Cost recovery practices for the city thus include a periodic review of the fees charged to determine whether city expenditures on selected services are appropriately offset by the fee revenue collected. This review often takes place as part of the development of the budget and the city includes adjustments to fees in the budget document. Without inflation adjustments, the city would need to incrementally shift resources away from current programs to pay for services for residents or businesses receiving a special benefit.

This section provides a summary of fees, rates, or user charges codified in the Boulder Revised Code (BRC) section 4-20 for five departments/divisions:

Community Vitality

Finance - Tax & License

Fire-Rescue

Public Works - Development Services

Public Works - Utilities

The information in this section includes what the city charges in 2019, proposed 2020 fees, and the % change in the fees, which are effective January 1, 2020 unless otherwise noted. For many fees in this section, the change mirrors the rate of inflation in the general level of prices in the economy, the change in construction cost indices widely used in various industries, or the result of a calculation of costs incurred by the city when the actual costs are known.

COMMUNITY VITALITY

Community Vitality sets a schedule of user fees to recover a share of the cost of providing mall permits and facilities on the Pearl Street Mall. The fees are based on what the public would pay for similar services from private enterprise. The department reviews all fees annually and uses the current Consumer Price Index (CPI) projections to increase fees for the Pearl Street Mall permit and fee program.

In addition to the mall fees in section 4-20, Community Vitality sets fees for long-term parking permits in the Downtown garages and for Downtown and University Hill lots. Staff annually adjust long-term parking rates for the Downtown Commercial District (CAGID) and University Hill Commercial District (UHGID) to align with demand. These rate changes also help CAGID and UHGID keep pace with rising expenses.

For 2020, Downtown garage permits will rise 2.2%, or \$10 per quarter. This reflects an adjusted rate based on CPI. Although the market would likely support a larger increase, a comprehensive parking pricing strategy will be developed in 2020-2021. University Hill permit costs will not change.

Codified Fees, Rates, & Charges

COMMUNITY VITALITY FEES, RATES, & CHARGES

FEE PAID BY TYPICAL BUSINESS / INDIVIDUAL

	2019 Approved	2020 Recommended	Units	Percent Change	B.R.C. Section
Long-Term Parking Permit Fees					
Downtown Garages	\$ 455.00	\$ 465.00	per quarter	2.2%	
Downtown Surface Lots	265.00	270.00	per quarter	1.9%	
Mall Permits/Fees					
Mobile Vending Carts	\$ 2,344.00	\$ 2,370.00	per year	1.1%	4-20-11
Ambulatory Vendor Permit (May-Sep)	117.00	120.00	per month	2.6%	4-20-11
Ambulatory Vendor Permit (Oct-Apr)	58.50	60.00	per month	2.6%	4-20-11
Electricity Event Fee	20.50	21.00	per day	2.4%	4-20-11
Entertainment Vending Permit	16.50	17.00	per month	3.0%	4-20-11
Personal Services Vending Permit (May-Sep)	117.00	120.00	per month	2.6%	4-20-11
Personal Services Vending Permit (Oct-Apr)	58.50	60.00	per month	2.6%	4-20-11

DEPARTMENT REVENUE IMPACT

	2019 Approved	2020 Recommended	Percent Change
Community Vitality			
Mobile Vending Carts	\$ 30,472	\$ 30,807	1.1%
Ambulatory/Personal Service Permit	4,220	4,330	2.6%
Electricity Event Fee	526	538	2.4%
Entertainment Vending Permit	106	109	3.0%
Personal Services Vending Permit	1,539	1,579	2.6%
Downtown garage long term parking permit	3,914,820	4,000,946	2.2%
Downtown lot long term parking permit	268,180	273,275	1.9%
Total	\$ 4,219,864	\$ 4,319,232	2.35%

Codified Fees, Rates, & Charges

FINANCE - TAX & LICENSE

The Finance Department charges a fee for the following five city licenses: Auction Licenses; Circus, Carnival and Menagerie Licenses; Itinerant Merchant Licenses; Secondhand Dealer and Pawnbroker Licenses; and Mobile Food Vehicle Sales Licenses. In 2020, all license fees are set to increase by the amount of the CPI, rounded up to the nearest whole dollar. However, in 2020, due to other changes to the Boulder Revised Code Secondhand Dealer and Pawnbroker License Code, City Licensing recommends reducing the Pawnbroker License Fee to match the lower priced Secondhand Dealer License Fee.

City Licensing has taken on the state's portion of review for local Special Event Liquor Permit processing. For the five city licenses, City Licensing has added a new fee to complete required background checks, previously completed by the Police Department. As a result, for three of these licenses (Auction, Itinerant Merchant, and Secondhand Dealer/Pawnbroker), the city charges an additional \$7 fee for each employee of the applicant business subject to an online background check through the Colorado Bureau of Investigation (CBI) to review for criminal history.

In addition, City Licensing coordinates Medical and Recreational Marijuana Business Licensing, in collaboration with Police, Fire, Planning Code Enforcement, and the City Attorney's Office, collecting and reviewing citywide expenditures to allow for determination of reasoned and concrete rationale before suggesting any changes to those license fees. Liquor Licensing fees are set and capped by the State Liquor Code and State Rules.

License Application Trends:

Mobile Food Vehicle (MFV) Licenses again increased in 2019, from 70 licenses in 2018 up to 82 as of August 2019. City Licensing is currently working on a City Manager Rule to make MFV Licenses valid until March 1 of any given year to better accommodate licensees for Health Department and Fire Department inspections. The City Manager Rule will also set the calculation for proration of license fees.

Secondhand Dealer and Pawnbroker License Code will be heading to City Council, in coordination with the Boulder Police Department, for some much needed updating as to electronic submission of seller information for used goods.

Sales and Use Tax/Business License Applications also increased in 2019 due to special event vendor licensing, short term rentals, and licensing of previously unlicensed businesses.

Special Event Liquor Permits for nonprofits and temporary modifications for events again broke the 200+ mark this year. The City of Boulder currently has 258 active Liquor Licenses and has spent extensive time in 2019 processing permanent modifications for Fermented Malt Beverage Licensed locations, which may now sell full strength beer.

As of August 2019, there are 89 **Marijuana Business Licenses** and 11 License Transfer Applications being processed. City Licensing anticipates a new city board, the Marijuana Licensing Authority, will be appointed to review policy and eventually applications in late 2019 or 2020.

Codified Fees, Rates, & Charges

FINANCE - TAX & LICENSE DIVISION FEES, RATES & CHARGES

FEE PAID BY TYPICAL APPLICANTS

	2019 Approved	2020 Recommended	Units	Percent Change	B.R.C. Section
Auctioneer License Fee					
Annual fee with license issued each event	\$ 88.00	\$ 91.00	per year	3.4%	4-20-3
Total including background checks ¹	102.00	105.00	per year	2.9%	4-20-3
Circus, Carnival, & Menagerie License Fee					
Cost per event day	\$ 458.00	\$ 470.00	per day	2.6%	4-20-5
Itinerant Merchant License Fee					
Annual license fee	\$ 60.00	\$ 62.00	per year	3.3%	4-20-10
Total including background checks ²	102.00	104.00	per year	2.0%	4-20-10
Secondhand Dealer & Pawnbroker License Fee					
Secondhand Calendar/Renewal	\$ 122.00	\$ 125.00	per year	2.5%	4-20-17
Total including background checks ²	164.00	167.00	per year	1.8%	4-20-17
Pawn Calendar/Renewal ³	2,291.00	125.00	per year	-94.5%	4-20-17
Total including background checks ²	2,333.00	167.00	per year	-92.8%	4-20-17
Mobile Food Vehicle License fees					
MFV License fee	\$ 255.00	\$ 262.00	per year	2.7%	4-20-66
MFV Renewal fee	255.00	262.00	per year	2.7%	4-20-66

Notes:

¹Assumes that two people would require background checks at \$7 each for a typical license.

²Assumes that six people would require background checks at \$7 each for a typical license.

³City of Boulder will align definitions of pawnbroker and secondhand dealers with state definitions in 2020. As a result, will match pawnbroker to secondhand fees in 2020.

DEPARTMENT REVENUE IMPACT

	2019 Approved	2020 Recommended	Percent Change
Finance - Tax and License			
Auctioneer License Fees	\$ 204	\$ 210	2.9%
Circus, Carnival, & Menagerie License Fee	2,748	940	-65.8%
Itinerant Merchant License Fee	612	832	35.9%
Second Hand Dealer/ Pawnbroker License Fee	3,444	3,340	-3.0%
Mobile Food Vehicle License/Renewal Fees	16,575	21,484	29.6%
Total	\$ 23,583	\$ 26,806	-2.6%

Codified Fees, Rates, & Charges

FIRE-RESCUE

Fire inspections are conducted on all commercial buildings within the City of Boulder. Depending on building use, the inspection may occur every year or every other year. An example would be an office building, which is considered low risk and would be inspected every other year. A business which uses or produces hazardous materials is considered a higher risk and is inspected annually by Boulder Fire-Rescue (BFR).

The initial inspection is conducted by on-duty fire crews. All inspections are to ensure compliance with the city's adopted fire code, the 2012 International Fire Code (IFC). The city is expecting to adopt the updated 2018 IFC in early 2020. If the business is in violation of a section(s) of the IFC, the business owner is notified with a "violation" notice sent to them via mail. Most often, a 30-day time allowance is given to correct the violation. After the 30 days, a re-inspection occurs to verify the violation(s) have been corrected. This re-inspection (considered the first re-inspection) is done by a Fire Code Inspector within the Community Risk Reduction Division of BFR. If the violation(s) are not corrected at that time, additional time may be granted. That time typically ranges from 15 to 30 days. A second re-inspection would occur by the Fire Code Inspector to once again verify they have corrected and complied with the violations noted from the original inspection. At this time, the business has had between 45 and 60 days to correct the originally noted violation(s). The second re-inspection would be the third trip that Boulder Fire-Rescue has been on-site to inspect and re-inspect to ensure the business is compliant with fire code. It is not until the second re-inspection (or third trip to the business) that BFR are able to assess a fee for the inspections. The fee is a means to encourage compliance without issuing a court summons.

Codified Fees, Rates, & Charges

FIRE-RESCUE FEES, RATES, & CHARGES

FEE PAID BY TYPICAL APPLICANTS

	2019 Approved	2020 Recommended	Units	Percent Change	B.R.C. Section
Combustible Liquid Permit					
Flammable and Combustible Liquid - Regular	\$ 30.00	\$ 30.00	per permit	0.0%	4-20-52
Flammable and Combustible Liquid - Special	35.00	35.00	per permit	0.0%	4-20-52
Commercial/Business Inspections					
Commercial/Business 2nd Re-inspection	\$ 100.00	\$ 100.00	per inspection	0.0%	4-20-52
Commercial/Business 3rd plus Re-inspection	250.00	250.00	per inspection	0.0%	4-20-52
Fire Protection System Inspections					
Fire Inspection Failure to Show	\$ 250.00	\$ 250.00	per inspection	0.0%	4-20-52
Above Ground Hydrostatic Sprinkler Test ¹					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Second Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
Sprinkler System Final Pump Test ¹					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Second Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
Fire Protection and Alarm System Installation ¹					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
False Fire Alarm Fees					
Third False Alarm	\$ 150.00	\$ 150.00	per alarm	0.0%	4-20-52
Fourth False Alarm	300.00	300.00	per alarm	0.0%	4-20-52
Fifth False Alarm	600.00	600.00	per alarm	0.0%	4-20-52
Sixth and Subsequent False Alarm	1,200.00	1,200.00	per alarm	0.0%	4-20-52

Notes:

¹Re-inspection fees are being revised to be consistent with other building permit re-inspection fees.

DEPARTMENT REVENUE IMPACT

	2019 Approved	2020 Recommended	Percent Change
Combustible Liquid Permits	\$ 1,625	\$ 1,825	12.3%
Commercial/Business Inspections	3,000	3,250	8.3%
Fire Protection System Inspections	4,050	4,350	7.4%
False Alarm Fees	5,250	5,600	6.7%
Total	\$ 13,925	\$ 15,025	7.9%

Codified Fees, Rates, & Charges

PUBLIC WORKS - DEVELOPMENT SERVICES

Impact Fees and the Transportation Excise Tax: In November 2016, City Council approved increases to development excise taxes (DETs) and impact fees, which help pay for new growth. Excise taxes and impact fees are one-time charges to fund capital improvements necessitated by new development, helping the city build new facilities, purchase equipment such as fire trucks, develop multi-modal transportation facilities, and support affordable housing. The updated tax and fee changes went into effect on July 1, 2017. The maximum amount the city can charge as an excise tax is limited by the amounts approved by voters.

In 2019, the city adjusted each impact fee and the residential transportation excise tax by an inflationary factor (Engineering News Record cost index for all impact fees and the Consumer Price Index (CPI) for the excise tax).

Affordable Housing Commercial Linkage Fee: On May 1, 2018 the City Council adopted changes to the Affordable Housing Commercial Linkage Fee, also known as the Affordable Housing Capital Facility Impact Fee.

There were three key changes:

- Fees will be increasing over the next three years (2019 - 2021) for non-residential development;
- Qualified nonprofits are eligible for reduced rates beginning in 2019; and
- Developments that propose affordable commercial space are eligible for reduced rates beginning in 2019.

Starting on January 1, 2019, impact fees for affordable housing will increase and the rate changes will be phased in over three years (see table below).

IMPACT FEE RATES PER SQUARE FOOT OF NONRESIDENTIAL FLOOR AREA						
	2019		2020		2021	
	Approved		Recommended		Proposed	
Nonresidential Uses						
Retail / Restaurant	\$	12.18	\$	16.16	\$	20.00
Office		18.27		24.14		30.00
Hospital		12.18		16.08		20.00
Institutional		6.90		8.05		10.00
Warehousing		6.90		8.05		10.00
Light Industrial		10.66		14.08		17.50

Codified Fees, Rates, & Charges

PUBLIC WORKS - DEVELOPMENT SERVICES FEES, RATES, & CHARGES

FEE PAID BY TYPICAL PROJECT

	2019 Approved	2020 Recommended	Units	Percent Change	B.R.C. Section
Single Family Residential (3,000 sq. ft)					
Capital Facility Impact Fees	\$ 10,030.00	\$ 10,171.00	per application	1.4%	4-20-62
Transportation Excise Taxes	3,731.73	3,833.64	per application	2.7%	3-8-3
Multifamily Residential (10 units)					
Capital Facility Impact Fees	\$ 65,955.00	\$ 66,890.00	per application	1.4%	4-20-62
Transportation Excise Taxes	27,074.30	27,813.70	per application	2.7%	3-8-3
Non-residential (7,500 sq. ft. retail)					
Capital Facility Impact Fees ¹	\$ 17,475.00	\$ 17,700.00	per application	1.3%	4-20-62
Affordable Housing Linkage Fee	91,350.00	120,675.00	per application	32.1%	4-20-62
Transportation Excise Taxes ²	18,600.00	18,600.00	per application	0.0%	3-8-3
Leases for Point-to-Point Telecommunications	\$ 17.67	\$ 17.67	per lineal foot	0.0%	4-20-20

Notes:

The above table demonstrates the impact that the inflationary changes would have on three types of development scenarios:

- A 3,000 square foot single family residential project
- A 10 unit multifamily project in which five units are 1,000 square feet in size, and five units are 1,500 square feet in size
- A 7,500 square foot retail project

¹The difference between the non-residential and residential Capital Facility Impact (CFI) fee 'Percentage Change' is due to rounding.

²The non-residential Transportation Excise Tax rate is at its maximum.

DEPARTMENT REVENUE IMPACT

	2019 Approved	2020 Recommended	Percent Change
Public Works - Development and Support Services			
Capital Facility Impact Fees	\$ 1,464,653	\$ 558,866	-61.8%
Affordable Housing Linkage Fee	500,000	565,132	13.0%
Transportation Excise Taxes	930,400	837,587	-10.0%
Transportation Impact Fee	100,682	52,311	-48.0%
Leases for Point-to-Point Telecommunications Conduit Crossings	1,610	-	-100.0%
Total	\$ 2,997,345	\$ 2,013,896	-32.8%

Codified Fees, Rates, & Charges

PUBLIC WORKS - UTILITIES

Utility Rate, Specific Service Charges, & Fee Changes: The city owns and operates three utilities: Water, Wastewater, and Stormwater/Flood Management. Each utility operates as a self-supporting enterprise fund and assesses a variety of rates, charges, and fees to ensure revenues are sufficient to meet operating, maintenance and capital costs and to maintain the financial integrity of each utility. Revenues generated from customers' monthly utility bills are the largest revenue source for each utility, accounting for 80 to 95% of total revenues.

The monthly customer bill for water and wastewater services includes a quantity charge based on the volume of use and a fixed service charge based on meter size. Most of the costs associated with the water and wastewater utilities are fixed and the fixed portion of the bill helps support revenue stability and more equitable distribution of costs. The variable portion of the bill is intended to provide a price signal to incentivize efficient water use and helps cover the additional costs the city incurs related to peak demand periods.

Comparing bills from year-to-year is a challenge due to the impact weather has on utility bills. In relatively wet and cooler summers, bills will be lower due to reduced outdoor use. Not including weather impacts, customer bill changes are generally a result of rate increases to fund additional infrastructure investment, keep pace with inflation, and meet regulatory requirements. The following table shows estimates of the effects on total utility bills for three sample customer types:

- **Single Family Inside City Residential** account with an average winter consumption of 4,000 gallons, total annual water consumption of 90,000 gallons and irrigable area of 5,200 square feet. For stormwater charges, the account has 3,000 square feet of impervious area;
- **Inside City Commercial - Restaurant** account with a 1 inch meter, 412,000 gallons of annual consumption, and 7,000 square feet of impervious area; and
- **Inside City Commercial - Hotel** with a 3 inch meter, 3,200,000 gallons of annual consumption, and 153,000 square feet of impervious area.

UTILITY BILL FOR TYPICAL ACCOUNT

	2019 Approved	2020 Recommended	Units	Percent Change	B.R.C. Section
Water Utility Bill					
Residential Use	\$ 39.01	41.74	per month	7.0%	4-20-25
Commercial Use - Restaurant	141.24	151.13	per month	7.0%	4-20-25
Commercial Use - Hotel	1,334.29	1,427.69	per month	7.0%	4-20-25
Wastewater Utility Bill					
Residential Use	\$ 35.65	37.43	per month	5.0%	4-20-28
Commercial Use - Restaurant	224.70	235.94	per month	5.0%	4-20-28
Commercial Use - Hotel	1,783.95	1,873.15	per month	5.0%	4-20-28
Stormwater/Flood Management Utility Bill					
Residential Use	\$ 16.39	17.54	per month	7.0%	4-20-45
Commercial Use - Restaurant	44.10	47.19	per month	7.0%	4-20-45
Commercial Use - Hotel	918.75	983.06	per month	7.0%	4-20-45

Codified Fees, Rates, & Charges

PUBLIC WORKS - UTILITIES, CONTINUED

Utilities also assesses charges to new customers and customers increasing use of utility infrastructure, which includes fees for physical connections or “taps” into city-owned pipes. The charges are set at a level that recovers costs of providing services. Changes in the fees are generally attributable to cost changes in equipment, materials, fleet, and personnel costs. The table below displays the changes to fees paid by typical users of these services in 2020.

PUBLIC WORKS - UTILITIES FEES, RATES, & CHARGES

CHARGE FOR TYPICAL CUSTOMER

	2019 Approved	2020 Recommended	Units	Percent Change	B.R.C. Section
Utility Specific Service Charges					
Meter Installation - 3/4 inch meter	\$ 665.00	\$ 599.00	per occurrence	-10%	4-20-23
Meter Installation - 2 inch meter	3,112.00	2,831.00	per occurrence	-9%	4-20-23
Water Tap Fee - 3/4 inch tap	273.00	280.00	per occurrence	3%	4-20-23
Water Tap Fee - 2 inch tap	700.00	688.00	per occurrence	-2%	4-20-23
Wastewater Tap Fee - 4 inch tap	188.00	189.00	per occurrence	1%	4-20-27

PLANT INVESTMENT FEES

	2019 Approved	2020 Recommended	Units	Percent Change	B.R.C. Section
Water Plant Investment Fee (PIF)					
Single Family Residential Outdoor (first 5,000 sq. ft. of irrigable area)	\$ 2.98	\$ 3.02	per sq. ft. irrigated area	1.4%	4-20-26
Single Family Residential Indoor	10,935.67	11,088.77	single unit dwelling	1.4%	4-20-26
Wastewater Plant Investment Fee (PIF)	\$ 4,266.00	\$ 4,325.72	single unit dwelling	1.4%	4-20-29
Stormwater / Flood Management Plant Investment Fee (PIF)	\$ 2.29	\$ 2.32	per sq. ft. impervious area	1.4%	4-20-46

DEPARTMENT REVENUE IMPACT

	2019 Approved	2020 Recommended	Percent Change
Public Works - Utilities			
Water Utility Rates	\$ 31,256,587	\$ 32,950,440	5.4%
Wastewater Utility Rates	22,120,374	22,194,229	0.3%
Stormwater / Flood Management Utility Rates	12,178,992	13,057,585	7.2%
Water Utility Specific Service Charges	251,050	251,050	0.0%
Wastewater Utility Specific Service Charges	10,000	10,000	0.0%
Total	\$ 65,817,003	\$ 68,463,304	4.0%

Budget Policies

FINANCIAL & MANAGEMENT POLICIES

The purpose of the City of Boulder's Financial and Management Policies is to provide guidelines and goals that will influence and direct the financial management practice of the city. A financial policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. An effective financial policy:

- Provides principles and guidelines that minimize costs and reduce risk;
- Maintains appropriate financial capacity for present and future needs; and
- Ensures legal compliance and appropriate internal controls.

The following financial and management policies are intended to be consistent with the City of Boulder's Charter and the Boulder Revised Code. The related section of the City Charter can be found at: [City Charter Article VI Finance and Record](#). The Boulder Revised Code can be found at: [Boulder Revised Code](#).

Section 1: Budget Policy

1.1 Budget Submittal & Adoption

- No later than three months before the end of each fiscal year, the City Manager shall prepare and submit to the council an annual budget for the ensuing year.
- City Council will adopt a budget every year by December 1 prior to the budget period.
- The legal period of the council adopted budget is one fiscal year.
- The fiscal period for the City of Boulder is January 1 to December 31.

1.2 Form of Budget

- The budget shall present an itemized statement of the appropriations approved by the City Manager for estimated expenses and for permanent improvements for each department and each division for the ensuing fiscal year.
- Comparative data of the appropriations and the expenditures for the current and last preceding fiscal year as well as the increases or decreases in the approved budget shall be provided.

1.3 Balanced Budget

- Annual budgets shall be balanced. Budgeted expenditures and transfers-out will not exceed reasonable projections of the sum of current year revenues, transfers-in, and available fund balances.
- One-time revenues shall only be used to cover one-time costs and ongoing revenues shall only be used to cover ongoing costs.
- Debt service shall not be utilized for operating expenses.

1.4 Changes to Adopted Budget

- Normally, initial appropriations (excluding carryovers and encumbrances) will be made only in the context of the annual budget process when all city needs can be reviewed and prioritized in a comprehensive manner. The annual budget process will also include a projection of the multi-year impact of decisions. Two annual, one-time adjustments to the initial appropriations may be submitted to City Council for approval.

1.5 Budget Process

- While the Charter establishes time limits and the essential content of the City Manager's proposed budget, the budget preparation process is not prescribed. The preparation process is developed by the City Manager with input from the City Council.

Budget Policies

1.5 Budget Process (Continued)

- The city will develop its annual budget in such a manner in order to incorporate historical trend analysis for revenues and expenditures with an adjustment for current financial trends and developments as appropriate.

1.6 Budgetary Control

- The City of Boulder monitors revenues and expenditures on an ongoing basis and ensures that expenditures do not exceed appropriations in a fund for the annual fiscal period.

SECTION 2: REVENUE POLICY

2.1 Revenue Review & Projection

- The city reviews estimated revenue and fee schedules as part of the budget process. Estimated revenue is projected in a “most likely” scenario for five years and updated annually.
- A long-range financial plan that accounts for long-term revenue and expenditures is updated every five years.

2.2 User Fee Guidelines

- The City of Boulder is allowed to recapture, through fees, up to the full cost of providing specific services. The fees will be calculated based on the end user of the service, administrative costs, and market rates.
- Proposed rate increases are based on the Citywide Pricing Policy Guidelines, adopted by council in 1994. User fees shall be aligned with these guidelines over a five-year period.
- Fees will be reviewed and updated on an ongoing basis.
- After a fee has been set, any subsidy or reduced rate user fee offered by the City of Boulder will be based primarily on economic or financial need and are available to City of Boulder residents only. The basis for determining financial need will be 50% of the average median income (AMI) for Boulder County.

2.3 Utility Charges

- Proposed rate increases to monthly user fees are developed using a cost-of-service methodology which includes the following:
 - Determination of the Utility’s revenue requirements for operations, maintenance and capital construction;
 - Ability of the Utility to maintain adequate reserves and meet debt service coverage requirements;
 - Analysis of customer demands and usage characteristics;
 - Allocation of revenue requirements to customer service characteristics; and
 - Development and design of rate schedules.
- Other charges for specific services are designed to recover costs and follow the Citywide Pricing Policy Guidelines, adopted by council in 1994.
- Plant Investment Fees, one-time charges to customers connecting to the utility system, are based on the replacement value of the utility assets and are reviewed every three to five years.

2.4 Property Tax

- Mill levies shall be certified compliant with the City Charter and TABOR restrictions (with the exception of voter approved removal of TABOR limitations, commonly known as “de-Brucing”).
- The City Council shall make an annual appropriation, which shall amount to not less than the return of one-third of a mill tax levied upon each dollar of assessed valuation of all taxable property in the City of Boulder.

Budget Policies

2.5 Excise Taxes

- In November 1998, the electorate approved a ballot issue that increased the current excise tax rates by an inflationary factor. The rate will be adjusted annually by an inflation factor until the maximum amount included in the ballot issue is reached.

2.6 Education Excise Tax

- Education excise tax revenues shall be expended in a manner that supports both Boulder Valley School District (BVSD) and City of Boulder needs and objectives.
- Potential projects for education excise tax expenditure may be proposed either by the city or BVSD.

2.7 Asset Forfeiture Revenue

- Asset forfeiture/seizure revenue resulting from crime prevention/apprehension activities by the Police Department shall be held in reserve and spent only in accordance with the related Federal Guidelines.

2.8 Accrued Interest-Earmarked Funds

- The determination of whether earmarked funds shall accrue interest income is whether the General Fund costs required to collect and administer such funds are allocated to the subject funds.
- Interest income shall not be distributed to funds unless they are bearing their appropriate allocation of administrative costs.

2.9 Unspent Revenues

- On an annual basis, any unspent revenues subject to and in compliance with the associated limitations of TABOR revenue and spending constraints shall be “reserved” and therefore will be considered “spending” in the current fiscal year.

SECTION 3: FINANCIAL ADMINISTRATION

3.1 General Information

- The Finance Department shall collect taxes and maintain financial records.

3.2 Financial Audit

- In accordance with City Charter requirements, the city will contract for an annual audit by a qualified independent certified public accountant. The city will strive for an unqualified auditors’ opinion.

3.3 Administrative Charges

- The city shall employ a cost allocation system to identify the full cost of providing services to the public and recover certain costs incurred by various funds in providing support services to other city departments.
- The system shall accomplish the following objectives: complete recovery of costs incurred with the exception of the costs of “general governance”; equitable allocation of costs to users; provision of incentives for service providers to deliver products and services efficiently and effectively; provision of a stable cost allocation system to facilitate the organization’s budgeting for charges and revenues; and promotion of customer confidence in and acceptance of the accuracy, reasonableness, and fairness of the charges they incur.
- Charges for “general governance” (City Council, City Clerk council support and elections, etc.) shall not be cost allocated to restricted funds but instead shall be entirely funded out of the General Fund. The “general governance” category shall not include election costs for ballot issues related to funds with earmarked revenue sources. Costs for non-General Fund ballot issues shall be charged to the appropriate fund.

Budget Policies

3.3 Administrative Charges (Continued)

- Boulder Housing Partners (formerly the Housing Authority) shall not be charged cost allocation. The City Attorney serves as General Counsel to Boulder Housing Partners and all costs for services provided by the City Attorney's Office shall be borne by the General Fund.

3.4 Building Maintenance/Renovation

- To protect city investment in facilities, funds shall be budgeted annually for maintenance of such facilities. To extend the life of these assets, the goal shall be to increase the funds budgeted annually for maintenance of facilities to approximately 2% of the replacement cost (with the exception of debt financed facilities).
- The Facility & Asset Manager will prioritize maintenance/renovation needs to ensure that critical systems are properly maintained so that facility safety and operations continue without interruption.
- If/when the revenue base permits, facility maintenance funding shall be given a high priority before consideration of other service restorations or additions.

3.5 Replacement Costs

- Funds shall be reserved annually for replacement of city equipment and computers, and these costs will be reflected in the operating expenditures of the activity using the equipment, to facilitate accurate costing of service delivery.
- Recognizing the contribution of technology in efficient and effective service provision, improvements in technology shall be important considerations in resource allocations.
- Vehicles shall normally be purchased rather than leased and a vehicle replacement fund shall be maintained for replacement of vehicles at the end of their useful life. In the limited situations where vehicles may be leased (temporary vehicles, fire apparatus, etc.) specific approval by the City Manager is required.

3.6 Vehicle Charges

- It is the expectation of the City Manager's Office that all departments will meet the objectives of the Fleet Evaluation Study. These objectives are for no increase in miles driven in the conduct of City business and no net increase in the number of fleet units.

3.7 Grant Expenditures

- Expenditures related to grants shall continue only during the period of time they are funded by the grant.
- Any grant employees will be considered fixed-term.
- The City Manager shall appoint a Grants Committee of Finance and Budget staff to review applications for new grants before they are submitted to the granting agency.

3.8 Property & Casualty and Workers' Compensation Funds

- Both the Property & Casualty and the Workers' Compensation liability will be self-insured. The goal for both is to fully fund an actuarially calculated liability as of the end of the prior year at the appropriate confidence level.
- An actuarial study will be completed every two years in order to determine the appropriate reserve levels.

3.9 Accumulated Sick, Vacation Time, & Appreciation Bonus

- To facilitate the long-term financial sustainability of the City, liabilities associated with accumulated sick time, vacation time, appreciation bonuses, and/or any other employee benefits that would result in liability upon termination or retirement shall be fully funded.

Budget Policies

3.10 Compensation Policy

- The Human Resources Department shall develop and maintain a compensation philosophy that supports responsible stewardship of public funds, while enabling the city to attract, engage, empower and retain exceedingly talented employees who are committed to serving the community.

SECTION 4: CAPITAL IMPROVEMENT PLAN

4.1 Capital Improvement Plan (CIP) Submission

- In coordination, the Finance and Planning departments will submit annually to the City Manager, not less than thirty days prior to the date for submission of the City Manager's proposed budget to the City Council, a list of approved capital improvements to be undertaken during the forthcoming six-year period, accompanied by a six-year capital budget.
- While the Charter establishes time limits and the essential content of the proposed CIP budget, the budget preparation process is not prescribed. The preparation process is developed by the City Manager with input from the City Council.

4.2 Inclusion of Operating Costs

- Prior to approval of capital projects, associated operating costs must be identified, in accordance with the CIP Guiding Principles, and included in balanced multi-year operating budgets.

4.3 Capital Improvement Project Contingency Funds

- CIP project contingency funds may be expended by the Project Manager, with Director approval, for unanticipated needs or changes that are within the original scope of the project.
- Requested modifications exceeding the original scope of the project shall be presented to council for approval.

4.4 CIP Arts Funding

- Where feasible, Project Managers, when designing capital projects should incorporate public art into the design.

SECTION 5: PENSION PLAN POLICY

5.1 Authorization to Expend Funds for Administrative Costs

- If budgetary conditions permit, the city may authorize defined contribution (money purchase) pension plans to expend certain forfeiture funds for administrative costs. The plan board(s) may submit a request annually to the City Manager to be considered in the context of the city's annual budget process.

5.2 Increase for "Old Hire" Police and Fire Pension Plans

- "Ad hoc"/cost of living increases, from within the pension plans, for retirees of the Old Hire Police and Old Hire Fire Pension Plans will be funded only if adequate funds are available, on an actuarially sound basis, from existing plan assets.

SECTION 6: DEBT POLICY

6.1 Policy Statements

- The city shall not become indebted for any purpose or in any manner to which the total amount exceeds 3% of the assessed valuation of the taxable property within the city (including existing debt).
- Debt shall be considered only for capital purchases/projects and the term of the debt shall not exceed the useful life of the financed asset.
- The city will follow all continuing disclosure requirements for debt issuance.

Budget Policies

6.1 Policy Statements (Continued)

- The term of any bond issues and the rate of interest shall be fixed by the ordinance submitting the question to the registered electors of the city.
- When using the competitive bond sales method, bonds shall be sold to the responsible bidder with the lowest true interest cost to the city.
- Municipal bonds, interfund loans, equipment leases (with the exception of vehicles) and sale/leaseback agreements are approved methods for financing capital projects.

SECTION 7: RESERVE POLICY

7.1 Fund Reserves

- The table at the end of this section defines individual reserve goals by fund.

7.2 Declared Emergency

- In the case of a declared emergency within the city, applicable insurance coverage (subject to the related deductibles) would be the first funding source utilized. Emergency reserves and reserve funds established for other purposes may be utilized for needs related to emergency situations.
- The following reserve categories could be utilized if required (as prioritized based upon the importance of the needs related to the emergency versus the negative impact of the steps necessary to replenish reserves in the future):

General Fund (no legal restrictions):

- Emergency/stabilization reserve;
- Computer replacement reserve;
- Facility renovation and replacement reserve;
- Workers compensation reserve (would have to “book” any unfunded liability);
- Property & casualty self-insurance reserve (would have to “book” any unfunded liability); and
- Insurance stabilization reserve.

Restricted funds (only for emergency purposes within the function of each fund):

- Emergency/stabilization reserves; and
- Various replacement reserves.

SECTION 8: CASH MANAGEMENT & INVESTMENTS

8.1 Investment

- It is the policy of the City of Boulder to invest public funds in a manner which will provide preservation of capital, meet the daily liquidity needs of the city, diversify the city’s investments, conform to all cited local and state statutes governing the investment of public funds, and generate market rates of return.
- Investments shall be made in accordance with the City Charter and city ordinances and resolutions concerning social or environmental issues.

8.2 Diversification

- It is the policy of the city to diversify its investment portfolio. Investments shall be diversified to eliminate the risk of loss resulting from over-concentration of assets in a specific maturity, a specific issuer or a specific class of securities. Diversification strategies shall be reviewed periodically by the Investment Committee.

Budget Policies

8.3 Cash Management

- All excess cash, except for cash in certain restricted and special accounts, shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proration their respective average balances bear to the total pooled balance. Interest earnings shall be distributed to the individual funds on a quarterly basis.

8.4 Reporting

- The City Manager, or City Manager's delegate, shall prepare regular reports, at least annually, to the City Council on the investment earnings and performance results of the city's investment portfolio.

Budget Policies

RESERVE TARGETS					
Category	Purpose	Current Reserve Target	2020 Projected Amount	Reserve Target Met (Yes/No)	Percent of Reserve
GENERAL					
Uses of Funds per Reserve Target					144,728,580
Emergency/Stabilization	Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.	Based upon ongoing expenditures less grants: proposed goal is to have a 19% reserve with 20% by 2020.	28,913,717	Yes	20%
.25 CENT SALES TAX					
Uses of Funds per Reserve Target					6,633,818
Emergency/Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	Established 15% reserve of Fund's operating budget (including transfers) in 2018.	995,073	Yes	15%
AIRPORT					
Uses of Funds per Reserve Target					2,155,887
Emergency/Stabilization	This is an unappropriated reserve for operating, capital emergencies, and revenue shortfalls.	5% of Fund's beginning balance.	107,794	Yes	5%
BOULDER JUNCTION GENERAL IMPROVEMENT DISTRICT - PARKING					
Uses of Funds per Reserve Target					605,416
Emergency/Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	10% of Fund's operating budget.	60,542	Yes	10%
BOULDER JUNCTION GENERAL IMPROVEMENT DISTRICT - TDM					
Uses of Funds per Reserve Target					316,989
Emergency/Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	16.7% of Fund's total uses.	52,937	Yes	16.7%
CAPITAL DEVELOPMENT					
Uses of Funds per Reserve Target					19,672
Emergency/Stabilization	Reserve was established to cover emergencies and revenue fluctuations.	Current reserve policy designates \$500,000 to cover the purposes of the fund.	500,000	Yes	N/A
CLIMATE ACTION PLAN					
Uses of Funds per Reserve Target					2,104,085
Emergency/Stabilization	Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.	Reserve is currently set at \$50,000.	50,000	Yes	N/A
DOWNTOWN COMMERCIAL DISTRICT					
Uses of Funds per Reserve Target					7,815,914
Emergency/Stabilization	This is an unappropriated reserve to fund unanticipated operating emergencies. Also included within this reserve are funds intended to meet the 3% of Funding Sources Reserve Requirements of TABOR.	16.7% of Fund's total uses.	1,305,258	Yes	16.7%
LIBRARY					
Uses of Funds per Reserve Target					1,379,884
Emergency/Stabilization	Reserve was established to cover emergencies.	Current reserve policy designates 10% of annual Library property revenues for emergencies.	138,148	Yes	10%

Budget Policies

RESERVE TARGETS					
Category	Purpose	Current Reserve Target	2020 Projected Amount	Reserve Target Met (Yes/No)	Percent of Reserve
OPEN SPACE					
Uses of Funds per Reserve Target					24,052,295
Emergency/ Stabilization	Reserve was established to cover revenue fluctuations which might impact the Fund's ability to make debt service payments, as well as emergencies related to acquisitions.	Reserve per OSBT is to cover an amount based on 20% of operating budget plus outstanding General Obligation and BMPA debt totals supported by sales tax revenues.	4,810,459	Yes	20%
PLANNING AND DEVELOPMENT SERVICES					
Uses of Funds per Reserve Target					8,894,062
Emergency/ Stabilization	This is an unappropriated reserve which was established to cover revenue fluctuations and operating emergencies.	10% of the operating budget that is funded by fees and permit revenue.	889,406	Yes	10%
RECREATION ACTIVITY					
Uses of Funds per Reserve Target					11,647,328
Emergency/ Stabilization	Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.	Target is to allow a rolling fund balance to provide stability to annual operations that may otherwise be affected by shortfalls in revenue.	1,164,733	Yes	10%
STORMWATER/FLOOD MANAGEMENT UTILITY					
Uses of Funds per Reserve Target					5,947,437
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	25% of Fund's operating budget (including transfers).	1,486,859	Yes	25%
TRANSPORTATION					
Uses of Funds per Reserve Target					21,842,060
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	Reserve is set at 5% of Fund's operating budget.	1,092,103	Yes	5%
TRANSPORTATION DEVELOPMENT					
Uses of Funds per Reserve Target					1,217,791
Emergency/ Stabilization	This is an unappropriated reserve for operating and capital emergencies and revenue shortfalls.	5% of Fund's beginning balance.	60,890	Yes	5%
UNIVERSITY HILL COMMERCIAL DISTRICT					
Uses of Funds per Reserve Target					632,342
Emergency/ Stabilization	This is an unappropriated reserve to fund unanticipated operating emergencies. Also included within this reserve are funds intended to meet the 3% of Funding Sources Reserve Requirements of TABOR.	16.7% of Fund's total uses.	105,601	Yes	16.7%
WASTEWATER UTILITY					
Uses of Funds per Reserve Target					11,083,136
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	25% of Fund's operating budget (including transfers).	2,770,784	Yes	25%
WATER UTILITY					
Uses of Funds per Reserve Target					18,619,240
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	25% of Fund's operating budget (including transfers).	4,654,810	Yes	25%

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Debt Service

DEBT POLICY

As stated in the Citywide Financial and Management Policies section, debt shall be considered only for capital purchases/projects and the term of the debt shall not exceed the useful life of the financed asset. Municipal bonds, interfund loans, equipment leases (with the exception of vehicles), and sale/leaseback agreements are approved methods for financing capital projects.

DEBT ADMINISTRATION

The following table shows the city's outstanding debt issuance as of December 31, 2018.

SUMMARY OF OUTSTANDING DEBT (in \$1,000s)			
	Government	Business	Total
General Obligations Payable	\$ 14,087	\$ 3,968	\$ 18,055
Pension Bonds Payable	6,271	-	6,271
Revenue Bonds payable	-	133,646	133,646
Capital Improvement Bonds	36,048	-	36,048
Certificates of Participation	37,165	-	37,165
Lease Purchase Revenue Notes Payable	9,804	-	9,804
Notes Payable	2,510	-	2,510
Promissory Notes	-	791	791
Capital Lease Purchase Agreements	6,926	-	6,926
Subtotal	\$ 112,811	\$ 138,405	\$ 251,216
Compensated Absences	\$ 10,747	\$ 978	\$ 11,725
Estimated Claims Payable-Risk Mgmt	3,761	-	3,761
Total	\$ 127,319	\$ 139,383	\$ 266,702

The Combined Schedule of Long-Term Debt Payable and the current debt schedules by fund for 2019-2025 present more detailed information about the debt position of the city.

The city's general obligation and revenue bond credit rating has been established as Aa1 by Moody's Investors Service and AAA by Standard & Poor's. The primary reasons for these high rating levels are the general strength and diversity of the Boulder economy anchored by a major university, above average income indicators, strong financial performance and reserve policies, and affordable debt levels.

Under the City Charter, the city's general obligation bonded debt issuances are subject to a legal limitation based on 3% of total assessed value of real and personal property. None of the city's outstanding debt is supported by property taxes. As a result, all bonded debt is considered to be self-supporting and the ratio of net bonded debt to assessed valuation is zero. The actual calculation of the debt margin is presented in the Computation of Legal Debt Margin schedule.

Debt Service

2019-2025 DEBT SERVICE (in \$1,000s)

Fund/Debt Issues	2019 Actual	2020 Recommend	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
General Fund							
Bonds							
General Obligation Waste - Reduction Bonds, Series 2009 - final payment occurs in 2029							
Principal	\$ 280	\$ 290	\$ 300	\$ 310	\$ 320	\$ 335	\$ 345
Interest	143	134	124	114	101	88	75
Subtotal	\$ 423	\$ 424	\$ 424	\$ 424	\$ 421	\$ 423	\$ 420
Taxable Pension Obligation - Bonds Series 2010 - final payment occurs in 2030							
Principal	\$ 410	\$ 425	\$ 440	\$ 460	\$ 480	\$ 500	\$ 520
Interest	278	262	245	227	209	189	167
Subtotal	\$ 688	\$ 687	\$ 685	\$ 687	\$ 689	\$ 689	\$ 687
General Fund Bonds - Capital Improvement Projects - Bonds Series 2012 - final payment occurs in 2031							
Principal	\$ 2,000	\$ 2,080	\$ 2,165	\$ 2,250	\$ 2,340	\$ 2,435	\$ 2,530
Interest	1,331	1,251	1,168	1,081	991	897	800
Subtotal	\$ 3,331	\$ 3,331	\$ 3,333	\$ 3,331	\$ 3,331	\$ 3,332	\$ 3,330
General Fund Bonds - Hogan-Pancost Land Acquisition (A + B) - Bond Series 2018 - final payment occurs in 2023							
Principal	\$ 501	\$ 532	\$ 565	\$ 599	\$ 313	\$ -	\$ -
Interest	140	109	76	42	7	-	-
Subtotal	\$ 641	\$ 641	\$ 641	\$ 641	\$ 320	\$ -	\$ -
Total	\$ 5,083	\$ 5,083	\$ 5,083	\$ 5,083	\$ 4,761	\$ 4,444	\$ 4,437
Capital Improvement - Community, Culture, Safety Tax Fund							
Note							
CCS Sales and Use Tax Rev. Notes - Capital Improvement Projects - Series 2019 - final payment occurs in 2022							
Principal	\$ 1,933	\$ 1,993	\$ 2,055	\$ 2,119	\$ -	\$ -	\$ -
Interest	222	190	128	65	-	-	-
Subtotal	\$ 2,155	\$ 2,183	\$ 2,183	\$ 2,184	\$ -	\$ -	\$ -
Total	\$ 2,155	\$ 2,183	\$ 2,183	\$ 2,184	\$ -	\$ -	\$ -
Open Space Fund							
Bonds							
Open Space Acquisition Bonds Series 2006 - final payment occurs in 2019							
Principal	\$ 1,945	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	80	-	-	-	-	-	-
Subtotal	\$ 2,025	\$ -					
Open Space Acquisition Bonds Series 2014 - final payment occurs in 2034							
Principal	\$ 440	\$ 445	\$ 455	\$ 460	\$ 470	\$ 480	\$ 495
Interest	216	207	198	189	179	168	158
Subtotal	\$ 656	\$ 652	\$ 653	\$ 649	\$ 649	\$ 648	\$ 653
Total	\$ 2,681	\$ 652	\$ 653	\$ 649	\$ 649	\$ 648	\$ 653

Debt Service

2019-2025 DEBT SERVICE (in \$1,000s)

Fund/Debt Issues	2019 Actual	2020 Recommend	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Water Utility Fund							
Bonds							
Water and Sewer Revenue Ref. Bonds - Series 2007 - final payment occurs in 2019							
Principal	\$ 1,325	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	55	-	-	-	-	-	-
Subtotal	\$ 1,380	\$ -					
Water and Sewer Revenue Refunding Bonds - Series 2011 - final payment occurs in 2021							
Principal	\$ 1,855	\$ 1,930	\$ 2,015	\$ -	\$ -	\$ -	\$ -
Interest	232	158	81	-	-	-	-
Subtotal	\$ 2,087	\$ 2,088	\$ 2,096	\$ -	\$ -	\$ -	\$ -
Water and Sewer Revenue Bonds - Series 2016 - final payment occurs in 2035							
Principal	\$ 1,500	\$ 1,535	\$ 1,565	\$ 1,595	\$ 1,625	\$ 1,660	\$ 1,690
Interest	756	726	695	664	632	599	566
Subtotal	\$ 2,256	\$ 2,261	\$ 2,260	\$ 2,259	\$ 2,257	\$ 2,259	\$ 2,256
Water and Sewer Revenue Bonds - Series 2018 - final payment occurs in 2038							
Principal	\$ 831	\$ 1,350	\$ 1,386	\$ 1,431	\$ 1,472	\$ 1,518	\$ 1,563
Interest	1,571	1,056	1,016	974	931	887	842
Subtotal	\$ 2,402	\$ 2,406	\$ 2,402	\$ 2,405	\$ 2,403	\$ 2,405	\$ 2,405
Total	\$ 8,125	\$ 6,755	\$ 6,758	\$ 4,664	\$ 4,660	\$ 4,664	\$ 4,661
Wastewater Utility Fund							
Bonds							
Water and Sewer Revenue Bonds - Series 2010 - final payment occurs in 2030							
Principal	\$ 470	\$ 480	\$ 495	\$ 510	\$ 525	\$ 540	\$ 560
Interest	205	191	177	162	147	131	115
Subtotal	\$ 675	\$ 671	\$ 672	\$ 672	\$ 672	\$ 671	\$ 675
Water and Sewer Revenue Refunding Bonds - Series 2012 - final payment occurs in 2025							
Principal	\$ 2,250	\$ 2,350	\$ 2,450	\$ 2,575	\$ 2,705	\$ 2,820	\$ 2,945
Interest	905	792	675	552	423	288	147
Subtotal	\$ 3,155	\$ 3,142	\$ 3,125	\$ 3,127	\$ 3,128	\$ 3,108	\$ 3,092
Water and Sewer Revenue Bonds - Series 2015 - final payment occurs in 2035							
Principal	\$ 420	\$ 425	\$ 435	\$ 445	\$ 460	\$ 470	\$ 485
Interest	260	251	242	234	221	207	193
Subtotal	\$ 680	\$ 676	\$ 677	\$ 679	\$ 681	\$ 677	\$ 678
Water and Sewer Revenue Bonds - Series 2018 - final payment occurs in 2038							
Principal	\$ 83	\$ 135	\$ 139	\$ 143	\$ 148	\$ 152	\$ 157
Interest	158	106	102	98	93	89	84
Subtotal	\$ 241	\$ 241	\$ 241	\$ 241	\$ 241	\$ 241	\$ 241
Total	\$ 4,751	\$ 4,730	\$ 4,715	\$ 4,719	\$ 4,722	\$ 4,697	\$ 4,686
Stormwater/Flood Management Utility Fund							
Bonds							
Storm Water & Flood Revenue - Bonds Series 2015 - final payment occurs in 2035							
Principal	\$ 980	\$ 1,010	\$ 1,040	\$ 1,070	\$ 1,100	\$ 1,135	\$ 1,170
Interest	611	582	551	520	488	455	421
Total	\$ 1,591	\$ 1,592	\$ 1,591	\$ 1,590	\$ 1,588	\$ 1,590	\$ 1,591

Debt Service

2019-2025 DEBT SERVICE (in \$1,000s)

Fund/Debt Issues	2019 Actual	2020 Recommend	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
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Downtown Commercial District Fund

Bonds

CAGID Refunding - Bonds Series 2012 - final payment occurs in 2023

Principal	\$ 720	\$ 740	\$ 765	\$ 790	\$ 820	\$ -	\$ -
Interest	115	93	71	48	25	-	-
Total	\$ 835	\$ 833	\$ 836	\$ 838	\$ 845	\$ -	\$ -

Boulder Municipal Property Authority (BMPA) Fund

Lease Purchase Revenue Notes

This debt is paid with base rentals transferred from various funds as indicated in the above debt service schedules.

2005C Luchetta Properties, Inc. - final payment occurs in 2020

Principal	\$ 63	\$ 66	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	6	3	-	-	-	-	-
Subtotal	\$ 69	\$ 69	\$ -				

2013A E.R.T.L. - final payment occurs in 2023

Principal	\$ 506	\$ 523	\$ 540	\$ 557	\$ 575	\$ -	\$ -
Interest	88	71	54	37	19	-	-
Subtotal	\$ 594	\$ -	\$ -				

2018 Lippencott Property

Principal	\$ 247	\$ 255	\$ 264	\$ 274	\$ 283	\$ 293	\$ 303
Interest	244	236	227	217	208	198	188
Subtotal	\$ 491						

Certificates of Participation

Taxable Certificates of Participation - Series 2015 - final payment in 2035

Principal	\$ 1,530	\$ 1,575	\$ 1,625	\$ 1,670	\$ 1,725	\$ 1,780	\$ 1,840
Interest	1,293	1,247	1,200	1,151	1,097	1,041	983
Subtotal	\$ 2,823	\$ 2,822	\$ 2,825	\$ 2,821	\$ 2,822	\$ 2,821	\$ 2,823

Broadband - Taxable Certificates of Participation - Series 2019 - final payment in 2039

Principal	\$ -	\$ 655	\$ 765	\$ 790	\$ 815	\$ 835	\$ 865
Interest	-	750	637	614	591	566	541
Subtotal	\$ -	\$ 1,405	\$ 1,402	\$ 1,404	\$ 1,406	\$ 1,401	\$ 1,406

Total \$ 3,977 \$ 5,381 \$ 5,312 \$ 5,310 \$ 5,313 \$ 4,713 \$ 4,720

Facility Renovation & Replacement Fund

Capital Leases

Energy Efficiency Improvement Project - Phase I with Banc of America Leasing and Capital, LLC

Principal	\$ 126	\$ 133	\$ 139	\$ 146	\$ 153	\$ -	\$ -
Interest	32	26	19	12	5	-	-
Subtotal	\$ 158	\$ 159	\$ 158	\$ 158	\$ 158	\$ -	\$ -

Energy Efficiency Improvement Project - Phases II and III with Suntrust Equipment Finance & Leasing Corp.

Principal	\$ 613	\$ 665	\$ 721	\$ 780	\$ 843	\$ 910	\$ 970
Interest	193	172	150	127	101	73	43
Subtotal	\$ 806	\$ 837	\$ 871	\$ 907	\$ 944	\$ 983	\$ 1,013

Total \$ 964 \$ 996 \$ 1,029 \$ 1,065 \$ 1,102 \$ 983 \$ 1,013

Debt Service

LEASE-PURCHASE OBLIGATIONS (in \$1,000s)

Item	Estimated Amount to be Expended During 2020			Remaining Lifetime Obligation 2021 & Beyond		
	Principal	Interest	Total	Principal	Interest	Total
Real Property						
Open Space Properties	\$ 844	\$ 310	\$ 1,154	\$ 8,145	\$ 2,471	\$ 10,616
Subtotal	\$ 844	\$ 310	\$ 1,154	\$ 8,145	\$ 2,471	\$ 10,616
Leasehold Improvements						
Facilities Asset Management	\$ 798	\$ 198	\$ 996	\$ 5,389	\$ 549	\$ 5,938
Subtotal	\$ 798	\$ 198	\$ 996	\$ 5,389	\$ 549	\$ 5,938
Total	\$ 1,642	\$ 508	\$ 2,150	\$ 13,534	\$ 3,020	\$ 16,554

Represented are all lease/purchase obligations known or predictable at the time of the production of the 2020 budget.

COMPUTATION OF LEGAL DEBT MARGIN FOR THE LAST TEN YEARS (in \$1,000s)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total Assessed Value (Prior Year Assessed Value for Current Year Collections - Estimated)	\$ 2,562,746	\$ 2,566,046	\$ 2,498,114	\$ 2,500,706	\$ 2,567,475	\$ 2,599,362	\$ 3,146,952	\$ 3,667,034	\$ 3,659,653	\$ 4,228,365
Debt Limit - 3% of Total Assessed Value	\$ 76,882	\$ 76,981	\$ 74,943	\$ 75,021	\$ 77,024	\$ 77,981	\$ 94,409	\$ 110,011	\$ 109,790	\$ 126,851
Amount of Debt Applicable to Debt Margin										
Total bonded debt	\$ 49,683	\$ 41,747	\$ 87,242	\$ 77,024	\$ 77,981	\$ 70,793	\$ 37,071	\$ 30,806	\$ 24,326	\$ 20,531
<i>Less deductions allowed by charter:</i>										
Self-supporting GO bonds	\$ 49,683	\$ 41,747	\$ 87,242	\$ 77,024	\$ 77,981	\$ 70,793	\$ 37,071	\$ 30,806	\$ 24,326	\$ 20,531
Total Deductions	\$ 49,683	\$ 41,747	\$ 87,242	\$ 77,024	\$ 77,981	\$ 70,793	\$ 37,071	\$ 30,806	\$ 24,326	\$ 20,531
Debt Applied to Debt Margin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Legal Debt Margin	\$ 76,882	\$ 76,981	\$ 74,943	\$ 75,021	\$ 77,024	\$ 77,981	\$ 94,409	\$ 110,011	\$ 109,790	\$ 126,851

Note: The total indebtedness of the City, payable solely from the proceeds of ad valorem taxes, shall not exceed 3% of assessed value of taxable property in the municipality. Indebtedness payable in whole or in part from other revenue sources, or is subject to annual appropriations by the Boulder City Council, is not included in this limitation. (Charter of the City of Boulder, Sec. 97)