

### 2021 Approved Budget



ne Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished sudget Presentation Award to the City of Boulder, Colorado for its annual budget for the fiscal year beginning invary 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets rogram criteria as a policy document, as an operations guide, as a financial plan, and as a communications evice.
nis award is valid for a period of one year only. We believe our current budget continues to conform to program equirements, and we are submitting it to GFOA to determine its eligibility for another award.



#### GOVERNMENT FINANCE OFFICERS ASSOCIATION

# Distinguished Budget Presentation Award

PRESENTED TO

City of Boulder

Colorado

For the Fiscal Year Beginning

**January 1, 2020** 

Christopher P. Morrill

Executive Director

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### City of Boulder City Council



Council Member
Mary D. Young

Mayor Pro Tem Bob Yates Council Member
Junie Joseph

Council Member Rachel Friend Council Member
Adam Swetlik

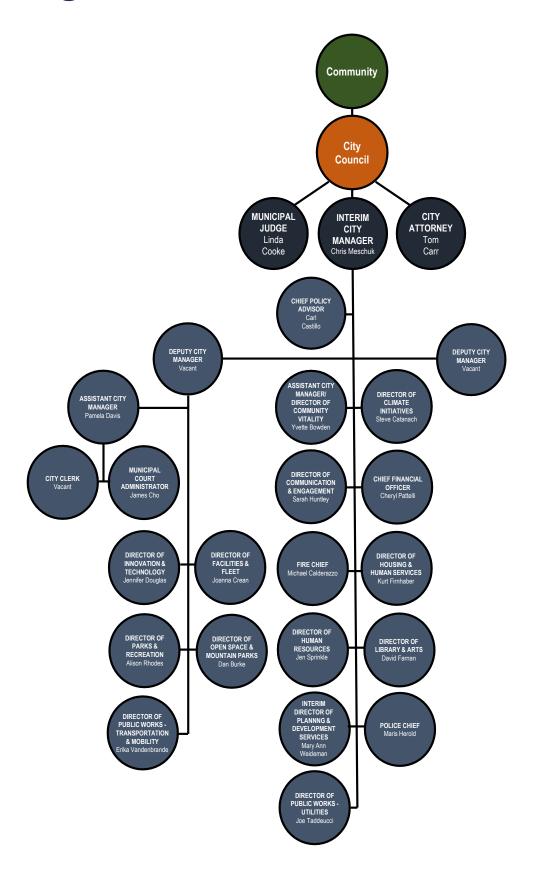
Mayor Sam Weaver

Council Member Mirabai Kuk Nagle Council Member
Aaron Brockett

Council Member
Mark Wallach



### City of Boulder 2021 Organizational Chart



### City of Boulder Leadership Staff

Interim City Manager	Chris Meschuk
City Attorney	Tom Carr
Municipal Judge	Linda P. Cooke
Deputy City Manager	Vacant
Deputy City Manager	Vacant
Assistant City Manager	
Assistant City Manager	Pamela Davis
Chief Policy Advisor	Carl Castillo
City Clerk	Vacant
Director of Climate Initiatives	Steve Catanach
Director of Communication and Engagement	Sarah Huntley
Director of Community Vitality	Yvette Bowden
Director of Facilities and Fleet	Joanna Crean
Chief Financial Officer	Cheryl Pattelli
Fire Chief	Michael Calderazzo
Director of Housing and Human Services	Kurt Firnhaber
Director of Human Resources	Jen Sprinkle
Director of Innovation and Technology	
Director of Library and Arts	David Farnan
Municipal Court Administrator	James Cho
Director of Open Space and Mountain Parks	Dan Burke
Director of Parks and Recreation	Alison Rhodes
Interim Director of Planning and Development Services	
Police Chief	Maris Herold
Director of Public Works for Transportation & Mobility	Erika Vandenbrande
Director of Public Works for Utilities	Joe Taddeucci

### City of Boulder Budget Staff

#### **Central Budget Staff**

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Assistant Director of Finance	Kara Skinner
Senior Budget Manager	Devin Billingsley
Senior Budget Analyst	Justin Greene
Senior Budget Analyst	Sam McQueen
Budget Analyst	Zach Walsh
Budget Analyst	Vacant
Special Thank You to Other Key Contributors	
Budget Book Developer	Alyssa Liddle
Budget Book Developer	Amy Hildebrandt
CIP Coordinator	Chris Ranglos
Department Analysts	
City Attorney's Office	Rewa Ward
City Clerk's Office/City Council	Dianne Marshall
City Manager's Office	Amy McMahon
Communication	Karl Watkins
Community Vitality	Elliott Labonte & Mark Woulf
Climate Initiatives	Heidi Joyce
Facilities & Fleet	Ken Baird
Finance	Erin Kintzle
Fire-Rescue	Devin Billingsley
Human Resources	Mike Giansanti
Housing & Human Services	Tip-arpar Karasudhi
Innovation & Technology	Beth Lemur
Library & Arts	Justin Greene
Municipal Court	Jean Grill
Open Space & Mountain Parks	Lauren Kilcoyne & Cole Moffatt
Parks & Recreation	Jackson Hite & Stacie Hoffmann
Planning & Development Services	Ken Baird
Police	Gina Coluzzi
Public Works - Transportation	Graham Clark
Public Works - Utilities	Ken Baird

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City Council  Oity Many and Office	
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Climate Initiatives     Communication & Engagement	
0 0	
Community Vitality      Facilities & Fleet	
Finance	
Fire-Rescue	
General Governance	
Housing & Human Services	
Human Resources	
<ul> <li>Innovation &amp; Technology</li> </ul>	
Library & Arts	
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Open Space & Mountain Parks	
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Planning & Development Services	
Police	
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### **How to Use This Document**

The City of Boulder's 2021 Approved Budget contains a detailed description of how the city plans to invest available resources into city operations in 2021. The 2021 Approved 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 2021 Approved Budget. The transmittal letter includes a comprehensive list of 2021 Budget Changes.

#### 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 2021 Approved 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, 2020 accomplishments, and 2021 key initiatives for each of the city's individual departments. It includes details on significant changes between the 2020 and 2021 operating budgets, as well as the detailed program budget for each department.

#### 5 | Capital Improvement Program

The City of Boulder's 2021-2026 Capital Improvement Program (CIP) contains information on how the city plans to invest available resources into key infrastructure and facilities between 2021 and 2026. The 2021-2026 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 39 funds, for 2019 actual, 2020 revised, 2021 approved, and 2022-2026 projected amounts.

#### 7 | Appendix

The Appendix section contains supplemental information to the 2021 Approved Budget, including:

- Budget Terms;
- Fund Definitions;
- Codified Fees, Rates, & Charges, which summarizes adopted adjustments to city fees and the effect on revenues:
- Budget Policies, which provides an overview of the city's financial and reserve policies;
- Debt Service, which lists the city's debt service payments from 2021 to 2026, provides a combined schedule of long-term debt, and provides computation of the legal debt margin for the last 10 years; and
- Budget Appropriation Ordinance.

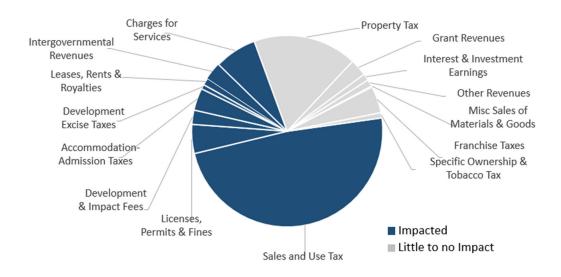
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Dear City Council Members and Boulder Community,

2020 has been an unprecedented and challenging year. The COVID-19 crisis brought harrowing decisions, along with economic hardships Boulder has not experienced in a long time. I am proud of how our local government, nonprofits, business and academic partners came together to address our community's needs. And as I introduce the 2021 budget, I am confident we will be able to continue to do so, thanks to a thoughtful and concerted effort across our organization to prioritize essential and important services with the forward-thinking and progressive approach that sets Boulder apart.

The City Manager's 2021 Proposed Budget, presented to you for your review and consideration, is measured, but effective. The total Proposed Budget is \$341.7 million. This represents a 7.6% decrease over the adopted 2020 budget (excluding transfers/internal service funds). This decrease reflects an estimated 16% drop in sales and use tax revenue in 2020 and continued cause for concern and conservatism in 2021. Sales and use taxes are the key source of funding for core government functions like safety, roads, multi-use path infrastructure, parks, housing, human services, libraries and communications. It is also a source of funding for several dedicated revenue streams approved by voters for open space, transportation and parks.

As this chart shows, the 2020 economic crisis has impacted nearly 70% of the city's revenue:



This reality has required every department in the city to reconsider the programs and services it offers. In many instances, departments have had to do more with less, develop new systems and protocols and find creative ways to meet the community's needs in a time when resources are declining. There will be continuing service level impacts, and it is important that we be transparent about these. If there is a silver lining in this crisis, for me, it is this: our organization stepped up to meet the challenges we faced. All departments made reductions ranging from 1 to 25%, with an average reduction of 7.4%. The table below captures the totals from specific reductions departments made to staffing, operating budgets and in some cases, decreases to capital projects. The chart also reflects reductions across all funds for each department. For example, Parks and Recreation and Housing and Human Services each have multiple dedicated funding sources. This table does not include budget decisions that impacted the entire organization regarding personnel expenses or the limited increases to budgets for key investments.

SIGNIFICANT REDUCTIONS BY DEPARTMENT								
Department	2020 Approved Budget	2021 Significant Reduction Amount	2021 Significant Reduction Percentage					
City Attorney's Office	\$ 3,916,930	\$ (264,927)	-6.8%					
City Clerk's Office	1,002,251	(111,457)	-11.1%					
City Council	451,266	(34,053)	-7.5%					
City Manager's Office	2,452,132	(606,276)	-24.7%					
Climate Initiatives	6,376,516	(501,251)	-7.9%					
Communication & Engagement	2,867,390	(552,691)	-19.3%					
Community Vitality	12,289,351	(1,175,856)	-9.6%					
Facilities & Fleet	26,143,900	(235,978)	-0.9%					
Finance	10,945,680	(622,516)	-5.7%					
Fire-Rescue	22,988,881	(713,500)	-3.1%					
General Governance	3,738,076	(21,900)	-0.6%					
Housing & Human Services	21,637,004	(1,870,986)	-8.6%					
Human Resources	4,609,646	(415,321)	-9.0%					
Innovation & Technology	13,946,478	(774,179)	-5.6%					
Library & Arts <sup>1</sup>	10,704,966	(1,635,731)	-15.3%					
Municipal Court	2,311,474	(465,273)	-20.1%					
Open Space & Mountain Parks	28,275,231	(2,258,703)	-8.0%					
Parks & Recreation	29,634,008	(2,615,524)	-8.8%					
Planning & Development Service	15,611,784	(456,480)	-2.9%					
Police	38,629,082	(2,759,018)	-7.1%					
Transportation & Mobility	44,558,410	(4,393,500)	-9.9%					
Total Reductions		\$ (22,485,120)	-7.4%					

<sup>&</sup>lt;sup>1</sup>Library 2020 Budget excluding one-time capital for North Boulder Library

Some departments, such as Parks and Recreation and Housing and Human Services, fund programs and activities that draw from multiple funding sources. These departments took a holistic and strategic approach to reassess how money was being spent to ensure they could continue the most essential and helpful services, prioritizing the needs of the most vulnerable in our community.

All departments applied an equity lens to these difficult decisions, asking themselves how proposed solutions would impact communities of color and others who may be facing longstanding or increased challenges. Some proposed cuts were not accepted as a result of this analysis.

All departments also shifted the way they do business, first in compliance with public health guidelines and then to identify and encourage efficiencies in business practices. Many of these changes reflected incredibly valuable process improvements, such as offering licensing and permit options online – likely to continue well beyond the pandemic. This innovation reflects the very best thinking of our talented and creative staff, and I am incredibly appreciative of them.

Sadly, the level of cuts necessary to achieve balanced budgets in 2020 and 2021 has resulted in negative impacts to our most critical asset – our employees. In 2020, we furloughed 741 employees and laid off or termed as non-standard 148. All remaining employees not in public safety roles took pay cuts through six furlough days, which resulted in \$1.7 million in cost savings. Employees will continue to share the impact of these challenging times in 2021. While the proposed budget reduces the number of furlough days for 2021 to two, there will be no merit increases for non-union city employees, members of the Boulder Municipal Employees Association (BMEA) and members of the International Association of Firefighters (IAFF), including those who are performing exceptional work. Employees will also face changes to their healthcare plans. While there will no increase in monthly premiums, they may experience an increase in deductibles and out-of-pocket expenses. And most distressing of all, 15 employees will not be returning to work in 2021, as their positions have been eliminated through workforce restructuring.

I am grateful to my colleagues for these sacrifices. One of the primary reasons people choose to work for the City of Boulder – and stay here – is a commitment to public service. Time and time again, I have discovered that this commitment by our staff only deepens in times of trouble, and we owe them our gratitude.

The strategic reductions we have made, combined with these employee contributions, will allow us to continue to deliver on our mission – service excellence for an inspired future – and ensure we are meeting the most essential of our community's needs. Positively, the 2021 budget will allow us to:

- Perform critical public safety functions, including policing, with an eye toward reform, improved oversight
  and engagement with the community, and increased collaboration with human service and mental health
  providers, as well as responding to fires and medical emergencies.
- In coordination with human service agencies and community nonprofits, reinforce our commitment to basic human needs, including housing, health and availability of clean water and food. Prioritize the continuation of innovative COVID-19 response programs, emphasize community mediation services, expand direct support to priority populations including older adults and families with lower incomes, and continue collaborative homelessness strategies that are yielding positive outcomes.
- Proceed with implementing Vision Zero safety improvements while maintaining existing infrastructure, including snow/ice removal. Plan and implement multimodal enhancement projects when significant external funding sources are available.
- Care for Boulder's extensive green and open spaces amid continuing high visitation. Restore service levels, incrementally and with thoughtful prioritization, for Parks and Recreation, Open Space and Mountain Parks, Library and Arts programs affected by COVID-19, recognizing the important role these play in promoting physical, mental and emotional well-being.

- Continue key planning initiatives, consistent with goals established by the Boulder Valley Comprehensive Plan, including CU South annexation and the associated South Boulder Creek Flood mitigation, the East Boulder Subcommunity Plan, the Parks and Recreation Master Plan update, code amendments and projects related to historic preservation and the urban-wildlife interface. Ensure health and safety through code administration, inspection and compliance efforts.
- Focus on ongoing climate action and zero waste initiatives, boosted by a new understanding about the importance of resilience and necessary systems change to address deep-seated inequities that exacerbate our ability to respond and adapt to change.
- Partner with the business community to preserve community vitality and vibrancy.
- Operate top-of-their-class municipal court programs that focus on rehabilitative and restorative justice, reduce barriers to change and achieve accountability with compassion.
- Maintain the city's commitment to meaningful and inclusive engagement, including providing community members with timely, accurate and relevant information, launching a new website and creating a language access strategy to increase bilingual communication and participation.
- Offer high-quality internal services to departments through continued partnerships in technology and innovation, adherence to sound financial practices, provision of legal and governance counsel, and management of city facilities and fleet.

While significant new expenditures are limited, the 2021 budget includes several critical investments, including:

- Bringing the Early Diversion, Get Engaged (EDGE) program, which pairs mental health providers with officers
  trained in crisis intervention to respond effectively to calls related to behavioral health, in-house under
  management by Housing and Human Services.
- Investing in technology to boost the city's efforts to collect and utilize data to support more informed decision-making.
- Establishing annual funding toward replacement of radio infrastructure to ensure reliable and high-quality communications in emergencies.
- Providing funding to support police accreditation, which will include a thorough review of the department and ensure Boulder officers are in alignment with national best practices in policing.
- Providing employees with Personal Protective Equipment (PPE) for when they are in the workplace and out in the community.

At the start of this message, I mentioned the importance of collaboration with our many partners. Our community has stepped up in incredible ways this past year:

- Individuals and families made generous contributions to the Community Foundation Fund and volunteered their time for to nonprofits and critical city services. More than 118 volunteers have worked 3,400 nights, days and weekends serving food, engaging in conversation, and providing supportive health and connections to individuals experiencing homelessness at the Community Response Center, an innovative collaboration between Boulder, Longmont and the county to meet this vulnerable population's COVID-related needs.
- The business community, after taking painful steps to save lives and comply with new health requirements, came to the table with reinvigorated collaboration, positive energy and a can-do spirit, working with the city and health officials to strike a balance between the continued threat of coronavirus and the importance of a thriving local economy.

- Many property owners agreed to work with tenants to address late rent and other challenges associated with widespread and unanticipated unemployment.
- Nonprofits doubled down on their efforts, despite uncertainty about their own future, to serve those most in need.
- Health officials partnered with city staff to ensure we had the most current scientific information to protect our community.
- Leadership at the University of Colorado Boulder and at the Boulder Valley School District coordinated closely with us as they took steps to meet student, faculty and staff needs under rapidly changing and complex conditions.

I mention these communitywide contributions not only to express my profound gratitude, but because this we're-in-this-together spirit will be just as important in 2021 as it was at the onset and in the first few months of the pandemic.

There is tremendous uncertainty regarding national and local economic conditions. And while I am certain the economy will recover, there is no precedent that tells us exactly what to expect. We will need to remain nimble and responsive throughout the next year. The 2021 budget includes the preservation of 17% in reserves which includes a \$1.05 million COVID recovery reserve in case revenues fall short of our current forecasts or there are more unexpected costs associated with the pandemic.

This budget positions us, as your local government, to do our part. Our city leadership and employees are prepared and eager to serve our community during these challenging times. It will, however, take the sum of all the parts to keep our community healthy and vibrant. I look forward to seeing Boulder continue to set new standards for collaboration and innovation. It will take time, but I know our community will ultimately emerge from this crisis stronger and more resilient.

In partnership,

Janes. Braningani

Jane

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SUMMARY BY TYPE OF REQUEST	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Personnel Savings	\$ (744,13		\$ (3,337,239)	
All Departments	, , ,	,	, (2)22 , 22,	
Eliminate Pay Increases	-	-	(3,337,239)	-
Realize Savings from 2 Furlough Days	(744,13		-	-
New/Enhanced Program	\$ 988,31	8 2.50	\$ 1,836,452	9.75
City Clerk's Office	·			
New Budget for Elections & Matching Funds	120,00	- 00	-	-
Finance				
New Senior Internal Auditor Position	4,50	00 -	119,437	1.00
	.,		,	
Fire-Rescue				
Launch Light Response Vehicle Pilot with ALS Capability	-	-	35,000	-
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion)	400.00	-	133,384	-
Increase Department Budget	160,00	-	-	-
General Governance				
New Budget for Centralized Personal Protective Equipment	263,81	8 -	-	-
Housing & Human Services			404.000	4.00
Bring Early Diversion, Get Engaged (EDGE) Program In-House from Police Increase Budget for Human Services Grants	200,00	-	161,920	4.00
ilicrease budget for numan services Grants	200,00	-	-	-
Human Resources				
New Human Resources Information System (HRIS) Administration	-	-	500,000	-
Innovation & Technology			400 445	1.00
New Database Administrator Position	-	-	102,115	1.00
Library & Arts				
Bring Library Security & Support Services In-House	-	-	100,000	1.75
Increase Budget for Cultural Grants (Arts)	100,00	- 00	-	-
Increase Budget for Library Services	100,00	00 2.50	-	-
Open Space & Mountain Parks  Convert Trails Research Coordinator from Temporary to Standard Position			21,606	1.00
Convert Trails Research Coordinator from Temporary to Standard Position	-	-	21,000	1.00
Parks & Recreation				
New Exterior Security Cameras at Recreation Facilities	30,00	- 00	-	-
New On-Demand Fitness Equipment	10,00	- 00	5,000	-
Police				
Increase Budget for Improvements in Body Worn Cameras, In-Car Cameras, & Tasers	-	-	133,297	-
New Budget for Police Accreditation, Policy, Training Needs, & New Accreditation Manager Position	-	-	187,125	1.00
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Police Portion)	-	-	337,568	-
Repurpose Portion of School Resource Officer (SRO) Program to Training Program	-	-	-	-
Continuation of One-Time Program	\$ 943,76	8 10.00	\$ -	0.85
Climate Initiatives	Ψ 0-10,10		•	0.00
Extend 3 Positions to Support Department & Local Power/Municipalization Project	296,81	2 3.00	-	-
Extend Communications Specialist II (Climate Initiatives) Position	89,89	98 1.00	-	-
Planning & Development Services				
Extend Energy Code Position	58,98	34 1.00	) -	
Extend Land Use Code Update Position	72,16			_
Extend Project Specialist/Permit Technician Position	69,14	1.00	-	-
Police	450.00	00 -		0.05
Expand Master Plan	150,00	-	-	0.85
Transportation & Mobility				
Extend GIS Technician Position	71,95	52 1.00	-	-
Hallaton				
Utilities  Extend 2 GIS Technician Positions	134,81	2 0.00	<u> </u>	
Extend 2 GIS Technician Positions	134,81	3 2.00	-	-
Cost Escalation of Existing Service	\$ -	-	\$ 166,200	
City Clerk's Office				
Increase Budget for Online Petitions System Operations & Maintenance	-	-	42,000	-
Polico				
Police Expand Redlight Camera Program			124,200	
Expand Nounght Cambra Frogram	-	-	124,200	-

SUMMARY BY TYPE OF REQUEST	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Cost Reduction of Existing Service	\$ (12,891,886)		\$ (9,423,234)	(56.38
City Attorney's Office	•			·
Eliminate Assistant City Attorney I- Marijuana Position	-	-	(184,776)	(1.00
Repurpose Senior Counsel Position to Assistant City Attorney II Position	-	-	(80,151)	-
City Clerk's Office				
Hold Deputy City Clerk Position Vacant 6 Months	(66,911)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(24,592)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	- 1	-	(19,954)	-
City Council				
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(34,053)	-
City Manager's Office				
Eliminate CMO Equity Specialist Position	-	-	(103,715)	(1.00
Eliminate Management Analyst Position	-	-	(99,083)	(1.00
Eliminate Program & Project Manager Position		-	(162,780)	(1.00
Hold CMO Administrative II Position Vacant	(75,699)	-	-	-
Hold Deputy City Manager Position Vacant 9 Months	(165,000)	-	-	-
Climate Initiatives				
Delay New Initiatives in Department	(182,000)	-	(400,000)	- /4 00
Eliminate Regional Sustainability/Policy Advisor Position	-	-	(128,860)	(1.00
Reduce Salary Cost for Multiple Trash Tax Positions	(20,000)	-	(56,391)	-
Reduce Salary Cost for Zero Waste Team Manager & Hold Vacant 2 Months  Reduce Support for Zero Waste Compliance & Climate Action Plan Energy Advising	(89,000)	-	(25,000)	-
Communication & Engagement	,			
Communication & Engagement  Eliminate Deputy Director Position	_		(167,279)	(1.00
Eliminate Internal Communications III Position	<u>-</u>	_	(121,689)	(1.00
Eliminate Producer/Engineer Position	_	_	(78,723)	(1.00
Hold Engagement Manager Position Vacant TBD Months	(72,000)	-	-	-
Reduce Channel 8 Contractor Funding	-	-	(6,000)	-
Reduce Newsletters from 3 to 2	-	-	(37,000)	-
Reduce Scope of Growing Up Boulder	-	-	(20,000)	-
Suspend Neighborhood Services Grant Program- One-Time	(50,000)	-	-	-
Community Vitality				
Eliminate Parking Enforcement Officer Position	-	-	(68,437)	(1.00
Eliminate Flex Rebate Program	-	-	(100,000)	-
Eliminate Lot Attendant Positions	-	-	(262,419)	(5.13
Reduce Downtown Improvements		-	(60,000)	-
Reduce General Fund Transfer to CAGID	(175,000)	-	-	-
Reduce General Fund Transfer to UHGID	(75,000)	-	-	-
Reduce Hill Reinvestment Strategy Reduce Multiple CIP Projects	(15,000) (420,000)	-	-	-
Reduce Multiple Oir Flojecis	(420,000)	-	-	-
Facilities & Fleet  Reduce Capital Facility Renovation & Replacement			(90,000)	
Reduce Frequency of Window Washing Program	-	-	(11,280)	-
Reduce Major & Minor Maintenance	_	_	(134,698)	_
			, ,	
Finance Eliminate Administrative Specialist II Position	_		(68,996)	(1.00)
Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training	-	_	(67,000)	(1.00)
Eliminate Front Desk Position & Regrade Auditor Position	_	_	(80,000)	(1.00
Hold Budget Analyst II Position Vacant	(97,535)	_	-	-
Hold Financial Analyst Position Vacant	(93,300)	-	-	-
Reduce Accounting Temporary Services	(49,000)	-	-	-
Reduce Financial Consultants	(16,000)	-	(30,000)	-
Reduce Multiple NPE Expenditure Categories- One-Time	(33,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(62,685)	-
Reduce Risk Management Contractual Medical Services	-	-	(25,000)	-
Fire-Rescue				
Modify Water Rescue Program Service	-	=	(31,000)	-
Reduce Programmatic Overtime	-	-	(70,000)	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(80,000)	-
Reduce Occupational Health Programming	-	-	(15,000)	-
Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot	-	-	(300,000)	-
Reduce Community Risk Reduction Administrative Capacity Reduce Wildland Fire Administration & Operations Capacity	-	-	(67,000) (150,500)	(1.00) (1.00)
	-	-	(130,300)	(1.00)
General Governance			(0.1.005)	
Reduce Office of Special Events (OSE) Costs	-	-	(21,900)	-

SUMMARY BY TYPE OF REQUEST	ONE-TIME	FIXED-TERM	ONGOING	ONGOING
	\$	FTE	\$	FTE
Housing & Human Services  Flimingto 3 Older Adult Services (CAS) Customer Service Resitions			(71.421)	(1.50)
Eliminate 3 Older Adult Services (OAS) Customer Service Positions Eliminate Asset Program Manager Position	-	-	(71,431)	(1.50) (1.00)
Eliminate Asset Program Manager Position  Eliminate Data Analytics Project Manager Position	-	-	(118,040) (87,221)	(1.00)
Eliminate Data Analytics Project Manager Position	-	-	(101,547)	(1.00)
Eliminate Older Adult Services (OAS) East Center	_	_	(9,620)	(1.00)
Eliminate Planner III Position	-	-	(105,370)	(1.00)
Eliminate Program Development Manager Position	-	-	(128,860)	(1.00)
Eliminate Program Manager Position	-	-	(110,420)	(1.00)
Eliminate Senior Project Manager Position	-	-	(36,682)	(0.25)
Eliminate Youth Opportunity Program Grant Funds	-	-	(164,500)	-
Reduce Fleet Replacement Funding	(69,948)	-	-	-
Reduce Grants for Homelessness Program	(100,000)	-	-	-
Reduce Human Relations Commission	- · · · · · · · · · · · · · · · · · · ·	-	(9,530)	-
Reduce Human Services Fund Grants	(120,952)		(336,114)	-
Reduce Multiple NPE Expenditure Categories- One-Time	(90,500)	-	- (105.075)	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(125,375)	- (0.05)
Reduce OAS Admin Spc Position and Temporary Help	-		(26,648)	(0.25)
Reduce Youth Opportunity Program Coordinator Position	-		(58,228)	(0.50)
Human Resources				
Eliminate HR Coordinator Position	-	-	(90,321)	(1.00)
Reduce Multiple NPE Expenditure Categories- One-Time	(170,000)	-	-	`-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(140,000)	-
Repurpose Talent Acquisition Manager to Recruiting Program Manager	-	-	(15,000)	-
Innovation & Technology				
Eliminate Business Analyst II Position	_	_	(125,311)	(1.00)
Eliminate Data Analytics Project Manager Position	-	_	(85,173)	(1.00)
Eliminate GIS Program Manager Position	-	-	(120,464)	(1.00)
Eliminate PMO Position	-	-	(79,150)	(1.00)
Eliminate Manager Position (TBD)	_	-	(115,568)	(1.00)
Eliminate Tech Support Analyst II Position	-	-	(86,801)	(1.00)
Reduce Consulting Costs	-	-	(60,000)	- 1
Reduce Staff Training Budget	-	-	(42,501)	-
Suspend IT Paid Internship Program	-	-	(59,211)	-
Library & Arts				
Reduce Administrative Functions & Sponsorships (Arts)	(3,861)	-	(66,484)	-
Reduce Cultural Grants Program (Arts)	(39,312)	-	(117,938)	-
Reduce Public Art Maintenance & Unscheduled Projects (Arts)	(20,000)	-	(5,100)	-
Adjust Operations at Meadows, Reynolds, & NoBo Branch Libraries	-	-	(4,500)	-
Adjust Operations for Library Acquisitions, Collection Development, Resource Services, & Archive	-	-	(127,500)	-
Adjust Operations for Main Library Patron & Youth Services & Materials Handling	-	-	(3,500)	-
Adjust Operations for Materials Handling	-	-	(109,889)	(2.25)
Adjust Operations for Programs, Events, & Sponsorships	-	-	(11,000)	-
Eliminate 2 Programs, Events, & Outreach Specialist Positions	-	-	(94,189)	(1.25)
Eliminate 3 Branch Library Specialist Positions	-	-	(141,037)	(2.25)
Eliminate 3 Library Specialist Positions	-	-	(134,979)	(2.25)
Eliminate Bilingual Library Youth Specialist Position	-	-	(63,997)	(0.50)
Eliminate Branch Services Manager Position	-	-	(102,647)	(1.00)
Eliminate Collection Development & Library Specialist Position			(51,105)	(0.75)
Eliminate Creative Technologist Position	-	-	(63,617)	(1.00)
Eliminate Library & Scheduling Specialist Position	- ·	-	(66,596)	(1.00)
Hold Carnegie Branch Librarian Position Vacant	(90,329)	-	-	-
Hold Resource Services Manager Position Vacant	(110,252)	-	(00.000)	-
Reduce BLDG61 Makerspace Materials	(00.000)	-	(30,000)	-
Reduce BoulderReads Program & Hold BoulderReads Manager Position Vacant	(66,968)	-	(1,500)	-
Reduce Non-Personnel Staff Support	(85,000)	-	(24,432)	-
Municipal Court				
Eliminate 2 Deputy Court Clerk Positions	-	-	(159,556)	(2.00)
Reduce Facilities Renovation & Replacement Funding	(155,678)	-	-	-
Reduce Material Computer Software	(68,845)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(81,193)	-	-	-
Open Space & Mountain Parks				
Reduce Multiple CIP Projects- One-Time	(1,800,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(458,703)	-	-	-

SUMMARY BY TYPE OF REQUEST	ONE-TIME	FIXED-TERM	ONGOING	ONGOING
	\$	FTE	\$	FTE
Parks & Recreation				
Adjust Operations at North Boulder Rec Center & Hold Positions Vacant	(188,301)	-	-	-
Adjust Operations at East Boulder Community Center & Hold Positions Vacant	(308,762)	-	-	-
Adjust Operations at South Boulder Rec Center & Hold Positions Vacant	(272,388)	-	-	-
Adjust Operations at Outdoor Pools & Hold Positions Vacant	(133,876)	-	-	-
Adjust Sports Programming & Hold Positions Vacant	(217,492)	-	-	-
Adjust Gymnastics Programming & Hold Positions Vacant	(284,673)	-	-	-
Adjust EXPAND/Inclusion Programming & Hold Positions Vacant Adjust Youth Services Initiative & Hold Positions Vacant	(254,887)	-	-	-
Reduce Operating Expenses & Hold Positions Vacant	(113,153) (210,498)	-	- (631,494)	-
Planning & Development Services				
Adjust Operations for Rental Licensing Program	-	_	(28,307)	(0.50
Eliminate Administrative Services Position	_	_	(79,776)	(1.0
Eliminate Comprehensive Planning Manager	_	_	(194,117)	(1.0
Hold Deputy Director of Planning & Development Services Position Vacant	(119,280)	_	-	
Reduce Consulting Services Budget for Planning Projects	-	-	(35,000)	-
Police				
Defer Fleet Replacement Funding	(866,397)	_	-	_
Eliminate Police Annex on University Hill	(,)	_	(51,600)	-
Hold 2 Administrative Specialist I Positions Vacant (TBD)	(133,079)	-	(-:,3)	-
Hold 5 Police Officer Positions Vacant	(500,000)	_	_	-
Hold Accident Report Specialist Position Vacant	(63,355)	-	-	-
Hold Animal Protection Officer Position Vacant	(64,792)	-	-	-
Hold Assistant Crime Analyst Position Vacant	(75,351)	-	-	-
Hold Dispatcher Position Vacant	(62,935)	-	-	-
Hold Property & Evidence Tech Position Vacant	(74,589)		-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(290,000)	-	-	-
Repurpose Positions for Get Engaged (EDGE) Program & Move to Housing & Human Services		-	(161,920)	(3.5
Suspend Muni Campus Overtime	(315,000)	-	-	-
ransportation & Mobility				
Delay Boulder Creek Path Improvements from 2021 to 2025-2026	(350,000)	-	-	-
Delay Boulder Valley Employee Survey	(40,000)	-	-	-
Delay Emerald Ash Borer Tree Removal	(325,000)	-	-	-
Delay Fleet Replacement Costs for Street Sweeping Vehicles	(22,000)	-	-	-
Delay Fleet Replacement for CIP & Signals Groups	(60,000)	-	-	-
Delay Table Mesa Multi-Use Path from 2021 to 2022	(600,000)	-	-	-
Delay Tributary Greenways from 2021 to 2022	(97,500)	-	-	-
Eliminate 2021 HOP Fleet Replacement	(123,000)	-	-	-
Eliminate 4 GO Boulder Interns & 1 CIP Intern (Non-Standard)	-	-	(120,000)	-
Eliminate Project Manager Position	-	-	(65,000)	(0.5
Eliminate Project Manager Position	-	-	(165,000)	(1.0
Eliminate Route Optimization Studies for HOP Expansion & Other Transit Studies	-	-	(237,000)	-
Eliminate Senior Planner-Temp Position (Non-Standard)	-	-	(90,000)	-
Eliminate Transit Planner I Position	-	-	(120,000)	(1.0
Eliminate Travel & Training Budget	(60,000)	-	-	-
Hold GO Boulder Manager Position Vacant	(150,000)	-	-	-
Hold Vision Zero Engineer Position Vacant	(130,000)	-	-	-
Realize Savings from Neighborhood Eco-Pass RTD Rebate	(100,000)	-	-	-
Reduce Capital Maintenance Projects (Minimal)	(200,000)	-	-	-
Reduce Consultant-Based Transportation Projects	-	-	(28,000)	-
Reduce HOP Weekend Frequency	(360,000)	-	-	-
Reduce Low Stress Walk/Bike- Neighborhood GreenStreets	(15,000)	-	-	-
Reduce Median Maintenance	(70,000)	-	-	-
Reduce Major Capital Reconstruction	(105,000)	-	-	-
Reduce Multi-Use Path Capital Maintenance	(25,000)	-	-	-
Reduce Mutti-Use Path Enhancements	(25,000)	-	-	-
Reduce Pedestrian Crossing Treatments	(25,000)	-	-	-
Reduce Renewed Transit Vision- Capital	(50,000)	-	-	-
Reduce Scope of Annual Walk & Bike Week	-	-	(15,000)	-
Reduce Street Lighting Service	=	-	(100,000)	-
Reduce Street Sweeping	-	-	(175,000)	-
Reduce TIP Implementation Projects	(160,000)	-	- 1	-
Reduce Transportation Demand Management Program	- 1	-	(116,000)	-
Other	\$ (3,980,000)		\$ -	
Itilities	(0,000,000)		<del>-</del>	
Adjust Water Fund Reserve	(3,980,000)	-	-	-

SUMMARY BY DEPARTMENT	ONE-TIME	FIXED-TERM FTE	ONGOING	ONGOING FTE
Personnel Savings (All Departments)	\$ (744,131)		\$ (3,337,239)	
Cost Reduction of Existing Service				
Eliminate Pay Increases	-	-	(3,337,239)	-
Realize Savings from 2 Furlough Days	(744,131)	-	-	-
City Attorney's Office	\$ -		\$ (264,927)	(1.00)
Cost Reduction of Existing Service				
Eliminate Assistant City Attorney I- Marijuana Position	-	-	(184,776)	(1.00)
Repurpose Senior Counsel Position to Assistant City Attorney II Position	-	-	(80,151)	-
City Clerk's Office	\$ 28,497		\$ 22,046	
New/Enhanced Program				
New Budget for Elections & Matching Funds	120,000	-	-	-
Cost Escalation of Existing Service				
Increase Budget for Online Petitions System Operations & Maintenance	-	-	42,000	-
Cost Reduction of Existing Service				
Hold Deputy City Clerk Position Vacant 6 Months	(66,911)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(24,592)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(19,954)	-
City Council	\$ -	-	\$ (34,053)	
Cost Reduction of Existing Service			()	
Reduce Multiple NPE Expenditure Categories- Ongoing	-	=	(34,053)	-
City Manager's Office Cost Reduction of Existing Service	\$ (240,699)		\$ (365,577)	(3.00)
Eliminate CMO Equity Specialist Position	-	-	(103,715)	(1.00)
Eliminate Management Analyst Position	-	-	(99,083)	(1.00)
Eliminate Program & Project Manager Position	-	-	(162,780)	(1.00)
Hold CMO Administrative II Position Vacant	(75,699)	-	-	-
Hold Deputy City Manager Position Vacant 9 Months	(165,000)	-	-	-
Climate Initiatives	\$ 95,710	4.00	\$ (210,251)	(1.00)
Continuation of One-Time Program				
Extend 3 Positions to Support Department & Local Power/Municipalization Project	296,812	3.00	-	-
Extend Communications Specialist II (Climate Initiatives) Position	89,898	1.00	-	-
Cost Reduction of Existing Service	(400,000)			
Delay New Initiatives in Department	(182,000)	-	- (420,000)	- (4.00)
Eliminate Regional Sustainability/Policy Advisor Position	-	-	(128,860)	(1.00)
Reduce Salary Cost for Multiple Trash Tax Positions		-	(56,391)	-
Reduce Salary Cost for Zero Waste Team Manager & Hold Vacant 2 Months	(20,000) (89,000)	-	(25,000)	-
Reduce Support for Zero Waste Compliance & Climate Action Plan Energy Advising	(89,000)	-	-	-
Communication & Engagement	\$ (122,000)	-	\$ (430,691)	(3.00)
Cost Reduction of Existing Service  Eliminate Deputy Director Position			(167,279)	(1.00)
Eliminate Deputy Director Position  Eliminate Internal Communications III Position	-	-	(121,689)	(1.00)
Eliminate Internal Communications in Position	-	-	(78,723)	(1.00)
Hold Engagement Manager Position Vacant TBD Months	(72,000)	-	(70,723)	(1.50)
Reduce Channel 8 Contractor Funding	(12,000)	-	(6,000)	-
Reduce Newsletters from 3 to 2	-	-	(37,000)	-
Reduce Scope of Growing Up Boulder	_	_	(20,000)	_
Suspend Neighborhood Services Grant Program- One-Time	(50,000)	-	(20,000)	-
Outporte transfillion out vices Chant Frogram One-Time	(30,000)	-	-	-

Community Vitality         \$ (895,000)         \$ (490,858)           Cost Reduction of Existing Service         (88,437)           Eliminate Parking Enforcement Officer Position         . (88,437)           Eliminate Parking Enforcement Officer Position         . (100,000)           Eliminate Lot Attendent Positions         . (202,419)           Reduce Demotive Improvements         . (80,000)           Reduce General Fund Transfer to OHGID         (175,000)         . (200,000)           Reduce General Fund Transfer to UHGID         (75,000)         . (200,000)           Reduce Demotive Services         (420,000)         . (200,000)           Reduce Comment Fund Transfer to UHGID         (75,0000)         . (200,000)           Reduce Complete Fund         (420,0000)         . (200,000)           Reduce Copital Facility Revolution & Replacement         . (80,0000)         . (80,0000)           Reduce Capital Facility Revolution & Replacement         . (80,0000)         . (80,0000)           Reduce Application of Existing Service         (824,335)         . (11,280)           Reduce Application of Existing Service         (80,000)         . (11,480)           Reduce Copital Reduction of Existing Service         (80,000)         . (11,480)           Reduce Alligide Prosition         4,500         . (119,437)      <	SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Eliminate Parking Enforcement Officer Position	Community Vitality	\$ (685,000)	-	\$ (490,856)	(6.13
Eliminate Fax Rebate Program         - (100,000)           Eliminate Lot Attendant Positions         - (262,418)           Reduce Downtown Improvements         - (60,000)           Reduce General Fund Transfer to CAGID         (175,000)         - (26,000)           Reduce Hill Reinvestment Strategy         (15,000)         - (20,000)           Reduce Hill Reinvestment Strategy         (15,000)         - (20,000)           Reduce Hill Reinvestment Strategy         (80,000)         - (80,000)           Reduce Data Facility Renovation & Replacement         - (80,000)         - (80,000)           Reduce Capital Facility Renovation & Replacement         - (80,000)         - (11,200)           Reduce Applied Facility Renovation & Replacement         - (80,000)         - (11,200)           Reduce Applied Facility Renovation & Replacement         - (80,000)         - (11,200)           Reduce Program         - (11,200)         - (11,200)           Reduce Applied Facility Renovation & Replacement         - (80,000)         - (11,200)           Reduce Capital Facility Renovation & Replacement         - (80,000)         - (11,200)           Reduce Program         - (80,000)         - (80,000)         - (80,000)           Resultation of Existing Service         - (80,000)         - (80,000)         - (80,000)         - (80,000)	Cost Reduction of Existing Service				
Eliminate Lot Allandant Positions	Eliminate Parking Enforcement Officer Position	-	-	(68,437)	(1.00
Reduce Goneral Fund Transfer to CAGID	Eliminate Flex Rebate Program	-	-	(100,000)	-
Reduce General Fund Transfer to CAGID	Eliminate Lot Attendant Positions	-	-	(262,419)	(5.13
Reduce General Fund Transfer to UHGID         (75,000)         -         -           Reduce Multiple CIP Projects         (15,000)         -         -           Faculititios & Flect         -         -         \$ (235,978)           Cost Reduction of Existing Service         -         -         (90,000)           Reduce Frequency of Window Washing Program         -         -         (11,280)           Reduce Frequency of Window Washing Program         -         -         (11,280)           Reduce Frequency of Window Washing Program         -         -         (11,280)           Reduce Program         -         -         (134,698)           Finance         (284,335)         -         (214,244)           New Senior Internal Auditor Position         4,500         -         119,437           Cost Reduction of Existing Service         -         -         (68,969)           Eliminate External Occupations affectly and Health Administration (OSHA) Audit & Training         -         -         (68,969)           Eliminate External Occupations affectly and Health Administration (OSHA) Audit & Training         -         -         (60,000)           Hold Binardial Analyst Position Vacant         (93,300)         -         -           Reduce Counting Temporary Services	Reduce Downtown Improvements	-	-	(60,000)	-
Reduce Hill Reinvestment Strategy         (15,000)         -         -           Reduce Multiple CIP Projects         (420,000)         -         -           Cost Reduction of Existing Service         -         (235,978)           Cost Reduction of Existing Service         -         (90,000)           Reduce Capital Facility Renovation & Replacement         -         (90,000)           Reduce Making Program         -         (11,280)           Reduce Major & Minor Maintenance         (284,3335)         -         (214,244)           New Enhanced Program           New Senior Internal Auditor Position         4,500         119,437           Cost Reduction of Existing Service           Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training         -         (68,996)           Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training         -         (68,996)           Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training         -         (68,996)           Eliminate External Occupational Safety and Legistry of Program         -         (68,996)           Hold Braincal Analyst Position Vacant         (97,535)         -         -           Hold Enhancial Analyst Position Vacant         (97,535)	Reduce General Fund Transfer to CAGID	(175,000)	-	-	-
Reduce Multiple CIP Projects	Reduce General Fund Transfer to UHGID	(75,000)	-	-	-
Pacilities & Float   Pacility Renovation & Replacement   Pacility Renovation & Reduce Major & Minor Maintenance   Pacility Renovation & Pacility Renovation & Pacility Renovation   Pacility Renovation & Pacility Renovation   Pacility Renov	Reduce Hill Reinvestment Strategy	(15,000)	-	-	-
Cast Reduce Capital Facility Renovation & Replacement	Reduce Multiple CIP Projects	(420,000)	-	-	-
Reduce Capital Facility Renovation & Replacement	Facilities & Fleet	\$ -		\$ (235,978)	
Reduce Frequency of Window Washing Program         .         (11.280)           Reduce Major & Minor Maintenance         \$ (284.335)         .         (134.698)           Finance         \$ (284.335)         .         \$ (214.244)           New Senior Internal Auditor Position         4,500         .         119,437           Cost Reduction of Existing Service           Eliminate Administrative Specialist II Position         .         .         (68,996)           Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training         .         .         .         (68,000)           Hold Budget Analyst II Position Vacant         .	Cost Reduction of Existing Service				
Reduce Major & Minor Maintenance	Reduce Capital Facility Renovation & Replacement	-	-	(90,000)	-
New Senior Internal Auditor Position	· · · · · · · · · · · · · · · · · · ·	-	-		-
New/Enhanced Program           New Senior Internal Auditor Position         4,500         119,437           Cost Reduction of Existing Service         Service           Elliminate Administrative Specialist II Position         -         (66,996)           Elliminate External Occupational Safety and Health Administration (OSHA) Audit & Training         -         (67,000)           Elliminate External Occupational Safety and Health Administration (OSHA) Audit & Training         -         (80,000)           Hold Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training         -         (80,000)           Hold Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training         -         (80,000)           Hold Eliminate External Occupations & Regrade Auditor Position         -         (80,000)           Hold Financial Analyst Position Vacant         (97,535)         -         -           Hold Financial Analyst Position Vacant         (97,535)         -         -           Reduce Accounting Temporary Services         (49,000)         -         -           Reduce Enhancial Consultants         (16,000)         -         (30,000)           Reduce Pinancial Consultants         (16,000)         -         (62,685)           Reduce Risk Management Contractual Medical Services         \$ 160,000	Reduce Major & Minor Maintenance	-	-	(134,698)	-
New Senior Internal Auditor Position	Finance	\$ (284,335)	-	\$ (214,244)	(1.00
Eliminate Administrative Specialist II Position	New/Enhanced Program				
Eliminate Administrative Specialist II Position	New Senior Internal Auditor Position	4,500	-	119,437	1.00
Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training	Cost Reduction of Existing Service				
Eliminate Front Desk Position & Regrade Auditor Position	Eliminate Administrative Specialist II Position	-	-	(68,996)	(1.00
Hold Budget Analyst II Position Vacant	Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training	-	-	(67,000)	-
Hold Financial Analyst Position Vacant (93,300)     Reduce Accounting Temporary Services (49,000)     Reduce Financial Consultants (16,000)     Reduce Multiple NPE Expenditure Categories- One-Time (33,000)     Reduce Multiple NPE Expenditure Categories- Ongoing Reduce Multiple NPE Expenditure Categories- Ongoing     Reduce Risk Management Contractual Medical Services     Reduce Risk Management Contractual Medical Services     Reduce Risk Management Contractual Medical Services     Reduce Program   Launch Light Response Vehicle Pilot with ALS Capability     Launch Light Response Vehicle Pilot with ALS Capability     New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion)     Increase Department Budget     Reduce Department Budget     Modify Water Rescue Program Service   -   (31,000)     Reduce Programmatic Overtime   (70,000)     Reduce Occupational Health Programming   (80,000)     Reduce Occupational Health Programming   (15,000)     Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot     Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot     Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot     Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot     Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot     Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot     Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot     Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot     Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot     Reduce Overtime Through Alternative Deployment Model	Eliminate Front Desk Position & Regrade Auditor Position	-	-	(80,000)	(1.00
Reduce Accounting Temporary Services         (49,000)         -         -           Reduce Financial Consultants         (16,000)         -         (30,000)           Reduce Multiple NPE Expenditure Categories- One-Time         (33,000)         -         -           Reduce Multiple NPE Expenditure Categories- Ongoing         -         -         (62,685)           Reduce Risk Management Contractual Medical Services         -         -         (25,000)           Fire-Rescue         \$ 160,000         -         \$ (545,116)           New/Enhanced Program           Launch Light Response Vehicle Pilot with ALS Capability         -         -         35,000           New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion)         -         -         133,384           Increase Department Budget         160,000         -         -         -           Cost Reduction of Existing Service           Modify Water Rescue Program Service         -         -         (31,000)           Reduce Programmatic Overtime         -         -         (30,000)           Reduce Multiple NPE Expenditure Categories- Ongoing         -         -         (80,000)           Reduce Occupational Health Programming         -         - <td>Hold Budget Analyst II Position Vacant</td> <td>(97,535)</td> <td>-</td> <td>-</td> <td>-</td>	Hold Budget Analyst II Position Vacant	(97,535)	-	-	-
Reduce Financial Consultants (16,000) - (30,000) Reduce Multiple NPE Expenditure Categories- One-Time (33,000)	Hold Financial Analyst Position Vacant	(93,300)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time (33,000) (62,685) Reduce Multiple NPE Expenditure Categories- Ongoing - (62,685) Reduce Risk Management Contractual Medical Services (25,000)  Fire-Rescue \$160,000 - \$(545,116)  New/Enhanced Program  Launch Light Response Vehicle Pilot with ALS Capability 35,000 New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion) 133,384 Increase Department Budget - 160,000 133,384  Cost Reduction of Existing Service  Modify Water Rescue Program Service (31,000) Reduce Programmatic Overtime (70,000) Reduce Multiple NPE Expenditure Categories- Ongoing (80,000) Reduce Occupational Health Programming (15,000) Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot (300,000)	Reduce Accounting Temporary Services	(49,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing Reduce Risk Management Contractual Medical Services - (25,000)  Fire-Rescue S 160,000 - \$ (545,116)  New/Enhanced Program  Launch Light Response Vehicle Pilot with ALS Capability 35,000 New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion) 133,384 Increase Department Budget  Modify Water Rescue Program Service  Modify Water Rescue Program Service (31,000) Reduce Programmatic Overtime (70,000) Reduce Multiple NPE Expenditure Categories- Ongoing Reduce Occupational Health Programming Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot - (300,000)	Reduce Financial Consultants	(16,000)	-	(30,000)	-
Reduce Risk Management Contractual Medical Services  - (25,000)  Fire-Rescue \$ 160,000 - \$ (545,116)  New/Enhanced Program  Launch Light Response Vehicle Pilot with ALS Capability 35,000  New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion) 133,384  Increase Department Budget 160,000 133,384  Increase Department Budget 160,000	Reduce Multiple NPE Expenditure Categories- One-Time	(33,000)	-	-	-
Fire-Rescue \$ 160,000 - \$ (545,116)  New/Enhanced Program  Launch Light Response Vehicle Pilot with ALS Capability 35,000  New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion) 133,384  Increase Department Budget 160,000	Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(62,685)	-
Launch Light Response Vehicle Pilot with ALS Capability  Launch Light Response Vehicle Pilot with ALS Capability  New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion)  Rew Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion)  160,000  160,000  100,	Reduce Risk Management Contractual Medical Services	-	-	(25,000)	-
Launch Light Response Vehicle Pilot with ALS Capability  New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion)  160,000  160,000  100,000	Fire-Rescue	\$ 160,000		\$ (545,116)	(2.00
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion) Increase Department Budget  Cost Reduction of Existing Service  Modify Water Rescue Program Service  Modify Water Rescue Program Service  Reduce Programmatic Overtime Reduce Multiple NPE Expenditure Categories- Ongoing Reduce Occupational Health Programming Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot  - 133,384 - 160,000 - 2 313,384 - 3 (31,000) - 3 (31,000) - 3 (70,000) - 3 (80,000) - 3 (15,000) - 3 (300,000)	New/Enhanced Program				
Cost Reduction of Existing Service         -         -         -         -           Modify Water Rescue Program Service         -         -         (31,000)           Reduce Programmatic Overtime         -         -         (70,000)           Reduce Multiple NPE Expenditure Categories- Ongoing         -         -         (80,000)           Reduce Occupational Health Programming         -         -         (15,000)           Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot         -         -         (300,000)	Launch Light Response Vehicle Pilot with ALS Capability	-	-	35,000	-
Cost Reduction of Existing Service           Modify Water Rescue Program Service         -         -         (31,000)           Reduce Programmatic Overtime         -         -         (70,000)           Reduce Multiple NPE Expenditure Categories- Ongoing         -         -         (80,000)           Reduce Occupational Health Programming         -         -         (15,000)           Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot         -         -         (300,000)	New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion)	-	-	133,384	-
Modify Water Rescue Program Service         -         -         (31,000)           Reduce Programmatic Overtime         -         -         (70,000)           Reduce Multiple NPE Expenditure Categories- Ongoing         -         -         (80,000)           Reduce Occupational Health Programming         -         -         (15,000)           Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot         -         -         (300,000)	Increase Department Budget	160,000	-	-	-
Modify Water Rescue Program Service         -         -         (31,000)           Reduce Programmatic Overtime         -         -         (70,000)           Reduce Multiple NPE Expenditure Categories- Ongoing         -         -         (80,000)           Reduce Occupational Health Programming         -         -         (15,000)           Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot         -         -         (300,000)	Cost Reduction of Existina Service				
Reduce Programmatic Overtime - (70,000) Reduce Multiple NPE Expenditure Categories- Ongoing - (80,000) Reduce Occupational Health Programming - (15,000) Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot - (300,000)		-	-	(31,000)	-
Reduce Multiple NPE Expenditure Categories- Ongoing - (80,000) Reduce Occupational Health Programming - (15,000) Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot - (300,000)	·	-	_	, ,	-
Reduce Occupational Health Programming - (15,000) Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot - (300,000)		_	_	, , ,	_
Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot (300,000)		-	_		_
	· · · · · · · · · · · · · · · · · · ·	_	_		_
	Reduce Community Risk Reduction Administrative Capacity	-	-	(67,000)	(1.00
Reduce Wildland Fire Administration & Operations Capacity (150,500)	·	-	-	, , ,	(1.00

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING	ONGOING FTE
General Governance	\$ 263,818		\$ (21,900)	
New/Enhanced Program	•		, , ,	
New Budget for Centralized Personal Protective Equipment	263,818	-	-	-
Cost Reduction of Existing Service				
Reduce Office of Special Events (OSE) Costs	-	-	(21,900)	-
Housing & Human Services	\$ (181,400)	-	\$ (1,327,666)	(4.50)
New/Enhanced Program				
Bring Early Diversion, Get Engaged (EDGE) Program In-House from Police	-	-	161,920	4.00
Increase Budget for Human Services Grants	200,000	-	-	-
Cost Reduction of Existing Service				
Eliminate 3 Older Adult Services (OAS) Customer Service Positions	-	-	(71,431)	(1.50)
Eliminate Asset Program Manager Position	-	-	(118,040)	(1.00)
Eliminate Data Analytics Project Manager Position	-	-	(87,221)	(1.00)
Eliminate Human Services Planner Position	-	-	(101,547)	(1.00)
Eliminate Older Adult Services (OAS) East Center	-	-	(9,620)	-
Eliminate Planner III Position	-	-	(105,370)	(1.00)
Eliminate Program Development Manager Position	-	-	(128,860)	(1.00)
Eliminate Program Manager Position	-	-	(110,420)	(1.00)
Eliminate Senior Project Manager Position	-	-	(36,682)	(0.25)
Eliminate Youth Opportunity Program Grant Funds	-	-	(164,500)	-
Reduce Fleet Replacement Funding	(69,948)	-	-	-
Reduce Grants for Homelessness Program	(100,000)	-	-	-
Reduce Human Relations Commission	-	-	(9,530)	-
Reduce Human Services Fund Grants	(120,952)		(336,114)	-
Reduce Multiple NPE Expenditure Categories- One-Time	(90,500)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(125,375)	-
Reduce OAS Admin Spc Position and Temporary Help	-		(26,648)	(0.25)
Reduce Youth Opportunity Program Coordinator Position	-		(58,228)	(0.50)
Human Resources	\$ (170,000)	-	\$ 254,679	(1.00)
New/Enhanced Program	+ (***,****)		,	(1133)
New Human Resources Information System (HRIS) Administration	-	-	500,000	-
Cost Reduction of Existing Service				
Eliminate HR Coordinator Position	-	_	(90,321)	(1.00)
Reduce Multiple NPE Expenditure Categories- One-Time	(170,000)	-	-	
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(140,000)	-
Repurpose Talent Acquisition Manager to Recruiting Program Manager	-	-	(15,000)	-
Innovation & Technology	\$ -	-	\$ (672,065)	(5.00)
New/Enhanced Program	·		, (, ,, ,, ,,	(* * * /
New Database Administrator Position	-	-	102,115	1.00
Cost Reduction of Existing Service				
Eliminate Business Analyst II Position			(125,311)	(1.00)
Eliminate Business Analyst in Position  Eliminate Data Analytics Project Manager Position	-	-	(125,311)	(1.00)
Eliminate Data Analytics Project Manager Position  Eliminate GIS Program Manager Position	-	-	(120,464)	(1.00)
Eliminate GIS Program Manager Position  Eliminate PMO Position	-	-		
Eliminate Pivio Position  Eliminate Manager Position (TBD)	-	-	(79,150) (115,568)	(1.00)
	-	-	(115,568)	(1.00)
Eliminate Tech Support Analyst II Position Reduce Consulting Costs	-	-	(86,801)	(1.00)
•	-	-	(60,000)	-
Reduce Staff Training Budget	-	-	(42,501)	-
Suspend IT Paid Internship Program	-	-	(59,211)	-

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Library & Arts	\$ (215,722)	2.50	(1,120,010)	(10.50)
New/Enhanced Program				
Bring Library Security & Support Services In-House	-	-	100,000	1.75
Increase Budget for Cultural Grants (Arts)	100,000	-	-	-
Increase Budget for Library Services	100,000	2.50	-	-
Cost Reduction of Existing Service				
Reduce Administrative Functions & Sponsorships (Arts)	(3,861)	-	(66,484)	-
Reduce Cultural Grants Program (Arts)	(39,312)	-	(117,938)	-
Reduce Public Art Maintenance & Unscheduled Projects (Arts)	(20,000)	-	(5,100)	-
Adjust Operations at Meadows, Reynolds, & NoBo Branch Libraries	-	-	(4,500)	-
Adjust Operations for Library Acquisitions, Collection Development, Resource Services, & Archive	-	-	(127,500)	-
Adjust Operations for Main Library Patron & Youth Services & Materials Handling	-	-	(3,500)	-
Adjust Operations for Materials Handling	-	-	(109,889)	(2.25)
Adjust Operations for Programs, Events, & Sponsorships	-	-	(11,000)	-
Eliminate 2 Programs, Events, & Outreach Specialist Positions	-	-	(94,189)	(1.25)
Eliminate 3 Branch Library Specialist Positions	-	-	(141,037)	(2.25)
Eliminate 3 Library Specialist Positions	-	-	(134,979)	(2.25)
Eliminate Bilingual Library Youth Specialist Position	-	-	(63,997)	(0.50)
Eliminate Branch Services Manager Position	-	-	(102,647)	(1.00)
Eliminate Collection Development & Library Specialist Position			(51,105)	(0.75)
Eliminate Creative Technologist Position	-	-	(63,617)	(1.00)
Eliminate Library & Scheduling Specialist Position	-	-	(66,596)	(1.00)
Hold Carnegie Branch Librarian Position Vacant	(90,329)	-	-	-
Hold Resource Services Manager Position Vacant	(110,252)	-	-	-
Reduce BLDG61 Makerspace Materials	-	-	(30,000)	-
Reduce BoulderReads Program & Hold BoulderReads Manager Position Vacant	(66,968)	-	(1,500)	-
Reduce Non-Personnel Staff Support	(85,000)	-	(24,432)	-
Municipal Court	\$ (305,717)	-	(159,556)	(2.00)
Cost Reduction of Existing Service			(150.550)	(0.00)
Eliminate 2 Deputy Court Clerk Positions	- (455.070)	-	(159,556)	(2.00)
Reduce Facilities Renovation & Replacement Funding	(155,678)	-	-	-
Reduce Material Computer Software	(68,845)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(81,193)	-	-	-
Open Space & Mountain Parks	\$ (2,258,703)	-	21,606	1.00
New/Enhanced Program				
Convert Trails Research Coordinator from Temporary to Standard Position	-	-	21,606	1.00
Cost Reduction of Existing Service				
D   14        O    D         O    T				_
Reduce Multiple CIP Projects- One-Time	(1,800,000)	-	-	
Reduce Multiple CIP Projects- One-Time Reduce Multiple NPE Expenditure Categories- One-Time	(1,800,000) (458,703)	-	-	-
·		- -	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(458,703)	-	-	
Reduce Multiple NPE Expenditure Categories- One-Time  Parks & Recreation	(458,703)	-	-	•
Reduce Multiple NPE Expenditure Categories- One-Time  Parks & Recreation  New/Enhanced Program	(458,703) \$ (1,944,030)	-	(626,494)	-
Parks & Recreation  New/Enhanced Program  New Exterior Security Cameras at Recreation Facilities  New On-Demand Fitness Equipment	\$ (458,703) \$ (1,944,030) 30,000	-	626,494)	•
Parks & Recreation  New/Enhanced Program  New Exterior Security Cameras at Recreation Facilities  New On-Demand Fitness Equipment	\$ (458,703) \$ (1,944,030) 30,000	-	626,494)	-
Reduce Multiple NPE Expenditure Categories- One-Time  Parks & Recreation  New/Enhanced Program  New Exterior Security Cameras at Recreation Facilities  New On-Demand Fitness Equipment  Cost Reduction of Existing Service	\$ (458,703) \$ (1,944,030) 30,000 10,000	-	626,494)	-
Reduce Multiple NPE Expenditure Categories- One-Time  Parks & Recreation  New/Enhanced Program  New Exterior Security Cameras at Recreation Facilities New On-Demand Fitness Equipment  Cost Reduction of Existing Service  Adjust Operations at North Boulder Rec Center & Hold Positions Vacant	\$ (458,703) \$ (1,944,030) 30,000 10,000 (188,301)	-	626,494)	
Parks & Recreation  New/Enhanced Program  New Exterior Security Cameras at Recreation Facilities New On-Demand Fitness Equipment  Cost Reduction of Existing Service  Adjust Operations at North Boulder Rec Center & Hold Positions Vacant Adjust Operations at East Boulder Community Center & Hold Positions Vacant	\$ (1,944,030) \$ (1,944,030) 30,000 10,000 (188,301) (308,762)	-	626,494)	- - - - - - - - - - - - - - - - - - -
Parks & Recreation  New/Enhanced Program  New Exterior Security Cameras at Recreation Facilities New On-Demand Fitness Equipment  Cost Reduction of Existing Service  Adjust Operations at North Boulder Rec Center & Hold Positions Vacant Adjust Operations at South Boulder Rec Center & Hold Positions Vacant Adjust Operations at South Boulder Rec Center & Hold Positions Vacant	\$ (1,944,030) \$ (1,944,030) 30,000 10,000 (188,301) (308,762) (272,388)	-	626,494)	- - - - - - - -
Parks & Recreation  New/Enhanced Program  New Exterior Security Cameras at Recreation Facilities New On-Demand Fitness Equipment  Cost Reduction of Existing Service  Adjust Operations at North Boulder Rec Center & Hold Positions Vacant Adjust Operations at South Boulder Rec Center & Hold Positions Vacant Adjust Operations at South Boulder Rec Center & Hold Positions Vacant Adjust Operations at Outdoor Pools & Hold Positions Vacant	(458,703) \$ (1,944,030)  30,000 10,000  (188,301) (308,762) (272,388) (133,876)	-	626,494)	- - - - - - - - - - -
Parks & Recreation  New/Enhanced Program  New Exterior Security Cameras at Recreation Facilities New On-Demand Fitness Equipment  Cost Reduction of Existing Service  Adjust Operations at North Boulder Rec Center & Hold Positions Vacant Adjust Operations at East Boulder Community Center & Hold Positions Vacant Adjust Operations at South Boulder Rec Center & Hold Positions Vacant Adjust Operations at Outdoor Pools & Hold Positions Vacant Adjust Operations at Outdoor Pools & Hold Positions Vacant Adjust Sports Programming & Hold Positions Vacant	(458,703) \$ (1,944,030)  30,000 10,000  (188,301) (308,762) (272,388) (133,876) (217,492)	-	626,494)	- - - - - - - - - - -
Reduce Multiple NPE Expenditure Categories- One-Time  Parks & Recreation  New/Enhanced Program  New Exterior Security Cameras at Recreation Facilities New On-Demand Fitness Equipment  Cost Reduction of Existing Service  Adjust Operations at North Boulder Rec Center & Hold Positions Vacant Adjust Operations at East Boulder Community Center & Hold Positions Vacant Adjust Operations at South Boulder Rec Center & Hold Positions Vacant Adjust Operations at Outdoor Pools & Hold Positions Vacant Adjust Sports Programming & Hold Positions Vacant Adjust Gymnastics Programming & Hold Positions Vacant	(458,703) \$ (1,944,030)  30,000 10,000  (188,301) (308,762) (272,388) (133,876) (217,492) (284,673)	-	626,494)	- - - - - - - - - - -

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Planning & Development Services	\$ 81,013	3.00	\$ (337,200)	(2.50)
Continuation of One-Time Program				
Extend Energy Code Position	58,984	1.00	-	-
Extend Land Use Code Update Position	72,166	1.00	-	-
Extend Project Specialist/Permit Technician Position	69,143	1.00	-	-
Cost Reduction of Existing Service				
Adjust Operations for Rental Licensing Program	-	-	(28,307)	(0.50)
Eliminate Administrative Services Position	-	-	(79,776)	(1.00)
Eliminate Comprehensive Planning Manager	-	-	(194,117)	(1.00)
Hold Deputy Director of Planning & Development Services Position Vacant	(119,280)	-	-	-
Reduce Consulting Services Budget for Planning Projects	-	-	(35,000)	-
Police	\$ (2,295,498)		\$ 568,670	(1.65)
New/Enhanced Program			·	` '
Increase Budget for Improvements in Body Worn Cameras, In-Car Cameras, & Tasers	-	-	133,297	-
New Budget for Police Accreditation, Policy, Training Needs, & New Accreditation Manager Position	-	-	187,125	1.00
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Police Portion)	-	-	337,568	-
Repurpose Portion of School Resource Officer (SRO) Program to Training Program	-	-	-	-
Continuation of One-Time Program				
Expand Master Plan	150,000	-	-	0.85
Cost Escalation of Existing Service				
Expand Redlight Camera Program	-	-	124,200	-
Cost Reduction of Existing Service				
Defer Fleet Replacement Funding	(866,397)	-	-	-
Eliminate Police Annex on University Hill	-	-	(51,600)	-
Hold 2 Administrative Specialist I Positions Vacant (TBD)	(133,079)	-	-	-
Hold 5 Police Officer Positions Vacant	(500,000)	-	-	-
Hold Accident Report Specialist Position Vacant	(63,355)	-	-	-
Hold Animal Protection Officer Position Vacant	(64,792)	-	-	-
Hold Assistant Crime Analyst Position Vacant	(75,351)	-	-	-
Hold Dispatcher Position Vacant	(62,935)	-	-	-
Hold Property & Evidence Tech Position Vacant	(74,589)		-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(290,000)	-	-	-
Repurpose Positions for Get Engaged (EDGE) Program & Move to Housing & Human Services	- 1	-	(161,920)	(3.50)
Suspend Muni Campus Overtime	(315,000)	-	-	-

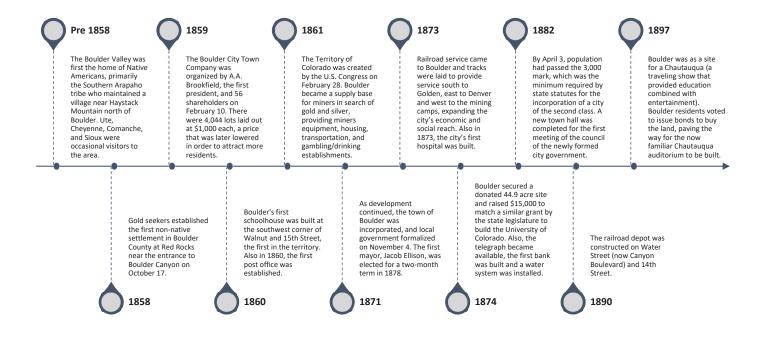
SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Transportation & Mobility	\$ (3,020,548)	1.00	· · · · · · · · · · · · · · · · · · ·	(2.50)
Continuation of One-Time Program	(2)		, , , , , , , , ,	, , ,
Extend GIS Technician Position	71,952	1.00	-	-
Cost Reduction of Existing Service				
Delay Boulder Creek Path Improvements from 2021 to 2025-2026	(350,000)	-	-	-
Delay Boulder Valley Employee Survey	(40,000)	-	-	-
Delay Emerald Ash Borer Tree Removal	(325,000)	-	-	-
Delay Fleet Replacement Costs for Street Sweeping Vehicles	(22,000)	-	-	-
Delay Fleet Replacement for CIP & Signals Groups	(60,000)	-	-	-
Delay Table Mesa Multi-Use Path from 2021 to 2022	(600,000)	-	-	-
Delay Tributary Greenways from 2021 to 2022	(97,500)	-	-	_
Eliminate 2021 HOP Fleet Replacement	(123,000)	-	-	_
Eliminate 4 GO Boulder Interns & 1 CIP Intern (Non-Standard)	-	-	(120,000)	_
Eliminate Project Manager Position	-	-	(65,000)	(0.50)
Eliminate Project Manager Position	-	-	(165,000)	(1.00)
Eliminate Route Optimization Studies for HOP Expansion & Other Transit Studies	_	_	(237,000)	-
Eliminate Senior Planner-Temp Position (Non-Standard)	_	_	(90,000)	_
Eliminate Transit Planner I Position	_	_	(120,000)	(1.00)
Eliminate Travel & Training Budget	(60,000)	_	(120,000)	(1.00)
Hold GO Boulder Manager Position Vacant	(150,000)	_	_	_
Hold Vision Zero Engineer Position Vacant	(130,000)	_	_	_
Realize Savings from Neighborhood Eco-Pass RTD Rebate	(100,000)	_	_	_
Reduce Capital Maintenance Projects (Minimal)	(200,000)	_	_	_
Reduce Consultant-Based Transportation Projects	(200,000)	-	(28,000)	-
Reduce HOP Weekend Frequency	(360,000)	-	(20,000)	-
	, ,	-	-	-
Reduce Low Stress Walk/Bike- Neighborhood GreenStreets	(15,000)	-	-	-
Reduce Major Capital Reconstruction	(105,000)	-	-	-
Reduce Median Maintenance	(70,000)	-	-	-
Reduce Multi-Use Path Capital Maintenance	(25,000)	-	-	-
Reduce Mutti-Use Path Enhancements	(25,000)	-	-	-
Reduce Pedestrian Crossing Treatments	(25,000)	-	-	-
Reduce Renewed Transit Vision- Capital	(50,000)	-	- (45.000)	-
Reduce Scope of Annual Walk & Bike Week	-	-	(15,000)	-
Reduce Street Lighting Service	-	-	(100,000)	-
Reduce Street Sweeping	-	-	(175,000)	-
Reduce TIP Implementation Projects	(160,000)	-	- -	-
Reduce Transportation Demand Management Program	-	-	(116,000)	-
Utilities	\$ (3,845,187)	2.00	-	-
Continuation of One-Time Program				
Extend 2 GIS Technician Positions	134,813	2.00	-	-
Other				
Adjust Water Fund Reserve	(3,980,000)	-	-	-

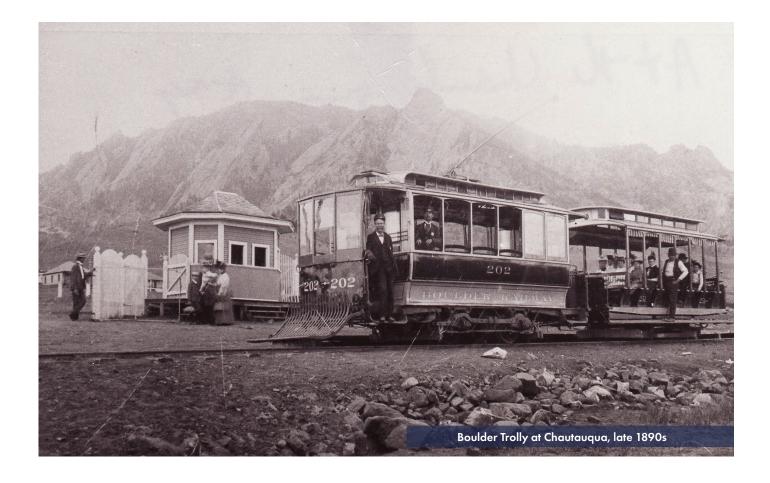
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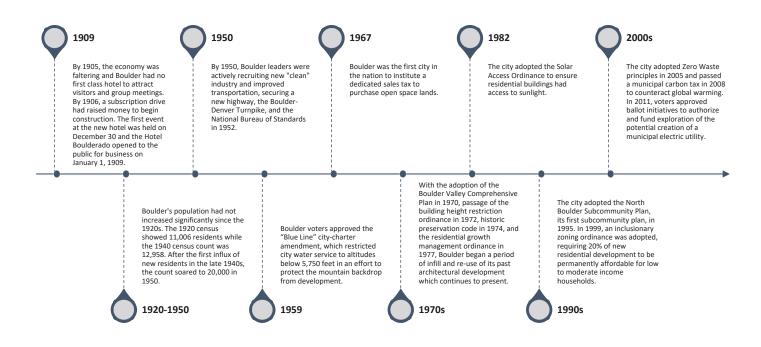


#### **History of Boulder & City Government**





#### **History of Boulder & City Government**





#### **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.

# City of Boulder Voters ELECT City Council, who SELECTS the Mayor & Mayor ProTem and HIRES the City Manager, City Attorney, & Municipal Judge who HIRE the Directors of City Departments, who CARRY OUT POLICY

#### 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.

The city has received numerous and varied awards including, but not limited to:

- Outstanding Achievement in Local Government Innovation Alliance for Innovation, July 2020
- What Works Cities Silver Certification 2020 What Works Cities, June 2020
- America's 10 Best Small Cities for 2020 Travel Pulse, June 2020
- Gold-level Walk Friendly Community Walk Friendly Communities, May 2020
- America's Best Bike Networks People for Bikes, May 2020

Demographic Characteristics		
Population	105,673	(1)
Median Age	28.5	(2)
Median Education	73.9% with Bachelor's degree or +	(1)
Median Family Income	\$113,391	(2)
Median Household Income	\$66,117	(1)
Per Capita Income	\$42,203	(1)
Median Sales Price - Detatched Home	\$872,000	(3)
Median Rent	\$1,466	(1)
% of Population in Poverty	21.3%	(1)
Unemployment Rate	8.2%	(4)

<sup>(1)</sup> US Census

<sup>(2)</sup> American Community Survey

<sup>(3)</sup> Boulder Area Realtor Association

<sup>(4)</sup> Bureau of Labor Statistics (May 2020)

#### **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 is in the early phases of implementing this new, innovative approach to budgeting to incorporate better performance metrics, higher levels 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 most 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.

The city then began classifying programs and service into the four Budgeting for Community Resilience categories: essential, important, helpful and amenity for the 2020 mid-year budget reduction process as well as the 2021 Budget development process. Through this, the organization prioritized funding on essential and important services and learned there is continued work and discussion that must happen to understand and define services and service levels. This work will continue through the end of 2020 and early 2021 as well as work to better define key performance indicators and metrics which will be used to develop the recommended 2022 Budget.

### **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.

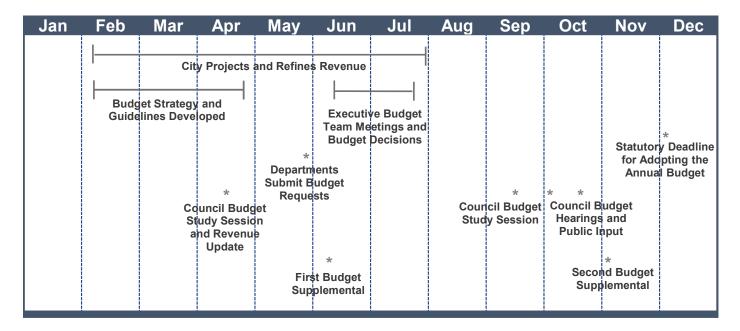
#### **Budget Process**

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.

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 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.

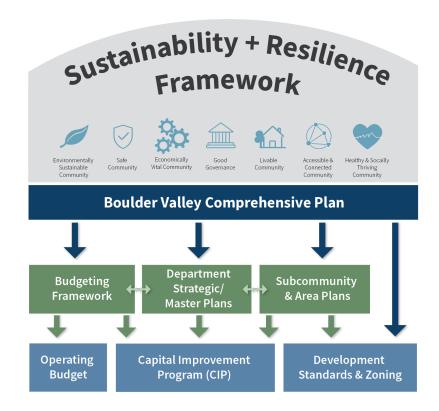
### **City of Boulder Fund Accounting**

Governmental Funds				Proprieta	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	Dental Self-Insurance	
	Boulder Junction Access GID TDM	Library	Transit Pass GID	Permanent Park & Recreation	University Hill Commercial District	Equipment Replacement	
	Boulder Municipal Property Authority	Lottery	Transportaion Development		Wastewater Utility	Facility Renovation & Replacement	
	Capital Development	Open Space	Transportation		Water Utility	Fleet Operations & Replacement	
	Climate Action Plan					Property & Casualty Insurance	
						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, and Fire-Rescue. Facilities, Police and Parks & Recreation master plans or master plan updates are now underway or kicking off shortly. Management is committed to better considering and incorporating future financial impacts of adopted 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

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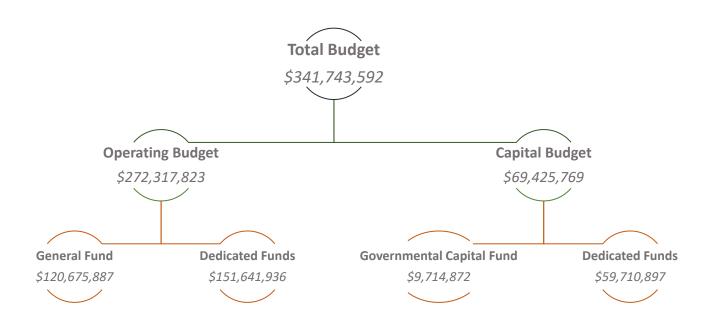


#### **Citywide Summary of Sources & Uses**

The 2021 Approved Budget totals \$341.7 million and represents a 7.6% decrease over the 2020 Budget for all funds, including Governmental, Enterprise, Internal Service, and Capital Improvement funds. The primary factor in this \$28 million budget decrease from 2020 are operating and capital costs from Sales Tax supported funds.

The adopted operating budget of \$272.3 million represents a 6% decrease compared to 2020, mainly due to strategic personnel and operating reductions to compensate for the large decline in projected revenue.

#### 2021 Approved Budget



The funds summary table on the following page provides an executive summary of the city's funds, drawing from projected January 1, 2021 beginning and December 31, 2021 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 \$56 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

#### FUNDS SUMMARY **Projected Fund Balance** 2021 Approved Budget (Draw From)/ Estimated **Fund** As of 12/31/2021 As of 1/1/2021 Uses **Contribution To Sources** Fund Balance 147,328,354 146,937,662 General 31,005,918 32,056,608 1,050,690 6,050,417 Governmental Capital 10,866,184 9,714,872 7,201,729 1,151,312 .25 Cent Sales Tax 2,539,731 8,423,320 2,235,994 (303,737)8,119,584 Affordable Housing 5,546,662 5,074,402 2,919,288 7,701,777 2,155,115 Airport 1.798.033 693.374 371.990 2.119.417 321.384 Boulder Junction GID Parking 9.902 478.377 300.646 187.633 177.731 **Boulder Junction Access GID TDM** 633,325 361,792 507,568 779,101 271,533 **Boulder Junction Improvement** 4,734,308 1,098,942 500,000 5,333,250 598,942 **Boulder Municipal Property Authority** 458,334 3,915,408 3,915,408 458,334 Capital Development (335,849)8,323,192 684,413 1,020,262 7,987,343 Climate Action Plan 79,259 343,405 2,110,010 2,030,752 422.664 Community, Culture & Safety Tax 1,154,996 9,659,134 5,435,466 5,378,664 4,223,668 Community Development Block Grant (CDBG) 824,551 824,551 3,059,469 Community Housing Assistance Program 322,059 3,177,696 440,286 118,227 Compensated Absences 2,181,110 883,004 743,660 2,320,437 139,327 Computer Replacement 7,667,486 3,146,784 5,595,121 5,219,149 (2,448,337)Dental Self Insurance 292,000 1,152,000 885,800 558,200 266,200 **Downtown Commercial District** 13,312,857 8,020,655 7,791,574 13,541,938 229,081 **Equipment Replacement** 6,035,579 1,959,204 654,242 7,340,542 1,304,963 Facility Renovation and Replacement 3,119,063 8,004,039 3,299,079 7.824.024 (180,015)Fleet Operations and Replacement 18,981,710 9,154,733 7,055,788 21,080,656 2,098,946 **HOME Investment Partnership Grant** 1,186,669 1,186,669 Library 1,005,898 1,619,569 1,434,767 1,190,699 184,801 Lottery 126,106 1,007,112 1,007,067 126,151 45 9,197,885 26,825,024 27,878,199 (1,053,175)Open Space 8,144,710 Permanent Park and Recreation 2,872,241 3,625,061 6,401,761 95,541 (2,776,700)Planning and Development Services 7,301,957 10,218,090 12,242,346 5,277,701 (2,024,256)Property and Casualty Insurance 4,413,928 2,374,700 3,083,411 3,705,217 (708,711)Recreation Activity 10,126,789 1,064,006 9,625,921 500,867 1,564,873 Stormwater/Flood Management Utility 15,733,898 16,199,502 16,892,046 15,041,354 (692,544)Sugar Sweetened Beverage Distribution Tax 19,253 3,800,000 3,800,000 19,253 Telecommunications 2.679.286 511,577 412.795 2,778,068 98,782 Transit Pass GID (Forest Glen) 32,963 20,215 19,464 33,715 752 Transportation 17,220,179 30,598,897 29,268,768 18,550,308 1,330,129 Transportation Development 1,701,149 1,029,418 893,339 1,837,228 136,079 University Hill Commercial District 880,168 422,931 590,466 712,633 (167,535)Wastewater Utility 13,167,148 25,662,784 30,258,348 8,571,585 (4,595,563)Water Utility 28,389,543 38,294,139 38,800,169 27,883,514 (506,029)Worker's Compensation Insurance 2,991,093 2,578,490 2,171,236 3,398,347 407,254 228,066,007 \$ 398,200,164 \$ 397,807,514 \$ 229,118,643 \$ 1,052,636

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 2019 actual and 2020 revised budget amounts. Moreover, each fund's emergency reserve policy and current balances are summarized in the Appendix section of this document.

### **COMBINED BUDGET SUMMARY**

Sources	2019 Actual	2020 Approved	2021 Approved
Sales and Use Taxes	\$ 149,069,606	\$ 137,718,268*	\$ 129,929,677
Charges for Services	82,082,691	89,721,914	87,835,578
Property Tax	44,747,423	49,968,985	50,267,372
Intergovernmental Revenues	9,557,510	8,801,575	9,715,985
Franchise Taxes	15,596,584	12,887,401	13,010,003
Licenses, Permits & Fines	14,484,042	13,944,641	11,320,124
Development & Impact Fees	26,696,908	9,736,635	9,979,197
Accommodation-Admission Taxes	10,865,194	10,658,680	6,770,251
Other Revenues	7,968,226	3,558,863	3,592,983
Specific Ownership & Tobacco Tax	2,694,174	2,504,248	2,473,204
Leases, Rents & Royalties	7,094,378	8,871,603	7,056,334
Interest & Investment Earnings	7,271,041	4,364,765	4,245,428
Development Excise Taxes	3,379,223	2,209,692	2,227,666
Grant Revenues	3,308,884	8,175,866	3,411,412
Misc Sales of Materials & Goods	2,374,972	2,520,467	2,264,268
Intragovernmental Charges	20,706,956	19,984,666	23,613,694
Interfund Transfers, Cost Allocation	 53,109,024	30,911,415	30,486,987
Total Sources	\$ 461,006,835	\$416,539,684	\$ 398,200,164

Us	es	2019 Actual	2020 Approved	2021 Approved
Personnel	\$	151,359,635	\$ 161,910,552	\$ 150,562,205
Operating		133,288,022	98,702,524	93,910,336
Capital		54,065,089	80,767,694	69,425,769
Debt Service		26,213,876	28,336,825	27,842,664
	Subtotal	364,926,623	369,717,595	341,740,974
Transfers		32,831,064	36,298,330	30,505,627
Internal Services		23,240,079	24,082,673	25,560,913
	Total Uses \$	420,997,766	\$ 430,098,598	\$ 397,807,514

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

<sup>\*2020</sup> Approved revenue does not include the extension of the .15 cent city sales and use tax for maintenance, restoration, acquisition and preservation of open space land. Please note that this total would be 143,018,268 including ordinance 8377.

### **Key Budget Assumptions**

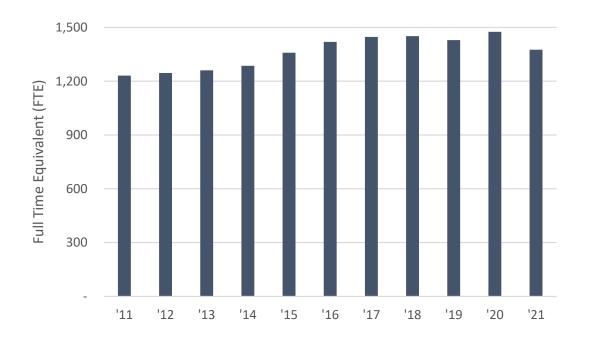
The summary of key assumptions table documents global budget assumptions that govern cost estimates provided by each city department.

	Rate of Change
Revenues	
Retail Sales Tax	-11.00%
	1.00%
Property Tax	8.00%
Water Rates	*****
Wastewater Rates	5.00%
Stormwater/Flood Management Rates	12.00%
Most Codified Fees for Service	CPI
Expenses	
Non-Personnel Budgets, Rate of Increase	0.00%
Management/Non-union Employees	0.00%
Boulder Municipal Employees Association	0.00%
Fire Union Employees	0.00%
Police Union Employees*	3.50%

<sup>\*</sup> As stipulated per BPOA contract.

### **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 2021 Approved Budget includes a citywide staffing level of 1,375.83 FTE. As can be seen in the chart below, the city manages staffing levels in connection with changing economic conditions and revenue projections.



#### Staffing Levels by Department

The 2021 Approved Budget proposes a total city staffing level of 1,375.83 FTE. In 2020 and into 2021, several positions were eliminated and/or reduced to address changing economic conditions. The 2021 Approved Budget includes an ongoing reduction of 55.88 FTEs across departments to align with decreased revenue projections. In addition, 35.25 FTEs will be held vacant in 2021 with the intention of filling these positions again as revenues recover. The approved staffing level also includes 10.60 new ongoing FTEs and the extension or addition of 10.00 fixed-term FTEs to meet changing service-level needs. Also reflected for 2021 is the full-time equivalent of the city's non-standard staffing. Non-standard staff, more commonly referred to as seasonal or temporary employees, provide a needed supplement to standard staff on a seasonal basis, largely in the summer.

STAFFING LEVELS BY DEPA	RTMENT						
	2020 Revised Staffing	2021 Standard Reduced <sup>1</sup>	2021 Standard New <sup>2</sup>	2021 Vacancies Held <sup>3</sup>	2021 Recommended Staffing	2021 Fixed-Term Extensions <sup>4</sup>	2021 Recommended Non-Standard Staffing <sup>5</sup>
City Attorney's Office	28.00	(1.00)			27.00		1.05
City Clerk's Office	4.00				4.00		
City Council	1.00				1.00		
City Manager's Office	13.00	(3.00)		(1.00)	9.00		
Climate Initiatives	21.00	(1.00)		(2.00)	18.00	4.00	2.51
Communication & Engagement	20.75	(3.00)			17.75		
Community Vitality	47.01	(6.13)			40.88		
Facilities & Fleet	37.54				37.54		
Finance	45.00	(2.00)	1.00	(2.00)	42.00		
Fire-Rescue	124.00	(2.00)			122.00		
General Governance	0.00				0.00		
Housing & Human Services	48.75	(8.50)	4.00		44.25		1.37
Human Resources	23.00	(1.00)			22.00		
Innovation & Technology	44.00	(6.00)	1.00		39.00		
Library & Arts	81.75	(12.25)	1.75	(2.50)	68.75	2.50	
Municipal Court	18.35	(2.00)			16.35		
Open Space & Mountain Parks	125.35		1.00		126.35		55.65
Parks & Recreation	143.50			(17.75)	125.75		61.39
Planning & Development Services <sup>6</sup>	91.90	(2.50)		(1.00)	88.40	3.00	
Police	289.25	(3.50)	1.85	(7.00)	280.60		
Transportation & Mobility	81.52	(2.50)		(2.00)	77.02	1.00	3.18
Utilities	168.19				168.19	2.00	8.20
	Totals 1,456.86	(56.38)	10.60	(35.25)	1,375.83	12.50	133.35

<sup>&</sup>lt;sup>1</sup>FTEs recommended for ongoing elimination. Some position eliminations were made in 2020 and will continue in 2021.

<sup>&</sup>lt;sup>2</sup>New recommended standard FTEs.

<sup>&</sup>lt;sup>3</sup>Positions to be held vacant for all of 2021. Recommend filling FTEs in 2022.

<sup>&</sup>lt;sup>4</sup>Fixed-term FTEs with 2020 expiration dates recommended to continue in 2021.

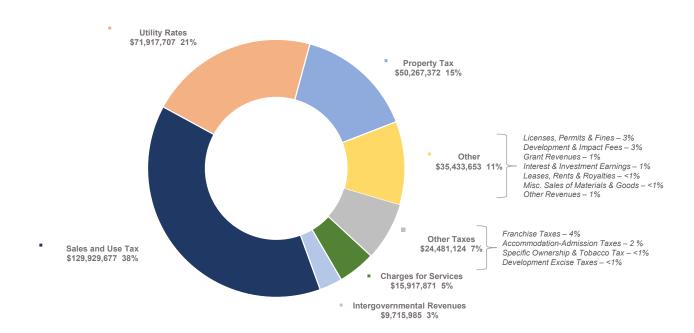
<sup>&</sup>lt;sup>5</sup>Seasonal and temporary FTEs calculated based on average of \$17.94 per hour over 2080 working hours per year. These are equivalency estimates and do not reflect actual number of staff.

<sup>&</sup>lt;sup>6</sup>17.08 FTEs in Planning & Development Services expired in 2020.

#### **Citywide Sources (Revenues)**

The 2021 Approved Budget is based on projected citywide revenues of \$337.7 million, representing a 6.3% decrease from the total revenues projected for the 2020 budget. This is mainly due to a sharp decline in expected retail sales and use taxes, as well as decreased expected income from tourism and recreation. This large decline is partially negated by stabilizing sources of income from real estate taxes as well as utility revenue. 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 74% of the total sources of city funds.

### **CITYWIDE SOURCES (REVENUES) FOR 2021**

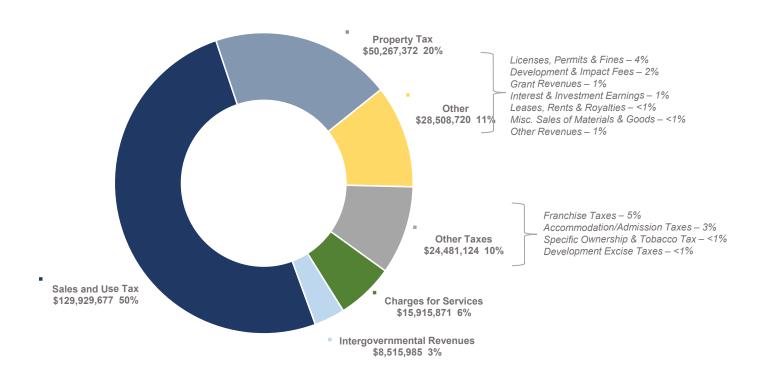


TOTAL = \$337,663,389

### 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 2021, EXCLUDING UTILITIES

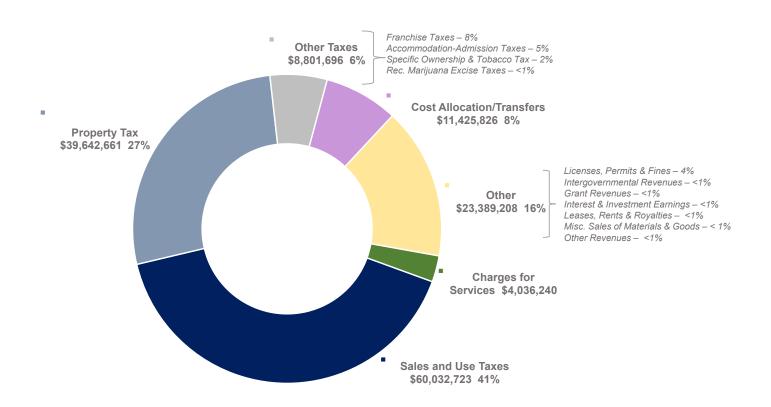


TOTAL = \$257,618,749

### **General Fund Sources (Revenues)**

The 2021 Approved Budget is based on projected General Fund revenues of \$147.3 million, which represents a 6.7% decrease from the total revenues projected for the 2020 budget. This decrease is largely due to a fall in projected sales and use tax from decreased economic activity. Property tax will be a stabilizing force in 2021 and will help mitigate this dramatic loss in sales tax revenue.

#### **GENERAL FUND SOURCES (REVENUES) FOR 2021**

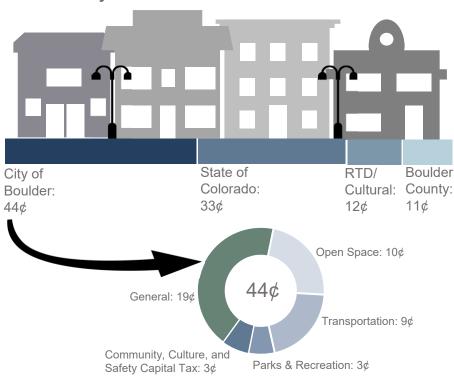


TOTAL = \$147,328,354

#### Sales & Use Tax Revenue

Sales and use taxes comprise 38% 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 44 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 Fund (which supports capital infrastructure).

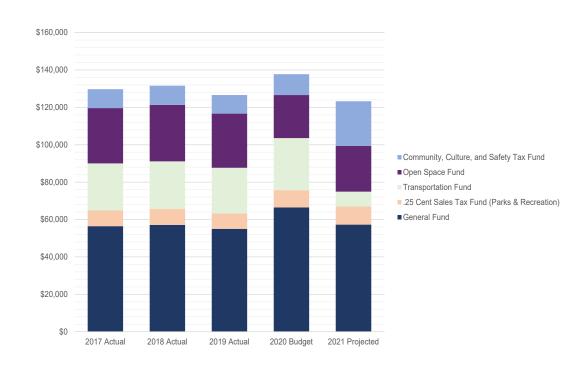
### For every retail tax \$ collected in Boulder:



#### Sales & Use Tax Revenue, Continued

Retail sales tax, which is three-fourths of total sales and use tax revenue, has been impacted and is projected to be impacted significantly as the region grapples with the ongoing public health crisis. The city has partnered with the University of Colorado to attempt to get a realistic picture of what revenues will look like moving forward. As of June 2020, retail sales tax has fallen 11% year to date from the prior year. The city is currently projecting an 11% decrease from what was originally budgeted in 2020.

### **SALES TAX REVENUES 2017-2021 (in 1,000s)**



Sales & Use Tax Revenue, Continued

#### **SALES & USE TAX COMPONENTS IN 2021**

	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
General Fund Subtotal	1.79%	_		
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
Open Space Fund [5]	0.15%	January 1, 2004	January 1, 2020	December 31, 2039
Open Space Subtotal	0.77%	_	• •	•
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
Transportation Subtotal	0.75%			
2020 Total	3.86%	_		

#### **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

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

[5] In 2013, voters approved the extension of the 0.15% Sales and Use Tax for Open Space until 2019 at which point it would shift to Transportation for 2020 through 2029, and then shift to General Fund purposes for 2030 to 2039, expiring at the end of 2039. At the same time in 2013, a temporary 0.15% Sales and Use Tax for Transportation was approved by voters to bridge the gap until 2020 when the 0.15% Sales and Use Tax for Open Space (previous sentence) shifted to Transportation. In 2019, that 0.15% temporary Transportation tax was extended and repurposed to the Open Space Fund and expires at the end od 2039.

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

<sup>[2]</sup> 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.

<sup>[3]</sup> 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, at which point it expires.

<sup>[4]</sup> In 2013, voters approved the extension of this 0.33% Sales and Use Tax as follows: 0.33% for Open Space from 2014 through 2018; 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.

### Sales & Use Tax Revenue, Continued

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

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: Overall sales and use tax rate declines due to expiration of the 0.25 cent tax supporting Parks & Recreation.

2036: Portion of open space tax shifts to General Fund.

#### **APPROVED SALES & USE TAXES 2020-2039**



### **Property Tax Revenue**

In odd years, property values are assessed, and the residential rate is adjusted, as needed, to comply with the Gallagher Amendment to the Colorado Constitution. With that, the 2019 reassessment and adjustment of the residential assessment rate to 7.15% impacted property taxes payable in 2020 and 2021. Property tax revenue estimates for 2021 used the city's mill levy and the 2019 citywide assessed value escalated by 1% to account for 2020 additions.

The calculation of property tax is:

Market Value of Property x Assessment Rate x Mill Levy = Property Tax

For taxes payable in 2020 and 2021 the residential assessment rate is 7.15% and the commercial assessment rate is 29%. For example:

Residential: For every \$100,000 of home value, homeowners pay \$85.66 in property tax to the City of Boulder.

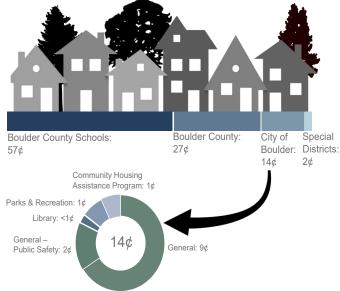
 $$100.000 \times 7.15\% \times 0.011981 = $85.66$ 

Commercial: For every \$100,000 in commercial value, business owners pay \$347.50 in property tax to the City of Boulder.

 $$100,000 \times 29\% \times 0.011981 = $347.50$ 

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.





#### **Property Tax Revenue, Continued**

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. The revenue received from the 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-Bruced" funds. Forest Glen Special District supports Eco Passes for residents of that district and collects only enough to pay for that program.

#### **MILL LEVY & PROJECTED REVENUE**

Tax Year	Revenue Year
2020	2021

Taxing Entity	Mill Levy	Projected Temporary Credit	Projected Adjusted Mill Levy	20	21 Projected Revenue
General Citywide	11.981	-	11.981	\$	47,968,488
Downtown District (CAGID)*	9.990	6.404	3.460	\$	1,354,702
University Hill District (UHGID)*	4.984	3.266	1.719	\$	33,873
Boulder Junction - Parking	10.000	-	10.000	\$	329,256
Boulder Junction - Transportation**	5.000	-	5.000	\$	565,910
Forest Glen	2.310	1.203	1.383	\$	15,142

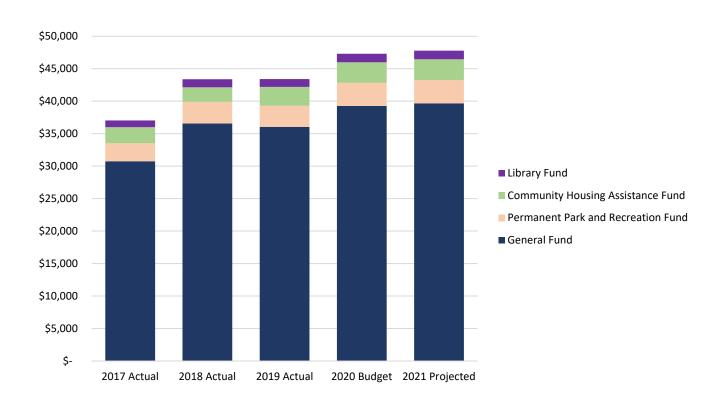
<sup>\*</sup> These districts are still under TABOR requirements for retaining revenue.

<sup>\*\*</sup> This estimate includes payment in lieu of property taxes.

### **Property Tax Revenue, Continued**

The approved citywide mill levy rate for 2021 is the same as in 2020. The property tax chart below shows the past five years of actual revenue collected.

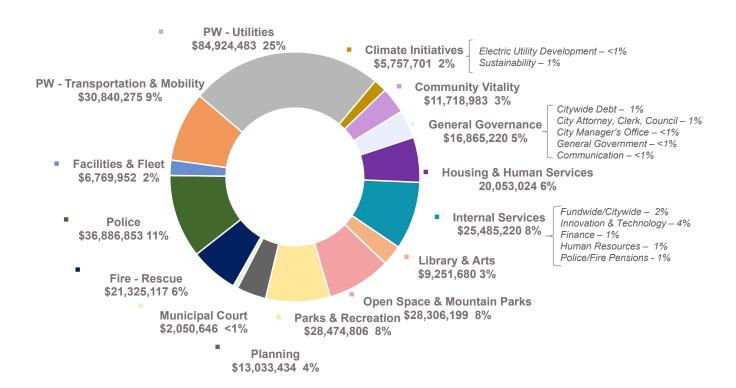
#### PROPERTY TAX REVENUES 2017-2021 (in 1,000s)



### **Citywide Uses (Expenditures)**

The 2021 Approved Budget is based on projected citywide expenditures of \$341.1 million, representing a 7.7% decrease from the total expenditures in the 2020 Budget. This is mainly due to a decrease in personnel and operating spending.

#### **CITYWIDE USES (EXPENDITURES) FOR 2021**

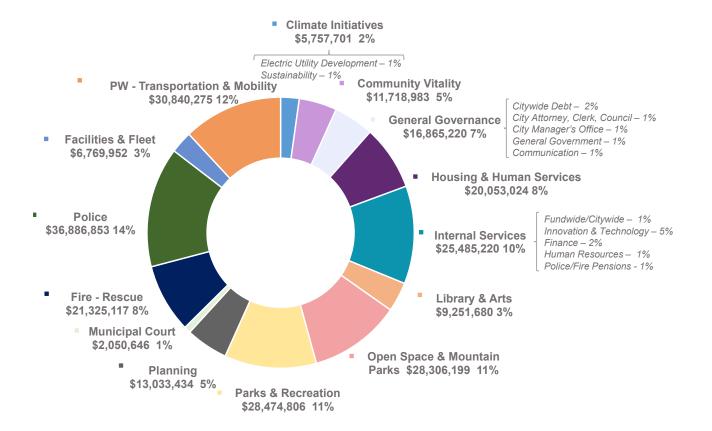


TOTAL = \$341,743,592

### 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 2021, EXCLUDING UTILITIES

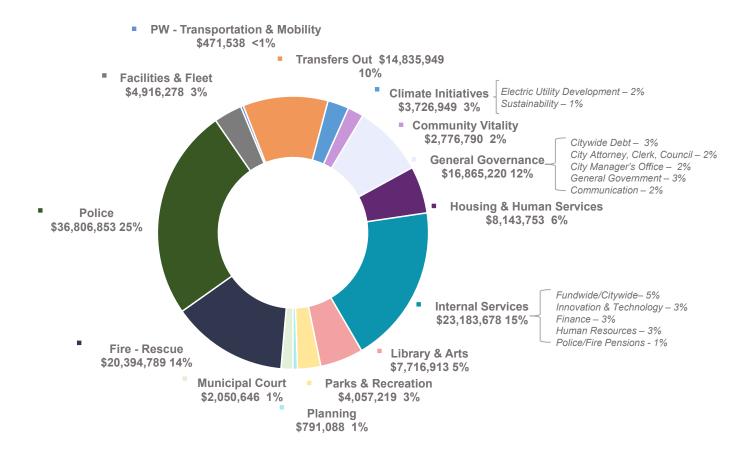


TOTAL = \$256,970,176

### **General Fund Uses (Expenditures)**

The 2021 Approved Budget is based on projected General Fund expenditures of \$146.3 million, representing a 9.3% decrease from total General Fund expenditures in the 2020 Budget. The majority of this decrease is attributed to large reductions in personnel and operating expenses.

### **GENERAL FUND USES (EXPENDITURES) FOR 2021**



TOTAL = \$146,937,662

INTERFUND TRANSFERS							
Originating Fund							
Receiving Fund	Purpose		2019 Actual		2020 Approved	Pο	2021 commended
General Fund Total		\$	29,484,227	\$	17,819,477	\$	14,835,949
Planning and Development Services	Subsidy	\$	2,210,018		2,284,292	\$	1,961,097
Affordable Housing	Subsidy		1,179,460		1,136,741		1,005,959
Governmental Capital Fund Recreation Activity	General Capital Funding Subsidy		22,737,510 1,407,210		11,142,223 1,549,466		8,866,184 1,545,954
Open Space and Mountain Parks	Subsidy		990,123		-		-
Water Utility	Wells Property		92,785		92,785		92,785
Downtown Commercial District	Parking Meter Revenue		-		1,143,819		968,819
University Hill Commercial District	Parking Meter Revenue		-		325,000		250,000
Fleet Replacement Fund Fleet Replacement Fund	Pay off Hogan Pancost Loan Valmont Butte Loan Repayment		721,970 145,151		- 145,151		- 145,151
Fleet Replacement Fund	vaimoni Butte Loan Kepayment		140,101		145,151		
.25 Cent Sales Tax Fund Total	0.140	\$	555,983	•	564,323	\$	564,323
General	Cost Allocation	\$	555,983	\$	564,323	\$	564,323
Affordable Housing Fund Total		\$	145,137	\$	147,330	\$	147,362
General	Cost Allocation	\$	144,110	\$	146,272	\$	146,272
Planning and Development Services	Impact Fee Administration		1,027		1,058		1,090
Airport Fund Total		\$	44,565	\$	45,234	\$	45,234
General	Cost Allocation	\$	44,565	\$	45,234	\$	45,234
Boulder Innetion CID Borking Fund Total		\$	30,822	\$	31,250	\$	131,250
Boulder Junction GID-Parking Fund Total General	Cost Allocation	\$	28,537	•	28,965	\$	28,965
General	Loan Repayment	Ψ	20,007	Ψ	20,000	\$	100,000
Downtown Commercial District (CAGID)	Loan Repayment		2,285		2,285		2,285
Boulder Municipal Property Authority Total		\$	20,032,976	\$		\$	
Governmental Capital Fund	Broadband COP Proceeds	\$	20,032,976	\$	-		-
Boulder Junction GID-TDM Fund Total		\$		\$	180,445	\$	5,445
General	Cost Allocation	\$	-	\$	5,445	\$	5,445
Boulder Junction GID-Parking	Operating Transfer		=		175,000		-
Capital Development Fund Total		\$	19,099	\$	19,672	\$	20,262
Planning and Development Services	Excise Tax Collection Costs	\$	19,099	\$	19,672	\$	20,262
Climate Action Plan Tax Fund Total		\$	127,835	\$	129,752	\$	129,752
General	Cost Allocation	\$	127,835	•	129,752		129,752
	·= //	•	404 540	•	400,000	•	400,000
Community Housing Assistance Program Fu	Cost Allocation	<b>\$</b>	104,513 104,513	\$	106,080 106,080	\$	106,080 106,080
Gerierai	Cost Allocation	Φ	104,513	φ	100,080	φ	100,080
Community Development Block Grant (CDB)		\$	26,225		26,618		26,618
General	Cost Allocation	\$	26,225	\$	26,618	\$	26,618
Compensated Absences Fund Total		\$	16,216	\$	16,460	\$	16,460
General	Cost Allocation	\$	16,216	\$	16,460	\$	16,460
Computer Replacement Fund Total		\$	52,116	\$	52,898	\$	2,052,898
General	Cost Allocation	\$	52,116		52,898		52,898
Governmental Capital Fund	HRIS Replacement		-		-		2,000,000
Downtown Commercial District Fund Total		\$	330,541	\$	335,218	\$	335,218
General	Cost Allocation	\$	•	\$	335,218		335,218
5		•	475.475	•	40.000		0.004
Equipment Replacement Fund Total General	Cost Allocation	\$	175,175		13,988		6,994
Computer Replacement	Cost Allocation Chambers Equipment Replacement	\$	6,890 118,285	φ	6,994	Φ	6,994
Planning and Development Services Fund	Records Assessment		50,000		-		-
					-		-
Facility Renovation and Replacement Fund 1		\$	49,459		100,402		205,879
General General	Cost Allocation  Muni Court FR&R Reduction	\$	49,459 -	Ф	50,201	Ф	50,201 155,678
							,

INTERFUND TRANSFERS							
Originating Fund							
Receiving Fund	Purpose			2019	2020		2021
				Actual	Approved		commende
Fleet Operations and Replacement Fund Tot			\$	1,117,221		\$	393,27
General	Cost Allocation		\$	318,551	323,330	\$	323,3
General General	HHS Fleet Reduction Hogan Pancost Loan			76,700	-		69,9
General	Hogan Pancost Loan			721,970	-		
IOME Investment Partnership Grant Fund T	otal		\$	11,040	11,205	\$	11,20
General	Cost Allocation		\$	11,040	11,205	\$	11,2
pen Space Fund Total			\$	2,090,102	2,121,454	\$	2,121,4
General	Cost Allocation		\$	2,090,102			2,121,4
			_				_,, .
Permanent Park and Recreation Fund Total			\$	125,806	•	\$	127,69
General	Cost Allocation		\$	125,806	127,694	\$	127,6
Planning and Development Services Fund To	otal		\$	2,224,130	2,257,491	\$	2,257,49
General	Cost Allocation		\$	2,224,130	, ,	\$	2,257,4
stormwater/Flood Management Utility Fund			\$	646,560	•		985,7
General	Cost Allocation		\$	441,284 \$ 197,127	447,648 210,105	\$	453,6 523,9
Planning and Development Services Transportation	Subsidy Departmental Cost Allocation			8,149	210,105 8,149		523,9 8,1
Transportation	Departmental Gost Allocation			0,149	0,149		0, 1
Sugar-Sweetened Beverage Tax Fund Total			\$	18,779	19,060	\$	19,0
General	Cost Allocation		\$	18,779	19,060	\$	19,0
elecommunications Fund Total			\$	26,942	27,346	\$	27,3
General	Cost Allocation		\$	26,942	·	\$	27,3
ransit Pass GID Fund Total			•	000 4		•	•
General	Cost Allocation		\$ \$	292 S		<b>\$</b>	2
General	COST Allocation		Ψ	292	291	Ψ	
ransportation Fund Total			\$	2,171,036	, ,	\$	2,384,3
General	Cost Allocation		\$	1,680,476	, ,	\$	1,705,6
General	Human Services and Housing			13,000	13,000		13,0
Planning and Development Services	Subsidy			444,616	457,954		629,9
Recreation Activity Transit Pass General Improvement District	Expand Program			28,000	28,000		28,0
Transit Pass General Improvement district	Subsidy			4,944	5,092		7,7
ransportation Development Fund Total			\$	17,693	18,083	\$	18,3
General	Cost Allocation		\$	9,388	,	\$	9,5
Planning and Development Services	Excise Tax Admin			8,305	8,554		8,8
niversity Hill Commercial District Fund Total	al		\$	48,012	48,732	\$	48,7
General	Cost Allocation		\$	48,012	48,732	\$	48,7
/astewater Utility Fund Total			\$	1,360,573	1,411,696	¢	1,373,5
General	Cost Allocation		\$	1,029,260			1,050,4
Planning and Development Services	Subsidy		Ψ	315,013	350,952	Ψ	306,7
Transportation	Departmental Cost Allocation			16,300	16,300		16,3
ater Utility Fund Total			\$	2,026,729		\$	2,057,3
General	Cost Allocation		\$	1,692,757		•	1,735,3
Planning and Development Services	Subsidy		Ψ	317,672	353,691	Ψ	305,7
Transportation	Departmental Cost Allocation			16,300	16,300		16,3
orker's Compensation Insurance Fund Tot	al		\$	49,333		•	50,0
General	Cost Allocation		\$	49,333			50,0
	Cost, modulon		Ψ				
		Totals	\$	63,129,137	30,968,610	\$	30,505,6

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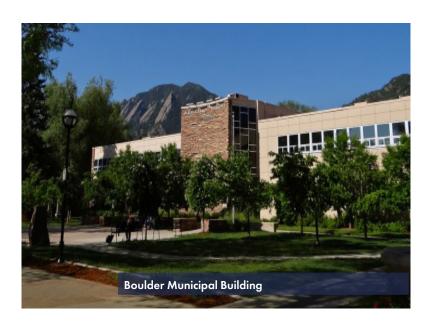
# **Department Overviews**

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### City Attorney's Office Budget



### 2021 Approved Budget \$3,768,645

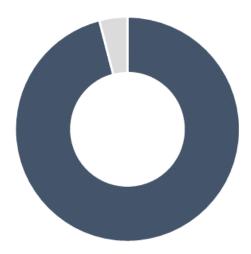
### **Department Divisions**

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

### **2021 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%



### 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**

Provides supervisory, secretarial, administrative, and budget support for the Consultation and Advisory Services area and the Prosecution and 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.

#### Central Records Management

The records office oversees records management for the city including on-line 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. It also receives, advises, and coordinates Colorado Open Records Act requests.

#### 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**

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.

#### 2020 Accomplishments

- Supported the Boulder Energy Future project, serving on the executive team, leading the acquisition team, representing the city in the Colorado Courts, and working with outside counsel before the Federal Energy Regulatory Commission.
- Prosecuted municipal code violations including new violations related to flavored tobacco and electronic smoking devices, and violations of COVID-related safety regulations including businesses failing to require and abide by personal protective equipment requirements, and property owners permitting large gatherings in violation of city, county, or state bans.

CAO lawyers total 301 years of legal work, an average of 21.5 years!

CAO support staff total 271 years of combined government/legal support, an average of 22.5 years!

### City Attorney's Office Budget

### 2020 Accomplishments, Continued

- Provided support to the city's boards and commissions including providing attorney staffing at City Council,
  Planning Board, Landmarks Board, the Beverage Licensing Authority, the Board of Zoning Adjustments,
  and the new Cannabis Licensing and Advisory Board on a regular basis. Also, as needed, provided support
  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 a record number of Colorado Open Records Act (CORA) 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.

#### **Significant Changes**

SUMMARY BY DEPARTMENT		NE-TIME	FIXED-TERM	ONGOING	ONGOING
SUMIMART BY DEPARTMENT		\$	FTE	\$	FTE
City Attorney's Office	\$			\$ (264,927)	(1.00)
Cost Reduction of Existing Service					
Eliminate Assistant City Attorney I- Marijuana Position		-	-	(184,776)	(1.00)
Repurpose Senior Counsel Position to Assistant City Attorney II Position		-	-	(80,151)	-

#### **Department Detail**

		2019 Actual		2020 Approved Budget			2021 Approved Budget			Variance 2020 to 2021		
	•	FTE		Amount	FTE		Amount	FTE		Amount	FTE	Amount
STAFFING AND EXPENDITU	JRE BY I	PROGRA	M									
Administration		1.50	\$	431,433	1.50	\$	495,506	1.50	\$	485,330	- \$	(10,176)
Central Records Management		2.50		248,693	2.50		262,843	2.50		263,902	-	1,059
Consultation and Advisory		16.25		2,261,346	16.25		2,352,108	15.25		2,192,208	(1.00)	(159,900)
Prosecution and Civil Litigation <sup>1</sup>		7.75		833,464	7.75		806,473	7.75		827,205	-	20,732
	Total	28.00	\$	3,774,936	28.00	\$	3,916,930	27.00	\$	3,768,645	(1.00) \$	(148,285)
<b>EXPENDITURE BY CATEGO</b>	RY											
Personnel			\$	3,422,595		\$	3,551,118		\$	3,405,817	\$	(145,301)
Operating				282,762			291,069			290,755		(314)
Interdepartmental Charges				69,579			74,743			72,073		(2,670)
	Total		\$	3,774,936		\$	3,916,930		\$	3,768,645	\$	(148,285)
STAFFING AND EXPENDITU	JRE BY I	FUND										
General		27.00	\$	3,634,416	27.00	\$	3,769,991	26.00	\$	3,618,072	(1.00) \$	(151,919)
Property and Casualty Insurance		1.00		140,520	1.00		146,939	1.00		150,573	-	3,634
	Total	28.00	\$	3,774,936	28.00	\$	3,916,930	27.00	\$	3,768,645	(1.00) \$	(148,285)

#### Note

<sup>1</sup>Risk 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.

In the first seven months of 2020, the City Attorney's Office has received and responded to 150 CORA requests!

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### City Clerk's Office Budget



# 2021 Approved Budget \$808,803

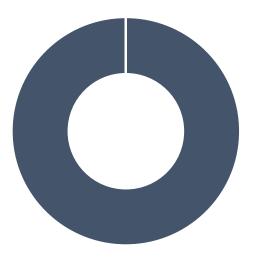
### **Department Divisions**

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

### 2021 Key Initiatives

- Launch electronic petition system in January
- Recruit for annual boards and commissions.
- Manage council member elections.
- Hire City Clerk and Deputy City Clerk.
- Update election and initiative processes to reflect new code.

### Department Funding



■ General Fund 100%



## 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. We make this information 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 ten local sister city organizations.

#### 2020 Accomplishments

- Completed development and testing of new electronic petition system.
- Completed annual boards and commissions recruitment.
- Converted Domestic Partnership Registration process to virtual process to accommodate needs during COVID.
- Processed multiple citizen-initiated petitions.
- Aligned petition initiative process to Charter.

#### **Significant Changes**

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
City Clerk's Office	\$ 28,497		\$ 22,046	
New/Enhanced Program				
New Budget for Elections & Matching Funds	120,000	-	-	-
Cost Escalation of Existing Service				
Increase Budget for Online Petitions System Operations & Maintenance	=	-	42,000	-
Cost Reduction of Existing Service				
Hold Deputy City Clerk Position Vacant 6 Months	(66,911)	-	=	-
Reduce Multiple NPE Expenditure Categories- One-Time	(24,592)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(19,954)	-

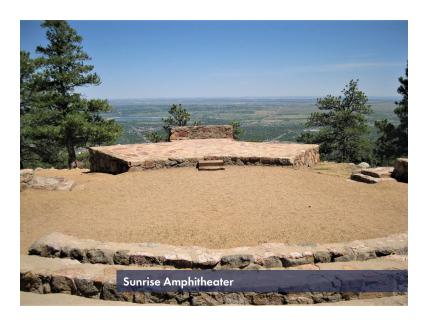
# City Clerk's Office Budget

### **Department Detail**

		2019 Actual		2020 Approved Budget			2021 Approved Budget			Varia 2020 to	
	FTE		Amount	FTE		Amount	FTE		Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PR	ROGRAM										
City Clerk and Support Services											
Conduct of Elections Incl. Campaign Finance											
Reform/Matching Funds Admin.	0.30	\$	249,068	0.30	\$	143,294	0.30	\$	386,053	- \$	242,759
Board and Commission Administration	0.20		25,742	0.20		37,762	0.20		15,381	-	(22,381)
General Administration	3.40		372,702	3.40		410,529	3.40		401,494	-	(9,035)
Sister City Administration	0.10		10,995	0.10		10,666	0.10		5,875	-	(4,791)
Electronic Signatures & Petitioning Software	-		-	-		400,000	-		-	-	(400,000)
Total	4.00	\$	658,507	4.00	\$	1,002,251	4.00	\$	808,803	- \$	(193,448)
EXPENDITURE BY CATEGORY											
Personnel		\$	425,364		\$	426,649		\$	423,202	\$	(3,447)
Operating			224,144			164,800			374,799		209,999
Interdepartmental Charges			8,999			10,802			10,802		-
Capital			-			400,000			-		(400,000)
Total		\$	658,507		\$	1,002,251		\$	808,803	\$	(193,448)
STAFFING AND EXPENDITURE BY FL	JND										
General	4.00	\$	658,507	4.00	\$	602,251	4.00	\$	808,803	- \$	206,552
Governmental Capital	-		-	-		400,000	-		-	-	(400,000)
Total	4.00	\$	658,507	4.00	\$	1,002,251	4.00	\$	808,803	- \$	(193,448)

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### **City Council Budget**



### 2021 Approved Budget \$409,250

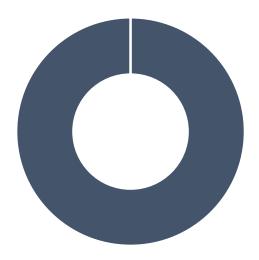
#### **Department Divisions**

- City Attorney
- City Manager
- Municipal Judge

The 2021 Council Action Guide outlines priorities, projects, and enhancements to essential services that have been identified by City Council:

- Advancing Racial Equity
- Boulder Electric Utility Development
- Climate Mobilization Action Plan
- Community Benefits Phase II
- East Boulder Subcommunity
- Financial Strategy Committee
- Homelessness
- Housing
- Police Oversight
- South Boulder Creek Flood Mitigation/CU South
- Use Tables and Standards
- Transportation

### Department Funding



■ General Fund 100%



## **City Council Budget**

#### **Department Mission**

City Council serves as the governing body for the City of Boulder, providing policy direction and leadership to the city organization.

#### **Department Overview**

#### City Attorney

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.

#### City Manager

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.

#### Municipal Judge

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.

### Significant Changes

SUMMARY BY DEPARTMENT	01	NE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
City Council	\$			\$ (34,053)	
Cost Reduction of Existing Service					
Reduce Multiple NPE Expenditure Categories- Ongoing		-	-	(34.053)	-

You can visit the City of Boulder's website for details about upcoming elections, including open seats on City Council.

https://bouldercolorado.gov/elections

# **City Council Budget**

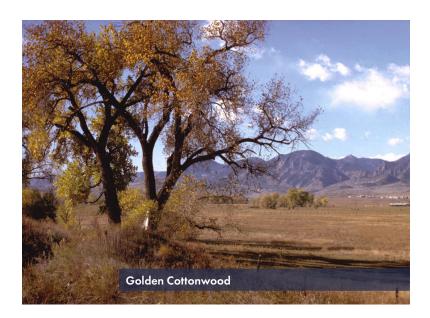
#### **Department Detail**

		2019 Actual			2020 Approved Budget			2021 Approved Budget			Variance 2020 to 2021		
	FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount	
<b>EXPENDITURE BY PROGRAM</b>													
City Council		\$	226,743	1.00	\$	451,266	1.00	\$	409,250	-	\$	(42,016)	
То	tal -	\$	226,743	1.00	\$	451,266	1.00	\$	409,250	-	\$	(42,016)	
<b>EXPENDITURE BY CATEGORY</b>													
Personnel		\$	121,358		\$	324,736		\$	316,773		\$	(7,963)	
Operating			100,759			122,532			87,717			(34,815)	
Interdepartmental Charges			4,627			3,998			4,760			762	
То	tal	\$	226,744		\$	451,266		\$	409,250		\$	(42,016)	
STAFFING AND EXPENDITURE	RY FLIND												
General		· \$	226,744	1.00	\$	451,266	1.00	\$	409,250	_	\$	(42,016)	
		Ť			÷			φ			÷		
10	tal -	• \$	226,744	1.00	\$	451,266	1.00	\$	409,250	-	\$	(42,016)	

#### 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.

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# 2021 Approved Budget \$1,841,306

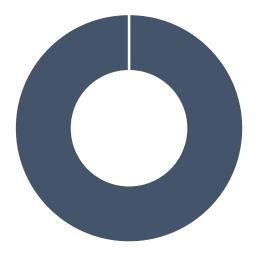
#### **Department Divisions**

- Administration
- Chief Policy Advisor/ Intergovernmental Affairs
- Equity
- Independent Police Monitor
- Volunteer Services

#### 2021 Key Initiatives

- Roll-out mandatory Bias and Microaggression
   Training to all city staff, boards, commissions, and
   council utilizing in-house staff facilitators guided
   by an external consulting team. The Equity team
   will assist departments with performing a racial
   equity assessment of their departments to better
   understand how to apply racial equity tools and
   instruments to programs, policies, and budget
   decisions. Racial equity staff begin to implement a City
   of Boulder racial equity plan to ensure alignment with
   equity goals.
- Volunteer services needs to re-certify for Service Enterprise Certification, revise and implement an organizational court ordered volunteer program, increase organizational capacity through expanded utilization of volunteer programs, and continue implementing work items outlined in the Volunteer Cooperative Strategic Plan.
- Implement the city's 2021 regional, state, and federal policy agenda.
- In conjunction with members of the implementation team, the city's first Independent Police Monitor will convene the first Police Oversight Panel, establishing a mechanism for civilian police oversight. A majority of the work will be to build community relationships to better understand the needs of the community and analyzing data to help inform suggestions to police policy and programs.
- Continue leading the cross-departmental COVID-19 recovery process.

### Department Funding



■ General Fund 100%



#### **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**

#### City Manager's Office Administration & Operations

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.

#### Chief Policy Advisor / Intergovernmental Affairs

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 Chief 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.

#### **Equity**

The city is committed to advancing racial equity to ensure all Boulder residents, business owners, and visitors enjoy high levels of physical and mental well-being with 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 a person's race or ethnicity does not negatively impact any community member's experience.

#### Independent Police Monitor

On October 29, 2019, City Council gave unanimous final approval to recommendations from the Police Oversight Task Force to install an auditor-monitor model to monitor complaints against police officers and staff. The newly adopted monitor model will also enlist a new police oversight panel whose role will be to review internal affairs investigations, conduct community engagement, and evaluate the Independent Police Monitor. Boulder's first Independent Police Monitor was hired in July 2020.

#### 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 community members 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.

#### 2020 Accomplishments

- 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.
- Despite the disruption to the legislative session caused by the pandemic, CMO helped draft and pass two bills that, together represent monumental reforms to Colorado's mobile home law. CMO was also part of the successful effort to convince the state to share with all local governments a portion of its CARES Act Coronavirus Relief Funds. It then worked with Boulder County governments to identify a collaborative and effective use for these funds that promoted COVID recovery efforts.
- Volunteer Services created more customized opportunities for volunteer communication through implementation of texting and applications through Volunteer Management Software (VMS) system, staffed the COVID-19 Recovery Center with community volunteers, and enlisted Equity Recovery Community Connectors in COVID-19 response and recovery efforts, created new ambassador programs including the Park Champs program in response to staff shortages due to COVID-19, hosted virtual volunteer appreciation for volunteer appreciation week and citywide volunteer appreciation including board and commissions members, created volunteer appreciation webpage with virtual volunteer annual report, implemented citywide COVID-19 safety training for all in-person volunteers, and created program specific on-line trainings for volunteers available through the VMS.
- Based on the Government Alliance on Race and Equity (GARE) teachings, most city council members and over 350 city staff from all city departments participated in Advancing Racial Equity: The Role of Government, an opportunity to understand institutional and structural racism and the role government plays in creating racial inequities through its policy, program, and budget decisions. Council and staff presented Council's Racial Equity Resolution at the Spring CU Diversity summit.
- Implementation and training on a Racial Equity Instrument has started to assist staff in applying a racial equity focus to program, policy, and budget decisions. Staff drafted and began community engagement in the city's first racial equity plan to be adopted by council in Q4 of 2021.
- Implementation of a Equity Recovery Team as part of the COVID-19 Recovery Process which included the creation of a Rapid Response Racial Equity Assessment and Equity Recovery Connectors to assist in keeping an equity embedded in recovery efforts to shift from a transactional to transformational approach in recovery including budgeting for equity utilizing the Rapid Response Racial Equity Assessment for budget cuts and 2021 budget process.
- Successful recruitment of the city's first Independent Police Monitor.

The structure of the City Manager's Office shifted in 2020 to now include the City Clerk's Office as part of the department, while the engagement team has moved to join with the communications team, forming the Communication and Engagement Department.

#### **Significant Changes**

SUMMARY BY DEPARTMENT	C	NE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
City Manager's Office	\$	(240,699)		\$ (365,577)	(3.00)
Cost Reduction of Existing Service					
Eliminate CMO Equity Specialist Position		-	-	(103,715)	(1.00)
Eliminate Management Analyst Position		-	-	(99,083)	(1.00)
Eliminate Program & Project Manager Position		-	-	(162,780)	(1.00)
Hold CMO Administrative II Position Vacant		(75,699)	-	-	-
Hold Deputy City Manager Position Vacant 9 Months		(165,000)	-	-	-

#### **Department Detail**

	_		2019 Actual			•	proved get	2021 Approved Budget				nce 2021	
		FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount
OTA EFINO AND EVDENDITU													
STAFFING AND EXPENDITU	IKEBY										()		
City Administration / Operations		8.00	\$	1,144,331	8.00	\$	1,489,063	6.00	\$	1,078,555	(2.00)	\$	(410,508)
Policy Advisor / Intergovernmental		4.00		0.40.00.4	4.00		000 400						40.000
Relations		1.00		249,064	1.00		266,189	1.00		276,555	-		10,366
Equity <sup>1</sup>		-		65,901	1.00		229,892	1.00		257,408	-		27,516
Independent Police Monitor		-		-	-		-	1.00		180,537	1.00		180,537
Volunteer Services		1.00		205,461	1.00		231,029	-		48,250	(1.00)		(182,779)
Citywide Projects		1.00		133,265	1.00		235,959	-		-	(1.00)		(235,959)
	Total	11.00	\$	1,798,022	12.00	\$	2,452,132	9.00	\$	1,841,306	(3.00)	\$	(610,827)
<b>EXPENDITURE BY CATEGO</b>	RY												
Personnel <sup>2</sup>			\$	1,462,845		\$	2,048,118		\$	1,429,292		\$	(618,826)
Operating <sup>2</sup>				286,555			356,063			357,116			1,053
Interdepartmental Charges				48,621			47,951			54,898			6,947
	Total		\$	1,798,022		\$	2,452,132		\$	1,841,306		\$	(610,826)
STAFFING AND EXPENDITU	IRE BY	FUND											
General		11.00	\$	1,798,022	12.00	\$	2,452,132	9.00	\$	1,841,306	(3.00)	\$	(610,827)
-	Total	11.00	\$	1,798,022	12.00	\$	2,452,132	9.00	\$	1,841,306	(3.00)	\$	(610,827)

#### Note:

The Community Connector program presented at the 2020 Transforming Local Government Conference which included participation of one of the Community Connectors.

<sup>&</sup>lt;sup>1</sup> Equity moved from Human Resources in mid-2019.

<sup>&</sup>lt;sup>2</sup> Community Engagement & Neighborhood Services moved to Communication & Engagement in mid-2020.



# 2021 Approved Budget \$5,757,701

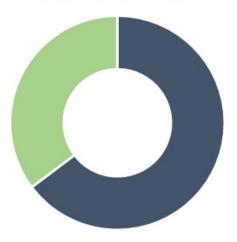
#### **Department Divisions**

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

### 2021 Key Initiatives

- Implement community priorities related to future electric utility services.
- Define and launch new partnership projects to support community goal of achieving 100% renewable electricity supply by 2030.
- Examine strategies and funding needs to inform a community decision on future climate action investment.
- Continue the design and roll-out of the Climate Mobilization Action Plan (CMAP).
- Develop local community solar gardens to serve low income customers.
- Advance a Circular Economy roadmap including developing a reuse strategy and identifying new metrics for transition to a circular economy.
- Continue progress towards toward the community's greenhouse gas reduction goals.
- Complete lighting upgrades and retro-commissioning studies for commercial buildings over 50,000 square feet.
- Advocate for 2021 legislative action on priority bills such as electrification, low-emission vehicles, energy storage, energy choice, building energy use single use plastics and pesticide preemption rules.

### Department Funding



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



#### **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 City of Boulder is deeply committed to addressing the global challenge of climate change and has been engaged since 2006 when our first Climate Action Plan was completed, and Boulder voters approved the nation's first local carbon tax. The Climate Initiatives department (Climate Initiatives) supports our community's values and adopted policy goals by designing strategies that improve community health, implementing climate action planning and reporting, increasing recycling and waste diversion, moving our community toward a more circular economy, coordinating municipal sustainability activities, undertaking environmental data management, and participating in strategic municipal and community programs and projects. Climate Initiatives generally focuses on local climate action strategies guided by the long-term goal of 80% reduction in emissions (from 2005) by 2050 and 85% waste diversion by 2030. To date (based on 2018 data), the city has achieved an 18% reduction in greenhouse gas emissions and 50% waste diversion. In addition to communitywide GHG emission reductions, Climate Initiatives identifies, coordinates, and implements efforts to advance broader sustainability, resilience, and equity objectives within the city organization and more broadly in the community, region, and state. Climate Initiatives implements its mission through strategic investment in a combination of regulatory and voluntary programs and in facilitating broad community and stakeholder engagement. Since 2018, the electric utility municipalization project has also been housed in Climate Initiatives as it directly relates to the Boulder community's ability to achieve its energy goals.

Climate Initiatives work increases the city's effectiveness in sustainability-related efforts within the community and the region through strategic partnerships with key partners and organizations. Many of these, such as the Colorado Communities for Climate Action (CC4CA), University of Colorado, Boulder Valley School District (BVSD), Boulder County, Colorado Recycles, other cities, and state and federal agencies and legislators, are designed to inform climate and sustainability policy and programs. These regional efforts help to set the city's state and federal policy agenda related to sustainability, which in turn support changes to legislation and regulations. The city also partners with national and international organizations such as the Carbon Neutral Cities Alliance and the Urban Sustainability Directors Network to advance the community's goals. Finally, this workgroup directly supports the city's resilience and equity work in the organization and community.

In 2021, Climate Initiatives will continue to work with the community to develop a revised set of climate action goals and strategies to address the current accelerated urgency of the climate crisis, as detailed by the International Panel on Climate Change (IPCC). Central to this effort, there will be a community engagement strategy implemented as part of the Climate Mobilization Action Plan (CMAP). The revised set of strategies will align with current state legislation and will be designed to 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 (Local Power Initiative). 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.

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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 Dec. 31, 2017. A ballot measure to extend the UOT through 2022 was approved by Boulder voters in November 2017. 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.

The city and Xcel Energy are currently in negotiations for a settlement related to the city's effort to municipalize. Should an agreement be reached and approved by voters in the November 2020 election, a new budget will need to be developed and approved by City Council. If there is no settlement, the 2021 efforts will focus on the ongoing litigation efforts associated with acquisition and interconnection of the system and refining the financial model with updated power supply and system separation costs.

### Climate, Sustainability, & Resilience (CAP Tax, General Fund, Energy Impact Offset and Marijuana Licensing Fees, Solar Grant and Sales Tax Rebates)

Climate, Sustainability, and 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 regulatory requirements. Existing strategies are designed to support residents' and businesses' ability to reduce environmental impact, reduce costs, become more resilient to the impacts felt from a changing climate, and become more inclusive and equitable.

Climate, Sustainability, and Resilience efforts are primarily funded through the voter-approved Climate Action Plan (CAP) tax, which was implemented in 2006. The CAP tax is currently scheduled to sunset in March 2023.

2021 efforts will focus on continuing to expand work in the ecosystems and financial systems areas. Climate Initiatives will also work to pilot new financing options to improve the affordability and increase access to clean energy technologies for all community members.

#### Zero Waste (Trash Tax, Disposable Bag Fee)

The Zero Waste team works with key partners, the Boulder community, and city departments to reduce the generation of waste and – to the maximum extent possible—preserve reusable resources. This is done through a combination of policy development, education, incentives, investments in zero waste facilities, technical assistance, and regulatory requirements. In addition, the Zero Waste team completed Circular Boulder, an urban metabolism study that quantified materials flowing into and out of the Boulder region; and helped develop a vision for moving toward a more circular materials economy, looking at the impacts of consumption and addressing upstream materials use in addition to downstream 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 only 15% of the waste generated would be trash. Current community-wide diversion is 50%.

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 in 2009, increased (by council action) to the voter-approved maximum (\$3.50/household and \$0.85/yard for commercial trash).

2021 efforts will focus on systems change that fosters movement toward a circular economy – so the easiest, least expensive consumer choice will be the most sustainable choice as well.

Did you know? Boulder is a part of the Carbon Neutral Cities Alliance (CNCA), a global collaboration of 20 cities who are committed to cutting emissions by 80% or more by 2050.

#### 2020 Accomplishments

- Implemented strategic investment programs to assist the community during COVID-19.
- Developed a sustainable take-out container subsidy program to help restaurants increase usage of compostable and recyclable service ware.
- Enhanced rebate programs for small, locally-owned businesses and residents.
- The Local Power Initiative Project finalized distribution engineering designs and began settlement negotiations with Xcel Energy.
- Helped the community achieve an 18% reduction in greenhouse gas emissions and more than 60 MW of local renewable generation through efficiency, local generation, and electrification.
- Invested in three local solar garden projects to support low-income residents.
- Installed more than 2MW of solar on city facilities.
- Secured a DC-fast charging installation for the city's parking garage at 1500 Pearl.
- Engaged the community and key stakeholders in the Climate Action Mobilization Plan (CMAP).
- Negotiated contract (contract award pending) with Accelerating Neighborhood Climate Action (ANCA) for the design/ facilitation of neighborhood and faith-based climate action forums.
- Engaged community and organizational partners in new ecosystems efforts and launched the Grow and Give Modern Victory Garden and worked with Eco-Cycle to launch the Community Carbon Farming project.
- Completed Circular Boulder study to develop a holistic picture of materials being consumed, transformed, and wasted in Boulder and inform future program design.
- Developed partnership agreement with 350.Colorado to coordinate approach for the Financial Working Group and economic systems portion of CMAP.
- Successfully implemented the 2020 Boulder Energy Conservation Code.
- Launched a new refundable Deconstruction Deposit program to increase waste diversion.
- Gathered field data to inform future code requirements through the city's Alpine-Balsam site including hospital deconstruction and Pavilion renovation projects.
- Advanced progress towards achieving the city's goal of net-zero energy construction by 2031.
- Supported the city's climate policy agenda and litigation efforts.
- Adopted a major update to the state's process for tracking carbon pollution required by SB19-096.
- Informed regulations passed by the Air Quality Control Commission aimed at phasing out hydrofluorocarbons (HFCs) to curb greenhouse gas emissions and meet the state's aggressive emission reduction goals by 2050.
- Advanced climate lawsuit with Boulder and San Miguel Counties against Exxon Mobil and Suncor.

In 2017, Boulder and Boulder County launched the Colorado Communities for Climate Action (CC4CA) to actively engage in climate policy issues at the state-level. CC4CA has grown to a coalition of 34 local governments across the state advocating for stronger state and federal climate policy.

#### **Significant Changes**

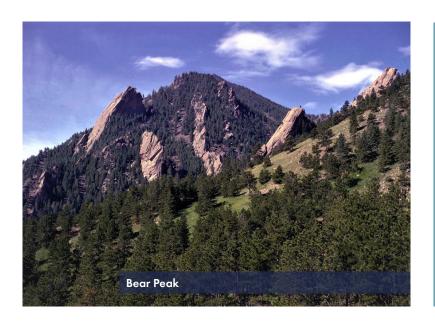
SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Climate Initiatives	\$ 95,710	4.00	\$ (210,251)	(1.00)
Continuation of One-Time Programs				
Extend 3 Positions to Support Department & Local Power/Municipalization Project	296,812	3.00	-	-
Extend Communications Specialist II (Climate Initiatives) Position	89,898	1.00	-	-
Cost Reduction of Existing Service				
Delay New Initiatives in Department	(182,000)	-	-	-
Eliminate Regional Sustainability/Policy Advisor Position	-	-	(128,860)	(1.00)
Reduce Salary Cost for Multiple Trash Tax Positions	-	-	(56,391)	-
Reduce Salary Cost for Zero Waste Team Manager & Hold Vacant 2 Months	(20,000)	-	(25,000)	-

#### **Department Detail**

- -	2019 Actual				Ap Bud	proved get	2021 Approved Budget			Variance 2020 to 2021		
	FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount
CTAFFING AND EVENDITURE BY		A B 4										
STAFFING AND EXPENDITURE BY	PRUGRA	AIVI										
Local Power - Electric Utility Development												
Local Power - Electric Utility Development	6.50	\$	5,195,408	6.80	\$	2,470,522	4.05	\$	2,071,985	(2.75)	\$	(398,537)
Subtotal	6.50	\$	5,195,408	6.80	\$	2,470,522	4.05	\$	2,071,985	(2.75)	\$	(398,537)
Climate, Sustainability, and Resilience												
Administration, Regional Sustainability		\$	359,776	2.15	\$	381,733	1.65	\$	295,771	(0.50)	\$	(85,962)
Climate, Sustainability, & Resilience	4.95		1,673,752	5.05		2,023,250	6.10		1,901,000	1.05		(122,250)
Zero Waste	6.40		1,631,638	7.00		1,371,258	6.20		1,359,193	(0.80)		(12,065)
Subtotal	13.40	\$	3,665,166	14.20	\$	3,776,242	13.95	\$	3,555,964	(0.25)	\$	(220,278)
Cost Allocation												
Cost Allocation		\$	127,835		\$	129,752		\$	129,752		\$	-
Subtotal		\$	127,835		\$	129,752		\$	129,752		\$	-
Total	19.90	\$	8,988,408	21.00	\$	6,376,516	18.00	\$	5,757,701	(3.00)	\$	(618,815)
EXPENDITURE BY CATEGORY												
Personnel		\$	2,482,618		\$	2,702,290		\$	2,495,824		\$	(206,466)
Operating			6,505,790			3,674,226			3,261,876			(412,350)
Total		\$	8,988,408		\$	6,376,516		\$	5,757,701		\$	(618,815)
STAFFING AND EXPENDITURE BY	FUND											
General Fund	14.95	\$	7,186,822	15.95	\$	4,223,513	11.90	\$	3,726,949	(4.05)	\$	(496,564)
Climate Action Plan Tax	4.95		1,801,587	5.05	·	2,153,002	6.10	·	2,030,752	1.05		(122,250)
Total	19.90	\$	8,988,408	21.00	\$	6,376,516	18.00	\$	5,757,701	(3.00)	\$	(618,815)

The <u>Circular Boulder</u> report found that when you quantify the impacts of embodied emissions (those resulting from production of the goods we consume) is larger than all local sources of emissions put together. That means that even a small change in circularity can have an enormous effect on overall impact. For example, a 5% reduction in the amount of 'stuff' we consume is equivalent to a 10% reduction in the amount of energy we use.

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# 2021 Approved Budget \$2,548,242

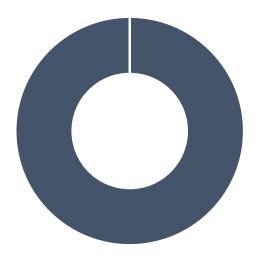
#### **Department Divisions**

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

#### 2021 Key Initiatives

- Develop a new department mission, vision and strategic plan, recognizing the recent merger of communication and engagement.
- Develop a language access strategy and standards for reaching non-English speakers.
- Launch a new city website and content management standards.
- Support the development of, and engagement around, master planning and other high-priority city initiatives, with the greatest focus on the adoption and launch of a Racial Equity Plan, the creation of a Police Master Plan, and cross-departmental approaches to addressing issues associated with homelessness.
- Supplement printed community newsletter frequency with electronic newsletters and enhanced digital newsroom.
- Continue to pivot to meet ongoing online meeting and engagement needs, as well as a desire for increased short-form video production.
- Seek and obtain sustainable funding to support current and emerging models of the community connector model.
- Continue to partner with city colleagues, community members, and organizations to increase engagement by those with less access to, and influence with, decision-makers and their local government.

### Department Funding



■ General Fund 100%



#### **Department Mission**

The Communication Department gathers and shares timely, relevant and accurate information to support and encourage open, participatory government and an informed community. In June 2020, the Engagement Team, previously housed in the City Manager's Office, joined this department. The focus of the engagement team is to support meaningful and inclusive engagement by community members, strengthening connections and relationships between local government and the public we serve. Department members will create an updated and combined mission in 2021.

#### **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 City Council, Boards, and Commission meetings. 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. 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 includes 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.

#### Community Engagement

The Community Engagement program fosters more inclusive and meaningful public participation and relationship building. This team supports 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 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.

The newly launched Spanish Facebook page achieved 500 followers within its first two weeks.

#### 2020 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.
- Pre-pandemic, began livestreaming Housing Advisory Board meetings in addition to providing live coverage
  of City Council, OSBT, Planning Board, and other community events. During and post-pandemic, supported
  wholesale shift from in-person meetings and engagement to virtual spaces, testing and implementing a
  variety of online tools, including Teams and Zoom; also created protocols and user guides for each of these
  platforms.
- Supported, through communication and engagement, council priority projects, Community, Culture and Safety Tax projects, master plans, and reputation management (Racial Equity, Path to Home, Open Space Master Plan, Transportation Master Plan, Vision Zero and approval of radio towers).
- Supported, through communication and engagement counsel, high priority Planning projects, including CU South, land use code changes and East Boulder Subcommunity Plan, Retail Study, creation of a Manufactured Housing Strategy, Library district polling and outreach, North Boulder Library design, Fire-Rescue Master Plan, and Alpine-Balsam and hospital deconstruction.
- Continued to support 24/7 online engagement through the Be Heard Boulder site.
- Supported and phased out City Text Boulder pilot, to test the power and reach of text messages to hard
  to reach communities; the phase out of this work was made possible by the addition of a more popular
  Spanish-language Facebook page, created and maintained by the newly hired Language Access Program
  Manager.
- Iterated successful Community Connector model, standing up and supporting Emergency Response Connectors and Equity Recovery Connectors, while also ensuring that project-based community connectors were able to share underrepresented perspectives and gather the input of others in meaningful ways.
- Received a Transforming Local Government Innovation Award from the Alliance for Innovation for the community connector work noted above.
- Built capacity and connections through Neighborhood Services programs, including grants, Inside an HOA, Manufactured Homeowners in Boulder (C-MOB); San Juan del Centro Together; Neighborhood Office Hours; and Build Your Community opportunities.
- Stood up a Conversaciones con la Ciudad program at Sacred Heart of Jesus Church, reaching more than 50 Latino parents of children to deliver important service information and learn firsthand about challenges they face.
- Both communications and engagement staff supported the city's response and recovery teams during COVID, with a focus on ensuring the release of timely, accurate, and coordinated information and supporting proactive engagement to better understand and meet community needs.

In the first three months of the pandemic, the three members of the engagement team spent a combined total of 58,215 minutes or 970 hours, on Zoom, supporting council, boards and commissions, and other engagement needs across the city.

#### Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Communication & Engagement	\$ (122,000)		\$ (430,691)	(3.00)
Cost Reduction of Existing Service				
Eliminate Deputy Director Position	-	-	(167,279)	(1.00)
Eliminate Internal Communications III Position	-	-	(121,689)	(1.00)
Eliminate Producer/Engineer Position	-	-	(78,723)	(1.00)
Hold Engagement Manager Position Vacant TBD Months	(72,000)	-	-	-
Reduce Channel 8 Contractor Funding	-	-	(6,000)	-
Reduce Newsletters from 3 to 2	-	-	(37,000)	-
Reduce Scope of Growing Up Boulder	-	-	(20,000)	-
Suspend Neighborhood Services Grant Program- One-Time	(50,000)	-	-	-

#### **Department Detail**

		20 <sup>-</sup> Acti		2020 Approved Budget		•		•	proved get		riar ) to	nce 2021
	FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount
OTA FEILIO AND EVENINITU											_	
STAFFING AND EXPENDITU	RE BY PROGR	KAIVI										
Media/External Communication	8.25	\$	1,179,259	9.25	\$	1,414,175	8.25		1,241,511	(1.00)	\$	(172,664)
Internal Communication	1.00		104,488	1.00		126,948	-		10,044	(1.00)		(116,904)
Video Services / Channel 8	5.00		593,873	5.00		579,813	4.00		463,188	(1.00)		(116,625)
Communication Admin Community Engagement &	1.00		71,725	1.00		69,261	2.00		168,971	1.00		99,710
Neighborhood <sup>1</sup> Services	3.00		661,207	3.00		677,192	3.50		664,528	0.50		(12,664)
To	otal 18.25	\$	2,610,553	19.25	\$	2,867,390	17.75	\$	2,548,242	(1.50)	\$	(319,148)
<b>EXPENDITURE BY CATEGO</b>	RY											
Personnel <sup>2</sup>		\$	1,925,580		\$	2,141,558		\$	1,825,304		\$	(316,253)
Operating			583,973			596,103			610,951			14,848
Interdepartmental Charges			101,000			129,729			111,986			(17,743)
To	otal	\$	2,610,553		\$	2,867,390		\$	2,548,242		\$	(319,148)
STAFFING AND EXPENDITU	RE BY FUND											
General	18.25	\$	2,610,553	19.25	\$	2,867,390	17.75	\$	2,548,242	(1.50)	\$	(319,148)
To	otal 18.25	\$	2,610,553	19.25	\$	2,867,390	17.75	\$	2,548,242	(1.50)	\$	(319,148)

#### Note:

In its first two years, the Be Heard Boulder website has been viewed by 40,000 unique visitors with more than 5,000 achieving the coveted ranking of being engaged.

<sup>&</sup>lt;sup>1</sup> Community Engagement & Neighborhood Services moved from City Manager's Office in mid-2020.

<sup>&</sup>lt;sup>2</sup> The 2021 budget represents 17.25 FTE employees and associated non-personnel costs budgeted within the Communications & Enagaement Department. There are an additional 8.5 Communication FTEs and associated non-personnel costs budgeted in the following departments: Climate Initiatives, Community Vitality, Facilities & Fleet, Fire-Rescue, Housing & Human Services, Open Space & Mountain Parks, Parks & Recreation, Planning & Development Services, Police, Transportation, and Utilities.



# 2021 Approved Budget \$11,821,268

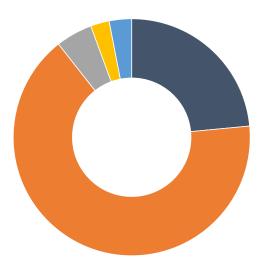
#### **Department Divisions**

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

#### 2021 Key Initiatives

- Implementation of the Citywide Retail Strategy.
- Planned landscaping enhancements on University Hill.
- Implementation of an Affordable Commercial Program.
- Completion of several major maintenance projects.

#### **Department Funding**



- General Fund 23%
- Downtown Commercial District Fund 66%
- University Hill Commercial District Fund 5%
- Boulder Junction Access GID Parking Fund 3%
- Boulder Junction Access GID TDM Fund 3%



#### **Department Mission**

Community Vitality provides administrative oversight and support, and strategic direction throughout the city organization and with partner groups in the community to nurture and enhance the entrepreneurial spirit of our 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.

#### **Department Overview**

#### **Administration**

Provides administrative oversight and support, and strategic direction to the department and partnership to 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 twelve 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 our 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 greas.

#### **District Management & Placemaking**

Manage 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.

In April, Community Vitality conducted a COVID-19 Business Impact Survey completed by over 1,200 representatives of a broad range of the city's businesses, including nonprofit organizations and women and people of color-owned businesses.

#### COVID-19

There are several impacts of the COVID-19 pandemic in terms of revenue loss and subsequent capital project reductions. Additionally, several customer service enhancements for parking products, including the continued effort to move towards more gateless systems at all parking structures was reduced and deferred to future years due to revenue losses in our parking structures. COVID-related impact to the CV 2021-2026 CIP included the reduction of the planned capital investment in the University Hill Commercial Area. While lighting and public landscaping will be addressed in 2020-2021, other capital investment will be delayed indefinitely until the full revenue impact, completion of the Hill Hotel project, and future parking infrastructure planning are better understood.

Finally, significant reductions are included in the 2021 CAGID capital budget. In addition to delays in software and customer service improvements, reductions in scope were necessary for several projects, including elevator repairs and other structural improvements. Also, the CAGID deck repair program and the capital improvement program for Boulder Junction was cancelled for 2021.

#### 2020 Accomplishments

- Supported the economic response and recovery to the COVID-19 pandemic.
- Installation of new pay stations throughout the city for on-street parking that will enhance the customer experience.
- Continued implementation of the Access & Management Parking Strategy (AMPS) including the beginning
  of a community process to explore changes to the Neighborhood Parking Program and parking product
  pricing.
- Planned (late 2020) commercial area lighting enhancements on University Hill.

#### **Significant Changes**

SUMMARY BY DEPARTMENT	O	NE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Community Vitality	\$	(685,000)		\$ (490,856)	(6.13)
Cost Reduction of Existing Service					
Eliminate Parking Enforcement Officer Position		-	-	(68,437)	(1.00)
Eliminate Flex Rebate Program		-	-	(100,000)	-
Eliminate Lot Attendant Positions		-	-	(262,419)	(5.13)
Reduce Downtown Improvements		-	-	(60,000)	-
Reduce General Fund Transfer to CAGID		(175,000)	-	-	-
Reduce General Fund Transfer to UHGID		(75,000)	-	-	-
Reduce Hill Reinvestment Strategy		(15,000)	-	-	-
Reduce Multiple CIP Projects		(420,000)	-	-	-

Nonprofit organizations funded by Community Vitality have provided substantial assistance to businesses impacted by the coronavirus pandemic. Through June 30, 2020, Boulder Small Business Development Center (SBDC) provided over 1,500 hours of consulting, including assistance with EIDL, PPP, and other loan and grant applications, to nearly 600 businesses and hosted 25 webinars with over 2,600 attendees to share ideas, tools, and best practices to help businesses adapt to changing conditions.

#### **Department Detail**

	<u>-</u>		2019 Actual		Approved idget		Approved idget	Varia 2020 to	
	_	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
OTAFFINO AND EVERNOUTURE	DV DD001								
STAFFING AND EXPENDITURE	BY PRUGI	KAIVI							
Administration  Department Administration		7.75 \$	2,110,622	8.75 \$	2,152,301	8.75 \$	1,968,327	- \$	(183,974
Department Administration	Subtotal	7.75 \$	2.110.622	8.75 \$	2,152,301	8.75 \$	1.968.327	<u>- φ</u>	(183,974
Economic Vitality & District Managemen		7 <b>o v</b>	2,110,022	σ ψ	2,102,001	σσ ψ	1,000,021	· ·	(100,014
City Vitality Operations & Management	••	2.00 \$	333,422	2.00 \$	339,572	2.00 \$	338,979	- \$	(593
TDM & Eco Pass Program		0.50	1,285,107	0.50	1,764,837	0.50	2,088,017	-	323,180
EV Programs and Sponsorships		-	346,845	-	204,300	-	202,000	-	(2,300
Business Incentive Programs		_	181.168	_	269.500	_	182,700	_	(86,800
Programs/Sponsorship - BID/DBP		-	89,654	-	112,000	-	112,000	-	-
Public Space Enhancements		0.50	125,000	0.50	125,000	0.50	50,000	-	(75,000
SBDC State Grant Pass-Through		-	-	-	-	-	450,000	-	450,000
	Subtotal	3.00	2,361,196	3.00	2,815,209	3.00	3,423,696	-	608,487
Parking and Access: Operations, Mainte and Enforcement	enance,								
Enforcement		13.00 \$	863,557	13.00 \$	1,034,145	12.00 \$	961,222	(1.00) \$	(72,924
On Street Meters - Enforcement		9.50	647,668	9.50	775,609	9.00	720,916	(0.50)	(54,693
NPP/Other - Enforcement		3.50	215,889	3.50	258,536	3.00	240,305	(0.50)	(18,231
Maintenance (On-Street/Garage/District	:) Ops	10.50	1,597,611	10.50	1,132,554	10.50	1,106,520	-	(26,034
Customer Service Operations		13.75	551,794	12.75	1,061,728	6.63	884,477	(6.13)	(177,251
Transaction Fees	0		411,335		412,800		424,975	(7.40) @	12,175
	Subtotal	37.25 \$	3,424,298	36.25 \$	3,641,227	29.13 \$	3,377,194	(7.13) \$	(264,034
Capital Improvement Program, Cost Allo and Debt Service	ocation,								
Capital Improvement Program		- \$	799,129	- \$	1,498,077	- \$	1,240,000	- \$	(258,077
Cost Allocation and Transfers		-	448,747	-	930,135	-	975,801	-	45,666
Debt Service		-	1,245,842	-	1,252,402	-	836,250	-	(416,152
	Subtotal	- \$	2,493,718	- \$	3,680,614	- \$	3,052,051	- \$	(628,563
	Total	48.00 \$	10,389,834	48.00 \$	12,289,351	40.88 \$	11,821,268	(7.13) \$	(468,083
<b>EXPENDITURE BY CATEGORY</b>									
Personnel		\$	3,249,206	\$	3,703,209	\$	3,410,840	\$	(292,369
Operating			4,821,440		5,227,665		5,358,377		130,712
Capital			624,599		1,515,000		1,240,000		(275,000
Debt Service			1,245,842		1,250,117		836,250		(413,867
Cost Allocation and Transfers			448,747		593,360		975,801		382,441
	Total	\$	10,389,834	\$	12,289,351	\$	11,821,268	\$	(468,083)
STAFFING AND EXPENDITURE	BY FUND								
General		18.78 \$	2,759,678	18.60 \$	2,518,690	17.81 \$	2,776,790	(0.79) \$	258,100
Governmental Capital		-	-	-	225,000	-	-	-	(225,000
Downtown Commercial District		25.39	6,426,017	26.12	7,815,914	19.62	7,791,574	(6.50)	(24,340
University Hill Commercial District		4.03	524,891	2.22	632,342	2.30	590,466	0.08	(41,876
Boulder Junction Access GID-Parking		0.03	545,849	0.69	605,416	0.73	300,646	0.04	(304,770
Boulder Junction Access GID-TDM		0.03	133,399	0.38	491,989	0.42	361,792	0.04	(130,197)
	Total	48.25 \$	10,389,834	48.01 \$	12,289,351	40.88 \$	11,821,268	(7.13) \$	(468,083)

Boulder Chamber hosted 90 hours of webinars and helped create resource materials in collaboration with Boulder County Public Health, Latino Chamber and others to assist businesses with understanding and complying with public health orders.

### **Facilities & Fleet Budget**



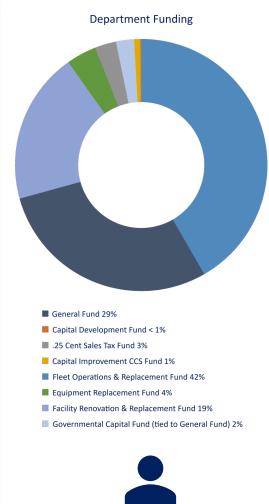
# 2021 Approved Budget \$16,932,815

#### **Department Divisions**

- Facilities
- Fleet Services
- Radio Services

#### 2021 Key Initiatives

- Begin construction of the new \$10 million North Boulder Branch Library, which will be a cutting edge, net-zero energy performing building. The Library Master Plan identified the need for the building since the 1990s.
- Complete the first-ever, citywide Facilities Master Plan that will provide a 50-year vision of where to locate and how to best consolidate city services.
- Building Automation System (BAS) and HVAC
   Equipment replacements for multiple buildings. The
   city's enterprise BAS that controls HVAC equipment
   for 28 city facilities will be updated and critically
   deficient HVAC equipment will be replaced.
- Upgrade the city's fuel management software/ system to be compatible with an upgraded fleet asset and work order system so fueling information is readily available for fleet users.



## **Facilities & Fleet Budget**

#### **Departmental Mission**

The Facilities & Fleet Department is the overall "steward" of city buildings and vehicles which includes managing, maintaining, and operating city-owned buildings and managing and maintaining city vehicles in accordance with industry standards, best practices, and the city's climate commitment goals.

#### **Department Overview**

#### **Facilities**

Facilities provides new construction, major maintenance, renovation and replacement, and O&M services in accordance with industry standards for over 380 city-owned buildings and structures. This results in managing daily maintenance operations for over one-million square feet of building space located in multiple locations throughout the city. Facilities manages the Capital Development, Facility Renovation and Replacement, and Equipment Replacement funds. In addition, Facilities manages Energy Performance Contracts and collaborates citywide to implement Boulder's Climate Commitment which includes aggressive Green House Gas (GHG) emissions reduction targets for city facilities. Facilities is also involved with environmental remediation projects on city property.

#### Fleet Services

Fleet Services maintains over 500 vehicles and over 600 pieces of 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 electric or alternatively fueled and providing a variety of fuel types for the city's fleet. The overall objective of Fleet Services is to provide a reliable and safe city fleet while also minimizing the environmental impact of vehicle and equipment use by city staff as much as possible.

#### Radio Services

Radio Services provides corrective maintenance on all mobile and stationary communications equipment. Radio Services is also building out the infrastructure for the new city-owned and operated radio communication system. The overall objective of Radio Services is to ensure comprehensive coverage and system redundancy all the time (24/7/365).

#### 2020 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.
- Created a new citywide Facilities & Fleet Department to more strategically and efficiently manage resources. This
  was an outcome of the Public Works and Planning & Development Services Assessment.
- Deconstructed the interior of the Boulder Community Health Hospital and the Pavilion Medical Office building at Alpine-Balsam.
- Restructured the fleet vehicle auction process and increased the frequency to every three months which helps to reduce the financial burden to the city.
- Improved the use of asset management data. The Facilities database was expanded from 22 to 70 city buildings
  providing a clearer picture of portfolio condition, value, and needs. This database is being used to help guide the
  first-ever, citywide Facilities Master Plan.

Did you know Facilities is actively managing the energy consumption of city buildings? Facilities is alerted any time equipment goes offline, if energy consumption exceeds historical use, or if a solar PV system goes down or underproduces. Every day Facilities monitors 28 city facilities that use 85 percent of the energy from city operations to ensure the buildings are consuming the least amount of energy necessary.

## **Facilities & Fleet Budget**

#### **Significant Changes**

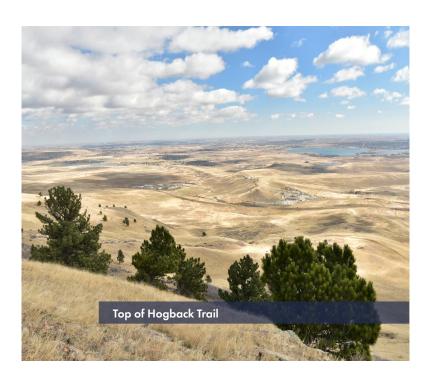
SUMMARY BY DEPARTMENT	ONE-TIME \$		FIXED-TERM FTE	(	ONGOING \$	ONGOING FTE
Facilities & Fleet	\$			\$	(235,978)	-
Cost Reduction of Existing Service						
Reduce Capital Facility Renovation & Replacement		-	-		(90,000)	-
Reduce Frequency of Window Washing Program		-	-		(11,280)	-
Reduce Major & Minor Maintenance		-	-		(134,698)	-

#### **Department Detail**

Department Detail								0004 A			Variance					
		20 Act	19 ual			oproved lget			proved get		nce 2021					
_	FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount				
STAFFING AND EXPENDITURE BY	PROGRA	M														
Facilities and Fleet																
Division Support & Customer Service	3.92	\$	487,608	4.37	\$	555,666	5.89	\$	623,325	1.52	\$	67,659				
Fleet Operations	9.70		3,020,152	9.25		2,994,552	9.80		3,064,421	0.55		69,870				
Fleet Replacement	0.65		4,157,879	0.65		4,953,188	0.70		3,379,895	0.05		(1,573,293)				
Radio Shop	2.10		241,564	2.10		181,204	3.10		538,838	1.00		357,633				
Facilities	14.80		3,442,735	14.30		5,060,699	13.15		4,506,946	(1.15)		(553,753)				
Equipment Replacement (non-Fleet)	-		560,060	-		1,782,915	-		606,102	-		(1,176,813)				
Subtotal	31.17	\$	11,909,998	30.67	\$	15,528,224	32.64	\$	12,719,528	1.97	\$	(2,808,697)				
Capital Improvement Program, Cost																
Allocation, and Debt Service																
Capital Improvement Program	1.25	\$	10,620,944	3.75	\$	9,219,518	4.90	\$	2,557,201	1.15	\$	(6,662,317)				
Cost Allocation/Transfers	_		638,984	_		400,197	_		626,413	_		226,216				
Debt Service	_		976,676	_		995,961	_		1,029,673	_		33,712				
Subtotal	1.25	\$	12,236,604	3.75	\$	10,615,676	4.90	\$	4,213,287	1.15	\$	(6,402,389)				
Total	32.42	\$	24,146,604	34.42	\$	26,143,900	37.54	\$	16,932,815	3.12	\$	(9,211,085)				
EXPENDITURE BY CATEGORY																
Personnel		\$	2,835,462		\$	3,323,963		\$	2 405 070		\$	161,915				
		Ф			Ф			ф	3,485,878		Ф	•				
Operating			11,767,203			10,820,169			5,708,082			(5,112,087)				
Interdepartmental Charges Capital			2,127,140 5,801,138			1,595,870 9,007,740			515,461			(1,080,409)				
Debt Service									5,567,307			(3,440,433)				
Cost Allocation and Transfers			976,676 638,984			995,961 400,197			1,029,673 626,413			33,712 226,216				
Total		\$	24,146,604		\$	26,143,900		\$	16,932,815		\$	(9,211,085)				
STAFFING AND EXPENDITURE BY																
General	17.29	\$	7,474,612	16.79	\$	4,952,391	19.19	\$	4,916,278	2.40	\$	(36,113)				
Capital Development	-		67,073	-		19,672	-		20,262	-		590				
Capital Improvement CCS	-		-	-		-	1.00		133,493	1.00		133,493				
.25 Cent Sales Tax	-		421,537	-		450,262			461,415	-		11,153				
Fleet	13.43		7,801,078	12.98		8,576,339	12.65		7,055,788	(0.33)		(1,520,551)				
Equipment Replacement	0.25		765,926	0.50		1,839,713	0.45		654,242	(0.05)		(1,185,471)				
Facility Renovation and Replacement	1.45		5,003,283	4.15		4,178,940	4.25		3,299,079	0.10		(879,861)				
Governmental Capital			2,613,095			6,126,583			392,258			(5,734,325)				
Total	32.42	\$	24,146,604	34.42	\$	26,143,900	37.54	\$	16,932,815	3.12	\$	(9,211,085)				

Every year, six Fleet mechanics complete over 10,000 repairs on 969 city vehicles and equipment. Counting just actual workdays, that's almost one repair an hour by each mechanic.

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# 2021 Approved Budget \$10,378,726

#### **Department Divisions**

- Administration
- Accounting, Treasury, AP/AR
- Purchasing
- Budget
- Taxpayer Services & Compliance
- Regulatory Licensing
- Payroll
- Risk Management

#### 2021 Key Initiatives

- Support documentation and tracking for COVID-19 relief federal grants received by the city.
- Monitor economic recovery and collaborate with Financial Strategy Committee to develop long-term fiscal sustainability strategy.
- Continue to drive organization-wide focus on internal controls through audits and consultations regarding best practices.
- Continue to implement purchasing assessment recommendations, including maturing the purchasing liaison program.
- Complete an upgrade of Munis ERP (version 2020.1), continue to provide ongoing Munis trainings/support, support the Human Resource Information System (HRIS) project, and implement Employee Expense Reimbursement Module to all departments.
- Further implement Budgeting for Community Resilience grant recommendations, and support implementation of the Citywide Retail Strategy.

### Department Funding



- General Fund 50%
- Sugar-Sweetened Beverage Distribution Tax Fund 1%
- Property & Casualty Insurance Fund 28%
- Workers Compensation Insurance Fund 21%



#### **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 system, special projects, and Flood Recovery Grants.

#### Accounting, Treasury, Accounts Payable/Receivable

The Accounting, Treasury, and Accounts Payable / Receivable division includes general accounting functions, external financial reporting, internal audit, daily cash management, debt management, bond disclosure, other compliance requirements, accounts payable and accounts receivable functions including vendor tax documentation; and other functions such as financial document imaging, records retention, and centralized mail coordination. 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.

#### **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.

#### **Budget**

The Budget division coordinates city-wide 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.

#### Taxpayer Services & Compliance

The Tax Revenue and Audit division provides business licensing (sales tax licensing), tax collection, reporting, education, and compliance functions for sales and use taxes, accommodation taxes, admission taxes, and other city transactional taxes.

#### Regulatory Licensing

The regulatory licensing division includes compliance and issuances or renewal of regulatory licenses such as liquor licenses, medical and recreational marijuana business licenses, hemp licenses, special event licenses, and other miscellaneous licenses.

#### **Payroll**

The Payroll division performs payroll functions including processing of paychecks and W2s. This division ensures compliance with federal and state payroll, pension, and other tax reporting requirements.

#### 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.

During the first half of the year sales tax staff has responded to over 14,000 emails.

#### 2020 Accomplishments

- Focused on employee professional development, encouraged training, and continued cross training efforts.
- The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the city for its 2018 Comprehensive Annual Financial Report (CAFR) and awarded the city Outstanding Achievement for its 2018 Popular Annual Financial Report (PAFR). Both 2019 documents were submitted to GFOA for consideration as well.
- The Finance department is focused on continuous improvement and implementing best practices. In 2020 the city revised its purchasing card and travel policies and developed its first comprehensive Purchasing Policy Manual which includes the framework for an Underserved Business Program. In addition, the city initiated a purchasing data project that will collect and update vendor information to perform data analysis to inform more strategic procurement related initiatives.
- The city went live with a new tax and revenue management system (GenTax). This system manages tax revenues for over 14,000 tax accounts that remit over \$140 million in tax annually. As of July 2020, over 80% of the accounts that remit tax on a monthly or quarterly are using the new GenTax system with an expectation over 90% of accounts by year-end. Online payments by taxpayers has doubled when compared to same time last year.
- City council approved two new license types, hemp cultivation and extraction licenses and tobacco retailer licenses.
- Finance implemented a substantial financial system Munis ERP upgrade to version 2019.1 which included a large data migration, new servers, and organization-wide trainings and testing. Finance also rolled-out a pilot of the Employee Expense Reimbursement module to three departments.

#### **Significant Changes**

SUMMARY BY DEPARTMENT	(	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Finance	\$	(284,335)		\$ (214,244)	(1.00)
New/Enhanced Program					
New Senior Internal Auditor Position		4,500	-	119,437	1.00
Cost Reduction of Existing Service					
Eliminate Administrative Specialist II Position		-	-	(68,996)	(1.00)
Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training		-	-	(67,000)	-
Eliminate Front Desk Position & Regrade Auditor Position		-	-	(80,000)	(1.00)
Hold Budget Analyst II Position Vacant		(97,535)	-	-	-
Hold Financial Analyst Position Vacant		(93,300)	-	-	-
Reduce Accounting Temporary Services		(49,000)	-	-	-
Reduce Financial Consultants		(16,000)	-	(30,000)	-
Reduce Multiple NPE Expenditure Categories- One-Time		(33,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing		-	-	(62,685)	-
Reduce Risk Management Contractual Medical Services		-	-	(25,000)	-

Due to COVID, City Licensing processed 23 curbside applications so that phone and online orders of marijuana could be delivered to curbside locations and those applications were all received during a 5 day period in March, 2020.

**Department Detail** 

STAFFING AND EXPENDITURE BY PROGRAM  Administration  Department Administration, ERP, and Special Projects  Subtotal	FTE	20 Act		2020	Ar	nroved	2024	۸.	_	\/-	!	
Administration  Department Administration, ERP, and Special Projects		_	uui	2020 Approved Budget		2021 Approved Budget			Variance 2020 to 2021			
Administration  Department Administration, ERP, and Special Projects			Amount	FTE		Amount	FTE		Amount	FTE		Amount
Administration  Department Administration, ERP, and Special Projects	1											
Department Administration, ERP, and Special Projects												
		_			_			_			_	
Subtotal	5.00	\$	757,648	5.00	\$	1,027,792	4.00	\$	894,876	(1.00)		(132,916
A	5.00	\$	757,648	5.00	\$	1,027,792	4.00	\$	894,876	(1.00)	Þ	(132,916
Accounting, Treasury, AP/AR	0.50	\$	43,622	0.50	\$	43,673	0.50	\$	48,286	_	œ.	4,613
Portfolio and Debt Management Financial Reporting	5.00	Ф	797,582	5.00	Φ	43,673 869,992		Ф	•		Ф	,
Payment and Receipt Processing	2.00		132,973	2.00		153,224	4.50 2.00		770,232 154,082	(0.50)		(99,760 858
Centralized Mail Services	2.00		62,544	2.00		62,711	2.00		55,471	-		(7,240
Subtotal		•			¢			¢	·		•	
	7.50	\$	1,036,722	7.50	\$	1,129,599	7.00	\$	1,028,071	(0.50)	Þ	(101,528
Purchasing  Burchasing Management and Compliance	4.00	Ф	222 705	4.00	Φ	420 427	4.00	¢	205 650		Ф	(22 707
Purchasing Management and Compliance		\$	333,795		\$ <b>\$</b>	429,437		\$	395,650	-		(33,787
Subtotal	4.00	\$	333,795	4.00	Ф	429,437	4.00	\$	395,650	-	Þ	(33,787
Budget  Budget Development, Forecasting and Policy Analysis	5.50	\$	688,370	5.50	\$	725,539	4.00	\$	533,565	(1.50)	\$	(191,974
Subtotal			688,370	5.50	\$	725,539		\$	533,565	(1.50)	÷	(191,974
Taxpayer Services & Compliance	5.50	Ψ	000,070	5.50	Ψ	1 20,000	4.00	Ψ	000,000	(1.50)	Ψ	(131,374
Taxpayer Services & Collections	7.00	\$	994,713	6.00	\$	2,233,464	4.00	\$	938,294	(2.00)	\$	(1,295,170
Tax Audit	4.60	Ψ	309,684	4.00	Ψ	401,110	4.80	۳	501,243	0.80	•	100,133
Tax Audit - Recreational Marijuana	0.90		73,397	0.90		95,066	0.60		55,219	(0.30)		(39,847
Tax Audit - Sugar Sweetened Beverage Tax	0.50		41,906	0.50		45,547	0.60		79,615	0.10		34,069
Subtotal	13.00	\$	1,419,700	11.40	\$	2,775,187	10.00	\$	1,574,372		\$	(1,200,815)
Cubtotal	10.00	Ψ	1,410,100	111.40	Ψ	2,110,101	10.00	۳	1,014,012	(1.40)	•	(1,200,010,
Regulatory Licensing												
Liquor Licensing	1.80	\$	199,091	1.50	\$	202,419	2.15	\$	179,132	0.65	\$	(23,287
Miscellaneous Vendor	0.40		30,382	0.20		17,583	0.40		31,240	0.20		13,657
Medical Marijuana	0.60		123,353	1.40		121,308	0.75		68,176	(0.65)		(53,132
Recreational Marijuana	1.20		180,947	2.50		246,398	1.55		176,020	(0.95)		(70,378
Administration			692	-		-	0.15		35,120	0.15		35,120
Subtotal	4.00	\$	534,464	5.60	\$	587,708	5.00	\$	489,688	(0.60)	\$	(98,020
Payroll												
Payroll	4.00	\$	355,714	4.00	\$	372,517	4.00	\$	358,430	-		(14,087)
Subtotal	4.00	\$	355,714	4.00	\$	372,517	4.00	\$	358,430	-	\$	(14,087
Risk Management												
Property and Casualty Insurance	2.00	\$	2,409,545	2.00	\$	2,645,810	2.00	\$	2,932,838	-	\$	287,028
Worker's Compensation Insurance	2.00		1,674,143	2.00		2,152,092	2.00	_	2,171,236	-	_	19,144
Subtotal	4.00	\$	4,083,689	4.00	\$	4,797,902	4.00	\$	5,104,074	-	\$	306,172
Total	47.00	\$	9,210,101	47.00	\$	11,845,680	42.00	\$	10,378,726	(5.00)	\$	(1,466,955)
EXPENDITURE BY CATEGORY												
- XII		\$	4,303,286		\$	4,995,157		\$	4,482,793		\$	(512,365
Personnel			4,752,430			6,695,396			5,732,316			(963,080
Personnel			105,052			105,054			94,485			(10,569
Personnel Operating						50,073						19,059
Personnel			49,333			30,073			69,132			10,000
Personnel Operating Interdepartmental Charges		\$	49,333 <b>9,210,101</b>		\$	11,845,680		\$	69,132 <b>10,378,726</b>		\$	
Personnel Operating Interdepartmental Charges Cost Allocation		\$			\$			\$			\$	
Personnel Operating Interdepartmental Charges Cost Allocation Total			9,210,101	42.50		11,845,680	37.40		10,378,726	(5.10)		(1,466,955
Personnel Operating Interdepartmental Charges Cost Allocation  Total  STAFFING AND EXPENDITURE BY FUND General	42.50	\$	<b>9,210,101</b> 5,084,507	42.50 0.50	\$	7,002,232	37.40 0.60	\$	<b>10,378,726</b> 5,195,037	, ,		<b>(1,466,955</b> (1,807,195
Personnel Operating Interdepartmental Charges Cost Allocation  Total  STAFFING AND EXPENDITURE BY FUND General Sugar Sweetened Beverage Distribution Tax	42.50 0.50		9,210,101 5,084,507 41,906	0.50		7,002,232 45,547	0.60		5,195,037 79,615	(5.10) 0.10		(1,466,955) (1,807,195) 34,068
Personnel Operating Interdepartmental Charges Cost Allocation  Total  STAFFING AND EXPENDITURE BY FUND General	42.50		<b>9,210,101</b> 5,084,507			7,002,232			<b>10,378,726</b> 5,195,037	, ,		(1,466,955) (1,807,195) 34,068 287,028 19,144

During the week of go-live for the new system, the sales tax and audit division collectively spent over 80 hours on the phone answering over 1,400 phone calls.

### Fire-Rescue Budget



### 2021 Approved Budget \$21,325,117

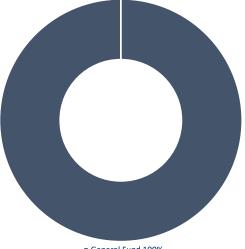
#### **Department Divisions**

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

#### **2021 Key Initiatives**

- Launch Light Response Vehicle pilot with ALS capabilities to respond to medical emergencies.
- Optimize deployment to maintain service-levels under financial constraint.
- Streamline process for the replacement of fire apparatus to enhance operational consistency and cost effectiveness across the fleet.
- Renegotiate 3rd party EMS and Ambulance contract to achieve Master Plan goals related to system resiliency and patient outcomes.

#### **Department Funding**



■ General Fund 100%



### 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, surface 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.

#### 2020 Accomplishments

- Finalized Fire Master Plan and received Council acceptance.
- Completed multi-year application and review process and received departmental accreditation from the Center for Public Safety Excellence (CPSE).
- Altered nearly all departmental operations to safely and effectively respond to COVID-19 with focus on patient care and protection of personnel.
- Shifted mid-stream (due to COVID-19) to launch internally run fire academy graduating 6 recruits.
- Leveraged departmental expertise to help guide citywide infectious disease PPE procurement program.

## Fire-Rescue Budget

#### **Significant Changes**

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Fire-Rescue	\$ 160,000	-	\$ (545,116)	(2.00)
New/Enhanced Program				
Launch Light Response Vehicle Pilot with ALS Capability	-	-	35,000	-
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion)	-	-	133,384	-
Increase Department Budget	160,000	-	-	-
Modify Water Rescue Program Service	-	-	(31,000)	-
Cost Reduction of Existing Service				
Reduce Programmatic Overtime	-	-	(70,000)	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(80,000)	-
Reduce Occupational Health Programming	-	-	(15,000)	-
Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot	-	-	(300,000)	-
Reduce Community Risk Reduction Administrative Capacity	-	-	(67,000)	(1.00)
Reduce Wildland Fire Administration & Operations Capacity	-	-	(150,500)	(1.00)

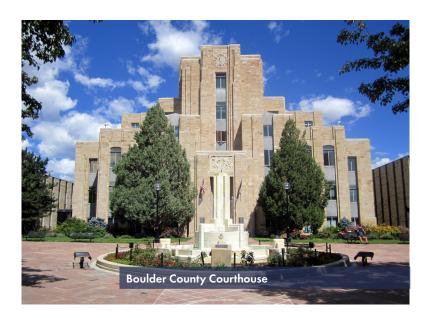
Boulder Fire-Rescue received accredited status in early 2020 putting it in a select group of 284 fire agencies within North America to have received such a designation. Approximately 11% of the U.S. population and 17% of the Canadian population are protected by an accredited agency.

# Fire-Rescue Budget

### **Department Detail**

	_		20 Act			•	pproved get			oproved lget	Variance 2020 to 2021		
	_	FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount
STAFFING AND EXPEND	ITURE BY	PROGR	AN				_			_			_
Emergency Operations													
Fire-Rescue		24.25	\$	3,564,950	24.25	\$	4,086,761	24.25	\$	3,952,903	-	\$	(133,858)
Wildland Response		8.00		940,362	8.00		1,039,189	7.00		877,904	(1.00)		(161,285)
Water Rescue		24.25		3,585,274	24.25		3,313,043	24.25		3,346,199	_		33,156
Hazardous Materials		24.25		3,719,421	24.25		3,450,433	24.25		3,519,081	-		68,648
Emergency Medical Services		24.25		4,234,606	24.25		4,251,835	24.25		4,305,187	-		53,352
	Subtotal	105.00	\$	16,044,613	105.00	\$	16,141,261	104.00	\$	16,001,274	(1.00)	\$	(139,987)
Community Risk Reduction													
Public Education		2.67	\$	337,845	2.67	\$	298,699	2.33	\$	271,270	(0.34)	\$	(27,429)
Code Enforcement		3.17		296,263	4.17		496,848	3.84		473,931	(0.33)		(22,917)
Investigations		1.16		288,760	1.16		234,271	0.83		227,575	(0.33)		(6,696)
	Subtotal	7.00	\$	922,868	8.00	\$	1,029,818	7.00	\$	972,776	(1.00)	\$	(57,042)
Internal Support													
Facilities (Stations)		0.45	\$	9,383,906	0.45	\$	1,713,876	0.45	\$	364,281	-	\$	(1,349,595)
Fleet		0.45		1,429,051	0.45		1,345,600	0.45		1,349,618	-		4,018
Supplies & Equipment		0.45		488,474	0.45		437,908	0.45		370,616	-		(67,292)
Technology		1.13		406,312	1.13		520,035	1.13		500,567	-		(19,468)
Safety Equipment		0.63		242,886	0.63		249,017	0.63		245,214	-		(3,803)
Human Resources		0.13		52,743	0.13		25,052	0.13		24,419	-		(633)
Occupational Health Training		0.63 3.13		227,145	0.63 3.13		220,704 642,238	0.63 3.13		192,901 652,583	-		(27,803) 10,345
Training	Subtotal	7.00	\$	649,085	7.00	\$		7.00	¢		<u> </u>	•	
Administration	Subtotal	7.00	Þ	12,879,602	7.00	Þ	5,154,430	7.00	\$	3,700,199	-	\$	(1,454,231)
Administration		2.00	\$	202.254	2.00	\$	348,062	2.00	\$	220 720	_	\$	(0.222)
Strategic Planning		2.00	Ф	393,354	2.00	Ф	,	2.00	Ф	338,729	-	Ф	(9,333)
Finance	ahin a	2.00		237,002 26,578	2.00		238,457 76,853	2.00		235,286 76,853	-		(3,171)
Collaborating Agency Relations	Subtotal	4.00	\$	656,934	4.00	\$	663,372	4.00	\$	650,868	-	\$	(12,504)
	Total	123.00	\$	30,504,017	124.00	\$	22,988,881	122.00	\$	21,325,117	(2.00)	\$	(1,663,764)
EXPENDITURE BY CATE	GORY												
Personnel			\$	17,789,361		\$	17,765,823		\$	17,485,639		\$	(280,184)
Operating				1,703,305		•	1,819,453			1,944,558			125,105
Interdepartmental Charges				1,995,805			2,052,605			964,592			(1,088,013)
Capital				9,015,546			1,351,000			930,328			(420,672)
	Total		\$	30,504,017		\$	22,988,881		\$	21,325,117		\$	(1,663,764)
STAFFING AND EXPEND	ITURE BY												
General		122.33	\$	22,215,321	124.00	\$	21,637,881	122.00	\$	21,325,117	(2.00)	\$	(312,764)
Open Space Fund	_	0.67		128,123	-		_	-		-	-		-
Community, Culture, & Safety 1				8,160,573			1,351,000		_				(1,351,000)
	Total	123.00	\$	30,504,017	124.00	\$	22,988,881	122.00	\$	21,325,117	(2.00)	\$	(1,663,764)

### **General Governance Budget**



### 2021 Approved Budget \$3,198,298

### **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.

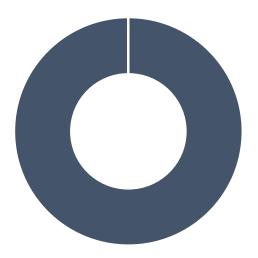
### Citywide Memberships

 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	\$	263,818	-	\$ (21,900)	-
New/Enhanced Program					
New Budget for Centralized Personal Protective Equipment		263,818	-	-	-
Cost Reduction of Existing Service					
Reduce Office of Special Events (OSE) Costs	•	-	-	(21,900)	-

### **Department Detail**

-	2019 Actual			2020 Approved		2021 Approved		Variance	
-		Actual		Budget Amount		Budget Amount		2020 to 2021 Amount	
EVENDITURE BY BROCKAM		Amount		Amount		7 tillount		Amount	
EXPENDITURE BY PROGRAM City Manager's Contingency									
Extraordinary Personnel	\$	_	\$	119,916	\$	119,916	\$	_	
Manager's Contingency	Ψ	117,561	Ψ	136,166	Ψ	366,166	Ψ	230,000	
Subtotal	\$	117,561	\$	256,082	\$	486,082	\$	230,000	
Non-Departmental Contracts	•	111,001	•	200,002	•	400,002	•	200,000	
Convention and Visitors Bureau	\$	2,233,482	\$	2,329,300	\$	1,401,363	\$	(927,937)	
Humane Society Building Loan	•	60,000	•	60,000	•	60,000	•	-	
Office of Emergency Management		285,293		285,000		285,000		_	
Tribal Consultation		,		37,500		37,500		_	
Negotiations Support		12,298		46,393		46,393		-	
Subtotal	\$	2,591,073	\$	2,758,193	\$	1,830,256	\$	(927,937)	
Citywide Memberships									
Denver Regional Council of Governments	\$	48,500	\$	49,543		50,534	\$	991	
Colorado Municipal League		80,785		85,783		85,783		-	
Metro Mayors Caucus		8,558		8,686		8,720		34	
National League of Cities		8,050		8,689		9,005		316	
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.		800		400		400		-	
Colorado Climate Future Coalition		30,000		30,000		30,000		-	
Mayor's Innovation Alliance		2,000		2,300		2,300		-	
Subtotal	\$	187,344	\$	200,051	\$	201,392	\$	1,341	
Citywide Programs									
West Nile Virus / IPM	\$	253,487	\$	258,750	\$	258,750	\$	-	
Citywide Special Events / Coordinator		97,214		126,000		126,000		-	
Training and Technology		9,450		13,000		-		(13,000)	
Event Support and Sponsorships		14,393		80,000		11,000		(69,000)	
Community Survey		900		21,000		21,000		-	
Big Ideas Conference Host		-		25,000		-		(25,000)	
Citywide Personal Protective Equipment	•	-	•	-	_	263,818	_	263,818	
Subtotal	\$	375,444	\$	523,750	\$	680,568	\$	156,818	
Total	\$	3,271,422	\$	3,738,076	\$	3,198,298	\$	(539,778)	
EXPENDITURE BY CATEGORY									
Operating	\$	3,271,422	\$	3,738,076	\$	3,198,298	\$	(539,778)	
Total	\$	3,271,422	\$	3,738,076	\$	3,198,298	\$	(539,778)	
		-,,	_	2,. 23,010		5,.55,200		(555)110)	
EXPENDITURE BY FUND	Φ.	0.074.400	Φ.	2 720 272	Φ.	2.400.000	Φ.	(500.770)	
General	\$	3,271,422	\$	3,738,076	\$	3,198,298	\$	(539,778)	
Total	\$	3,271,422	\$	3,738,076	\$	3,198,298	\$	(539,778)	

Note

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



# 2021 Approved Budget \$20,054,114

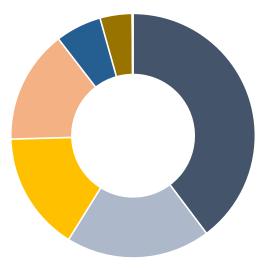
### **Department Divisions**

- Administration
- Community Relations
- Policy / Data & Analytics
- Housing Asset Management
- Community Investment
- Special Initiatives
- Planning & Development Review
- Community Family / Older Adult Services

### 2021 Key Initiatives

- Continue implementation of the Homelessness Strategy including achieving housing goals, fully implementing integrated data for improved outcome tracking, and refine 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 identified in the Human Services Strategy, Health Equity initiative, Housing Strategy, the Economic Sustainability Strategy, Resilience Strategy, and the Boulder Valley Comprehensive Plan (BVCP).
- Continue to 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 243 additional units in 2020.
- Continue promotion of the city's Human Rights
   Ordinance protecting against discrimination in
   housing, employments and public accommodation
   including the addition of two new protected classes immigration status and source of income.

### **Department Funding**



- General Fund 40%
- Sugar-Sweetened Beverage Distribution Tax Fund 19%
- Community Housing Assistance Program (CHAP) Fund 16%
- Affordable Housing Fund 15%
- HOME Investment Partnership Grant Fund 6%
- Community Development Block Grant (CDBG) Fund 4%
- Other Grants <1%



### **Department Mission**

The Housing and Human Services Department provides resources and community connections so everyone can experience Boulder as a just, inclusive, and equitable community. HHS commits to achieving this mission by building relationships with those serve, fostering collaborative partnerships, addressing systemic inequities, investing in and implementing effective, sustainable and solution-based policies and programs, and creating and preserving a diversity of housing options.

### **Department Overview**

#### **Administration**

Provides oversight of the department work programs, policy development and implementation, strategic and community planning, implementation of Housing initiatives, Human Services and Homelessness Strategies, regional partnership development and coordination, finance and budget oversight, and public communications.

#### **Community Relations**

Community Relations consists of 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.

### 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, identify and create 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. The 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 Fund furthers health promotion, wellness programs, and chronic disease prevention to address health equity, the Substance Education and Awareness grant funding for 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 Boulder County Regional Housing Partnership and assists in allocating funding to address COVID-19.

### Family Services

Family Services includes the Child Care Subsidy Program (CCS), financial assistance to support low- and lower- middle-income families in paying for quality, affordable child care, and Family Resource Schools (FRS), 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 (YOP) and the city manager-appointed Youth Opportunities Advisory Board (YOAB), which advises the city on youth-related issues in the community.

#### **Older Adult Services**

Prior to the pandemic, Senior Services provided programs and services for older adults at the East and West Age Well 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. Senior Services 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. 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. The current budget situation required the closing of the East Age Well Center and the suspension of many enrichment programs, resource seminars and support groups, wellness programs, and day trips. All other services continue, and suspended programs and services will resume as conditions improve and resources are available.

### 2020 Accomplishments

- Amid the pandemic and associated city budget reductions, HHS continued to provide core services to
  the community including providing affordable homeownership opportunities, community mediation, case
  management for families and older adults, human rights protections, and ongoing policy guidance and
  implementation.
- 199 new low/moderate/middle income permanently affordable homes were added this year with another 243 anticipated by the end of the year.
- 8.4% of homes in the city are now permanently affordable showing remarkable progress towards the goal of 15% of homes by 2035.
- Community Relations successfully petitioned the Boulder County District Court judges to encourage mediation prior to any eviction filing.
- Progress continues on development projects furthering the city's commitment to creating and preserving diverse housing options in Boulder. In partnership with Boulder Housing Partners, 120 affordable homes were completed at 30Pearl, a mixed-use development offering an additional 179 new market rate housing opportunities. Ponderosa Community Stabilization continued on the path to provide affordable and stable housing by annexing into the city, beginning infrastructure replacement and improvements, and designing housing options serving the residents of the community.

Since the City of Boulder launched the Substance Education and Awareness (SEA) Fund in 2016 to prevent youth substance use by leveraging the city's recreational marijuana tax revenue, \$1.38M have been invested in community- and school-based youth programs and family-focused media campaigns.

### 2020 Accomplishments, Continued

- Implemented the recently adopted Manufactured Housing Strategy through successful lobbying at the state legislature and adopted local ordinances that further Boulder Valley Comprehensive Plan (BVCP) policies.
- Through coordinated efforts aligned with the Homelessness Strategy, helped 147 adults exit homelessness between January and June 2020, including the provision of housing for 70 people, family reunification services for 26 people, diversion services for 42 people and participation opportunities in treatment or other programs for 27 people.

### **Significant Changes**

SUMMARY BY DEPARTMENT	 ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Housing & Human Services	\$ (181,400)	-	\$ (1,327,666)	(4.50)
New/Enhanced Program				
Bring Early Diversion, Get Engaged (EDGE) Program In-House from Police	-	-	161,920	4.00
Increase Budget for Human Services Grants	200,000	-	-	-
Cost Reduction of Existing Service				
Eliminate 3 Older Adult Services (OAS) Customer Service Positions	-	-	(71,431)	(1.50)
Eliminate Asset Program Manager Position	-	-	(118,040)	(1.00)
Eliminate Data Analytics Project Manager Position	-	-	(87,221)	(1.00)
Eliminate Human Services Planner Position	-	-	(101,547)	(1.00)
Eliminate Older Adult Services (OAS) East Center	-	-	(9,620)	-
Eliminate Planner III Position	-	-	(105,370)	(1.00)
Eliminate Program Development Manager Position	-	-	(128,860)	(1.00)
Eliminate Program Manager Position	-	-	(110,420)	(1.00)
Eliminate Senior Project Manager Position	-	-	(36,682)	(0.25)
Eliminate Youth Opportunity Program Grant Funds	-	-	(164,500)	-
Reduce Fleet Replacement Funding	(69,948)	-	-	-
Reduce Grants for Homelessness Program	(100,000)	-	-	-
Reduce Human Relations Commission	-	-	(9,530)	-
Reduce Human Services Fund Grants	(120,952)		(336,114)	-
Reduce Multiple NPE Expenditure Categories- One-Time	(90,500)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(125,375)	-
Reduce OAS Admin Spc Position and Temporary Help	-		(26,648)	(0.25)
Reduce Youth Opportunity Program Coordinator Position	-		(58,228)	(0.50)

Since 2018, Older Adult Services has provided over \$100,000 to help with rent, utilities, health care and other basic needs and hosted over 875 programs and events.

### **Department Detail**

				019 tual	202		approved dget	20		approved dget		(0.75) \$ (230,579) (0.75) \$ (230,579) - \$ 2,184 0.07 13,106 - (2,200) (0.57) (230,205)		
		FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount	
STAFFING AND EXPENDIT	TURE BY PR	OGRAN	Λ	_			_			_			_	
Administration														
Department Administration		7.85	\$	1,228,779	8.50	\$	1,372,025	7.75	\$	1,141,446	(0.75)	\$	(230,579)	
	Subtotal	7.85	\$	1,228,779	8.50	\$	1,372,025	7.75	\$	1,141,446	(0.75)	\$	(230,579	
Family Services														
Early Childhood Programs		0.29	\$	172,150	0.28	\$	239,580	0.28	\$	241,764	_	\$	2,184	
Family Resource Schools		6.77		791,059	5.32		770,987	5.39		784,093	0.07		13,106	
Prevention and Intervention		-		146,167	-		148,430	-		146,230	-		(2,200)	
Youth Opportunities Program		1.00		281,763	1.15		314,438	0.58		84,233	(0.57)		(230,205)	
	Subtotal	8.06	\$	1,391,139	6.75	\$	1,473,435	6.25	\$	1,256,320	(0.50)	\$	(217,115)	
Community Relations  Community Relations and Human  Commission	n Relations	2.44	\$	249,586	1.50	\$	253,272	1.70	\$	251,292	0.20	\$	(1,980	
Food Tax Rebate Program		-		-	_		-	0.30		23,962	0.30		23,962	
Office of Human Rights		0.75		60,042	1.00		95,071	1.00		94,151	-		(920)	
Community Mediation		2.00		201,602	2.00		199,423	2.00		203,737	-		4,314	
	Subtotal	5.19	\$	511,230	4.50	\$	547,766	5.00	\$	573,142	0.50	\$	25,376	
Community Funding & Planning														
Community Funding		3.50	\$	7,899,569	3.00	\$	7,181,145	2.00	\$	6,578,801	(1.00)	\$	(602,344)	
Planning		3.00	•	1,855,496	4.00	•	2,389,361	6.00	•	2,067,578	2.00	•	(321,783)	
	Subtotal	6.50	\$	9,755,065	7.00	\$	9,570,506	8.00	\$	8,646,379	1.00	\$	(924,127)	
Senior Services													, ,	
Food Tax Rebate Program		0.28	\$	30,028	0.42	Ф	36,504		\$		(0.42)	Ф	(36,504)	
Senior Centers		4.44	Φ	393,112	3.84	φ	344,361	2.20	φ	233,924	(1.64)	Φ	(110,437)	
Senior Centers Senior Resources		2.85		278,518	2.79		294,304	2.52		275,803	(0.27)		(110,437)	
Senior Health & Wellness		0.82		161,907	1.19		178,812	1.08		166,421	(0.11)		(12,391)	
Senior Social Programs		1.08		134,287	1.26		149,537	1.45		165,302	0.19		15,765	
	Subtotal	9.47	\$	997,852	9.50	\$	1,003,518	7.25	\$	841,450	(2.25)	\$	(162,068)	
Housing				•			, ,			•	, ,		, , ,	
Community Investment		4.00	\$	21,190,152	3.00	\$	5,932,477	1.75	Φ.	6,045,734	(1.25)	Φ.	113,257	
Asset Management		3.00	Ψ	707,540	5.00	Ψ	925,715	4.25	Ψ	808,247	(0.75)	Ψ	(117,468)	
Planning and Policy		4.50		531,146	4.50		520,329	4.00		450,131	(0.50)		(70,198)	
· imming and · chej	Subtotal	11.50		22,428,838	12.50		7,378,521	10.00		7,304,112	(2.50)		(74,409)	
On at Aller of the and Transfers	,			, .,			,,-			,,	( )		( ,,	
Cost Allocation and Transfers			•	000.045		•	004.000		•	004.005		•	00	
Cost Allocation and Transfers	Subtotal		\$ <b>\$</b>	286,915 <b>286,915</b>	-	\$ <b>\$</b>	291,233 <b>291,233</b>	<u> </u>	\$ <b>\$</b>	291,265 <b>291,265</b>	-	\$ <b>\$</b>	32 32	
	Subtotal		Ψ	200,915	-	Ψ	291,233		Ψ	291,205	-	Ą	32	
	Total	48.57	\$	36,599,818	48.75	\$	21,637,004	44.25	\$	20,054,114	(4.50)	\$	(1,582,890)	
<b>EXPENDITURE BY CATEG</b>	ORY													
Personnel			\$	4,662,493		\$	5,060,274		\$	4,519,931		\$	(540,343)	
Operating				31,000,547			16,102,108			15,101,129			(1,000,979	
Interdepartmental Charges				162,456			183,389			141,789			(41,600	
Capital				487,407			-			-			-	
Debt Service				-			-			-			-	
Cost Allocation				286,915			291,233			291,265			32	
	Total		\$	36,599,818		\$	21,637,004		\$	20,054,114		\$	(1,582,890)	
STAFFING AND EXPENDIT	TURE BY FU	ND												
General Fund		31.37	\$	9,000,670	31.65	\$	9,731,932	30.40	\$	8,343,753	(1.25)	\$	(1,388,179	
Sugar Sweetened Beverage Dist	tribution Tax	1.00		4,599,384	1.00		3,735,393	1.00		3,720,384	-		(15,009)	
Affordable Housing		7.88		18,654,633	7.84		3,166,088	6.09		2,919,288	(1.75)		(246,800)	
Community Housing Assistance	Program	4.97		3,146,818	5.00		3,176,937	4.25		3,059,469	(0.75)		(117,468	
	-	2.35		656,256	2.26		732,101	2.01		824,551	(0.25)		92,450	
Community Development Block (	Giani	2.00		000,200	2.20		702,101	2.01		024,331	(0.23)		32,730	
HOME Investment Partnership G		1.00		542,057	1.00		1,094,553	0.50		1,186,669	(0.23)		92,116	

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# 2021 Approved Budget \$4,417,549

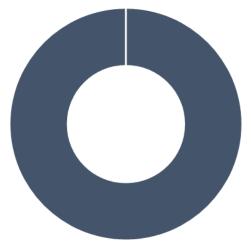
### **Department Divisions**

- Core HR Administration
- Business Partnership & Labor Relations
- Learning
- HR Technology & Data
- Talent Acquisition
- Total Rewards (Benefits, Compensation, & Well-Being)

### 2021 Key Initiatives

- Human capital management and payroll system implementation (phase 1).
- Develop employee bonus and incentive program.
- As budget allows, relaunch core HR services (e.g., citywide learning program, leadership academy, career coaching, tuition reimbursement) with an eye to equity.
- Co-lead a citywide initiative to define the future of work - considering workplace of the future, talent acquisition, development and retention, employer brand, city culture building, and total rewards.
- Continued focus on approaching recruitment, retention, employee development, total rewards, and learning through a racial and gender equity lens.

### Department Funding



■ General Fund 100%



### **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**

#### Core HR Administration

Core HR collaborates with employees and managers across the city to execute foundational HR transactions ensuring timely and accurate payroll, benefits, recruiting, onboarding, and offboarding. The team provides frontline customer service and triages employee issues to escalate appropriately.

### **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 the 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.

#### HR Technology & Data

Manages the department's applications portfolio and core HR system, provides people-analytics services, and partners with Innovation & Technology to best enable HR services with technology. This team will drive a multi-year Human Capital Management System implementation beginning in 2021.

#### 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 by establishing strong employer brand awareness.

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

The Total Rewards team manages the City of Boulder employee compensation and benefit programs. 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 manages the city's compensation and classification strategies and policies and ensures fair pay practices based on market and budget. The team also provides benefits outreach, retirement consulting, and ensures compliance with the Family and Medical Leave and Affordable Care acts.

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.

### 2020 Accomplishments

- Led employee-centric citywide response and recovery efforts to COVID-19 through a strategic personnel reduction, temporary policy changes, and employee communication.
- Launched a market-based and equitable citywide job classification and compensation structure.
- Completed a multi-year planning and readiness phase in preparation for a 2-year human capital management and payroll system implementation.
- Continued to apply a racial and gender equity lens to all HR work including removing names from all job applications, completing a pay equity analysis, and readying for adoption of CO Equal Pay for Equal Work Act.
- Redefined the role and processes for core HR transactions and frontline customer service.
- Continued growth of in-house HR subject matter expertise by adding staff that bring skills related to HR strategy and ops, benefits and compensation analysis, and HR data and systems.
- Launched a series of employee pulse surveys to drive key decisions around COVID-19 recovery and the overall employee experience.

### **Significant Changes**

SUMMARY BY DEPARTMENT	C	NE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Human Resources	\$	(170,000)		\$ 254,679	(1.00)
New/Enhanced Program					
New Human Resources Information System (HRIS) Administration		-	-	500,000	-
Cost Reduction of Existing Service  Eliminate HR Coordinator Position				(90,321)	(1.00)
Reduce Multiple NPE Expenditure Categories- One-Time		(170,000)	-	(90,321)	(1.00)
Reduce Multiple NPE Expenditure Categories- Ongoing		-	-	(140,000)	-
Repurpose Talent Acquisition Manager to Recruiting Program Manager					

The city will save nearly \$1.7m with a one city, one Boulder approach to 6 holiday furlough days in 2020.

### **Department Detail**

			)19 tual	20:		pproved dget	20		Approved idget		Variance 2020 to 2021		
	FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount	
STAFFING AND EXPENDITURE B	Y PRO	GR <i>A</i>	M										
Administration													
Strategy	3.00	\$	456,867	2.00	\$	374,638	2.00	\$	374,638	-	\$	-	
Business & Technology Services	3.00		371,818	3.00		558,814	3.00		858,814	4.00		300,000	
Core HR Citywide Compensation Adjustments	-		-	-		150,000 750.000	4.00		506,000 750.000	4.00		356,000	
Subtotal	6.00	•	828,686	F 00	ø	,	9.00	•	2,489,451	4.00	•	CEC 000	
Business Partnership & Labor Relations	6.00	Ą	020,000	5.00	Ą	1,833,451	9.00	Ą	2,409,451	4.00	Ą	656,000	
Business Partnership & Labor Relations	7.00	\$	753,605	6.00	\$	901,252	5.00	\$	751,000	(1.00)	\$	(150,252)	
Subtotal	7.00	<u> </u>	753,605	6.00	÷	901,252	5.00	_	751,000	(1.00)		(150,252)	
Learning	7.00	Ψ	733,003	0.00	Ψ	30 1,232	3.00	Ψ	731,000	(1.00)	Ψ	(130,232)	
Learning	3.00	\$	506,562	3.00	\$	479,511	1.00	\$	215.000	(2.00)	\$	(264,511)	
Subtotal	3.00		506,562	3.00	÷	479,511	1.00	<u> </u>	215,000	(2.00)		(264,511)	
Talent Acquisition		·	,		•	- ,-		•	.,	( /	•	( - ,- ,	
Talent Acquisition	2.00	\$	298,173	2.00	\$	300,945	1.00	\$	178,040	(1.00)	\$	(122,905)	
Subtotal	2.00	\$	298,173	2.00	\$	300,945	1.00	\$	178,040	(1.00)		(122,905)	
Total Rewards		•	•		•	•		-	•	, ,	•	, ,	
Benefits Administration	4.00	\$	535,346	5.00	\$	578,286	3.00	\$	316,044	(2.00)	\$	(262,242)	
Compensation	1.00		202,287	1.00		156,688	2.00		156,688	1.00		-	
Well-Being Programs & Administration	1.00		299,086	1.00		359,513	1.00		311,325	-		(48,188)	
Subtotal	6.00	\$	1,036,720	7.00	\$	1,094,487	6.00	\$	784,058	(1.00)	\$	(310,430)	
Total	24.00	\$	3,423,746	23.00	\$	4,609,646	22.00	\$	4,417,549	(1.00)	\$	(192,097)	
EXPENDITURE BY CATEGORY													
Personnel		\$	2,474,075		\$	2,701,506			2,587,215		\$	(114,291)	
Operating			887,113			1,848,825			1,783,032			(65,793)	
Interdepartmental Charges			62,558			59,315			47,302			(12,013)	
Capital			-			-			-			-	
Total		\$	3,423,746		\$	4,609,646		\$	4,417,549		\$	(192,097)	
STAFFING AND EXPENDITURE B													
General	24.00	\$	3,423,746	23.00	\$	4,609,646	22.00		4,417,549	(1.00)		(192,097)	
Total	24.00	\$	3,423,746	23.00	\$	4,609,646	22.00	\$	4,417,549	(1.00)	\$	(192,097)	

There are 7,000+ training courses available to enhance employee development.



# 2021 Approved Budget \$14,395,083

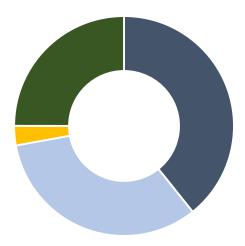
### **Department Divisions**

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

### 2021 Key Initiatives

- Continued construction of Broadband fiber infrastructure.
- Implementation of phase one of the Data Warehouse.
- Following fall 2020 user testing and department content migration, a newly redesigned city website will launch in first quarter of 2021.
- The development of phase 1 of the Constituent Relationship Management (CRM) will begin in early 2021.
- City staff will evaluate shared files on city systems and move relevant content to SharePoint and Microsoft Teams, reducing our on-premise storage footprint and improving collaboration. Architecting a next generation Azure computing and data infrastructure will continue our work to transition more city services to the cloud.
- A Boulder Direct Democracy Online (BDDO) system will be released, as authorized by Measure 2G, for 2021 elections.
- Ongoing digital transformation with focus on developing a comprehensive digital transformation roadmap, including establishment of citywide digital signature capabilities for use on both internal and external processes requiring formal signature.
- Establishment of a Security, Risk, and Compliance Advisory Committee as well as a Digital Services Governance Committee.

### **Department Funding**



- General Fund 39%
- Governmental Capital Fund (tied to General Fund) 33%
- Telecommunications Fund 3%
- Computer Replacement Fund 25%



### **Department Mission**

The Innovation and Technology (IT) department enables impactful, efficient, and high-quality services for constituents and employees through operational effectiveness, innovation, and technology systems. Our services include:

- Citywide technology leadership, IT administration and procurement.
- Support for over 1,600 employees and thousands of end user computing devices.
- Connectivity and service availability via critical infrastructure, including 200 miles of fiber optic cable, hundreds of servers and two data centers.
- Management of constituent-facing and business critical applications.
- Integration, analysis and management of city data.
- Business process improvement and implementation of technology projects and systems.
- A security program focused on relationship-building and getting the basics right to keep constituents, employees, data, and systems secure from cyber and privacy threats.
- Employee training and communications that achieve to successfully manage change, engage and train city employees about technology.
- Innovation that drives transformation of Boulder's operations through experimentation.

### **Department Overview**

### Capital, Non-IT, & Citywide Items

Includes partial funding for major citywide technology initiatives. The most notable item in this category is funding for the IT Capital Improvement Plan, which supports broadband project activities.

#### **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.

### **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, 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 to integrate systems and provide new, online services and digital information.

### **Customer Engagement**

The Customer Engagement division is responsible for IT Service Desk support, training, and communications. The IT Service Desk 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 another IT team. The IT training team facilitates a wide variety of modern, custom training approaches for several technology tools used in the city by leveraging instructor-led training, user guides, videos, eLearning, and more. IT communications manages connections with IT users, focusing on important changes and information in our technology environment.

The Open Data program publishes 113 datasets, representing 90 percent of city departments. Of the 102 datasets, 54 have automated updates.

### Cyber Security & Privacy

The Cyber Security division provides technology risk management, data governance and data loss prevention, security incident handling and recovery, vendor and application security assessments, enterprise-wide technology and process hardening, business continuity planning, policy development, contract assessment, and staff education. The Cyber Security 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 proactively to all city departments, city employees, and persons associated with the city such as volunteers, boards and commissions members, and City Council members.

#### 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, Web, e-mail, 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.

#### **Innovation & Analytics**

The Innovation and Analytics division partners with city departments to apply collaborative, user-centric, and data-driven practices that heighten service to the Boulder community. The division helps departments leverage their data assets for informed decision-making with data science and business intelligence practices, while also improving transparency and accountability through open data publishing and data-informed community engagement. The division uses process improvement training and methods to help city staff continuously improve their program and processes' performance. The division also helps IT and departments seek, incubate, partner on, and pilot new solutions that transform the city's digital footprint to best serve the Boulder community.

### **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, resource management, and procurement related activities such as contracting and request for proposal (RFP) processes.

### 2020 Accomplishments

- IT implemented several new technologies to enhance city staff's remote access and collaboration capabilities including, Remote Desktop Services which provides secure remote access to city network resources and specialized applications from any Internet attached computer, Always on VPN which allows all city laptops/tablets to remotely and seamlessly access city network resources, and Microsoft Teams, which provides voice communication, video meeting/chat, collaboration and file sharing capabilities from any Internet attached device (computer, tablet, smartphone).
- A new Microsoft Teams-based phone system was implemented, greatly enhancing communication capabilities for an internal, mobile and remote workforce while reducing overall costs by nearly \$300k/year.
- A two-year project began to build approximately 60 miles of 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 the COVID-19 Work from Home order, there have been 748,051 Teams chat messages, 20,320 Teams calls and 31,006 Teams meetings.

### 2020 Accomplishments, Continued

- The cyber security program strengthened our email anti-phishing safeguards, performed freshwater utility and water reclamation utility critical infrastructure audits, and completed the city's 2020 payment card industry compliance self-assessment. Projects are in progress to enable multi-factor authentication and deliver a cyber security skills training to all city employees. As a result of our citywide cyber security efforts and engaged staff, the city did not experience any significant security incidents in 2020.
- Numerous data management and analytics goals were accomplished in 2020. A new Data Policy was approved on January 1st and the city began implementing key data principles through data classification and data use agreements. As a result of the new Data Policy, we began road mapping and implementing a new citywide data warehouse architecture, laying the foundation for strengthened data integrity, protection, sharing, and analytics. In the context of this work, Boulder became one of just 24 U.S. cities and the first in Colorado to be recognized by What Works Cities for its data and innovation practices, receiving silver certification in 2020. The Innovation and Analytics division began exhibiting its more sophisticated data science capabilities with the new Data Scientist role hired in fall 2019. The team supported COVID-19 response and recovery efforts, including development of a COVID-19 Early Detection Warning System for Boulder County jurisdictions to identify early virus trends using 911 call data. Data and Analytics partnered with the city's Racial Equity Program to develop new equity indicators and assessment tools that will help departments objectively assess equity impacts of services. The team also supported the Boulder Police Department's new Police Chief's efforts to strengthen its data assets and operational data tools.
- The Department undertook several cutting-edge initiatives to strengthen public engagement through the city's digital footprint. IT and Communications led initial design and BETA testing of a new, public facing website design developed through specific user surveying and design practices. The department partnered with Community Vitality and Google.org to develop the 'Boulder for Me' service eligibility calculator, a tool to be integrated into the new website for community members to quickly understand what services the city offers to meet their greatest needs.
- A new Boulder Direct Democracy Online (BDDO) system was developed, which will allow Boulder registered voters to endorse petitions online during elections in 2021.
- Worked jointly with the Finance Department to implement a new Sales Tax system (GenTax), which allows Boulder businesses to file and submit their tax payments online.

### Significant Changes

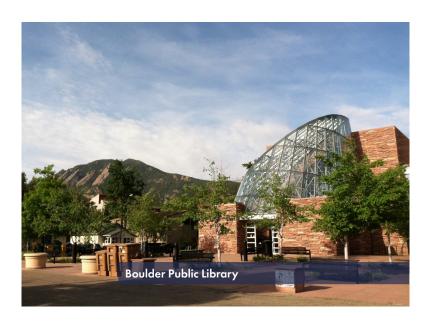
SUMMARY BY DEPARTMENT	ONE	-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Innovation & Technology	\$			\$ (672,065)	(5.00)
New/Enhanced Program					
New Database Administrator Position		-	-	102,115	1.00
Cost Reduction of Existing Service					
Eliminate Business Analyst II Position		-	-	(125,311)	(1.00)
Eliminate Data Analytics Project Manager Position		-	-	(85,173)	(1.00)
Eliminate GIS Program Manager Position		-	-	(120,464)	(1.00)
Eliminate PMO Position		-	-	(79,150)	(1.00)
Eliminate Manager Position (TBD)		-	-	(115,568)	(1.00)
Eliminate Tech Support Analyst II Position		-	-	(86,801)	(1.00)
Reduce Consulting Costs		-	-	(60,000)	-
Reduce Staff Training Budget		-	-	(42,501)	-
Suspend IT Paid Internship Program		-	-	(59,211)	-

**Department Detail** 

Dopai anone Dotaii		2019 Actual				oproved Iget		•	proved get			nce 2021	
	•	FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount
STAFFING AND EXPENDI	TUPE RV D	POGPAN	/									_	
Administration	TORLBIF	ROGRAN	/										
Department Administration		3.00	\$	384,435	3.00	\$	494,768	3.00	\$	416,529	_	\$	(78,239
Department Administration	Subtotal	3.00	\$	384,435	3.00		494,768		\$	416,529		\$	(78,239)
Customen Functions	Subtotal	3.00	Ф	304,435	3.00	Ф	454,700	3.00	Ф	410,529	-	Ф	(10,239)
Customer Experience						_						_	(40.000
Service Desk		1.30	\$	260,584	2.35	\$	246,986	2.40	\$	233,690	0.05	\$	(13,296)
Training	0.14.4.1	1.00	_	180,243	1.20	_	144,601	1.50	•	176,985	0.30	_	32,384
	Subtotal	2.30	\$	440,827	3.55	\$	391,588	3.90	\$	410,675	0.35	\$	19,087
Strategy and Innovation			_			_			_				
Innovation		2.00	\$	371,781	3.00	\$	451,633	2.00	\$	323,544	(1.00)		(128,089)
	Subtotal	2.00	\$	371,781	3.00	\$	451,633	2.00	\$	323,544	(1.00)	\$	(128,089)
Application Services													
Applications & Related Support		16.75	\$	1,648,058	10.82	\$	1,753,264	9.90	\$	1,464,658	(0.92)	\$	(288,606)
Database Administration		1.00		248,014	1.13		181,304	2.10		322,316	1		141,012
	Subtotal	17.75	\$	1,896,072	11.95	\$	1,934,568	12.00	\$	1,786,974	0.05	\$	(147,594)
Project Management Office													
Project Management		-	\$	560,305	5.00	\$	663,710	3.00	\$	415,991	(2.00)	\$	(247,719)
	Subtotal	-	\$	560,305	5.00	\$	663,710	3.00	\$	415,991	(2.00)	\$	(247,719)
Infrastructure Services											, ,		• • •
Network Administration		2.30	\$	348,108	2.15	\$	364,916	2.20	\$	365,571	0.05	\$	655
Server Administration		3.35	Ψ	539,575	4.20	Ψ	598,271	4.40	Ψ	605,886	0.20	Ψ	7,615
End-User Device and Office Au	tomotion	0.00		000,070	4.20		000,211	4.40		000,000	0.20		7,010
Administration and Tier 2 Suppo		8.65		845,917	7.40		929,353	5.50		664,974	(1.90)		(264,379)
Administration and Tier 2 Supple	Subtotal	14.30	\$	1,733,600		\$	1,892,540	12.10	\$		(1.65)	\$	(256,109)
Security Services	Cubiotai	14.00	Ψ	1,700,000	10.70	Ψ	1,032,040	12.10	Ψ	1,000,401	(1.00)	Ψ	(200,100)
=		1 10	Φ.	255.044	0.75	¢.	406 604	2.00	ф	260.750	(0.75)	Φ.	(447.045)
Security Administration	Subtotal	1.40 1.40	\$ <b>\$</b>	255,044	2.75 <b>2.75</b>	\$	486,604	2.00 2.00	\$ <b>\$</b>	368,759 368,759	(0.75) ( <b>0.75</b> )		(117,845)
Citywide IT (new departments)	Subtotai	1.40	Ą	255,044	2.75	Ą	486,604	2.00	Ф	360,759	(0.75)	Ф	(117,845)
Citywide IT (non-departmental)			_			_			_			_	
IT Capital Money		-	\$	6,072	-	\$	-	-	\$	-	-	\$	-
Telecom Connectivity		-		137,860	1.00		439,688	1.00		268,264	-		(171,424)
Citywide Telecommunications &													
Replacement Programs - Non C		1.00		2,532,167	-		2,898,908	-		2,797,316	-		(101,592)
	Subtotal	1.00	\$	2,676,099	1.00	\$	3,338,596	1.00	\$	3,065,580	-	\$	(273,016)
Capital Improvement Program													
Capital Improvement Program		-	\$	2,166,473	-	\$	4,292,472	-	\$	5,970,600	-	\$	1,678,128
	Subtotal	-	\$	2,166,473	-	\$	4,292,472	-	\$	5,970,600	-	\$	1,678,128
	Total	41.75	\$	10,484,636	44.00	\$	13,946,478	39.00	\$	14,395,083	(5.00)	\$	448,605
EXPENDITURE BY CATEO	GORY												
Personnel			\$	5,162,362		\$	5,495,501		\$	4,687,785		\$	(807,716)
Operating			Ψ	4,415,461		Ψ	3,847,604		Ψ	3,642,722		Ψ	(204,882)
Interdepartmental Charges				178,213			209,846			148,732			(61,114)
,													
Capital				649,541			4,313,284			5,835,600			1,522,316
Other Financing Uses	Total		\$	79,058 <b>10,484,635</b>		\$	80,244 <b>13,946,478</b>		\$	80,244 <b>14,395,083</b>		\$	448,605
STAFFING AND EVENEN		LIND		, ,,			,		_	.,,			
STAFFING AND EXPENDI	TURE BY F										,		/
General		40.75	\$	5,785,995	43.00	\$	6,755,098	38.00	\$		(5.00)	\$	(1,102,931)
Governmental Capital		-		1,516,933	-		3,385,000	-		4,735,000	-		1,350,000
Telecommunications		1.00		412,291	1.00		568,036	1.00		412,795	-		(155,241)
Computer Replacement				2,769,416	-		3,238,343			3,595,121			356,778
	Total	41.75	\$	10,484,635	44.00	\$	13,946,478	39.00	\$	14,395,083	(5.00)	\$	448,605

In June 2020 alone, our email system received 1.2 million messages and sent 170,000 messages. 60,000 phishing messages and 240,000 spam messages were detected and quarantined by our email protection system.

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# 2021 Approved Budget \$9,251,680

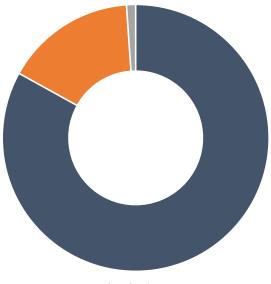
### **Department Divisions**

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

### 2021 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.
- Offer One Book, One Boulder for the second year.
   As in 2020, the book selected will reflect community interests, needs and current events, and several events will be offered to all ages around the topic/selected book.
- Continue and expand the Creative Neighborhoods: Work Projects to build the positive social infrastructure potential of arts leadership at a very local level and in response to the developing circumstances of the pandemic and recession.
- Conduct the 6th Arts and Economic Prosperity Study in collaboration with American's for the Arts which will comprehensively examine the economic impact of cultural nonprofits and their audiences.

### **Department Funding**



- General Fund 83%
- Library Fund 16%
- Governmental Captial Fund 1%



### **Department Mission**

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

The Boulder Office of Arts and Culture coordinates an alignment in the creative community around the Community Cultural Plan'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.

### **Department Overview**

#### **Administration**

Administration is comprised of the director's office and administrative roles, including project/contract management and long-range planning, budget and accounts payable functions, 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, and materials handling. 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 Automated Materials Handling systems, the public computer reservation and printing system, computer technology support, the library website, the public meeting room A/V equipment, BLDG 61 (library maker space), collection development and the curation of library materials (books, music, movies and more) and electronic resources (ebooks, informational databases, and streaming/downloadable content) and resource services (receiving, processing, and cataloging library materials and resources).

### Community Engagement & Enrichment

This division helps connect the community with the library through educational and entertaining programs, events, exhibits and outreach; literacy-building and learning for all ages; communications, community engagement, and marketing; and fundraising in league with the Boulder Library Foundation and through other external grant opportunities. The division includes the Programs, Events and Outreach team, Youth Services, the BoulderReads adult literacy work group, and the library's communications and grant-writing teams.

#### Office of Arts & Culture

Includes administration and oversight of cultural grants, creative sector programs, public art, support for cultural nonprofits, creative neighborhoods programs, 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.

The new public art project in the Civic Area by Adam Kuby supports dozens of local jobs in construction, metal fabrication, engineering, concrete, landscaping, and more.

### 2020 Accomplishments

- Implemented holds carryout service at the Main Library and Meadows Branch Library, to get books and
  more into the hands of community members during the Governor's "Stay at Home" order. Assigned staff
  from several library teams to offer onsite self-service holds pick-up of library materials, copy/print services,
  and physically-distanced computing.
- Distributed 250 wireless hotspots with unlimited data service to low-income families in need of an internet connection for virtual schooling and other internet connectivity needs.
- Expanded the Online Library for all ages featuring ebooks, downloadable audiobooks, movies, and music, online classes, community and research resources, homework help, hundreds of interactive and recorded virtual events and programs for all ages, how-to videos, tech help, reading recommendations and much more.
- Quickly established the "Creative Neighborhoods: Work Projects" initiative which connects artists who have been impacted financially by the pandemic with commissions for projects to help their neighbors reconnect and recover.
- Worked with the Boulder Arts Commission, City Manager's Office, Budget and Finance Department, and the arts service nonprofit Create Boulder to move funding to nonprofit stabilization challenge fund. That investment of \$20,000 was doubled by donations to Create Boulder, and then further expanded to return more than \$160,000 to Boulder cultural nonprofits.
- Responded promptly to the closures of the pandemic to move Boulder Arts Week online. This included
  providing sponsorships to help artists with the costs of conducting their programs online. And, establishing
  a new website: Boulder Arts Online, which continues to serve as a clearinghouse for pandemic-friendly arts
  activity.

### **Significant Changes**

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Library & Arts	\$ (215,722)	2.50	\$ (1,120,010)	(10.50)
New/Enhanced Program  Bring Library Security & Support Services In-House			100,000	1.75
Increase Budget for Cultural Grants (Arts)	100,000	-	100,000	1.75
Increase Budget for Library Services	100,000	2.50	-	-
Cost Reduction of Existing Service				
Reduce Administrative Functions & Sponsorships (Arts)	(3,861)	-	(66,484)	-
Reduce Cultural Grants Program (Arts)	(39,312)	-	(117,938)	-
Reduce Public Art Maintenance & Unscheduled Projects (Arts)	(20,000)	-	(5,100)	-
Adjust Operations at Meadows, Reynolds, & NoBo Branch Libraries	-	-	(4,500)	-
Adjust Operations for Library Acquisitions, Collection Development, Resource Services, & Archive	-	-	(127,500)	-
Adjust Operations for Main Library Patron & Youth Services & Materials Handling	-	-	(3,500)	-
Adjust Operations for Materials Handling	-	-	(109,889)	(2.25)
Adjust Operations for Programs, Events, & Sponsorships	-	-	(11,000)	-
Eliminate 2 Programs, Events, & Outreach Specialist Positions	-	-	(94,189)	(1.25)
Eliminate 3 Branch Library Specialist Positions	-	-	(141,037)	(2.25)
Eliminate 3 Library Specialist Positions	-	-	(134,979)	(2.25)
Eliminate Bilingual Library Youth Specialist Position	-	-	(63,997)	(0.50)
Eliminate Branch Services Manager Position	-	-	(102,647)	(1.00)
Eliminate Collection Development & Library Specialist Position			(51,105)	(0.75)
Eliminate Creative Technologist Position	-	-	(63,617)	(1.00)
Eliminate Library & Scheduling Specialist Position	-	-	(66,596)	(1.00)
Hold Carnegie Branch Librarian Position Vacant	(90,329)	-	-	-
Hold Resource Services Manager Position Vacant	(110,252)	-	-	-
Reduce BLDG61 Makerspace Materials	-	-	(30,000)	-
Reduce BoulderReads Program & Hold BoulderReads Manager Position Vacant	(66,968)	-	(1,500)	-
Reduce Non-Personnel Staff Support	(85,000)	-	(24,432)	-

### **Department Detail**

STAFFING AND EXPENDITURE BY PROFIXED   FITE   Amount   FITE		2019 Actual					2021	1 Approved Variance			ance	
STAFFING AND EXPENDITURE BY PROGRAM   Administration   Library Administration   4.00   \$ 894,553   5.75   765,835   1.75   (128,718)   Library Administration   4.00   741,670   4.00   8.94,553   5.75   765,835   1.75   (128,718)   (101,422)   (					2020 Ap	pro	ved Budget		•	•		
Administration		FTE		Amount	FTE		Amount	FTE		Amount	FTE	Amount
Administration	STAFFING AND EXPENDITURE BY	PPOGP	ΔM			_			_			
Library Administration		I KOOK	~!VI									
Library Facility and Asset Maintenance 1 218,451 - 300,585 - 307,304 - 6,719 Volunteer Services 10 10 110,586 1.50 132,455 1.50 122,313 - (10,142) Grant Programs Subtotal 5.0 130,8674 - 450,000 - 323,500 - (128,500)		4 00	\$	741 670	4 00	\$	894 553	5.75	\$	765 835	175 \$	(128 718)
Mathems			Ψ			Ψ		0.70	Ψ	•	ισ φ	, , ,
Grant Programs		1.00			1 50			1 50			_	
Arts and Culture  Arts and Culture  Arts and Culture  Arts Administration 3.00 \$ 437.733 3.00 \$ 494.859 3.00 \$ 441,184 - \$ (53.675)   Arts Crants - 931.373 - 925.000 - 874.650 - (50.360)   Arts Crants - 931.373 - 925.000 - 874.650 - (50.360)   Arts Crants - 931.373 - 925.000 - 874.650 - (50.360)   Arts Programs 0.05 48,109 0.50 44,966 0.75   Arts Crants - 931.373 - 9325.000 - 874.650 - (50.360)   Arts Programs 0.05 48,109 0.50 44,966 0.75   Arts Crants - 931.373 - 9325.000 - 874.650 - (50.360)   Arts Programs 0.05 1 48,109 0.50 44,966 0.75   Arts Crants - 931.373   Arts Crants - 931.373   Arts Crants - 931.373   Arts Crants - 932.000 - 832.50   Arts Programs - 932.500 - 932.500   Arts Programs - 932.500 - 932.500   Arts Programs - 932.500 - 932.500   Arts Crants - 932.500   Arts Programs - 932.500   Arts Program - 932.500   Arts Programs - 932.500   Arts Programs - 932.500   Arts Programs - 932.500   Arts Programs - 932.500   Arts Program - 932.500   Arts Programs -		-			-			-			_	
Arts and Culture		5.00	\$		5.50	\$		7.25	\$		1.75 \$	
Arts Administration			•	1,100,000		•	.,,		•	,,,,,,,,	•	(===,===)
Arts Grants		3.00	\$	437.733	3.00	\$	494.859	3.00	\$	441.184	- \$	(53.675)
Arts Programs	Arts Grants	-	•		-	•		-	•	•		
Public Art Maintenance		0.50			0.50			0.75			0.25	
Subtotal   3.50   \$ 1,417,214   3.50   \$ 1,494,845   3.75   \$ 1,365,478   0.25   \$ (129,367)	•			•				-		•	_	
BoulderReads		3.50	\$	1,417,214	3.50	\$	1,494,845	3.75	\$	-	0.25 \$	, , ,
Carnegie Library for Local History   2.50   254,977   2.50   250,249   2.00   165,241   (0.50)   (85,008)     Programs, Events, & Outreach   5.25   490,098   5.25   488,767   4.00   371,442   (1.25)   (97,325)     Library Materials   5.50   1,602,408   5.50   1,608,568   4.75   1,545,327   (0.75)   (63,259)     Youth Services   6.00   443,368   7.00   534,947   6.50   471,142   (0.50)   (63,259)     Youth Services   Subtotal   21.50   \$ 2,979,293   22.50   \$ 3,054,978   18.75   \$ 2,671,241   (0.50)   (63,269)     Public Services   21.25   1,357,661   21.25   \$ 1,366,194   16.75   \$ 1,157,007   (4.50)   \$ (209,187)     Branch Libraries   14.50   928,738   15.50   1,024,294   12.25   784,043   (3.25)   (240,251)     Branch Libraries   31.55   \$ 2,286,399   36.75   \$ 2,390,488   29.00   \$ 1,941,050   (7.75)   \$ (449,438)     Services   8	Community Engagement and Enrichment											,
Programs, Events, & Outreach   5.25   490,098   5.25   468,767   4.00   371,442   (1.25   (97,325   Library Materials   5.50   1,602,408   5.50   1,608,566   4.75   1,545,327   (0.75   (63,259   1,545   1,545,327   (0.75   (63,259   1,545   1,545,327   (0.75   (63,365   1,545   1,545,327   (0.75   (63,365   1,545   1,545,327   (0.75   (63,365   1,545   1,545,327   (0.75   (63,365   1,545   1,545,327   (0.75   (63,365   1,545   1,545,327   (0.75   (63,365   1,445   1,545   1,445   1,445   (0.75   (1.387,377   1,445   1,	BoulderReads	2.25	\$	188,441	2.25	\$	192,429	1.50	\$	118,089	(0.75) \$	(74,340)
Library Materials	Carnegie Library for Local History	2.50		254,977	2.50		250,249	2.00		165,241	(0.50)	(85,008)
Library Materials	Programs, Events, & Outreach	5.25		490,098	5.25		468,767	4.00		371,442	(1.25)	(97,325)
Youth Services	Library Materials	5.50		1,602,408	5.50		1,608,586	4.75		1,545,327	(0.75)	
Public Services	Youth Services	6.00		443,368	7.00		534,947	6.50		471,142	(0.50)	
Patron Services	Subtotal	21.50	\$	2,979,293	22.50	\$	3,054,978	18.75	\$	2,671,241	(3.75) \$	(383,737)
Branch Libraries	Public Services											
Subtotal   35.75   \$2,286,399   36.75   \$2,390,488   29.00   \$1,941,050   (7.75)   \$449,438	Patron Services	21.25	\$	1,357,661	21.25	\$	1,366,194	16.75	\$	1,157,007	(4.50) \$	(209,187)
Resource Services				-						-	. ,	
Resource Services		35.75	\$	2,286,399	36.75	\$	2,390,488	29.00	\$	1,941,050	(7.75) \$	(449,438)
Technology Support			_			_			_		(( aa) a	(4=0 4=0)
Flatirons Library Consortium			\$	,		\$	•		\$	•	(1.00) \$	, ,
Makerspace   3.00   298,445   3.00   322,022   2.00   213,265   (1.00)   (108,757)							•	3.00			-	
Capital Improvement Program         Subtotal         12.00         \$ 1,887,062         10.00         \$ 1,654,958         (2)         \$ (232,104)           Capital Improvement Program         -         \$ 763,095         -         \$ 7,728,823         -         \$ 100,000         -         (7,628,823)           Subtotal         -         \$ 763,094.90         -         \$ 7,728,823         -         \$ 100,000         -         \$ (7,628,823)           Total         77.75         \$ 10,671,508         80.25         \$ 18,333,789         68.75         \$ 9,251,680         (11.50)         \$ 9,082,109)           EXPENDITURE BY CATEGORY         Personnel         \$ 5,992,114         \$ 6,407,693         \$ 5,369,055         \$ (1,038,638)           Operating         3,447,175         3,722,082         3,243,790         (478,292)           Interdepartmental Charges         476,561         475,191         538,835         63,644           Capital         755,658         7,728,823         100,000         (7,628,823)           Total         \$ 10,671,508         \$ 18,333,789         \$ 9,251,680         \$ (9,082,109)           STAFFING AND EXPENDITURE BY FUND           General         77.00         \$ 9,190,966         79.75         <								-			- (4.55)	, ,
Capital Improvement Program         -         \$ 763,095         -         \$ 7,728,823         -         \$ 100,000         -         (7,628,823)           Subtotal         -         \$ 763,094.90         -         \$ 7,728,823         -         \$ 100,000         -         \$ (7,628,823)           Total         77.75         \$ 10,671,508         80.25         \$ 18,333,789         68.75         \$ 9,251,680         (11.50)         \$ (9,082,109)           EXPENDITURE BY CATEGORY           Personnel         \$ 5,992,114         \$ 6,407,693         \$ 5,369,055         \$ (1,038,638)           Operating         3,447,175         3,722,082         3,243,790         (478,292)           Interdepartmental Charges         476,561         475,191         538,835         63,644           Capital         755,658         7,728,823         100,000         (7,628,823)           Total         \$ 10,671,508         \$ 18,333,789         \$ 9,251,680         \$ (9,082,109)           STAFFING AND EXPENDITURE BY FUND           General         77.00         \$ 9,190,966         79.75         \$ 9,044,061         68.25         \$ 7,716,913         (11.50)         \$ (1,327,148)           Library         0.50			•			•	-		•	-	, ,	
Capital Improvement Program         -         \$ 763,095         -         \$ 7,728,823         -         \$ 100,000         -         (7,628,823)           Subtotal         -         \$ 763,094.90         -         \$ 7,728,823         -         \$ 100,000         -         \$ (7,628,823)           Total         77.75         \$ 10,671,508         80.25         \$ 18,333,789         68.75         \$ 9,251,680         (11.50)         \$ (9,082,109)           EXPENDITURE BY CATEGORY           Personnel         \$ 5,992,114         \$ 6,407,693         \$ 5,369,055         \$ (1,038,638)           Operating         3,447,175         3,722,082         3,243,790         (478,292)           Interdepartmental Charges         476,561         475,191         538,835         63,644           Capital         755,658         7,728,823         100,000         (7,628,823)           Total         \$ 10,671,508         \$ 18,333,789         \$ 9,251,680         \$ (9,082,109)           STAFFING AND EXPENDITURE BY FUND           General         77.00         \$ 9,190,966         79.75         \$ 9,044,061         68.25         \$ 7,716,913         (11.50)         \$ (1,327,148)           Library         0.50         1,480,		12.00	Þ	1,755,927	12.00	Þ	1,887,062	10.00	Þ	1,654,958	(2) \$	(232,104)
Subtotal         -         \$ 763,094.90         -         \$ 7,728,823         -         \$ 100,000         -         \$ (7,628,823)           Total         77.75         \$ 10,671,508         80.25         \$ 18,333,789         68.75         \$ 9,251,680         (11.50)         \$ (9,082,109)           EXPENDITURE BY CATEGORY           Personnel         \$ 5,992,114         \$ 6,407,693         \$ 5,369,055         \$ (1,038,638)           Operating         3,447,175         3,722,082         3,243,790         (478,292)           Interdepartmental Charges         476,561         475,191         538,835         63,644           Capital         755,658         7,728,823         100,000         (7,628,823)           Total         \$ 10,671,508         \$ 18,333,789         \$ 9,251,680         \$ (9,082,109)           STAFFING AND EXPENDITURE BY FUND           General         77.00         \$ 9,190,966         79.75         \$ 9,044,061         68.25         \$ 7,716,913         (11.50)         \$ (1,327,148)           Library         0.50         1,480,542         0.50         1,560,905         0.50         1,434,767         -         (126,138)           Governmental Capital         -         -			¢	763 005		¢	7 720 022		¢	100 000		(7 629 923)
Total   77.75								-			- \$	
Personnel			•	•					·			
Personnel         \$ 5,992,114         \$ 6,407,693         \$ 5,369,055         \$ (1,038,638)           Operating         3,447,175         3,722,082         3,243,790         (478,292)           Interdepartmental Charges         476,561         475,191         538,835         63,644           Capital         755,658         7,728,823         100,000         (7,628,823)           Total         \$ 10,671,508         \$ 18,333,789         \$ 9,251,680         \$ (9,082,109)           STAFFING AND EXPENDITURE BY FUND           General         77.00         \$ 9,190,966         79.75         \$ 9,044,061         68.25         \$ 7,716,913         (11.50)         \$ (1,327,148)           Library         0.50         1,480,542         0.50         1,560,905         0.50         1,434,767         -         (126,138)           Governmental Capital         -         -         -         700,000         -         100,000         -         (600,000)           Capital Development         -         -         -         3,000,000         -         -         -         (4,028,823)		//./5	\$	10,671,508	80.25	\$	18,333,789	68.75	\$	9,251,680	(11.50) \$	(9,082,109)
Operating Interdepartmental Charges         3,447,175         3,722,082         3,243,790         (478,292) (478,292)           Interdepartmental Charges         476,561         475,191         538,835         63,644           Capital         755,658         7,728,823         100,000         (7,628,823)           Total         \$ 10,671,508         \$ 18,333,789         \$ 9,251,680         \$ (9,082,109)           STAFFING AND EXPENDITURE BY FUND           General         77.00         \$ 9,190,966         79.75         \$ 9,044,061         68.25         \$ 7,716,913         (11.50)         \$ (1,327,148)           Library         0.50         1,480,542         0.50         1,560,905         0.50         1,434,767         -         (126,138)           Governmental Capital         -         -         -         700,000         -         100,000         -         (600,000)           Capital Development         -         -         -         3,000,000         -         -         -         (4,028,823)	EXPENDITURE BY CATEGORY											
Interdepartmental Charges	Personnel		\$	5,992,114		\$	6,407,693		\$	5,369,055	\$	(1,038,638)
Capital         755,658         7,728,823         100,000         (7,628,823)           Total         10,671,508         18,333,789         9,251,680         (9,082,109)           STAFFING AND EXPENDITURE BY FUND           General         77.00         9,190,966         79.75         9,044,061         68.25         7,716,913         (11.50)         (1,327,148)           Library         0.50         1,480,542         0.50         1,560,905         0.50         1,434,767         -         (126,138)           Governmental Capital         -         -         -         700,000         -         100,000         -         (600,000)           Capital Development         -         -         -         3,000,000         -         -         -         (3,000,000)           Capital Improvement CCS         -         -         4,028,823         -         -         -         (4,028,823)	Operating			3,447,175			3,722,082			3,243,790		
Total         \$ 10,671,508         \$ 18,333,789         \$ 9,251,680         \$ (9,082,109)           STAFFING AND EXPENDITURE BY FUND           General         77.00         \$ 9,190,966         79.75         \$ 9,044,061         68.25         \$ 7,716,913         (11.50)         \$ (1,327,148)           Library         0.50         1,480,542         0.50         1,560,905         0.50         1,434,767         -         (126,138)           Governmental Capital         -         -         -         700,000         -         100,000         -         (600,000)           Capital Development         -         -         -         3,000,000         -         -         -         (3,000,000)           Capital Improvement CCS         -         -         4,028,823         -         -         -         (4,028,823)	Interdepartmental Charges			476,561			475,191			538,835		63,644
STAFFING AND EXPENDITURE BY FUND           General         77.00         \$ 9,190,966         79.75         \$ 9,044,061         68.25         \$ 7,716,913         (11.50)         \$ (1,327,148)           Library         0.50         1,480,542         0.50         1,560,905         0.50         1,434,767         -         (126,138)           Governmental Capital         -         -         -         700,000         -         100,000         -         (600,000)           Capital Development         -         -         -         3,000,000         -         -         -         (3,000,000)           Capital Improvement CCS         -         -         4,028,823         -         -         -         (4,028,823)	Capital			755,658			7,728,823			100,000		(7,628,823)
General         77.00         \$ 9,190,966         79.75         \$ 9,044,061         68.25         \$ 7,716,913         (11.50)         \$ (1,327,148)           Library         0.50         1,480,542         0.50         1,560,905         0.50         1,434,767         -         (126,138)           Governmental Capital         -         -         -         700,000         -         100,000         -         (600,000)           Capital Development         -         -         -         4,028,823         -         -         -         (4,028,823)	Total		\$	10,671,508		\$	18,333,789		\$	9,251,680	\$	(9,082,109)
General         77.00         \$ 9,190,966         79.75         \$ 9,044,061         68.25         \$ 7,716,913         (11.50)         \$ (1,327,148)           Library         0.50         1,480,542         0.50         1,560,905         0.50         1,434,767         -         (126,138)           Governmental Capital         -         -         -         700,000         -         100,000         -         (600,000)           Capital Development         -         -         -         4,028,823         -         -         -         (4,028,823)	STAFFING AND EXPENDITURE BY	FUND_										
Library         0.50         1,480,542         0.50         1,560,905         0.50         1,434,767         -         (126,138)           Governmental Capital         -         -         -         700,000         -         100,000         -         (600,000)           Capital Development         -         -         -         3,000,000         -         -         -         (3,000,000)           Capital Improvement CCS         -         -         4,028,823         -         -         -         (4,028,823)			\$	9.190.966	79.75	\$	9.044.061	68.25	\$	7.716.913	(11.50) \$	(1.327,148)
Governmental Capital         -         -         -         700,000         -         100,000         -         (600,000)           Capital Development         -         -         -         3,000,000         -         -         -         -         (3,000,000)           Capital Improvement CCS         -         -         4,028,823         -         -         -         (4,028,823)						•			٠		-	
Capital Development         -         -         -         3,000,000         -         -         -         -         (3,000,000)           Capital Improvement CCS         -         -         -         4,028,823         -         -         -         -         (4,028,823)		-		-	-			-			_	
Capital Improvement CCS 4,028,823 (4,028,823)	•	_		_	_		•	_		-	_	
		_		_	-			-		-	-	
		77 75	\$	10.671 508	80 25	\$		68 75	\$	9.251 680		

Between April and July, BPL created 90 online story time videos families can enjoy 24/7 while staying Safer at Home, and launched a popular Dial-a-Story line, community members can call to hear a new story read weekly.

### **Municipal Court Budget**



### 2021 Approved Budget \$2,050,646

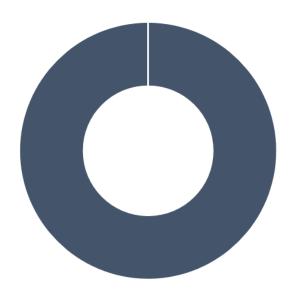
### **Department Divisions**

- Administration
- Adjudication
- Case Management

### 2021 Key Initiatives

- Establish a Community Court if funding materializes from the training and technical assistant grant from the U.S. Department of Justice mentioned in 2020 Accomplishments.
- Will continue to develop and broaden a robust teleworking model for court staff to ensure service delivery and health and wellness.
- Will continue to design and implement phases for conducting Court that corresponds to the health ebb and flow of the community.

### Department Funding



■ General Fund 100%



## **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 (AACT), 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.

### 2020 Accomplishments

- Applied for a training and technical assistance grant from the U.S. Department of Justice to bolster efforts
  to create a robust Community Court within Boulder. This grant funding assists with developing effective
  responses to low-level, non-violent offenses. This is especially helpful in dealing with homeless populations.
- Maintained operations even after the City temporarily closed due to the pandemic. In addition, the Court
  adopted video conferencing for hearings to protect the public and staff's health and safety.
- Due to fiscal restraints brought on by the pandemic, the Court reduced its budget to meet the economic realities while maintaining excellent service delivery.
- Fully transitioned the old SharePoint site to the new Citywide SharePoint Hub site.

In 1955, when the Boulder Municipal Court was formally established (previously called the Police Magistrate Court), the monthly salary for the presiding judge was \$400. That \$400 in 1955 equals about \$3,763 in 2019.

## **Municipal Court Budget**

### **Significant Changes**

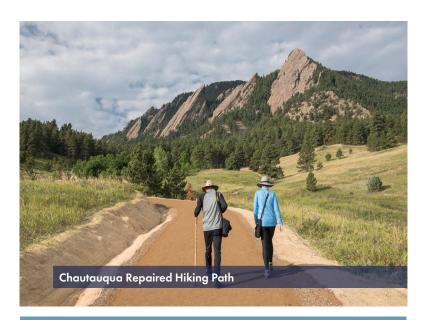
SUMMARY BY DEPARTMENT	ONE-TIME		FIXED-TERM	ONGOING		ONGOING
SUMINARY BY DEPARTMENT	\$		FTE		\$	FTE
Municipal Court	\$	(305,717)		\$	(159,556)	(2.00)
Cost Reduction of Existing Service						
Eliminate 2 Deputy Court Clerk Positions		-	-		(159,556)	(2.00)
Reduce Facilities Renovation & Replacement Funding		(155,678)	-		-	-
Reduce Material Computer Software		(68,845)	-		-	-
Reduce Multiple NPE Expenditure Categories- One-Time		(81,193)	-		-	-

### **Department Detail**

			20 Acti			2020 Approved Budget			2021 Approved Budget			Variance 2020 to 2021		
		FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount	
STAFFING AND EXPEN	DITURE BY	PROGR	AM											
Administration														
Department Administration		3.75	\$	389,923	3.75	\$	528,356	2.75	\$	405,093	(1.00)	\$	(123,264)	
	Subtotal	3.75	\$	389,923	3.75	\$	528,356	2.75	\$	405,093	(1.00)	\$	(123,264)	
Adjudication														
Adjudication		4.60	\$	623,469	4.60	\$	655,393	3.60	\$	551,834	(1.00)	\$	(103,559)	
	Subtotal	4.60	\$	623,469	4.60	\$	655,393	3.60	\$	551,834	(1.00)	\$	(103,559)	
Case Management														
Animal		1.20	\$	125,256	1.20	\$	130,005	1.00	\$	102,473	(0.20)	\$	(27,533)	
General		1.20		125,382	1.20		130,004	1.00		106,706	(0.20)		(23,298)	
Parking		1.20		172,638	1.20		181,039	1.00		156,523	(0.20)		(24,517)	
Photo Enforcement		1.20		119,367	1.20		121,088	1.00		104,206	(0.20)		(16,883)	
Probation Services		4.00		363,816	4.00		435,581	5.00		517,106	1.00		81,525	
Traffic		1.20		125,259	1.20		130,006	1.00		106,707	(0.20)		(23,300)	
	Subtotal	10.00	\$	1,031,718	10.00	\$	1,127,725	10.00	\$	1,093,719	0.00	\$	(34,005)	
	Total	18.35	\$	2,045,110	18.35	\$	2,311,474	16.35	\$	2,050,646	(2.00)	\$	(260,828)	
<b>EXPENDITURE BY CAT</b>	EGORY													
Personnel			\$	1,619,563		\$	1,817,340		\$	1,643,599		\$	(173,741)	
Operating				366,829			436,417			407,047	-		(29,370)	
Interdepartmental Charges				58,718			57,717			-	-		(57,717)	
	Total		\$	2,045,110		\$	2,311,474		\$	2,050,646		\$	(260,828)	
STAFFING AND EXPEN	DITURE BY	' FUND												
General		18.35	\$	2,045,110	18.35	\$	2,311,474	16.35	\$	2,050,646	(2.00)	\$	(260,828)	
	Total	18.35	\$	2,045,110	18.35	\$	2,311,474	16.35	\$	2,050,646	(2.00)	\$	(260,828)	

In Colorado, there are nearly 200 municipal courts. Many are part-time courts, with some holding court sessions only once or twice a month. Boulder's is among a small group that operates full-time.

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### 2021 Key Initiatives

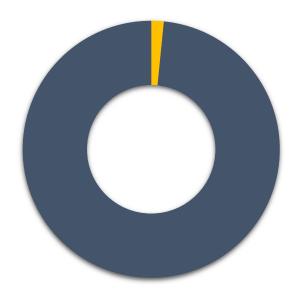
- Continue to steward the Open Space Fund and the open space system during ongoing COVID-19 recovery.
   Implement top priorities of the Master Plan approved in 2019. Key initiatives will align with focus areas, outcomes and strategies as outlined in the Plan:
- Improve soil health, integrate sustainable agricultural practices and resource protection, improve agriculturalrelated 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.
- In the focus area of Financial Sustainability, continue to invest in asset management to understand total cost of system management and take care of what we have. The 2021 budget will be the first that fully incorporates the extension of the 0.15 percent sales tax increment that passed through a ballot measure in November 2019.

### 2021 Approved Budget \$28,306,199

#### **Department Divisions**

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

### **Department Funding**



- Lottery Fund 2%
- Open Space Fund 98%



### **Department Mission**

The Open Space & Mountain Parks Department (OSMP) 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 director, the 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 to maintain OSMP's trails, trail heads and other access points, office buildings and other structures across the open space system; and the department's equipment and vehicle assets.

#### 2020 Accomplishments

• Throughout COVID-19 response and recovery the OSMP system remained open, ensuring access to passive recreation opportunities to promote physical and mental health and connection with nature during challenging times. The department focused on enhanced regional and interdepartmental collaboration, partnerships, and a volunteer ambassador program to ensure consistency with other land management agencies and to support users of the open space system.

OSMP lands support a host of native species, including more than 740 species of plants, 300 bird species, 130 species of butterflies, 60 species of mammals, 20 reptile and amphibian species and 15 species of fish. These lands also host some of the highest-quality cliff-nesting raptor habitats in the western United States!

### 2020 Accomplishments, Continued

- 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.
- 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 continued in 2020.
- Worked to reduce the trail maintenance backlog. Through partnership with youth corps, conservation corps, contracted crews, in-house crews, and volunteers, completed trail maintenance across the OSMP system.
- 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. During pandemic response, the department stewarded the Open Space Fund and
  focused on phasing and rescaling projects to still accomplish system maintenance across functions and
  services.

### **Significant Changes**

SUMMARY BY DEPARTMENT		NE-TIME	FIXED-TERM FTE	ONGOING	ONGOING FTE	
Open Space & Mountain Parks	\$	(2,258,703)		\$ 21,606	1.00	
New/Enhanced Program						
Convert Trails Research Coordinator from Temporary to Standard Position		-	-	21,606	1.00	
Cost Reduction of Existing Service						
Reduce Multiple CIP Projects- One-Time		(1,800,000)	-	-	-	
Reduce Multiple NPE Expenditure Categories- One-Time		(458,703)	-	-	-	

People have lived and thrived on lands currently part of OSMP for more than 10,000 years. The oldest artifact found on OSMP lands is a Cody Complex arrowhead left by early bison hunters, estimated to be between 6,000 and 7,000 years old!

### **Department Detail**

_			2019 2020 Approve Actual Budget						pproved	Variance 2020 to 2021		
<del>-</del>	FTE	Act	uai Amount	FTE	suc	Amount	Budget FTE Amount			FTE	Amount	
			Amount			Amount	115		Amount	115		Amount
STAFFING AND EXPENDITURE BY PRO	GRAM											
Office of the Director		_			_			_			_	
Director's Team	6.00	\$	1,105,551	6.00	\$		6.00	\$	1,168,848	-	\$	(19,011)
Community Relations Office	2.00 2.00		206,885	2.00 2.00		218,035 340,212	2.00 2.00		209,008	-		(9,027)
Science Office Subtotal	10.00	\$	322,285 <b>1,634,722</b>	10.00	\$	,	10.00	\$	328,353 <b>1,706,209</b>		\$	(11,860) (39,898)
Central Services	10.00	Ψ	1,034,722	10.00	Ψ	1,740,100	10.00	Ψ	1,700,203	-	Ψ	(33,030)
Business Services	8.00	\$	775,274	8.00	\$	1,366,966	8.00	\$	1,326,270	_	\$	(40,696)
Real Estate Services	5.00	Ψ	504,312	4.00	Ψ	560,057	4.00	Ψ	424,947	_	Ψ	(135,111)
Resource Information Services	7.75		1,200,602	7.75		1,355,842	7.75		1,474,181	_		118,339
Subtotal	20.75	\$	2,480,188		\$		19.75	\$		-	\$	(57,468)
Community and Partnerships												
Community Engagement	5.50	\$	667,973	6.00	\$	701,750	6.00	\$	699,216	-	\$	(2,534)
Volunteer Service Learning & Partnerships	3.00		524,358	3.00		536,907	3.00		526,362	-		(10,546)
Junior Rangers	1.00		410,383	1.00		436,371	1.00		413,849	-		(22,522)
Outreach	2.00		468,175	2.00		431,814	2.00		409,963	-		(21,851)
Planning Services	6.00		686,757	5.50		807,349	5.50		704,015	-		(103,333)
Ranger Services	19.05	^	2,069,154	19.05		2,106,618	19.00	*	2,152,612	(0.05)	•	45,994
Subtotal	36.55	\$	4,826,801	36.55	\$	5,020,809	36.50	\$	4,906,018	(0.05)	\$	(114,791)
Resources and Stewardship	5.00	\$	507.964	5.00	φ	EOE EOG	6.00	\$	604 422	1.00	œ	105 626
Agricultural Management Cultural Resources Program	2.00	ф	507,864 278,532	2.00	ф	585,506 236,808	2.00	Ф	691,132 225,868	1.00	\$	105,626 (10,940)
Ecological Services from General Fund	2.00		53,755	2.00		184,661	2.00		225,000	(2.00)		(184,661)
Ecological Services from General Fund  Ecological Stewardship	4.05		629,997	4.05		762,485	4.10		686,138	0.05		(76,348)
Forest Ecology	3.50		610,772	3.50		547,685	3.50		593,525	0.00		45,840
Recreation and Cultural Stewardship	2.00		315,831	3.00		401,927	4.00		410,720	1.00		8,793
Human Dimensions	3.00		432,011	3.00		421,883	3.00		410,223	-		(11,660)
Restoration Plant Ecology	2.00		354,280	2.00		343,707	2.00		334,464	-		(9,244)
Vegetation Management	4.00		668,129	4.00		644,782	4.00		640,425	-		(4,357)
Water Resource Administration	2.00		471,998	2.00		522,382	2.00		527,176	-		4,794
Wildlife Ecology	3.00		386,815	3.00		493,449	4.00		569,309	1.00		75,859
Subtotal	30.55	\$	4,709,984	33.55	\$	5,145,276	34.60	\$	5,088,979	1.05	\$	(56,297)
Trails and Facilities												
Equipment and Vehicles	1.00	\$	1,043,388	1.00	\$		1.00	\$	1,044,047	-	\$	30,502
Facility Management	4.00		1,813,908	4.75		929,715	4.75		1,144,245	-		214,530
Signs Graphics Display	2.00		328,153	2.00		301,949	2.00		297,387	-		(4,562)
Trails Stewardship	15.50		2,127,620	14.75		2,256,953	14.75		1,981,009	-		(275,945)
Trailhead Maintenance Subtotal	3.00 <b>25.50</b>	\$	607,245 <b>5,920,314</b>	3.00 <b>25.50</b>	\$	612,137 <b>5,114,299</b>	3.00 <b>25.50</b>	\$	586,870 <b>5,053,558</b>		\$	(25,267) ( <b>60,742</b> )
Capital Improvement Program, Cost	20.00	Ψ	0,320,514	20.00	Ψ	0,114,200	20.00	Ψ	0,000,000	-	Ψ	(00,7 42)
Allocations, and Debt Service												
Capital Improvement Program	-	\$	6,216,337	_	\$	4,038,275	_	\$	4,466,705	_	\$	428,430
Cost Allocation	-		2,090,102	-		2,121,454	-		2,121,454	-		_
Debt Service	-		3,835,811	-		1,806,146	-		1,737,880	-		(68,266)
Subtotal	-	\$	12,142,250	-	\$	7,965,875	-	\$	8,326,039	-	\$	360,164
Total	123.35	\$	31,714,259	125 35	\$	28,275,230	126.35	\$	28,306,199	1.00	\$	30,969
		_	01,111,200	120.00	_	20,210,200		_	20,000,100		_	00,000
EXPENDITURE BY CATEGORY												(222 221)
Personnel		\$	14,785,039		\$	15,424,854		\$	15,091,490		\$	(333,364)
Operating			3,675,578			3,727,273			3,615,695			(111,578)
Interdepartmental Charges			1,111,392			1,157,228			1,272,975			115,747
Capital Cost Allocation			6,216,337			4,038,275 2,121,454			4,466,705			428,430
Debt Service			2,090,102 3,835,811			2, 121,454 1,806,146			2,121,454 1,737,880			(68,266)
Total		\$	31,714,259		\$	28,275,230		\$			\$	30,969
		_	, .,		_	-, -,3		_	.,,			,- 50
STAFFING AND EXPENDITURE BY FUN						,		Ţ				
General	-	\$	53,755	2.00	\$		-	\$	-	(2.00)	\$	(184,661)
Lottery Open Space	100 05		32,221	122.25		428,000 27,662,560	126.25		428,000 27,878,100	0.00		215 620
Open Space Total	123.35 <b>123.35</b>	¢	31,628,283 <b>31,714,259</b>	123.35 <b>125.35</b>	\$	27,662,569 <b>28,275,230</b>	126.35 <b>126.35</b>	¢	27,878,199 <b>28,306,199</b>	3.00 <b>1.00</b>	¢	215,630 <b>30,969</b>
lotai	123.33	Ψ	31,714,209	120.00	Ψ	20,210,230	120.00	Ψ	20,000,199	1.00	Ψ	30,303



# 2021 Approved Budget \$29,474,806

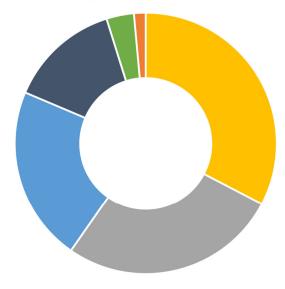
### **Department Divisions**

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

### 2021 Key Initiatives

- Complete significant portions of the BPR Master Plan with thorough public engagement from the Boulder community.
- Continuously adapt to changes caused by COVID-19 in providing community recreation programming through virtual programming, safely designed classes and services and innovative offerings.
- Complete a Recreation Facility Needs Assessment to determine potential enhancements for each of our three recreation centers to ensure they meet the current and future health and wellness needs of the community.
- Complete design and begin construction at the Flatirons Golf Course to modernize and restore golf course's facilities that were destroyed in the 2013 flood.
- Develop a comprehensive restoration management plan for Boulder Creek in coordination with other departments. This will balance recreation and public use with maintaining the stream's ecosystem, which is critical to Boulder.
- Conduct a neighborhood park refresh at North Boulder Park which will focus on playground replacement, irrigation renovation, forestry maintenance, ADA compliance and shelter repairs.

### Department Funding



- General Fund 14%
- Lottery Fund 1%
- .25 Cent Sales Tax Fund 27%
- Recreation Activity Fund 33%
- Permanent Park & Recreation Fund 22%
- Capital Development Fund 3%



### **Department Mission**

The Parks and 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 sustainable practices, partnerships, continuous improvement and a focus on the common good, service excellence and health at the core of all we do.

### **Department Overview**

### **Operations**

The Operations team performs the day-to-day management of facilities and public spaces. This includes 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.

#### Planning & Ecological Services

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

#### **Business Services**

The Business Services team functions include finance, marketing, communications, information technology, staff training and development, business planning and process improvement.

#### Community Building & Partnerships

The Community Building & Partnership team supports accessibility and equity efforts for the department. This includes: Outreach, in the form of community access to public spaces, the delivery of programming for those from underrepresented communities as well as individuals with disabilities, and coordinating system-wide volunteer efforts, engagement in the form of promotion of department services through digital and print media, and Partnerships, in the exploration of public/private relationships that facilitate community goals.

#### 2020 Accomplishments

- Navigated the COVID pandemic with uninterrupted park access, service cessation and then adjustment
  with a focus on safety, equity and financial sustainability. Provided for the health and well-being of the
  community with modified facility operations at recreation centers, the Boulder Reservoir and outdoor pools,
  and adjusted or virtual programming from EXPAND, YSI, gymnastics, sports, fitness and summer camps.
- Completed and opened the new Visitor Service Center at the Boulder Reservoir. This project was funded by the General Fund, .25 Cent Sales Tax Fund, Permanent Parks and Recreation Fund, grants and private donations. The new visitor service center features improved locker rooms, event and group gathering space and a new concession partner to make this a family-friendly community hub.
- Completed construction on Scott Carpenter Pool and opened for swimming. The enhancement includes a 50-meter outdoor pool, leisure pool, lazy river, splash pad and renovated bathhouse. This project was funded through the Community, Culture and Safety Tax, Capital Improvement Funds, and Permanent Parks and Recreation Funds.

Every year, we plant nearly 12,000 annuals on the Mall and give away 9,000 tulip bulbs to community members.

### 2020 Accomplishments Continued

- Kicked off the Boulder Parks and Recreation Master Plan Update which will include significant community engagement over the course of the project. The Master Plan will be presented to Parks and Recreation Advisor Board (PRAB) and City Council for review and adoption in 2022.
- Extended new and 100%-free financial aid to make sure everyone in the Boulder community has access to healthy recreation opportunities, funded by Boulder's Health Equity Fund.
- Implemented new golf management software to provide more effective management, user-friendly reservations, and usable data to inform decision-making.

### **Significant Changes**

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Parks & Recreation	(1,944,030)		\$ 5,000	
New/Enhanced Program				
New Exterior Security Cameras at Recreation Facilities	30,000	-	-	-
New On-Demand Fitness Equipment	10,000	-	5,000	-
Cost Reduction of Existing Service				
Adjust Operations at North Boulder Rec Center & Hold Positions Vacant	(188,301)	-	-	-
Adjust Operations at East Boulder Community Center & Hold Positions Vacant	(308,762)	-	-	-
Adjust Operations at South Boulder Rec Center & Hold Positions Vacant	(272,388)	-	-	-
Adjust Operations at Outdoor Pools & Hold Positions Vacant	(133,876)	-	-	-
Adjust Sports Programming & Hold Positions Vacant	(217,492)	-	-	-
Adjust Gymnastics Programming & Hold Positions Vacant	(284,673)	-	-	-
Adjust EXPAND/Inclusion Programming & Hold Positions Vacant	(254,887)	-	-	-
Adjust Youth Services Initiative & Hold Positions Vacant	(113,153)	-	-	-
Reduce Operating Expenses & Hold Positions Vacant	(210,498)	-	-	-

In 2020, the EXciting Programs Adventures and New Dimensions Program (EXPAND) celebrated 40 years of ensuring recreation access is available for those with disabilities.

**Department Detail** 

	20 Act			2020 Approved Budget			Ap udg	proved get		iance to 2021	
	FTE		Amount	FTE		Amount	FTE		Amount	FTE	Amount
STAFFING AND EXPENDITURE BY	PROGR <i>i</i>	ΔM									
Business Services	i itooit	A.V.									
Department Administration	2.00	\$	248,964	2.00	\$	333,294	2.00	\$	329,829	- \$	(3,46
Business Services	12.50	•	1,413,029	14.25	•	1,848,452	11.50	•	1,379,934	(2.75)	(468,518
Subtotal	14.50	\$	1,661,992	16.25	\$	2,181,746	13.50	\$	1,709,763	(2.75) \$	
Operations										, ,	•
Recreation Administration	4.00	\$	973,549	2.50	\$	904,538	3.50	\$	1,194,629	1.00 \$	290,09
Recreation Centers	17.25		2,583,141	16.00		2,762,740	12.50		2,570,317	(3.50)	(192,42
Recreation Programs	7.00		1,771,296	8.00		1,800,354	5.00		1,197,727	(3.00)	(602,62
Aquatics	5.00		1,381,337	9.50		1,929,989	6.75		1,447,937	(2.75)	(482,05
Golf	7.00		1,442,275	7.00		1,418,162	6.00		1,209,195	(1.00)	(208,96
Reservoir	4.75		969,066	4.75		1,067,297	4.75		1,088,347	-	21,050
Sports	3.00		595,843	3.00		623,425	1.00		313,526	(2.00)	(309,899
Urban Parks	40.00		5,141,205	40.00		5,510,509	38.00		4,849,952	(2.00)	(660,55
Valmont City Park	3.00		428,171	3.00		426,073	3.00		345,209	(2.00)	(80,864
Subtotal	91.00	\$	15,285,883	93.75	\$	16,443,088		\$	14,216,839	(13.25) \$	
Community Building & Partnership										, ,	• • •
Special Events	1.00	\$	240,768	1.00	\$	262,974	1.00	\$	207,342	- \$	(55,63
Community Partnerships & Volunteerism	2.00		328,853	2.50		318,709	2.50		340,889	_	22,18
Access and Inclusion	9.25		1,268,865	8.25		995,823	5.25		604,244	(3.00)	(391,579
Subtotal	12.25	\$	1,838,485	11.75	\$	1,577,505	8.75	\$	1,152,475	(3.00) \$	
Planning & Ecological Services											
Planning & Project Management	7.50	\$	729,352	7.25	\$	837,125	7.75	\$	826,081	0.50 \$	(11,04
Construction & Maintenance Management	5.00		443,895	5.00		446,067	5.00		517,425	-	71,35
Forestry	7.00		1,031,705	7.00		1,264,040	6.00		1,032,224	(1.00)	(231,810
Natural Lands	4.25		431,617	4.25		444,158	4.25		437,983	-	(6,17
Subtotal	23.75	\$	2,636,569	23.50	\$	2,991,389	23.00	\$	2,813,713	(0.50) \$	(177,67
Capital Improvement Program,											
Interdepartmental Charges, and Debt											
Service											
Capital Improvement Program		\$	15,562,480		\$	4,898,000		\$	8,540,000	\$	3,642,000
Capital Refurbishment Program			55,367			400,000			350,000		(50,00
Cost Allocation									692,017		(,
l			681,789			692,017			092,017		(,
Interdepartmental Charges			421,538			450,262					(450,26
Subtotal		\$			\$			\$	9,582,017	4	(450,26
	141.50	\$	421,538	145.25	\$	450,262	125.75	\$		(19.50) \$	(450,26) <b>3,141,73</b>
Subtotal Total	141.50		421,538 <b>16,721,174</b>	145.25		450,262 <b>6,440,279</b>	125.75		9,582,017		(450,26) <b>3,141,73</b>
Subtotal	141.50		421,538 <b>16,721,174</b>	145.25		450,262 <b>6,440,279</b>	125.75		9,582,017		(450,26) 3,141,73 (159,20)
Subtotal  Total  EXPENDITURE BY CATEGORY  Personnel	141.50	\$	421,538 16,721,174 38,144,105	145.25	\$	450,262 6,440,279 29,634,008	125.75	\$	9,582,017 29,474,806 13,275,661	(19.50) \$	(450,26: 3,141,73: (159,20: (2,623,58:
Subtotal  Total  EXPENDITURE BY CATEGORY  Personnel Operating	141.50	\$	421,538 16,721,174 38,144,105 14,891,500 6,586,798	145.25	\$	450,262 6,440,279 29,634,008 15,899,244 7,694,485	125.75	\$	9,582,017 29,474,806 13,275,661 6,967,128	(19.50) \$	(450,26: 3,141,73: (159,20: (2,623,58: (727,35:
Subtotal  Total  EXPENDITURE BY CATEGORY  Personnel Operating Interdepartmental Transfers & Charges	141.50	\$	421,538 16,721,174 38,144,105 14,891,500 6,586,798 1,103,327	145.25	\$	450,262 6,440,279 29,634,008 15,899,244 7,694,485 1,142,279	125.75	\$	9,582,017 29,474,806 13,275,661 6,967,128 692,017	(19.50) \$	(450,26) 5 3,141,731 6 (159,20) 6 (2,623,58) (727,35) (450,26)
Total  EXPENDITURE BY CATEGORY  Personnel Operating Interdepartmental Transfers & Charges Capital	141.50	\$	421,538 16,721,174 38,144,105 14,891,500 6,586,798	145.25	\$	450,262 6,440,279 29,634,008 15,899,244 7,694,485	125.75	\$	9,582,017 29,474,806 13,275,661 6,967,128	(19.50) \$	(450,26) 5 3,141,731 6 (159,20) 6 (2,623,58) (727,35) (450,26) 3,642,000
Total  EXPENDITURE BY CATEGORY  Personnel Operating Interdepartmental Transfers & Charges Capital  Total		\$	421,538 16,721,174 38,144,105 14,891,500 6,586,798 1,103,327 15,562,480	145.25	\$	450,262 6,440,279 29,634,008 15,899,244 7,694,485 1,142,279 4,898,000	125.75	\$	9,582,017 29,474,806 13,275,661 6,967,128 692,017 8,540,000	(19.50) \$	(450,26) 5 3,141,731 6 (159,20) 6 (2,623,58) (727,35) (450,26) 3,642,000
Subtotal  Total  EXPENDITURE BY CATEGORY  Personnel Operating Interdepartmental Transfers & Charges Capital  Total  STAFFING AND EXPENDITURE BY	FUND	\$	421,538 16,721,174 38,144,105 14,891,500 6,586,798 1,103,327 15,562,480 38,144,105		\$	450,262 6,440,279 29,634,008 15,899,244 7,694,485 1,142,279 4,898,000 29,634,008		\$	9,582,017 29,474,806 13,275,661 6,967,128 692,017 8,540,000 29,474,806	(19.50) \$	(450,26; 3,141,73; (159,20; (2,623,58; (727,35; (450,26; 3,642,00; (159,20;
Subtotal  Total  EXPENDITURE BY CATEGORY  Personnel Operating Interdepartmental Transfers & Charges Capital  Total  STAFFING AND EXPENDITURE BY General		\$	421,538 16,721,174 38,144,105 14,891,500 6,586,798 1,103,327 15,562,480 38,144,105	<b>145.25</b> 40.50	\$	450,262 6,440,279 29,634,008 15,899,244 7,694,485 1,142,279 4,898,000 29,634,008	<b>125.75</b> 37.50	\$	9,582,017 29,474,806 13,275,661 6,967,128 692,017 8,540,000 29,474,806	(19.50) \$	(450,26; 3,141,73; (159,20; (2,623,58; (727,35; (450,26; 3,642,00; (159,20;
Subtotal  Total  EXPENDITURE BY CATEGORY  Personnel Operating Interdepartmental Transfers & Charges Capital  Total  STAFFING AND EXPENDITURE BY General Lottery	FUND 40.00	\$	421,538 16,721,174 38,144,105 14,891,500 6,586,798 1,103,327 15,562,480 38,144,105 5,274,365 798,623	40.50	\$	450,262 6,440,279 29,634,008 15,899,244 7,694,485 1,142,279 4,898,000 29,634,008	37.50	\$	9,582,017 29,474,806 13,275,661 6,967,128 692,017 8,540,000 29,474,806 4,057,219 428,000	(19.50) \$	(450,26; 3,141,73; (159,20; (2,623,58; (727,35; (450,26; 3,642,00; (159,20; (630,134;
Subtotal  Total  EXPENDITURE BY CATEGORY  Personnel Operating Interdepartmental Transfers & Charges Capital  Total  STAFFING AND EXPENDITURE BY  General Lottery .25 Cent Sales Tax	FUND 40.00 - 36.00	\$	421,538 16,721,174 38,144,105 14,891,500 6,586,798 1,103,327 15,562,480 38,144,105 5,274,365 798,623 7,844,869	40.50 - 36.50	\$	450,262 6,440,279 29,634,008 15,899,244 7,694,485 1,142,279 4,898,000 29,634,008 4,687,353 428,000 9,431,080	37.50 - 33.25	\$	9,582,017 29,474,806 13,275,661 6,967,128 692,017 8,540,000 29,474,806 4,057,219 428,000 7,961,905	(3.00) \$	(450,26) 3,141,73) (159,20) (2,623,58) (727,35) (450,26) 3,642,000 (159,20) (630,134) (1,469,17)
Subtotal  Total  EXPENDITURE BY CATEGORY  Personnel Operating Interdepartmental Transfers & Charges Capital  Total  STAFFING AND EXPENDITURE BY  General Lottery .25 Cent Sales Tax Recreation Activity	FUND 40.00 - 36.00 56.25	\$	421,538 16,721,174 38,144,105 14,891,500 6,586,798 1,103,327 15,562,480 38,144,105 5,274,365 798,623 7,844,869 10,985,374	40.50 - 36.50 59.00	\$	450,262 6,440,279 29,634,008 15,899,244 7,694,485 1,142,279 4,898,000 29,634,008 4,687,353 428,000 9,431,080 11,647,328	37.50 - 33.25 44.75	\$	9,582,017 29,474,806 13,275,661 6,967,128 692,017 8,540,000 29,474,806 4,057,219 428,000 7,961,905 9,625,921	(3.00) \$ (3.25) (14.25)	(450,26) 3,141,73) (159,20) (159,20) (2,623,58) (727,35) (450,26) 3,642,000 (159,20) (1469,17) (2,021,40)
Subtotal  Total  EXPENDITURE BY CATEGORY  Personnel Operating Interdepartmental Transfers & Charges Capital  Total  STAFFING AND EXPENDITURE BY  General Lottery .25 Cent Sales Tax Recreation Activity Permanent Park and Recreation	FUND 40.00 - 36.00	\$	421,538 16,721,174 38,144,105 14,891,500 6,586,798 1,103,327 15,562,480 38,144,105 5,274,365 798,623 7,844,869 10,985,374 5,918,450	40.50 - 36.50	\$	450,262 6,440,279 29,634,008 15,899,244 7,694,485 1,142,279 4,898,000 29,634,008 4,687,353 428,000 9,431,080 11,647,328 3,040,246	37.50 - 33.25	\$	9,582,017  29,474,806  13,275,661 6,967,128 692,017 8,540,000  29,474,806  4,057,219 428,000 7,961,905 9,625,921 6,401,761	(3.00) \$	(450,26) 3,141,73) (159,20) (159,20) (450,26) (4
Subtotal  Total  EXPENDITURE BY CATEGORY  Personnel Operating Interdepartmental Transfers & Charges Capital  Total  STAFFING AND EXPENDITURE BY  General Lottery .25 Cent Sales Tax Recreation Activity	FUND 40.00 - 36.00 56.25	\$	421,538 16,721,174 38,144,105 14,891,500 6,586,798 1,103,327 15,562,480 38,144,105 5,274,365 798,623 7,844,869 10,985,374	40.50 - 36.50 59.00	\$	450,262 6,440,279 29,634,008 15,899,244 7,694,485 1,142,279 4,898,000 29,634,008 4,687,353 428,000 9,431,080 11,647,328	37.50 - 33.25 44.75	\$	9,582,017 29,474,806 13,275,661 6,967,128 692,017 8,540,000 29,474,806 4,057,219 428,000 7,961,905 9,625,921	(3.00) \$ (3.25) (14.25)	(450,26) 3,141,73) (159,20) (159,20) (2,623,58) (727,35) (450,26) 3,642,000 (159,20) (1469,17) (2,021,40)

Interdepartmental charges were zeroed out in 2021, these are captured in Facilities & Fleet ongoing and major maintenance category.

BPR committed 10,036 entries to recreation facilities in 2020 to be funded by the Recquity Grant received from the Health Equity Fund. The actual number of entries is expected to exceed this number despite reduced levels of service caused by COVID.

## Planning & Development Services Budget



### 2021 Approved Budget \$13,033,434

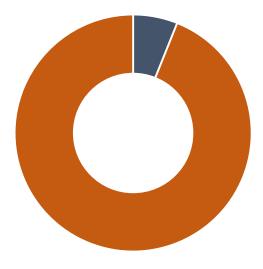
### **Department Divisions**

- Comprehensive Planning
- Development Review
- Administrative Services
- Building Services
- Engineering Review
- Information Resources

### 2021 Key Initiatives

- Continue progress on optimizing the many processes of the department to increase efficiency of services and continue the path of becoming operationally excellent as identified in the department strategic plan.
- Complete city council priority initiatives for the East Boulder subcommunity plan and other land use code changes.
- In collaboration with the Transportation & Mobility
  Department, complete an update to the Design
  and Construction Standards related to public
  transportation infrastructure that incorporated the
  Transportation Master Plan and Vision Zero.
- Implement improvements to the department records management processes to increase access and accuracy of records used by city staff and the community.

### **Department Funding**



- General Fund 6%
- Planning & Development Services Fund 94%



# Planning & Development Services Budget

### **Department Mission**

The Planning & Development Services Department collaborates with our community to define a shared vision for the city's future while consistently administering codes and policies to ensure the health, safety, and well-being of our community.

### **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 for Planning provides project review and zoning administration for the community and customers. Collaborating with other workgroups of the Planning & Development Services Department, the 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 operations, including customer service, reception, and permit support. It also administers the licensing program, including contractor licensing, rental housing licensing, and short-term rental housing licensing. The division also provides support to four advisory boards and general administrative support to the department.

### **Building 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. The Code Compliance team in Building Services is responsible for enforcing city regulations involving land use, building code, and residential rental property maintenance.

### **Engineering Review**

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

Information Resources provides services to leverage technology and support business functions in Planning & Development Services and the Public Works 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.

# Planning & Development Services Budget

### 2020 Accomplishments

- The Planning & Development Services Department was created in 2020 through the merger of the Planning Department and the Development Service Division of the Public Works Department and was based on recommendations of an assessment of both departments. The new Planning & Development Services Department focused on establishing a culture of operation excellence and initiated a review and optimization of department processes.
- The department's response to the coronavirus pandemic included implementing a fully on-line and electronic application process in a short period of time along with a new virtual building and utility inspection system.
- In collaboration with multiple city departments, the community, and business interests, Planning & Development Services created and implemented a streamlined and quick process to support the Boulder Business Recovery Expansion program. This program allowed restaurant and retail businesses to expand into public and private outdoor space during the pandemic recovery.
- Made progress on council priority initiatives including use table and community benefit code changes and the East Boulder Subcommunity plan. Completed the mid-term update to the Boulder Valley Comprehensive Plan.
- Focused efforts on the building permit review process that significantly increased and exceeded the 80% on time delivery standard for the review and issuance of building permits.

### **Significant Changes**

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Planning & Development Services	\$ 81,013	3.00	\$ (337,200)	(2.50)
Continuation of One-Time Programs				
Extend Energy Code Position	58,984	1.00	-	-
Extend Land Use Code Update Position	72,166	1.00	-	-
Extend Project Specialist/Permit Technician Position	69,143	1.00	-	-
Cost Reduction of Existing Service				
Adjust Operations for Rental Licensing Program	-	-	(28,307)	(0.50)
Eliminate Administrative Services Position	-	-	(79,776)	(1.00)
Eliminate Comprehensive Planning Manager	-	-	(194,117)	(1.00)
Hold Deputy Director of Planning & Development Services Position Vacant	(119,280)	-	-	-
Reduce Consulting Services Budget for Planning Projects	-	-	(35,000)	-

Over 10,755 customer self-service accounts have been created since the implementation of the new permitting and land management system (EnerGov) in 2018.

# Planning & Development Services Budget

**Department Detail** 

STAFFING AND EXPENDITURE BY PROGRAM   Planning   Division Management, Support & Customer   Service   Service   1.85 \$ 1,234,266   11.63 \$ 1,314,833   6.97 \$ 810,070   (4.66) \$   Comprehensive Planning   13.97   1,367,593   11.15   1,447,104   8.65   1,134,064   (2.50)   (1.60)   (2.50)			20 Act				pproved lget			pproved Iget	Varia 2020 to	
Planning   Division Management, Support & Customer   Service   1.85   \$ 1,234,266   11.63   \$ 1,314,833   6.97   \$ 810,070   (4.66)   \$ (2.50)   (2.50)		FTE		Amount	FTE		Amount	FTE		Amount	FTE	Amount
Planning   Division Management, Support & Customer   Service   1.85   \$ 1,234,266   11.63   \$ 1,314,833   6.97   \$ 810,070   (4.66)   \$ (2.50)   (2.50)	STAFFING AND EVDENDITURE BY D	DOCD AL	V									
Division Management, Support & Customer   Service   1.85   \$ 1,234,266   11.63   \$ 1,314,833   6.97   \$ 810,070   (4.66)   \$ 0.000   \$		RUGRAI	VI									
Service	5											
Comprehensive Planning	0 , 11	1.85	\$	1.234.266	11.63	\$	1.314.833	6.97	\$	810.070	(4.66) \$	(504,763)
Information Resources	Comprehensive Planning	13.97	·			·			·	,	, , .	(313,040)
Information Resources	Development Review	20.05		1.873.764	17.00		1.969.599	13.00		1.635.209	(4.00)	(334,390)
Development Services	•										, ,	(153,469)
Division Support & Customer Service   3.44 \$ 1,491,019   15.49 \$ 1,748,906   11.53 \$ 1,261,931   (3.96) \$ 6	Subtotal	40.34	\$	5,063,088	44.03	\$	5,435,588	31.51	\$	4,129,926	(12.52) \$	(1,305,662)
Building Services 17.77 1,618,905 15.39 1,818,123 14.73 1,706,270 (0.66) ( Code Enforcement 7.02 545,466 7.00 638,348 7.00 624,311 - Engineering Review 15.66 1,725,576 16.36 1,895,465 13.02 1,545,288 (3.34) ( Information Resources 13.16 1,573,466 13.25 1,817,863 10.61 1,508,216 (2.64) ( Subtotal 57.05 \$ 6,954,433 67.49 \$ 7,918,705 56.89 \$ 6,646,017 (10.60) \$ (1	Development Services		•	.,,			-,,		•	, .,.	( - , .	( , , ,
Code Enforcement         7.02         545,466         7.00         638,348         7.00         624,311         -           Engineering Review         15.66         1,725,576         16.36         1,895,465         13.02         1,545,288         (3.34)         (3.34)         (1.545,288)         (3.34)         (3.34)         (1.545,288)         (3.34)         (3.64)         (3.34)         (3.64)         (3.34)         (3.64)         (3.34)         (3.34)         (3.34)         (3.34)         (3.34)         (3.34)         (3.34)         (3.34)         (3.34)	Division Support & Customer Service	3.44	\$	1,491,019	15.49	\$	1,748,906	11.53	\$	1,261,931	(3.96) \$	(486,975)
Engineering Review   15.66	Building Services	17.77		1,618,905	15.39		1,818,123	14.73		1,706,270	(0.66)	(111,852)
Information Resources	Code Enforcement	7.02		545,466	7.00		638,348	7.00		624,311	-	(14,037)
Subtotal         57.05         6,954,433         67.49         7,918,705         56.89         6,646,017         (10.60)         (1.60)           Cost Allocation and Transfers         -         \$ 2,224,130         -         \$ 2,257,491         \$ 2,257,491         -         \$ 2,	Engineering Review	15.66		1,725,576	16.36		1,895,465	13.02		1,545,288	(3.34)	(350,177)
Cost Allocation and Transfers           Cost Allocation and Transfers         - \$ 2,224,130         - \$ 2,257,491         \$ 2,257,491         - \$           Subtotal         - \$ 2,224,130         - \$ 2,257,491         - \$ 2,257,491         - \$           Total         97.39         14,241,650         111.52         15,611,784         88.40         13,033,434         (23.12)         \$ (2           EXPENDITURE BY CATEGORY         Personnel         \$ 10,244,887         \$ 11,470,182         \$ 8,974,102         \$ (2           Operating         1,332,867         1,277,651         1,194,404           Interdepartmental Charges         379,766         587,361         607,437           Capital         60,000         19,099         -           Other Financing         2,224,130         2,257,491         2,257,491           Total         \$ 14,241,650         \$ 15,611,784         \$ 13,033,434         \$ (2           STAFFING AND EXPENDITURE BY FUND         General         11.69         \$ 956,573         11.15         \$ 1,098,094         8.05         \$ 791,088         (3.10)         \$ (2           Planning & Development Services         85.70         13,285,078         100.37         14,513,690         80.35         12,242,346         (20.02) <td>Information Resources</td> <td>13.16</td> <td></td> <td>1,573,466</td> <td>13.25</td> <td></td> <td>1,817,863</td> <td>10.61</td> <td></td> <td>1,508,216</td> <td>(2.64)</td> <td>(309,647)</td>	Information Resources	13.16		1,573,466	13.25		1,817,863	10.61		1,508,216	(2.64)	(309,647)
Cost Allocation and Transfers         -         \$ 2,224,130         -         \$ 2,257,491         \$ 2,257,491         -         \$           Subtotal         -         \$ 2,224,130         -         \$ 2,257,491         -         \$ 2,257,491         -         \$           Total         97.39         \$ 14,241,650         111.52         \$ 15,611,784         88.40         \$ 13,033,434         (23.12)         \$ (2           EXPENDITURE BY CATEGORY           Personnel         \$ 10,244,887         \$ 11,470,182         \$ 8,974,102         \$ (2           Operating         1,332,867         1,277,651         1,194,404           Interdepartmental Charges         379,766         587,361         607,437           Capital         60,000         19,099         -           Other Financing         2,224,130         2,257,491         2,257,491           Total         \$ 14,241,650         \$ 15,611,784         \$ 13,033,434         \$ (2           STAFFING AND EXPENDITURE BY FUND           General         11.69         956,573         11.15         \$ 1,098,094         8.05         \$ 791,088         (3.10)         \$ (2           Planning & Development Services         85.70	Subtotal	57.05	\$	6,954,433	67.49	\$	7,918,705	56.89	\$	6,646,017	(10.60) \$	(1,272,688)
Subtotal         -         \$ 2,224,130         -         \$ 2,257,491         -         \$ 2,257,491         -         \$           Total         97.39         \$ 14,241,650         111.52         \$ 15,611,784         88.40         \$ 13,033,434         (23.12)         \$ (2           EXPENDITURE BY CATEGORY           Personnel         \$ 10,244,887         \$ 11,470,182         \$ 8,974,102         \$ (2           Operating         1,332,867         1,277,651         1,194,404           Interdepartmental Charges         379,766         587,361         607,437           Capital         60,000         19,099         -           Other Financing         2,224,130         2,257,491         2,257,491           Total         \$ 14,241,650         \$ 15,611,784         \$ 13,033,434         \$ (2           STAFFING AND EXPENDITURE BY FUND           General         11.69         \$ 956,573         11.15         \$ 1,098,094         8.05         \$ 791,088         (3.10)         \$ (2           Planning & Development Services         85.70         13,285,078         100.37         14,513,690         80.35         12,242,346         (20.02)         (2 <td>Cost Allocation and Transfers</td> <td></td>	Cost Allocation and Transfers											
Total 97.39 \$ 14,241,650 111.52 \$ 15,611,784 88.40 \$ 13,033,434 (23.12) \$ (2,247,102)	Cost Allocation and Transfers	-	\$	2,224,130	-	\$	2,257,491		\$	2,257,491		-
EXPENDITURE BY CATEGORY         Personnel       \$ 10,244,887       \$ 11,470,182       \$ 8,974,102       \$ (2,000)         Operating       1,332,867       1,277,651       1,194,404         Interdepartmental Charges       379,766       587,361       607,437         Capital       60,000       19,099       -         Other Financing       2,224,130       2,257,491       2,257,491         Total       \$ 14,241,650       \$ 15,611,784       \$ 13,033,434       \$ (2,224,130)         STAFFING AND EXPENDITURE BY FUND         General       11.69       \$ 956,573       11.15       \$ 1,098,094       8.05       \$ 791,088       (3.10)       \$ (2,224,130)         Planning & Development Services       85.70       13,285,078       100.37       14,513,690       80.35       12,242,346       (20.02)       (2	Subtotal	-	\$	2,224,130	-	\$	2,257,491	-	\$	2,257,491	- \$	-
Personnel         \$ 10,244,887         \$ 11,470,182         \$ 8,974,102         \$ (2           Operating         1,332,867         1,277,651         1,194,404           Interdepartmental Charges         379,766         587,361         607,437           Capital         60,000         19,099         -           Other Financing         2,224,130         2,257,491         2,257,491           Total         \$ 14,241,650         \$ 15,611,784         \$ 13,033,434         \$ (2           STAFFING AND EXPENDITURE BY FUND           General         11.69         \$ 956,573         11.15         \$ 1,098,094         8.05         \$ 791,088         (3.10)         \$ (2           Planning & Development Services         85.70         13,285,078         100.37         14,513,690         80.35         12,242,346         (20.02)         (2	Total	97.39	\$	14,241,650	111.52	\$	15,611,784	88.40	\$	13,033,434	(23.12) \$	(2,578,350)
Operating Interdepartmental Charges         1,332,867         1,277,651         1,194,404           Interdepartmental Charges         379,766         587,361         607,437           Capital         60,000         19,099         -           Other Financing         2,224,130         2,257,491         2,257,491           Total         14,241,650         15,611,784         13,033,434         \$ (2,257,491)           STAFFING AND EXPENDITURE BY FUND           General         11.69         956,573         11.15         1,098,094         8.05         791,088         (3.10)         \$ (2,257,491)           Planning & Development Services         85.70         13,285,078         100.37         14,513,690         80.35         12,242,346         (20.02)         (2	EXPENDITURE BY CATEGORY											
Interdepartmental Charges   379,766   587,361   607,437     Capital   60,000   19,099       Other Financing   2,224,130   2,257,491   2,257,491     Total   14,241,650   15,611,784   13,033,434   (2,257,491   2,257,491     STAFFING AND EXPENDITURE BY FUND     General   11.69   956,573   11.15   1,098,094   8.05   791,088   (3.10)   (2,257,491   1,098,094   1,	Personnel		\$	10,244,887		\$	11,470,182		\$	8,974,102	\$	(2,496,080)
Capital         60,000         19,099         -           Other Financing         2,224,130         2,257,491         2,257,491           Total         14,241,650         15,611,784         13,033,434         \$ (2,224,130)           STAFFING AND EXPENDITURE BY FUND           General         11.69         956,573         11.15         1,098,094         8.05         791,088         (3.10)         \$ (2,224,346)           Planning & Development Services         85.70         13,285,078         100.37         14,513,690         80.35         12,242,346         (20.02)         (2	Operating			1,332,867			1,277,651			1,194,404		(83,247)
Other Financing         2,224,130         2,257,491         2,257,491           Total         14,241,650         15,611,784         13,033,434         \$ (2,224,130)           STAFFING AND EXPENDITURE BY FUND           General         11.69         956,573         11.15         1,098,094         8.05         791,088         (3.10)         \$ (2,224,346)           Planning & Development Services         85.70         13,285,078         100.37         14,513,690         80.35         12,242,346         (20.02)         (2	Interdepartmental Charges			379,766			587,361			607,437		20,076
Total         14,241,650         15,611,784         13,033,434         \$ (2,000)           STAFFING AND EXPENDITURE BY FUND           General         11.69         956,573         11.15         1,098,094         8.05         791,088         (3.10)         \$ (2,000)           Planning & Development Services         85.70         13,285,078         100.37         14,513,690         80.35         12,242,346         (20.02)         (2	Capital			60,000			19,099			-		(19,099)
STAFFING AND EXPENDITURE BY FUND           General         11.69         \$ 956,573         11.15         \$ 1,098,094         8.05         \$ 791,088         (3.10)         \$ (2.10)	Other Financing			2,224,130			2,257,491			2,257,491		-
General         11.69         956,573         11.15         1,098,094         8.05         791,088         (3.10)         0           Planning & Development Services         85.70         13,285,078         100.37         14,513,690         80.35         12,242,346         (20.02)         (20.02)	Total		\$	14,241,650		\$	15,611,784		\$	13,033,434	\$	(2,578,350)
Planning & Development Services 85.70 13,285,078 100.37 14,513,690 80.35 12,242,346 (20.02) (2	STAFFING AND EXPENDITURE BY F	UND										
	General	11.69	\$	956,573	11.15	\$	1,098,094	8.05	\$	791,088	(3.10) \$	(307,006)
	Planning & Development Services	85.70		13,285,078	100.37		14,513,690	80.35		12,242,346	(20.02)	(2,271,344)
Total 97.39 \$ 14,241,650 111.52 \$ 15,611,784 88.40 \$ 13,033,434 (23.12) \$ (2,	Total	97.39	\$	14,241,650	111.52	\$	15,611,784	88.40	\$	13,033,434	(23.12) \$	(2,578,350)

In the first 6 months of 2020 over 14,000 building inspections were completed, which is about 1,500 fewer than the same time frame in 2019.



# 2021 Approved Budget \$36,886,852

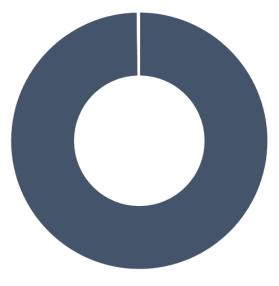
### **Department Divisions**

- Administration
- Operations
- Support & Staff Services

### **2021 Key Initiatives**

- Continue the Master Plan and Police Reform processes.
- Begin the process of accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA) which focuses on policies, procedures and practices that provide greater accountability, risk mitigation and an in-depth review of department operations.
- Develop a full-time Police Officer Training Section to enhance current training practices and incorporate the Integrating Communications, Assessment and Tactics (ICAT) curriculum in all of our training.

### Department Funding



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



### **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, coordinates planning and department initiatives, and works with staff to set the vision, values, and philosophy of the organization.

### **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, Hill and 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 and 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: Business and Facility Services, Property and Evidence, Records Services, Communications (Dispatch), and Training and Personnel.

### 2020 Accomplishments

- Successfully managed 24/7 operations of the Police Department during the coronavirus pandemic. Received
  a grant in the amount of \$64K from Department of Justice for Coronavirus Emergency Supplemental
  Funding.
- Began update of the 2013 Police Department Master Plan to support public safety services and provide a framework for reforming policing in Boulder. The Master Plan will build on the department's strengths, address existing deficiencies, and help define the future course of the department.
- Hired a new Strategic Data and Policy Analyst to begin to move the department towards improved datadriven decision making. With this new process, we will strengthen and tactically analyze crime data and quality of life issues impacting the community.
- Improved the body worn camera and taser program with top of the line, leading-edge hardware and software for accountability and less lethal options for officers.

It's not all dogs and cats for the Officers of Boulder Police Animal Protection Division. The city's Animal Protection Officers handle a myriad of calls, everything from dogs running at large, cases involving animal abuse and neglect, ill or injured animals, and dangerous animals.

### **Significant Changes**

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
olice	\$ (2,295,498)		\$ 568,670	(1.65)
lew/Enhanced Program				
Increase Budget for Improvements in Body Worn Cameras, In-Car Cameras, & Tasers	-	-	133,297	-
New Budget for Police Accreditation, Policy, Training Needs, & New Accreditation Manager Position	-	-	187,125	1.00
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Police Portion)	-	-	337,568	-
Repurpose Portion of School Resource Officer (SRO) Program to Training Program	-	-	-	-
Continuation of One-Time Programs				
Expand Master Plan	150,000	-	-	0.85
Expand Redlight Camera Program	-	-	124,200	-
Cost Reduction of Existing Service				
Cost Reduction of Existing Service  Defer Fleet Replacement Funding	(866,397)		_	
<u> </u>	(866,397)	- -	- (51,600)	- -
Defer Fleet Replacement Funding	(866,397) - (133,079)	-	- (51,600) -	- - -
Defer Fleet Replacement Funding Eliminate Police Annex on University Hill	-		- (51,600) - -	- - - -
Defer Fleet Replacement Funding Eliminate Police Annex on University Hill Hold 2 Administrative Specialist I Positions Vacant (TBD)	(133,079)	- - -	- (51,600) - - -	- - - - -
Defer Fleet Replacement Funding Eliminate Police Annex on University Hill Hold 2 Administrative Specialist I Positions Vacant (TBD) Hold 5 Police Officer Positions Vacant	(133,079) (500,000)	- - -	- (51,600) - - - -	- - - - - -
Defer Fleet Replacement Funding Eliminate Police Annex on University Hill Hold 2 Administrative Specialist I Positions Vacant (TBD) Hold 5 Police Officer Positions Vacant Hold Accident Report Specialist Position Vacant	(133,079) (500,000) (63,355)	- - - -	- (51,600) - - - -	- - - - - - -
Defer Fleet Replacement Funding Eliminate Police Annex on University Hill Hold 2 Administrative Specialist I Positions Vacant (TBD) Hold 5 Police Officer Positions Vacant Hold Accident Report Specialist Position Vacant Hold Animal Protection Officer Position Vacant Hold Assistant Crime Analyst Position Vacant	(133,079) (500,000) (63,355) (64,792)	- - - - -	- (51,600) - - - - -	- - - - - - -
Defer Fleet Replacement Funding Eliminate Police Annex on University Hill Hold 2 Administrative Specialist I Positions Vacant (TBD) Hold 5 Police Officer Positions Vacant Hold Accident Report Specialist Position Vacant Hold Animal Protection Officer Position Vacant	(133,079) (500,000) (63,355) (64,792) (75,351)	- - - - - -	(51,600) - - - - - - -	- - - - - - - -
Defer Fleet Replacement Funding Eliminate Police Annex on University Hill Hold 2 Administrative Specialist I Positions Vacant (TBD) Hold 5 Police Officer Positions Vacant Hold Accident Report Specialist Position Vacant Hold Animal Protection Officer Position Vacant Hold Assistant Crime Analyst Position Vacant Hold Dispatcher Position Vacant	(133,079) (500,000) (63,355) (64,792) (75,351) (62,935)	- - - - - -	(51,600) - - - - - - - -	- - - - - - - - -
Defer Fleet Replacement Funding Eliminate Police Annex on University Hill Hold 2 Administrative Specialist I Positions Vacant (TBD) Hold 5 Police Officer Positions Vacant Hold Accident Report Specialist Position Vacant Hold Animal Protection Officer Position Vacant Hold Assistant Crime Analyst Position Vacant Hold Dispatcher Position Vacant Hold Property & Evidence Tech Position Vacant	(133,079) (500,000) (63,355) (64,792) (75,351) (62,935) (74,589)	- - - - - -	(51,600) - - - - - - - - - (161,920)	- - - - - - - - (3.50

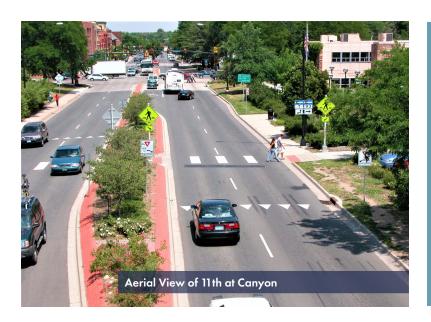
For the Boulder Police Animal Protection Division, not all calls involve the "usual" species. Officers interact, handle, and have to contend with some unique species. Potbelly pigs, Iguana's, goats, rattlesnakes, bats, and the occasional Tegu are just a few of the not-so-usual animals that Animal Protection Officers get called to handle.

### **Department Detail**

			20 Act	19 ual			proved get		•	proved get			nce 2021
		FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount
STAFFING AND EXPENDI	TIIDE BV	PPAGE	A NA										
Administration	IOKLDI	FROGRA	-VIAI										
Department Administration		6.00	\$	1,131,269	6.00	\$	1,237,568	7.85	\$	1,451,042	1.85	\$	213,474
·	Subtotal	6.00	\$	1,131,269	6.00	\$	1,237,568	7.85	\$	1,451,042	1.85	\$	213,474
Operations													
Animal Protection		7.00	\$	701,688	7.00	\$	726,791	5.00	\$	504,307	(2.00)	\$	(222,484
Code Enforcement		6.00		406,907	6.00		468,384	6.00		445,295	-		(23,089
Community Services Programs		9.00		1,274,909	10.00		1,350,934	10.00		846,842	-		(504,092
Crime Analysis		2.00		194,206	2.00		197,545	1.00		113,245	(1.00)		(84,301
Criminalist		3.00		360,956	3.00		374,999	2.00		213,070	(1.00)		(161,929
Detectives		31.00		3,983,919	31.00		4,095,388	31.00		4,249,327	-		153,938
Mall Unit/Homeless Outreach To	eam	9.00		795,830	9.00		909,484	9.00		1,194,747	_		285,263
Narcotics		4.00		543,304	4.00		579,191	4.00		596,940	_		17,750
Off Duty Reim		4.00		688,735	4.00		575,151	4.00		-	-		17,730
Operations Command		5.00		872,750	5.00		898,935	5.00		898,935	_		_
·		104.00			104.00			104.00			-		(776.056
Patrol Watches I, II, III, NIT				12,180,521			12,943,775			12,166,819			(776,956
Photo Enforcement		6.00		1,068,877	6.00		1,193,014	5.50		1,389,330	(0.50)		196,315
Traffic Enforcement	Cubtotal	19.00	\$	1,876,401	19.00 <b>206.00</b>	¢	1,906,365	18.00	÷	2,246,116	(1.00)		339,751
Support and Staff Samilage	Subtotal	205.00	Þ	24,949,004	206.00	\$	25,644,806	200.50	Þ	24,864,973	(5.50)	Þ	(779,833
Support and Staff Services		2.00	Φ.	054.050	2.00	Φ.	007.240	2.00	Φ	720 025	_	\$	(68,423
Business Services		3.00	\$	854,259	3.00	\$	807,348	3.00	\$	738,925 759.018		Ф	. ,
Facilities		5.50		806,956	5.50		897,048	5.50		,-	-		(138,030
Fleet				1,392,925	-		1,373,350	-		508,901	-		(864,449
Personnel		2.00		281,737	2.00		206,017	2.00		365,056	- (,)		159,039
Police & Fire Communications (	Jenter	33.00		3,241,530	33.00		3,259,427	32.00		3,212,948	(1.00)		(46,480
Property & Evidence		5.00		766,436	5.00		864,085	4.00		446,086	(1.00)		(417,999
Records		21.00		1,352,835	21.00		1,689,028	18.00		1,338,320	(3.00)		(350,708
Technology		2.00		1,491,818	2.00		1,393,307	2.00		1,541,202	-		147,895
Training		4.00		864,143	4.00		714,633	4.00		1,392,813	-		678,180
Victim Services		1.75		174,387	1.75		182,464	1.75		187,568	-	_	5,104
	Subtotal	77.25	\$	11,227,026	77.25	\$	11,386,708	72.25	\$	10,490,837	(5.00)	\$	(895,871
Capital Improvement Program													
Capital Improvement Program		-	\$	-	-	\$	360,000		\$	80,000	-	\$	(280,000
	Subtotal	-	\$	-	-	\$	360,000	-	\$	80,000	-	\$	(280,000
	Total	288.25	\$	37,307,299	289.25	\$	38,629,082	280.60	\$	36,886,852	(8.65)	\$	(1,742,230
EXPENDITURE BY CATEO	GORY _												
Personnel			\$	31,486,315		\$	32,765,952		\$	31,710,880		\$	(1,055,072
Operating			•	3,681,967		•	3,461,365		•	3,474,575			13,210
Interdepartmental Charges				2,139,017			2,041,765			1,621,397			(420,368
Capital				-			360,000			80,000			(280,000
	Total		\$	37,307,299		\$	38,629,082		\$	36,886,852		\$	(1,742,230
	TURE BY	FUND _											
STAFFING AND EXPENDE													
STAFFING AND EXPENDI General		288.25	\$	37,307.299	289.25	\$	38,269.082	280.60	\$	36,806.852	(8.65)	\$	(1,462.230
General		288.25	\$	37,307,299	289.25	\$	38,269,082 100.000	280.60	\$	36,806,852 80.000	(8.65)		-
		288.25	\$		289.25	\$	38,269,082 100,000 260,000	280.60	\$	36,806,852 80,000		\$ \$	(1,462,230 (20,000 (260,000

### Note:

Personnel and operating expenses in PD have been reclassed from 2019-2021 to more accurately reflect programs and expenses.



### 2021 Approved Budget \$31,525,098

### **Department Divisions**

- Transportation Operations
- Transportation Maintenance
- Transportation Planning
- Capital Project Management
- Airport Management

### 2021 Key Initiatives

- Vision Zero Implementation including the 20 is Plenty initiative.
- The Access Management and Parking Strategy (AMPS) work program (parking pricing, NPP) in collaboration with Community Vitality.
- Airport runway reconstruction (\$6M) and Aircraft charging station.
- Expand local HOP service to serve more people and jobs in North and East Boulder.

# Department Funding General Fund 1% Airport Fund 1% Transportation Fund 93% Transportation Development Fund 3% Transit Pass GID Fund < 1%



### **Department Mission**

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

### **Department Overview**

### **Transportation Planning & Operations**

Transportation Planning & 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 multimodal system, as well as the operations work of determining, operating, and maintaining appropriate infrastructure and traffic control. This work group also oversees the city's progress toward meeting the goals of the Transportation Master Plan.

### Capital Project Management

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**

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.

### Airport Management

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.

### 2020 Accomplishments

- Passed the TMP Update Completion unanimously with support from Community, TAB, and Council late 2019 with implementation in 2020.
- Managed the 2019-2020 snow and maintenance season, which had the most precipitation of any year on record in Boulder.
- Substantially completed of the Foothills/Colorado Underpass project.
- Received \$4M in grant funds for electrification of HOP bus fleet, Vision Zero. and Ped improvements.
- Implemented the 1st Neighborhood Green Street at 13th Street Project.
- Received Gold Level in 2020 from Walk Friendly Communities.
- City Council passed 20 is Plenty speed ordinance for all neighborhood streets.

### **Significant Changes**

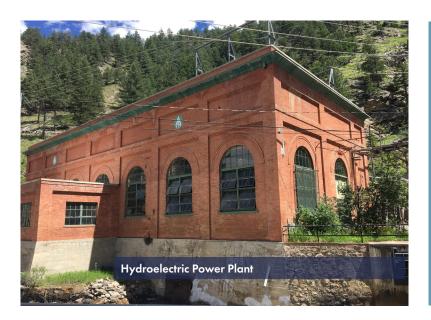
SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Transportation & Mobility	\$ (3,020,548)	1.00	(1,231,000)	(2.00)
Continuation of One-Time Programs				
Extend GIS Technician Position	71,952	1.00	-	-
Cost Reduction of Existing Service				
Delay Boulder Creek Path Improvements from 2021 to 2025-2026	(350,000)	-	-	-
Delay Boulder Valley Employee Survey	(40,000)	-	-	-
Delay Emerald Ash Borer Tree Removal	(325,000)	-	-	-
Delay Fleet Replacement Costs for Street Sweeping Vehicles	(22,000)	-	-	-
Delay Fleet Replacement for CIP & Signals Groups	(60,000)	-	-	-
Delay Table Mesa Multi-Use Path from 2021 to 2022	(600,000)	-	-	-
Delay Tributary Greenways from 2021 to 2022	(97,500)	-	-	-
Eliminate 2021 HOP Fleet Replacement	(123,000)	-	-	-
Eliminate 4 GO Boulder Interns & 1 CIP Intern (Non-Standard)	-	-	(120,000)	-
Eliminate Project Manager Position	-	-	(65,000)	(0.50
Eliminate Project Manager Position	-	-	(165,000)	(0.50
Eliminate Route Optimization Studies for HOP Expansion & Other Transit Studies	-	-	(237,000)	-
Eliminate Senior Planner-Temp Position (Non-Standard)	-	-	(90,000)	-
Eliminate Transit Planner I Position	-	-	(120,000)	(1.00
Eliminate Travel & Training Budget	(60,000)	-	-	-
Hold GO Boulder Manager Position Vacant	(150,000)	-	-	-
Hold Vision Zero Engineer Position Vacant	(130,000)	-	-	-
Realize Savings from Neighborhood Eco-Pass RTD Rebate	(100,000)	-	-	-
Reduce Capital Maintenance Projects (Minimal)	(200,000)	-	-	-
Reduce Consultant-Based Transportation Projects	-	-	(28,000)	-
Reduce HOP Weekend Frequency	(360,000)	-	-	-
Reduce Low Stress Walk/Bike- Neighborhood GreenStreets	(15,000)	-	-	-
Reduce Median Maintenance	(70,000)	-	-	-
Reduce Major Capital Reconstruction	(105,000)	-	-	-
Reduce Multi-Use Path Capital Maintenance	(25,000)	-	-	-
Reduce Mutli-Use Path Enhancements	(25,000)	-	-	-
Reduce Pedestrian Crossing Treatments	(25,000)	-	-	-
Reduce Renewed Transit Vision- Capital	(50,000)	-	-	-
Reduce Scope of Annual Walk & Bike Week	-	-	(15,000)	-
Reduce Street Lighting Service	-	-	(100,000)	-
Reduce Street Sweeping	-	-	(175,000)	-
Reduce TIP Implementation Projects	(160,000)	-	-	-
Reduce Transportation Demand Management Program	-	-	(116,000)	-

The City of Boulder has installed 5 new cameras in 4 intersections which are in specific locations, main thoroughfares into and through the city that are high volume areas that allow travelers to monitor overall traffic and road conditions.

### **Department Detail**

_		20 Act	19 ual		oproved Iget		oproved Iget		ance to 2021
	FTE		Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY F	ROGRA	M	_	_	_	_		_	_
Transportation									
Division Support & Customer Service	6.01		\$1,543,110	6.01	\$ 1,016,557	6.56	1,764,660	0.55 \$	748,103
Airport Maintenance and Operations	1.10		346,560	1.10	333,892	1.10	326,756	_	(7,136
Transportation Planning	6.50		5,787,230	8.00	5,877,269	6.00	4,951,017	(2.00)	(926,252
Transportation Operations	16.75		4,766,321	17.75	5,855,565	15.75	4,393,907	(2.00)	(1,461,658
Project Management	15.58		2,146,737	15.58	2,858,575	15.83	2,452,286	0.25	(406,289
Transportation Maintenance	20.97		3,815,952	21.97	4,534,039	21.97	3,740,486	_	(793,553
Chautauqua Access Management Program	_		133,225	_	198,248	_	198,248	_	(,
Subtotal	66.91	\$	18,539,135	70.41	\$ 20,674,145	67.21	\$ 17,827,360	(3.20) \$	(2,846,785
Capital Improvement Program, Cost Allocation, and Debt Service Capital Improvement Program Cost Allocation/Transfers	11.31 -	\$	13,399,987 2,233,294	11.31 0.00	\$ 21,619,773 2,264,492	9.81 -	\$ 11,252,469 2,445,269	(1.50) \$	(10,367,30 <sup>4</sup> 180,777
Debt Service	-		-	0.00	-	-	-	-	
Subtotal	11.31	\$	15,633,281	11.31	\$ 23,884,265	9.81	\$ 13,697,738	(1.50) \$	(10,186,527
Total	78.22	\$	34,172,416	81.72	\$ 44,558,410	77.02	\$ 31,525,098	(4.70) \$	(13,033,312
EXPENDITURE BY CATEGORY									
Personnel		\$	6,814,863		\$ 7,534,683		\$ 6,447,171	\$	(1,087,512
Operating			11,275,066		11,484,777		8,856,530		(2,628,247
Interdepartmental Charges			1,098,432		1,832,070		1,935,554		103,484
Capital			12,750,762		21,442,396		11,904,147		(9,538,249
Debt Service			_		_		-		(-,,
Cost Allocation and Transfers			2,233,294		2,264,484		2,381,696		117,212
Total		\$	34,172,416		\$ 44,558,410		\$ 31,525,098	\$	(13,033,312
STAFFING AND EXPENDITURE BY F	UND								
General	1.50	\$	283,591	1.50	\$ 1,298,625	1.50	\$ 471,538	- \$	(827,087
Airport	1.15		726,932	1.15	5,806,876	1.15	371,990	-	(5,434,886
Transportation	75.57		31,478,167	79.07	34,047,372	74.37	29,268,767	(4.70)	(4,778,605
Transportation Development	-		761,696	_	893,708	-	893,339	-	(369
District	-		13,296	_	11,829	-	19,464	-	7,635
Boulder Junction Improvement	-		908,734	-	2,500,000	-	500,000	-	(2,000,000
Total	78.22	\$	34,172,416	81.72	\$ 44,558,410	77.02	\$ 31,525,098	(4.70) \$	(13,033,312

Did you know that Boulder has been recognized as a Gold Member in 2020 Pedestrian group Walk Friendly Communities who rate walkable cities all over the world?



# 2021 Approved Budget \$86,101,630

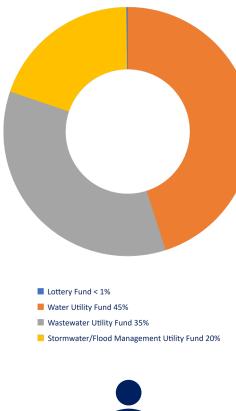
### **Department Divisions**

- Planning & Project Management
- Utilities Maintenance
- Water Resources
- Water Treatment
- Wastewater Treatment
- Water Quality & Environmental Services

### 2021 Key Initiatives

- Key flood utility initiatives include, continued design and permitting of the South Boulder Creek Flood Mitigation Project and advancing the Stormwater and Flood Utility Master Plan. The master plan sets policies and procedures and a prioritization framework to guide flood management, stormwater drainage and stormwater quality in the city.
- At the Water Resource Recovery Facility, staff will conduct a design effort and begin construction on a new cover for one of the anaerobic digesters. The project will address a significant process and safety risk from the 40-year old existing cover by implementing modern technology to improve reliability, reduce fugitive biogas emissions, and support gas storage needs consistent with the recently completed Renewable Natural Gas project commissioned in 2020.
- Complete an update to the drought plan based on based on updated water supply and demand projections. The update will provide the city the tools to recognize and respond to a drought that will affect the municipal water supply.
- Continue work on addressing critical infrastructure needs such as rehabilitation of the Barker Gravity source water pipeline, continuing to strengthen aging sanitary sewers, and replacement of treated water pipes and system components.

### **Department Funding**





### **Department Mission**

The Utilities Department provides water, wastewater, and stormwater & flood services to protect human and environmental health through efficient management of fiscal and natural resources.

### **Department Overview**

### Planning & Project Management

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

### **Utilities Maintenance**

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.

### Water Resources

Water Resources 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 water conservation program, 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

Water Treatment operates and maintains 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.

### Wastewater Treatment

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

### Water Quality & Environmental Services

Water Quality & Environmental Services serves as a technical resource and provides regulatory support for Utilities 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, including the city's source water and stormwater systems. The group also provides project management services in support of integrating water quality enhancement and regulatory compliance into the city's CIP.

### 2020 Accomplishments

- Staff recently commissioned the newly installed Carter Lake Pipeline, which allowed the Boulder Reservoir Water Treatment Plant to begin treating water from the 21-mile long buried steel pipeline that delivers water directly from Carter Lake Reservoir year-round. The completion of the pipeline marks the successful culmination of a 25-year-long effort on behalf of City staff.
- Completed a Risk and Resilience Assessment, which identified and ranked vulnerabilities in the city's drinking water system. The assessment, mandated by America's Water Infrastructure Act, will be used to inform the Utilities CIP and address potential threats to the system.

### 2020 Accomplishments Continued

- At the WRRF, completed 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 enduse 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.
- The project team continued to advance a preliminary design for the South Boulder Creek Flood Mitigation project. This included extensive public outreach and receiving direction from City Council on a design configuration to advance. Phase II geotechnical field investigations were also completed for the project.
- In coordination with the City of Boulder, the Mile High Flood District led efforts to restore a section of Goose Creek between Junction Place and Foothills Parkway. Construction began in January and was substantially complete in May. The project included restoration of the creek channel, rebuilding drop structures, removal of sediment and debris buildup, and wetland mitigation.
- Additional Solar PV Systems At the Water Resource Recovery Facility and the 63rd St. Water Treatment Plant, additional Solar PV Systems were added as part of the city's Generation Solar bundled project. At the WRRF, the new solar PV system increases the total amount of electricity provided by renewable solar technology to 20% with 1.5 MW generation capacity overall now offsetting grid usage at the WRRF.

### **Significant Changes**

SUMMARY BY DEPARTMENT	0	NE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Utilities	\$	(3,845,187)	2.00	\$ -	
Continuation of One-Time Program					
Extend 2 GIS Technician Positions		134,813	2.00	-	-
Other					
Adjust Water Fund Reserve		(3,980,000)	-	-	-

The economic impact of a water supply outage is estimated at over \$6M per day. The city is not directly adjacent to another major water provider and continues to make investments to ensure that we can serve as our own backup to mitigate these economic risks and to maintain high levels of public health.

### **Department Detail**

_		201 Actu			) Ap Bud	proved get		Ap Bud	proved get		aria 20 to	nce 2021
	FTE		Amount	FTE		Amount	FTE		Amount	FTE		Amount
STAFFING AND EXPENDITURE BY	PROGRA	M	_						_			_
Administration												
Billing Services	6.00	\$	1,131,671	6.00	\$	1,040,278	6.00	\$	1,044,171	-	\$	3,893
Division Administration	14.15		2,077,916	14.49		2,350,017	15.79		2,514,360	1.30		164,342
Subtotal	20.15	\$	3,209,587	20.49	\$	3,390,295	21.79	\$	3,558,530	1.30	\$	168,235
Planning and Project Management												
Flood Management		\$			\$	-		\$	<del>-</del>	-	\$	
Planning and Project Management	8.00		1,958,759	7.30		2,280,813	6.20	_	2,153,915	(1.10)	_	(126,898
Subtotal	8.00	\$	1,958,759	7.30	\$	2,280,813	6.20	\$	2,153,915	(1.10)	\$	(126,898
Distribution and Collection System												
Maintenance	40.05	Φ.	4 500 004	40.45	Φ.	4 007 004	40.05	•	4 044 050	(0.40)	Φ.	(50.000
Collection System Maintenance Distribution System Maintenance	13.35 14.80	Ъ	1,598,304 2,435,873	13.45 14.35	\$	1,697,291 2,427,095	13.05 13.65	\$	1,644,352 2,408,296	(0.40) (0.70)	Ф	(52,938 (18,799
Flood Channel Maintenance	3.30		514,431	3.50		900,749	3.50		703,617	(0.70)		(197,131
Meter Operations	6.00		1,140,256	6.25		1,043,105	6.25		1,055,339	-		12,234
Storm Sewer Maintenance	11.80		1,295,825	11.70		1,364,859	11.55		1,588,041	(0.15)		223,182
Subtotal	49.25	\$	6,984,690	49.25	\$	7,433,097	48.00	\$	7,399,645	(1.25)	\$	(33,453
Water Resources and Hydroelectric												
Hydroelectric Operations	3.00	\$	581,476	3.00	\$	545,616	3.00	\$	544,847	-	\$	(769
Raw Water Facilities Operations	2.00		424,775	2.00		383,669	2.00		374,668	-		(9,001
Water Resources Operations	5.00		2,222,003	5.00		2,114,456	5.00		2,134,545	-		20,090
Water Conservation Subtotal	10.00	\$	3,228,254	10.00	\$	3,043,741	0.50 <b>10.50</b>	\$	330,409 <b>3,384,469</b>	0.50 <b>0.50</b>	\$	330,409 <b>340,729</b>
Subtotal	10.00	Ψ	3,220,254	10.00	φ	3,043,741	10.50	Ψ	3,304,409	0.50	Ą	340,723
Water Treatment												
Water Treatment Plants Operations	27.00	_	4,838,438	28.00		5,055,167	28.00	_	4,998,204		\$	(56,962
Subtotal	27.00	\$	4,838,438	28.00	\$	5,055,167	28.00	\$	4,998,204	-	\$	(56,962
Wastewater Treatment		_										
Marshall Landfill Operations	-	\$	23,649	-	\$	45,000	-	\$	45,000	-	\$	-
Water Resource Recovery Facility												
(WRRF) Operations Subtotal	27.00	<b>.</b>	4,762,833	26.00	•	5,078,304	26.00	•	5,076,267	-	•	(2,037
Subtotal	27.00	\$	4,786,483	26.00	\$	5,123,304	26.00	\$	5,121,267	-	\$	(2,037
Water Quality Environmental Services												
Hazardous Materials Management	-	\$	330,073	-	\$	342,145	-	\$	342,145	-	\$	
Industrial Pretreatment Stormwater Permit Compliance	3.12 0.95		345,988 186,493	3.07 1.25		374,151 485,590	3.25		400,950 22,592	0.18 (1.25)		26,798 (462,998
Stormwater Quality Operations	3.40		349,003	2.80		423,026	4.45		835,849	1.65		412,823
Wastewater Quality Operations	3.42		502,171	3.92		559,380	3.75		595,099	(0.17)		35,719
Water Conservation	0.63		176,004	0.98		495,793	-		-	(0.98)		(495,793
Water Quality Operations	7.98		927,046	7.48		1,171,341	7.25		1,078,250	(0.23)		(93,091
Subtotal	19.50	\$	2,816,777	19.50	\$	3,851,427	18.70	\$	3,274,884	(0.80)	\$	(576,543
Capital Improvement Program, Cost Allocation, Transfers and Capital Payments												
Capital Improvement Program	8.00	\$	24,470,577	8.70	\$	29,185,841	9.00	\$	37,379,134	0.30	\$	8,193,294
Cost Allocation/ Transfers	-	Ÿ	4,027,862	-	¥	4,164,969	-	4	4,416,620	-	Ÿ	251,651
Debt Service and Windy Gap			15,198,272			14,383,988			14,414,962			30,974
Subtotal	8.00	\$	43,696,710	8.70	\$	47,734,798	9.00	\$	56,210,716	0.30	\$	8,475,918
Total	168.90	\$	71,519,698	169.24	\$	77,912,642	168.19	\$	86,101,630	(1.05)	\$	8,188,988

### **Department Detail, Continued**

		2019 Actual		Approved udget		Approved dget		ance o 2021
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
EXPENDITURE BY CATEGORY								
Personnel		\$ 15,439,725		\$ 17,118,099	;	16,960,588	\$	(157,511)
Operating		15,748,756.85		12,463,450.54		12,582,443.19		118,992.65
Interdepartmental Charges		1,950,767.92		2,288,432.00		2,127,866.37		(160,565.63)
Capital		19,816,252.96		28,800,703.10		36,950,275.07		8,149,571.97
Debt Service		14,536,333.29		13,076,988.00		13,063,837.52		(13,150.48)
Other Financing		4,027,861.92		4,164,969.35		4,416,620.00		251,650.65
Tota	ıl	\$ 71,519,698		\$ 77,912,642	,	86,101,630	\$	8,188,988
STAFFING AND EXPENDITURE	BY FUND							
Lottery	-	\$ -	-	\$ 151,067	- ;	151,067	- \$	-
Water Utility	80.80	35,893,641	82.35	37,720,603	81.98	38,800,169	(0.37)	1,079,565
Wastewater Utility	56.77	25,087,455	56.70	25,551,300	56.90	30,258,348	0.20	4,707,049
Stormwater/Flood Management Utility	31.33	10,538,602	30.19	14,489,672	29.31	16,892,046	(0.88)	2,402,374
Tota	168.90	\$ 71,519,698	169.24	\$ 77,912,642	168.19	86,101,630	(1.05) \$	8,188,988

A brewery waste product from Avery Brewing continues to be beneficially reused at the WRRF to help improve nitrogen removal, a practice that started in 2017. The WRRF team is testing another brewer waste product from a different brewery that has shown impressive early results.

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# **Capital Improvement Program**

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# **Capital Improvement Program**

The City of Boulder's 2021-2026 Capital Improvement Program (CIP) contains information on how the city plans to invest available resources into key infrastructure and facilities between 2021 and 2026. The 2021-2026 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 2021-2026 CIP has four main parts:

### Introduction

Provides an overview of the 2021-2026 CIP including process and highlights.

### **Funding Summaries**

Contains analysis of how the 2021-2026 CIP allocates dollars among city departments, project types, and funds.

### **Capital Project Overviews**

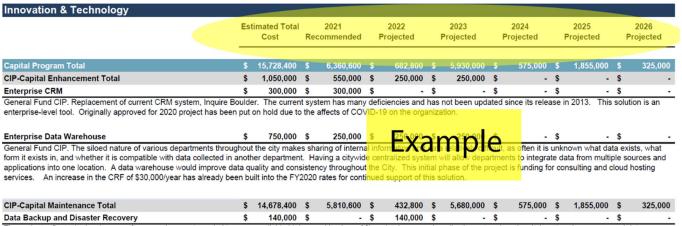
Contains highlights of each department's focus, operating and maintenance impacts, unfunded projects, CEAP projects, board action, 2021-2026 CIP, and a link to that department's project sheets.

### **CEAP (Community & Environmental Assessment Process)**

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

# **Capital Improvement Program**

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 approved budget for 2021, and the estimated cost for each year between 2021 through 2026.



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.

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.

	Est	imated Total Cost		2021 ommended		2022 Projected		2023 Projected		2024 Projected	ı	2025 Projected	P	2026 rojected
Capital Program Total	•	15.728.400	¢	6,360,600	S	682.800	s	5.930.000	s	575,000	s	1.855.000	¢	325,000
CIP-Capital Enhancement Total	\$	1,050,000	3.75	550,000		250,000	_	250,000			\$		\$	323,000
Enterprise CRM	\$	300,000	\$	300,000	\$		\$		\$		\$		\$	
enterprise-level tool. Originally approved for 2020 project has b		on hold due to	the af	ffects of CO	/ID-	19 on the orga	aniza	ition.			se ii		solut	ion is an
General Fund CIP. Replacement of current CRM system, Inquir enterprise-level tool. Originally approved for 2020 project has b Enterprise Data Warehouse	been put o	750,000	the af	250,000	/ID-1	19 on the orga	aniza	ition.			\$		\$	
enterprise-level tool. Originally approved for 2020 project has be Enterprise Data Warehouse General Fund CIP. The siloed nature of various departments the form it exists in, and whether it is compatible with data collected applications into one location. A data warehouse would improve	\$ aroughout d in anoth	750,000 the city make er departmen lality and cons	\$ es sharint. Havisistence	250,000 ring of internating a citywidey throughout	\$ al infle ce	250,000 ormation or ntralized syst City. This ini	Saniza Sali em v	ation.  2500  Filation of the particular of the	Ĉit,	as often it is	\$ unkr		\$ ta exi	sts, what urces and
enterprise-level tool. Originally approved for 2020 project has be Enterprise Data Warehouse General Fund CIP. The siloed nature of various departments the form it exists in, and whether it is compatible with data collected applications into one location. A data warehouse would improve	\$ aroughout d in anoth	750,000 the city make er departmen lality and cons	\$ es sharint. Havisistence	250,000 ring of internating a citywidey throughout	\$ al infle ce	250,000 ormation or ntralized syst City. This ini	Saniza Sali em v	ation.  2500  Filation of the particular of the	Ĉit,	as often it is	\$ unkr	- nown what da ata from multip	\$ ta exi	sts, what urces and
enterprise-level tool. Originally approved for 2020 project has b	\$ aroughout d in anoth	750,000 the city make er departmen lality and cons	\$ es sharint. Havisistence	250,000 ring of internating a citywidey throughout	\$ al infle ce	250,000 ormation or ntralized syst City. This ini	S aniza em v tial p	ation.  2500  Filation of the particular of the	cult. rtme rojec	as often it is	\$ unkr te da or cor	- nown what da ata from multip	\$ ta exi ole so loud	sts, what urces and

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# INTRODUCTION

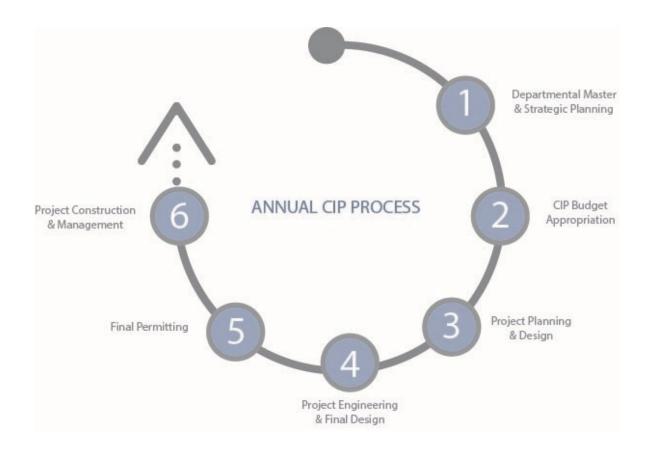
The City of Boulder's Capital Improvement Program (CIP) is a comprehensive, six-year plan for capital investment in maintaining and enhancing public infrastructure. The CIP provides a forecast of funds available for capital projects and identifies all planned capital improvement projects and their estimated 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, over 46,000 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.





### **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.

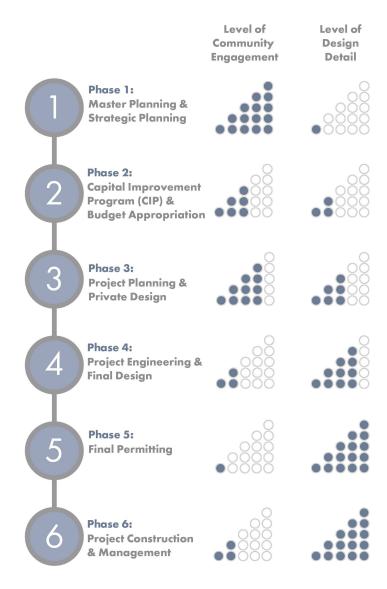
### Phase 6: Project Construction and Management

- 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.

### **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.



### **Current & Upcoming Master Plans**

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

- Flood and Stormwater Utility (2022)
- Facilities (2021)
- Police (2022)
- Parks & Recreation (2021)

### 2021-2026 Capital Improvement Program

The 2021-2026 CIP is impacted by the economic crisis caused by COVID-19. With goals of flattening the curve and protecting lives, city facility closures began March 13, 2020 and state and local stay-at-home and safer-at-home orders followed. This caused a shock to many of the city's revenue sources including sales and use tax, accommodations tax, admissions tax, licenses, permits, fees and charges for services including recreation fees, and parking fees. In fact, staff has seen nearly 70% or revenue sources impacted. University of Colorado economists predict the recession will last three to five years before some city revenue sources recover to pre-COVID levels.

The 2021-2026 CIP includes \$668 million. 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 95%, of its 2021-2026 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.

With that revenue picture, the proposed 2021-2026 CIP has just over \$73 million approved for 2021, and approximately \$668 million is approved for project allocations for years 2021-2026. The 2021 proposed CIP is lower than anticipated at this time last year as several projects shifted to out years and is lower than the 2020 Approved CIP (\$85.6 million). 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. Several large 2021 capital projects include:

- Interceptor Sewer Realignment \$3.6M
- Pavement Management Program \$4.8 million
- Ongoing repairs to Barker Gravity Pipeline \$3.8M
- General Parks Improvements \$900K

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# **FUNDING SUMMARIES**

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### **Overview of Funding Summaries**

The Funding Summaries section provides full detail of the city's CIP budget needs from 2021 through 2026 by department, project type, and fund. For each of the three funding views, the following information is shown:

- Total project cost for 2021 through 2026
- Planned funding allocation in each year 2021-2026 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 by Department**

The Public Works Utilities and Transportation divisions have the greatest allocations of resources in the 2021-2026 CIP.

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.

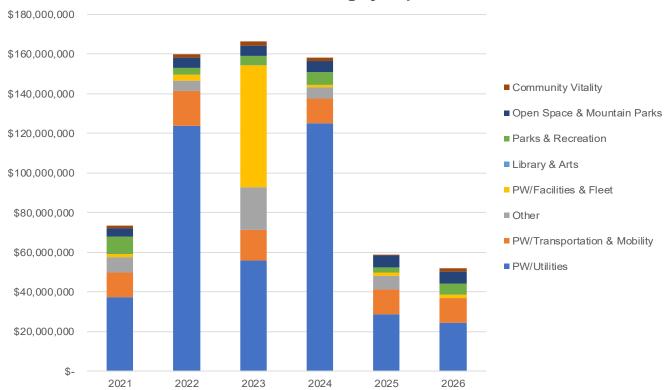
During the renewal of the Community, Culture, and Safety Tax and the 2018 Budget process, discussions with Council highlighted that the General Fund CIP has been limited, generally to Facilities & Asset Management-related projects, and supplemented through voter-approved capital funding initiatives. 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 chart on the following page displays the share of total 2021 2026 CIP spending by each department.

The following city departments are participating in the 2021-2026 CIP:

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





2021-2026 FUNDING SUMMARY B	Y DEPARTMENT
-----------------------------	--------------

	Es	Estimated Total		2021		2022		2023		2024		2025		2026	
		Cost	Re	commended		Projected		Projected		Projected		Projected	Pro	jected	
Citywide	\$	20,440,544	\$	1,440,704	\$	4,339,440	\$	4,886,800	\$	4,886,800	\$	4,886,800	\$	-	
Community Vitality		8,900,000		1,240,000		1,805,000		1,975,000		1,870,000		500,000	1	,510,000	
Fire-Rescue		10,491,560		-		-		10,491,560		-		-		-	
Innovation & Technology		15,728,400		6,360,600		682,800		5,930,000		575,000		1,855,000		325,000	
Library & Arts		100,000		100,000		-		-		-		-		-	
Open Space & Mountain Parks		32,568,485		4,466,705		5,139,780		5,178,000		5,678,000		5,928,000	6	178,000	
Parks & Recreation		30,974,500		8,540,000		3,478,000		4,710,000		6,157,000		2,606,500	5	483,000	
Police		80,000		80,000		-		-		-		-		-	
PW/Facilities & Fleet		71,373,046		1,578,841		3,178,841		61,798,841		1,578,841		1,658,841	1,	,578,841	
PW/Stormwater & Flood Utility		139,075,927		9,285,391		14,345,078		7,272,982		96,672,471		4,806,821	6	,693,185	
PW/Transportation & Mobility		82,353,396		12,263,869		17,638,444		15,392,000		12,433,333		12,542,250	12	,083,500	
PW/Wastewater Utility		117,354,642		14,694,831		55,245,894		28,923,000		5,690,918		5,860,000	6	,940,000	
PW/Water Utility		138,984,590		13,398,913		54,102,825		19,749,883		22,709,930		18,071,716	10	,951,324	
TOTAL	- \$	668,425,091	\$	73,449,854	\$	159,956,101	\$	166,308,065	\$ ′	158,252,294	\$	58,715,928	\$ 51.	742,850	

### **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

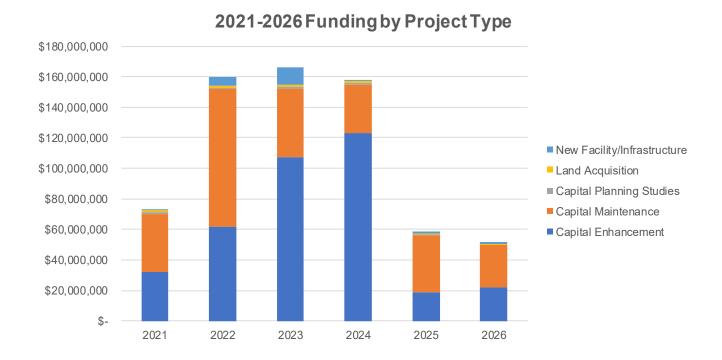
- Project results in the development of a study or plan which is intended to identify, plan, or prepare for the construction or acquisition of capital assets or a capital program.
- Projects have a discrete start and end date.
- Projects are typically for studies that are over \$100,000 in total cost.

### 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.



Estimated Total		2021		2022		2023		2024		2025		2026
Cost	Rec	commended		Projected		Projected		Projected		Projected		Projected
\$ 364,746,101	\$	31,903,801	\$	61,607,038	\$	107,651,984	\$	122,889,142	\$	18,740,061	\$	21,954,076
270,913,494		38,156,064		90,851,704		44,589,048		32,105,092		37,490,351		27,721,237
4,558,333		955,000		420,000		1,530,000		1,353,333		300,000		-
6,140,603		1,324,989		1,352,360		1,060,474		769,727		800,516		832,537
22,066,560		1,110,000		5,725,000		11,476,560		1,135,000		1,385,000		1,235,000
	Cost \$ 364,746,101 270,913,494 4,558,333 6,140,603	Cost Red \$ 364,746,101 \$ 270,913,494   4,558,333   6,140,603	Cost         Recommended           \$ 364,746,101         \$ 31,903,801           270,913,494         38,156,064           4,558,333         955,000           6,140,603         1,324,989	Cost         Recommended           \$ 364,746,101         \$ 31,903,801         \$           270,913,494         38,156,064         4,558,333         955,000           6,140,603         1,324,989	Cost         Recommended         Projected           \$ 364,746,101         \$ 31,903,801         \$ 61,607,038           270,913,494         38,156,064         90,851,704           4,558,333         955,000         420,000           6,140,603         1,324,989         1,352,360	Cost         Recommended         Projected           \$ 364,746,101         \$ 31,903,801         \$ 61,607,038         \$ 270,913,494           4,558,333         955,000         420,000           6,140,603         1,324,989         1,352,360	Cost         Recommended         Projected         Projected           \$ 364,746,101         \$ 31,903,801         \$ 61,607,038         \$ 107,651,984           270,913,494         38,156,064         90,851,704         44,589,048           4,558,333         955,000         420,000         1,530,000           6,140,603         1,324,989         1,352,360         1,060,474	Cost         Recommended         Projected         Projected           \$ 364,746,101         \$ 31,903,801         \$ 61,607,038         \$ 107,651,984         \$ 270,913,494         \$ 38,156,064         90,851,704         44,589,048         44,558,048         4558,333         955,000         420,000         1,530,000         1,060,474         44,589,048	Cost         Recommended         Projected         Projected         Projected           \$ 364,746,101         \$ 31,903,801         \$ 61,607,038         \$ 107,651,984         \$ 122,889,142           270,913,494         38,156,064         90,851,704         44,589,048         32,105,092           4,558,333         955,000         420,000         1,530,000         1,353,333           6,140,603         1,324,989         1,352,360         1,060,474         769,727	Cost         Recommended         Projected         Projected         Projected           \$ 364,746,101         \$ 31,903,801         \$ 61,607,038         \$ 107,651,984         \$ 122,889,142         \$ 270,913,494         \$ 38,156,064         90,851,704         44,589,048         32,105,092         4,558,333         955,000         420,000         1,530,000         1,353,333         6,140,603         1,324,989         1,352,360         1,060,474         769,727         769,727	Cost         Recommended         Projected         \$ 18,740,061         \$ 18,740,061         \$ 122,889,142         \$ 18,740,061         \$ 127,913,494         \$ 38,156,064         \$ 90,851,704         \$ 44,589,048         \$ 32,105,092         \$ 37,490,351	Cost         Recommended         Projected         \$ 122,889,142         \$ 18,740,061         \$ 270,913,494         \$ 38,156,064         90,851,704         44,589,048         32,105,092         37,490,351         \$ 37,490,351 <t< td=""></t<>

### **Funding by Fund**

Detailed descriptions of all of the city's funds are available in the introduction section of the 2020 Approved 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.

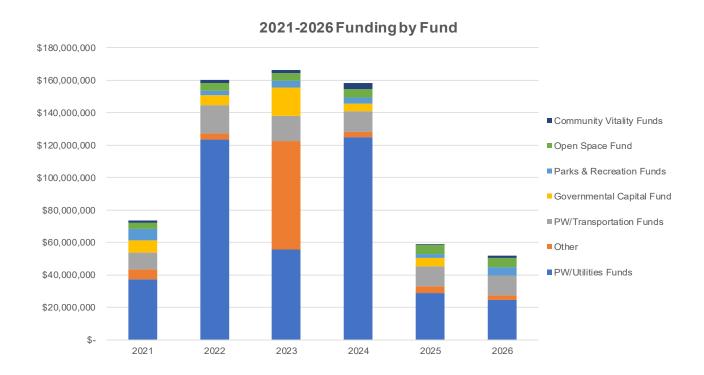
The following funds qualify for a percent for art allocation: 0.25 Cent Sales Tax Fund, Facility Renovation & Replacement Fund, Governmental Capital/General Fund, Permanent Park & Recreation Fund, Transportation Fund, and Transportation Development Fund.

Similar to the department distributions described earlier in this section, the Transportation and Utility Funds are the largest contributors to the city's 2021-2026 CIP.

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

The CIP projects are funded through the following 21 sources.

- .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



	<b>Estimated Total</b>	2021	2022	2023	2024	2025	2026	
	Cost	Recommended	Projected	Projected	Projected	Projected	Projected	
.25 Cent Sales Tax	\$ 8,037,000	\$ 2,165,000	\$ 1,750,000	\$ 1,022,000	\$ 1,000,000	\$ 600,000	\$ 1,500,000	
Airport	333,333	-	-	-	333,333	-	-	
Bldr Junction GID- Parking	2,100,000	-	-	210,000	1,890,000	-	-	
Boulder Junction Capital Improvement	400,000	-	100,000	100,000	100,000	-	100,000	
Capital Development	2,855,958	1,000,000	-	1,855,958	-	-	-	
Community, Culture, and Safety Tax	6,225,199	2,552,000	434,000	3,239,199	-	-	-	
Computer Replacement	4,745,872	1,278,072	432,800	580,000	575,000	1,555,000	325,000	
Downtown Commercial District	8,350,000	1,090,000	1,705,000	1,875,000	1,770,000	500,000	1,410,000	
Equipment Replacement	-	-	-	-	-	-	-	
Facility Renovation & Replacement	69,380,788	1,186,583	1,578,841	61,798,841	1,578,841	1,658,841	1,578,841	
General	100,000	100,000	-	-	-	-	-	
Governmental Capital	37,994,205	6,097,962	6,189,440	15,633,203	4,886,800	5,186,800	-	
Lottery	6,042,402	1,007,067	1,007,067	1,007,067	1,007,067	1,007,067	1,007,067	
Open Space	30,000,485	4,038,705	4,711,780	4,750,000	5,250,000	5,500,000	5,750,000	
Permanent Parks & Recreation	17,269,500	4,947,000	1,300,000	3,050,000	2,839,000	1,578,500	3,555,000	
Planning and Development Services	19,099	19,099	-	-	-	-	-	
Stormwater & Flood Management Utility	138,169,525	9,134,324	14,194,011	7,121,915	96,521,404	4,655,754	6,542,118	
Transportation	70,312,492	9,790,298	11,654,444	14,542,000	11,300,000	11,742,250	11,283,500	
Transportation Development	9,600,000	800,000	5,550,000	850,000	800,000	800,000	800,000	
University Hill Comm District	150,000	150,000	-	-	-	-	-	
Wastewater Utility	117,354,642	14,694,831	55,245,893	28,923,000	5,690,918	5,860,000	6,940,000	
Water Utility	138,984,590	13,398,913	54,102,825	19,749,883	22,709,930	18,071,716	10,951,324	
Total	\$ 668,425,091	\$ 73,449,854	\$ 159,956,100	\$166,308,065	\$ 158,252,294	\$ 58,715,928	\$ 51,742,850	

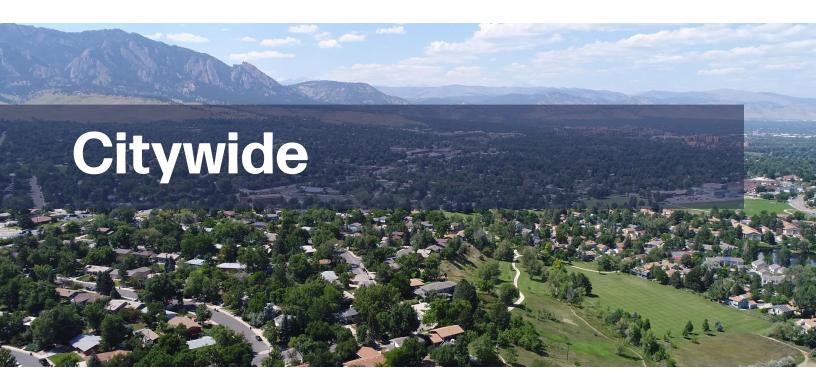
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#### Current Focus for Capital Planning & Projects in the 2021 Capital Budget

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 2021 that are true citywide projects and do not have an associated department focus. Projects in 2021 include:

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 2021 include:

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

#### **Operating & Maintenance Impacts**

Operating costs will be included as appropriate.

#### **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.

# **Citywide Capital**

**CEAP Projects** 

N/A

**Board Action** 

N/A





#### 2021-2026 Capital Improvement Plan

Citywide														
•	Est	imated Total		2021		2022		2023		2024		2025	2026	ò
		Cost	Re	commended		Projected		Projected		Projected		Projected	Projec	ted
Capital Program Total	\$	20,440,544	\$	1,440,704	\$	4,339,440	\$	4,886,800	\$	4,886,800	\$	4,886,800	\$	
CIP-Capital Enhancement Total	\$	12,800,000	\$	800,000	\$	3,000,000	\$	3,000,000	\$	3,000,000	\$	3,000,000	\$	
CCS Agreements - BMOCA	\$	500,000	\$	500,000	\$	-	\$	-	\$	-	\$	-	\$	
Location: 1750 13th St														
BMoCA will renovate the current facility, which is necessary for CCS Agreements - Resource Central	s s	300.000		300,000			\$		\$		\$	•	\$	
Location: 6400 Arapahoe Ave			Ť	333,333	Ť		Ť		Ť		Ť		*	
Pavilion Debt Service	\$	12.000.000	\$	_	\$	3.000.000	\$	3.000.000	\$	3.000.000	\$	3.000.000	\$	
Debt service payments in the out-years, in the event Pavilion re	use is at	oproved by co	unci	i.	÷	-,,	÷	-,,	÷	-,,-	÷	.,,.	•	
		,												
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 C	apital Fu	und to provide	a sı	ıstainable fund	ing	source for ess	enti	al capital need	ds; i	mprove resilie	ncy	of essential se	ervices; and	sav
the city money in the long run by not deferring necessary improve	/ements	. Specific proj	ects	will be identifie	d d	uring the annu	al C	IP process.						
CIP-Land Acquisition Total	\$	1,601,760	\$	640,704	\$	640,704	\$	320,352	\$	-	\$	-	\$	
Hogan Pancost Land Purchase	\$	1,601,760	•	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.



#### Current Focus for Capital Planning and Projects in the 2021 Capital Budget

In alignment with citywide goals and plans, Community Vitality developed a departmental strategic plan focusing on access for people, vision of place, and pursuit of vitality. During the COVID pandemic, the city's response and recovery, and within an economically constrained environment, it is critically important to adhere to community-supported plans for the purposes of prioritization and efficiency. Specific objectives within the CV Strategic Plan were helpful in guiding decisions within the development of the 2021-2026 Capital Improvement Plan (CIP):

- Invest in existing infrastructure to enhance and extend life of district-owned assets and develop a strategic asset plan for future opportunities.
- Set and achieve customer service enhancements such as, reducing in-person wait times, setting standards for responsiveness to customer issues, and further development of partnerships.
- Utilize existing programs to contribute to the city-wide Vision Zero goals; safety enhancements for pedestrians, bikes, and vehicles.
- To facilitate a diverse and dynamic economy where residents and businesses grow and succeed together through strategic partnerships (internal and external), policies, and programs.

Community Vitality manages several general improvement districts and the district-owned assets. In the Central Area General Improvement District (CAGID), Community Vitality manages five parking structures, two of which have leasable commercial property. Major 2020 projects in the parking structures included work at the Randolph Center to repair persistent water infiltration, structural improvements in the St. Julien Hotel parking structure, and completion of the staircase replacements at 1100 Spruce and 1500 Pearl buildings. The other major 2020 capital project was the replacement of most of the aging on-street parking stations. This is a necessary upgrade to aging infrastructure. This program is essential for maintaining healthy commercial areas and generates significant General Fund revenue. The project is funded through the Facilities and Asset Management Equipment Replacement Fund (ERF).

There are several impacts of the COVID-19 pandemic in terms of revenue loss and subsequent capital project reductions. Community Vitality is in a prominent role in supporting the economic recovery of the city and ensuring a successful and vibrant retail environment. This involves supporting small business grants, affordable commercial programs, and partnership development, all which have significant operational impact. Additionally, several customer service enhancements for parking products, including the continued effort to

move towards more gateless systems at all parking structures was reduced and deferred to future years due to revenue losses in our parking structures.

Other COVID impacts to the CV 2021-2026 CIP included the reduction of the planned capital investment in the University Hill Commercial Area. While lighting and public landscaping will be addressed in 2020-2021, other capital investment will be delayed indefinitely until the full revenue impact, completion of the Hill Hotel project, and future parking infrastructure planning are better understood.

Finally, significant reductions are included in the 2021 CAGID capital budget. In addition to delays in software and customer service improvements, reductions in scope were necessary for several projects, including elevator repairs and other structural improvements. Also, the CAGID deck repair program and the capital improvement program for Boulder Junction was cancelled for 2021.

#### **2021 Capital Projects**

- Completion of the St. Julien capital improvements
- Completion of the Randolph Center improvements
- Elevator repairs at St. Julien
- Affordable Commercial capital program pilot
- 1500 Pearl exterior brick repairs
- University Hill public landscaping

#### 2020 Adjustments (if applicable)

- Reduction of scope for the pay station replacement project (\$225,000)
- Reallocation of parking deck repairs to St. Julien repairs (\$400,000)
- Postponement of Pearl Street Refresh Planning (\$65,00)
- Postponement of Phase 1 Gateless Technology (\$130,000)
- Cancellation of other software enhancements (\$50,000)

#### **Operating and Maintenance Impacts**

An operational impact that Community Vitality has closely monitored 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 increased; however, the need for additional capacity to complete major projects still existed. The department retained Orion, Inc., to assist the department with project management through early 2021.

#### Unfunded Projects and Emerging Needs *Unfunded Projects*

The Farnsworth Assessment (2017) identified 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 2021-2026 Community Vitality CIP reflects the top priorities in addressing deferred maintenance but cannot absorb the entire amount identified in the Assessment.

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 2021 as a shared portion of an initial internal planning effort (in conjunction with Parks and Recreation).

#### **Emerging Needs**

The impact of COVID on the business community and the overall local economy will persist throughout 2021 and beyond. As a property owner and key partner with business organizations, Community Vitality will have to monitor the need for investment in district-owned spaces for affordable opportunities and other areas where city investment may be appropriate.

#### **CEAP Projects**

N/A

#### **Board Action**

The Downtown Management Commission (DMC) recommended approval of the Community Vitality 2021-2026 CIP at their July 14 meeting.

The Boulder Junction Access District Commissions (Parking & TDM) recommended approval of the Community Vitality 2021- 2026 CIP at their July 22 meeting.

The University Hill Commercial Area Management Commission (UHCAMC) will consider the Community Vitality 2021-2026 CIP at their August meeting.



#### 2021-2026 Capital Improvement Plan

	⊏Sti	mated Total	202	21		2022		2023		2024	2	2025		2026
		Cost	Recomn	nended	Pr	ojected	Pro	ojected	Р	rojected	Pro	jected	Р	rojected
Capital Program Total	\$	8,900,000	\$ 1.:	240,000	\$	1,805,000	\$	1,975,000	\$	1,870,000	\$	500,000	s	1,510,00
CIP-Capital Enhancement Total	\$	2,000,000		300,000		475,000		175,000		850,000		100,000		100,00
Affordable Commercial Capital Prog	\$	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 fund Fund transfer to CAGID. Council will define program details and								. A portion	of th	s project wo	rk is fun	nded throug	gh the	General
Gateless System Installation	\$	300,000		-		300,000		-	\$	-	\$	-	\$	
n alignment with the Access and Parking Management Strategy garages. This technology, currently utilized at the Trinity Garage									tion o	f innovative :	solution	s within the	e parl	king
The project was initially scheduled for 2020-2021 and was delaye	ed to 20	22 as a budg	et reduction	n measure	e. Th	is will coinci	ide with	the timing	of the	next phase	of AMF	PS impleme	entati	on.
Budgeting for Resiliency: Helpful.														
Parking Product Software Enhancemen	\$	225,000	\$	50.000	\$	75.000	\$	_	\$	-	\$	-	\$	100.00
n alignment with the City's Goals and Values and Community Vit nhances the current suite of parking products offered by Community of the AMPS implementation.														
The overall scope of the project was reduced as a budget savings	s meası	ure.												
Budgeting for Resiliency: Helpful.														
Jniversity Hill Landscaping	\$	150,000	\$	150,000	\$	-	\$	-	\$	-	\$	-	\$	
JHGID is responsible for a portion of the investment in public infr	rastructu	ıre. This is a	partnershi	p with Fo	restry	to replace t	rees ar	nd otherwis	e imp	rove the aes	thetics	in the publ	ic rigl	nt-of-way.
Budgeting for Resilience: Amenity.														
Parking Garage Exterior Brick Rehab	\$	825,000	\$	-	\$	-	\$	75,000	\$	750,000	\$	-	\$	
	icture a	4 4l O	and Dearl	narkina et		o Thio inc	ludos r		cocc	ry hricks an	ما مماما سم	ooing onv	etruet	ural issue
This project is to address necessary rehabilitation of the brick struent hat arise during assessment. Some of this work is necessary to												ssing any	Siluci	
hat arise during assessment. Some of this work is necessary to												ssing any	Struct	
hat arise during assessment. Some of this work is necessary to												ssing any	Siruci	
hat arise during assessment. Some of this work is necessary to Budgeting for Resiliency: Important			arose out d		onstru		ts in 20		Scope		2024.	400,000		
hat arise during assessment. Some of this work is necessary to Budgeting for Resiliency: Important	address	s issues that	arose out o	of other co	s \$	tion projection project	ts in 20	1,800,000	Scope	e reduced in	2024.	400,000		
hat arise during assessment. Some of this work is necessary to  Budgeting for Resiliency: Important  CIP-Capital Maintenance Total  1500 Pearl Brick Repairs  Assessing the brick façade on the west, south, and east elevation	s s ns of the	6,835,000 175,000 e parking stru	arose out o	of other co 875,000 175,000	\$ \$	1,330,000	s	19-2020. 1,800,000	\$ \$	1,020,000	\$ \$	400,000	\$	1,410,00
nat arise during assessment. Some of this work is necessary to  Budgeting for Resiliency: Important  CIP-Capital Maintenance Total  500 Pearl Brick Repairs  Assessing the brick façade on the west, south, and east elevation  emoving the mortar from the bed joints and installing a soft seala	\$ \$ ns of the	6,835,000 175,000 e parking stru	\$ s	of other co 875,000 175,000	\$ \$	1,330,000	s	19-2020. 1,800,000	\$ \$	1,020,000	\$ \$	400,000	\$	1,410,00
	\$ \$ ns of the	6,835,000 175,000 e parking stru	\$ s	of other co 875,000 175,000	\$ \$	1,330,000	s	19-2020. 1,800,000	\$ \$	1,020,000	\$ \$	400,000	\$	1,410,00
hat arise during assessment. Some of this work is necessary to Budgeting for Resiliency: Important  CIP-Capital Maintenance Total  1500 Pearl Brick Repairs  Assessing the brick façade on the west, south, and east elevation emoving the mortar from the bed joints and installing a soft sealer from the work will focus on areas where there is potential safety issue	\$ \$ ns of the	6,835,000 175,000 e parking stru	\$ cture and r	of other co 875,000 175,000	\$ \$ loose	1,330,000	\$ \$ surated b	19-2020. 1,800,000	\$ \$ scing t	1,020,000	\$ \$ bricks,	400,000 - and at all	\$	1,410,00

Budgeting for Resiliency: Helpful.

Ceiling and Roof Repair/Replace \$ 400,000 \$ - \$ 50,000 \$ 350,000 \$ - \$ \$ 50,000 \$ S - \$ \$ 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.

Budgeting for Resiliency: Important.

#### 2021-2026 Capital Improvement Plan

	Estin	nated Total		2021		2022		2023		2024		2025		2026
	_	Cost		mmended		ojected		ojected		ojected		jected		ojected
Garage Deck & Structural Cap Maint The 2017 Farnsworth Facilities Assessment identified deferred ma	\$ intenar	2,000,000			\$ CAGII	400,000		400,000		400,000		400,000	\$ a annu	400,00
epairing the concrete parking decks and underlying structure that nivestment of \$400,000 into various projects, with a focus on the control of the control o	wears	down over ti	me. Thi	is Capital M	ainten	ance progra								
he amount was reduced and reallocated in 2020 and 2021 to focu	us on s	pecific proje	cts and	reduce ove	rall bud	dget impact.								
Budgeting for Resiliency: Important.														
HVAC System Repair-Replacement	\$	340,000			\$	20,000		300,000		20,000		-	\$	
his project is the planning, scoping, and construction of HVAC sy- pproach from 2022-2025.	stems a	at Spruce an	d Pearl	garages. 1	his im	pacts the pa	arking	areas, tenar	nt spac	es, and off	ices and	d represent	s a ph	ased
Budgeting for Resiliency: Helpful.														
nterior Tenant Space Repairs	\$	450,000		50,000		200,000		50,000		50,000		-	\$	100,00
CAGID manages retail space for 13 tenants and approximately 16, spaces and sometimes more extensive work required if/when a ter												aintenance	within	the
Additional consideration may be given to CAGID businesses impact	cted by	the pandem	ic and a	assistance v	vill be o	determined l	based	on future cr	iteria.					
Budgeting for Resiliency: Helpful.														
Parking Building Doors and Windows	\$	200,000		-	\$	-	\$	-	\$	200,000		-	\$	
This is required capital maintenance on all CAGID assets based on nelp with the energy efficiency of these buildings. This project is pr					eport.	Several doo	ors and	d windows a	re in n	eed of repla	cement	t and/or rep	oair. T	his will
Budgeting for Resiliency: Helpful.														
Parking Garage Elevator Replacement				250,000		500,000			\$		\$		\$	250,00
This project is to address continued work in updating the elevators 2020. This project would plan, scope, and bid the next major repa scope and cost, \$310,000 in savings over three years.														
Budgeting for Resiliency: Important														
Parking Garage Fire Supp. Repairs	\$	350,000	\$	100,000	\$	-	\$	-	\$	250,000	\$	-	\$	
This project is to address critical repairs within parking structures to overall scope of the project to be reduced. Capital work is likely to							ment i	s being con	ducted	in 2020 an	d early	information	n allow	s for the
Budgeting for Resiliency: Important.														
ParkingGarage Staircase Replacement	\$	720,000	\$	-	\$	60,000	\$	600,000	\$	-	\$	-	\$	60,00
his project will continue the work to address deferred maintenanc rom 2021 to 2022-2023 to reduce budget.	e in all	downtown p	arking g	arages. Th	is will p	orioritize the	repla	cement of st	aircas	es at the R	ΓD gara	ige. This v	ork wa	as delaye
sudgeting for Resilience: Important.														
Randolph Garage Deck Repairs	\$	700,000	\$	200,000	\$	-	\$	-	\$	-	\$	-	\$	500,00
AGID is a 50% owner of the Randolph Center at 1100 Walnut. To the parking structure. After an engineering report confirmed tha	he faci	lity has expe	rienced	persistent	water p	enetration,							w and	l adjacen
he estimated total amount of immediate repair is \$465,000.														
hrough the Condo Association, additional assessment took place	in 202	0. This prior	itized w	ork to be co	mplete	ed in 2020.	Howe	ver, additior	nal wor	k will be ne	cessary	in 2021.		
Budgeting for Resiliency: Important.														
St. Julien Ramp Repairs Coating leak prevention and repairs Traffic coating at the entrance	\$	100,000		100,000			\$		\$		\$		\$	olority of

Budgeting for Resiliency: Important.

#### 2021-2026 Capital Improvement Plan

Community Vitality							
	Estimated Total	2021	2022	2023	2024	2025	2026
	Cost	Recommended	Projected	Projected	Projected	Projected	Projected
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.

This project was postponed to 2021 as a budget reduction measure.

Budgeting for Resiliency: Important.







#### Current Focus for Capital Planning and Projects in the 2021 Capital Budget

In 2021, the Facilities Department will focus on three areas:(1) planning, designing, and constructing new and major renovation of building infrastructure, (2) maintaining existing infrastructure, and (3) completing the city's first-ever Facilities Master Plan and implementing an improved capital planning process for the city's building portfolio.

#### New Construction and Major Renovation of Building Infrastructure

The newly established Facilities Department is leading design and construction efforts on two new construction projects, the North Boulder Branch Library and Fire Station 3 relocation. A third major project is the redevelopment of the Alpine-Balsam site which was purchased by the city in December 2015. The first major project on the site occurred in 2018 with the renovation of the existing Brenton Building which consolidated the city's Finance Department into one building. This was followed by interior deconstruction of the Boulder Community Health (BCH) hospital and Medical Office Pavilion (Pavilion) to prepare for major renovation of the Pavilion building. The focus in 2021 will be continuing renovation of existing buildings and planning for redevelopment of the site into a centralized Western City Campus which will enable several existing city buildings, currently dispersed, to be consolidated into this one location to better serve the community. Through consolidation many efficiencies can be achieved through more effective use of physical space, reductions in deferred maintenance backlog, economy in operations and maintenance and advancements towards the city's climate commitment by creating high energy performing buildings.

#### Maintenance of Existing Infrastructure

The Facilities Department expanded the asset management program from 22 to 70 city facilities in 2020. The asset management software is used to prioritize building system replacement needs and assign a Facility Condition Index (FCI) score to each building. The Deferred Facility Maintenance Projects funding will be used on urgent or high priority system repairs or replacements in buildings with the lowest FCI score. Replacements funded with this project include HVAC systems, fire suppression/detection systems, major maintenance or replacement of roofing systems, etc.

Fire stations major maintenance will continue in 2021. 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 is distributed among the eight Boulder fire stations to improve the quality of kitchen, dining, and living areas. The 2021 project plan is currently being developed in coordination with Boulder Fire-Rescue Department.

The Parks and Recreation (BPR) Aquatics Facility Study (AFS) identified deferred maintenance needs within existing BPR facilities. Addressing the needs identified will be a multi-year effort and East Boulder Community Center (EBCC) will be the focus for 2021 and 2022. Facilities will partner with BPR on a Natatorium Enhancement project that addresses the identified deferred maintenance and improves the user experience. In 2021, funding will be used to supplement planning and design for the EBCC Natatorium Enhancement project and in 2022 funding will go toward implementation with the Facilities portion being used to address necessary facility repairs.

Facilities will partner with BPR on the Neighborhood and Community Park Capital Maintenance project. This project provides funding for asset maintenance throughout the Neighborhood and Community Park 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. Facilities will contribute funding and collaborate with BPR on the planning, design, and implementation of a renovation for North Boulder Park in 2021 and Martin Park in 2023.

#### Facilities Master Plan Implementation

The new Facilities Master Plan (FMP) is a comprehensive assessment of all city facilities encompassing more than 70 buildings and structures (it excludes OSMP barns and ranches and park shelters). Key goals of the first Facilities Master Plan are to identify a common vision and core values across all city facilities and to measure facility health and condition against these common values. It is also to guide a strategic implementation plan and capital investment strategy for near term, within the timeframe of CIP planning and over the long term, decades. Major milestones for investment strategies align with the city's Climate Commitment Goals in both 2030 for city buildings and 2050 with community wide goals.

A key strategic initiative of the FMP is to consolidate 22 facilities that are not otherwise tied to a specific geographic location such as a fire station or recreation center. There are numerous benefits that can be achieved through consolidation such as operational and maintenance efficiencies, energy efficiency, space economy, increased staff effectiveness and more.

Many of these benefits also result in cost savings and most importantly better delivery of essential services to the community. The completion of the FMP and development of the implementation strategy as it applies to capital planning will be a focus of the Facilities Department in 2021.



#### **Covid-19 Impacts**

The COVID-19 pandemic has resulted in fiscal and staffing constraints for the Facilities Department and non-furloughed staff resources have been diverted to COVID Recovery. The planning and design schedule for the Alpine-Balsam redevelopment project has also been impacted. At this point, it is unclear if there will be an impact in 2021 on the overall Alpine-Balsam redevelopment timeline.

The Facilities Master Plan (FMP) adoption has been delayed due to the Covid-19 pandemic impact on the City Council schedule and some staff shifts to focus on COVID Recovery. In 2021 capital investment projects will be executed that align with City Council initiatives and maintain current building infrastructure. Strategic investment opportunities to reduce the backlog of deferred maintenance in city buildings will addressed in the FMP in 2021 with implementation on prioritized projects anticipated to proceed in 2022.

#### **2021 Capital Projects**

- BCH Hospital Deconstruction
- Western City Campus Development
- New Fire Station 3. More details can be found in BFR CIP.
- New North Boulder Library. More details can be found in BPL CIP.
- North Boulder Park Shelter Repair
- Aquatic Facilities Major Maintenance
- Fire Stations Major Maintenance
- Major Maintenance of Building Systems

#### 2020 Adjustments (if applicable)

#### Alpine-Balsam Hospital Deconstruction - Budget Deferral (\$1,600,000)

As part of the Alpine-Balsam Area Plan, adopted by City Council on Oct. 1, 2019, the city is deconstructing the main hospital building at the Alpine-Balsam site. The timing of deconstruction of the exterior of the main hospital should be completed concurrent with flood mitigation construction along Balsam Ave. The flood mitigation work is not anticipated to begin until 2022 at the earliest. The funding for the exterior deconstruction of the hospital has already been appropriated but it is does not need to be encumbered until 2022 to coincide with flood mitigation work. Therefore, \$1.6 million (one-time) of the hospital exterior deconstruction funding can be deferred until late 2021.

#### Teahouse Entry Alterations - Budget Reduction (\$255,000)

This CIP was created mostly in response to a need for thermal protection from the elements right at the main entry doors. Adding an entry vestibule has many challenges that had not been fully identified at the time the CIP was presented. A solution to provide a simple air curtain, which will cost under \$10k can be implemented to alleviate the primary concern.

#### BMoCA Electrical Upgrade - Budget Reduction (\$104,000)

This was originally planned as a 2017 CIP project to upgrade the electrical system in BMoCA. Since the CIP was approved in 2017, BMoCA has planned for an expansion of their facility and it was determined that an electrical upgrade to the facility should be completed as part of the expansion project and not independently. This project should be reassessed when BMoCA has determined what level of improvement (or none) they will be making to the facility.

#### Aesthetic Improvements to City Buildings - Budget Reduction (\$150,000)

This 2020 CIP was funded to make minor aesthetic improvements in various buildings as needed. These improvements are not necessary given current budget challenges and while most administrative buildings are closed to the public and staff are teleworking.

#### Municipal Building Flood Gates - Budget Reduction (\$94,000)

The manual flood gates at the Municipal building are not currently working properly; however, a solution that meets current flood regulations has not been found. The project has been further delayed so that a solution that is well coordinated with other Civic Area improvements can be implemented. This project has been delayed indefinitely until such a solution is identified.

#### **Operating and Maintenance Impacts**

The new North Boulder (NoBo) Library will be under construction in 2021. Boulder Public Libraries are currently leasing a 500 square foot storefront location and the new NoBo Library will be a 10,500 square foot high-performance building owned and maintained by the city. The estimated General Fund budget impact for the new NoBo library is \$300,000 annually. \$90,000 for O&M and Utilities and \$210,000 in FR&R contributions to fund major maintenance and repair & replacement over the life of the building.

The new Fire Station 3 and Pavilion remodel will be in the design phase in 2021 with construction expected to start in 2022. Facilities will develop the ongoing funding needed for both buildings in the 2022 budget submittal.

NoBo Library and Fire Station 3 represent a net increase in total square footage and operating expenses when compared to their previous building locations. The Pavilion remodel project will allow for the consolidation of existing office buildings into a single high-performance building resulting in an overall net reduction in square footage which will lower O&M and Utility expenses for the overall city portfolio. Facilities operating expenses will increase in the short term as NoBo, Fire Station 3, and the Pavilion come online, but will start to decrease as the consolidated buildings are deconstructed, sold, or repurposed by the city. Operating expense reductions are not expected to be realized until 2026 and beyond.

O&M expenses for the remainder of the city's building portfolio are expected to remain steady as investments are made in replacing aging building infrastructure through the Deferred Facility Maintenance Projects CIP. Critical and high priority building system replacements will reduce the O&M for that specific building system, yet the balance of existing infrastructure will continue to age. The Facilities Master Plan will address the capital funding target for the city building portfolio and the impact to on-going operating and capital budgets will be clearer in 2021.

#### **Unfunded Projects and Emerging Needs**

Fire Station #8, opened in 2015, and the Brenton Building, opened in 2018, have not been collecting facility renovation and replacement funding (FR&R). Best management practice recommends 2% of the facilities replacement value be collected annually to fund future renovations and replacements to maintain the value of the asset over its life cycle. Fire Station #8 has a \$6 million replacement value and the Brenton building is \$8 million. In total, \$280,000 of annual funding for future replacement needs are not being collected for these buildings.

The COVID-19 pandemic forced the closure of city administrative buildings and city staff who could work remotely were asked to do so for an extended period through 2020. As a result, the organization learned that the city can effectively telework and many staff now prefer to maintain some amount of telework permanently in their weekly schedule. Another lesson learned is that in-person engagement and collaboration is also necessary for true success and service excellence. The pandemic also brought to light the requirements for a healthy building, one that lessens the spread of infectious disease and promotes the health of individuals who occupy the spaces. These lessons will be incorporated into all new building projects moving forward and overall should result in reduction of costs per employee – both from physical space reduction as well as reduced health care expense.

The Facilities Master Plan (FMP) will be completed in 2021. The FMP will guide the city's future capital investment strategy for the building portfolio. Guidance and direction provided in the FMP could significantly change the unfunded needs in 2022.

**CEAP Projects** 

N/A

**Board Action** 

N/A



#### 2021-2026 Capital Improvement Plan

Facilities & Asset Management								
	E	stimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total		\$ 71,373,046	\$ 1,578,841	\$ 3,178,841	\$ 61,798,841	\$ 1,578,841	\$ 1,658,841	\$ 1,578,841
CIP-Capital Enhancement Total	,	\$ 61,992,258	\$ 392,258	\$ 1,600,000	\$ 60,000,000	\$ -	\$ -	\$ -
BCH Hospital Deconstruction	:	\$ 1,600,000	\$ -	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -

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. In the 2020 approved budget, \$3,350,000 was appropriated to bring total project appropriations up to \$16M in order to complete all phases of the hosptial deconstruction.

The timing of deconstruction of the exterior of the main hospital should be completed concurrent with flood mitigation construction along Balsam Ave. The flood mitigation work is not anticipated to begin until 2022 at the earliest. The funding for the exterior deconstruction of the hospital has already been appropriated but it is does not need to be encumbered until 2022 to coincide with flood mitigation work. Therefore, \$1.6 million (one-time) of the hospital exterior deconstruction funding can be deferred from the original 2020 budget to help fill a funding gap due to the COVID-19

The Capital Funding Plan below reflects needing the \$1,600,000 back in 2022 to complete the project.

This project is considered 'Essential' using the Budgeting for Resilience classification in that it could not be cut without a significant impact, or risk of impact, to the city's basic operation and functioning. The BCH Hospital building is partially deconstructed and finishing deconstruction of the exterior will enable the rest of the site to be made ready for future redevelopment. Leaving the building standing as a unoccupied cold shell poses significant health, life, and safety risks.

#### Western City Campus Redevelopment \$ 60,392,258 \$ 392,258 \$ - \$ 60,000,000 \$ - \$ - \$

The Alpine-Balsam Area Plan was adopted by Council in the fall of 2019. The plan included the intent to renovate the Medical Office Pavilion for city services and redevelop the eastern portion of the site as a new consolidated Western City Campus. In 2020, a budget of \$1.7M was appropriated to begin design work to advance development of the site for this purpose and to prepare the remainder of the site for future housing development. Early design work included development of a city-wide master consolidation program to inform an approach for delivery of city services now and into the future as well as flood mitigation design and other horizontal infrastructure analysis necessary to complete the project. An additional \$392,258 in 2021 will bring the total appropriations to \$2,100,000 covering most, if not all, design work required for the project.

Construction on the site is anticipated to begin in 2023 and early estimated costs for the city portion of redevelopment work are approximately \$60,000,000. This number includes renovation costs of the Pavilion building, site improvements, and escalation for a construction start in 2023. The number also includes the deconstruction cost of Park Central and New Britain buildings which will be possible once city staff and services are relocated out of those buildings and onto the Western City Campus. It may also capture flood mitigation work on site and additional horizontal infrastructure such as roads and pedestrian paths that are required by regulatory agencies to be constructed as part of the Western Campus redevelopment. Design work at this stage is conceptual, and therefore cost estimates on all aspects of the project will be further developed as the project progresses and is refined. As more details develop on various aspects of the project such as flood mitigation, these may develop in subsequent years as separate and discrete CIP projects.

Funding for the Western Campus Redevelopment project will be through bond proceeds in the General Fund. A portion of debt service for the bond will be offset from lease savings from vacating Center Green city offices.

This project is considered 'Essential' using the Budgeting for Resilience classification in that it could not be cut without a significant impact, or risk of impact, to the city's basic operation and functioning. This project enables the city to realize significant operational and cost efficiency through consolidation of multiple aging buildings into a single high performance city campus.

CIP-Capital Maintenance Total	\$	9,030,788	\$	1,186,583	\$	1,578,841 \$	1,798,8	11 \$	1,428,841 \$	1,4	58,841 \$	1,578,841
Aquatics Facility Popairs	•	1 476 000	•	100 000	•	1 123 000 \$	253 0	2 00	_ ¢	:	- ¢	_

The Parks and Recreation (P&R) Aquatics Facility Study (AFS) 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. 2021 funding will be used to supplement planning and design funding for East Boulder Recreation Center (EBRC). 2022 funding will be used to supplement EBRC Natatorium enhancements, with the Facilities portion going to address necessary facility repairs. 2023 funding will go toward funding the remaining Aquatic Facility repairs identified in the Aquatics Feasibility

This project is considered 'Helpful' using the Budgeting for Resilience classification in that it could be cut without significant or immediate impacts to the city's basic operations and functioning.

#### Building Perf Energy Requirements \$ - \$ - \$ - \$ - \$

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 \$ 5,764,788 \$ 816,583 \$ 305,841 \$ 705,841 \$ 1,278,841 \$ 1,228,841 \$ 1,428,841

The Facilities Department has performed asset reviews for 80 city facilities and loaded that data into an asset management software. Facilities used that software to create 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 allows Facilities to prioritize system replacements based on a buildings Facility Condition Index (FCI). Replacements funded with this project include HVAC systems, boilers, parking lot repairs, and various other building systems. The ultimate goal with this funding is to address system replacements in buildings with the lowest FCI to drive to an acceptable FCI for the portfolio over time.

#### 2021-2026 Capital Improvement Plan

Facilities & Asset Management											
	Esti	mated Total Cost		2021 mmended	2022 Projected	2023 Projected		2024 oiected	D.	2025 oiected	2026 Projected
		Cost	Reco	mmenueu	 rojecteu	 rojecteu	FI	ojecteu	FI	ojecteu	Flojecteu
Fire Stations Major Maintenance	\$	900,000	\$	150,000	\$ 150,000	\$ 150,000	\$	150,000	\$	150,000	\$ 150,000

The 24/7 occupancy of the city's eight fire stations and the 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 future replacement scheduled to be complete in 2023

This project is considered 'Important' using the Budgeting for Resilience classification in that it could not be cut without a significant impact, or risk of impact, to the city's basic operation and functioning. Fire Stations are essential but the types of projects funded out of Fire Stations Major Maintenance are classified as 'Important'. The types of projects funded include non-infrastructure upgrades to fire stations that support first responder's ability to perform their job functions. Building infrastructure system repair and replacement projects for Fire Stations (i.e. roof, HVAC, water heater, etc. replacements) are funded through Deferred Facility Maintenance Projects which is classified as 'Essential'.

Fleet - System Repairs/Replacements \$ 300,000 \$ - \$ 220,000 \$ - \$ 80,000 \$

The Fleet Services Building, originally constructed in 1989, has numerous system repairs and upgrades needed including upgrades to the fire alarm panels, mechancial ventilation system replacement and asphalt repair and replacement. Utilizing the Facilities Department new capital asset planning software system, projects will be prioritized and bundled to efficiency implement.

This project is considered 'Important' using the Budgeting for Resilience classification in that it could not be cut without a significant impact, or risk of impact, to the city's basic operation and functioning. This project will fund building infrastructure maintenance required for the life, health, and safety of city staff and visitors.

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. The funding for this project will be combined with Parks & Rec funding for Neighborhood and Community Park Capital Maintenance to complete the repairs at Martin Park in 2023.

This project is considered 'Helpful' using the Budgeting for Resilience classification in that it could be cut without significant or immediate impacts to the city's basic operations and functioning.

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. The funding for this project will be combined with Parks & Rec funding for Neighborhood and Community Park Capital Maintenance to complete the repairs at North Boulder Park in 2021

This project is considered 'Helpful' using the Budgeting for Resilience classification in that it could be cut without significant or immediate impacts to the city's basic operations and functioning.

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.

This project is considered 'Important' using the Budgeting for Resilience classification in that it could not be cut without a significant impact, or risk of impact, to the city's basic operation and functioning. Tantra Park is the south zone Parks Operations and Maintenance team's maintenance shop. Tantra Park is assessed as 'Important' rather than 'Helpful' because of the building's role in supporting the daily operations of the team providing the maintenance of all neighborhood and community parks in the south zone.

 CIP-Capital Planning Studies Total
 \$ 350,000
 \$ - \$ - \$ 150,000
 \$ 200,000
 \$ - \$ Facilities Master Plan Updates

 \$ 350,000
 \$ - \$ - \$ - \$ 150,000
 \$ 200,000
 \$ - \$ - \$ 150,000
 \$ - \$ - \$ 150,000
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This project funds the first update to the new Facilities Master Plan (FMP) which is a comprehensive assessment of all city facilities encompassing more than 70 buildings and structures (it excludes OSMP barns and ranches and P&R shelters). Key goals of the first Facilities Master Plan were to identify a common vision and core values across all city facilities and to measure facility health and condition against these common values to guide a strategic implementation plan and capital investment strategy for near term, within the time frame of CIP planning and over the long term, decades. Major milestones for investment strategies align with the city's Climate Commitment Goals in both 2030 for city buildings and 2050 to align with community wide goals.

A key strategic initiative of the FMP is to consolidate 22 facilities that are not otherwise tied to a specific geographic location such as a fire station or recreation center. There are numerous benefits that can be achieved through consolidation such as operational and maintenance efficiencies, energy efficiency, space economy, increased staff effectiveness and more. Many of these benefits also result in cost savings and most importantly better delivery of essential services to the community.

The update to the FMP, funded by this project, will provide an update on progress towards goals identified in the original plan and define the next near term strategic investment plan based on what has been achieved, new opportunities that have arisen and other influences experienced since the first FMP was adopted.

This project is considered 'Helpful' using the Budgeting for Resilience classification in that it could be cut without significant or immediate impacts to the city's basic operations and functioning. Funding is already appropriated for the first city-wide Facilities Master Plan (FMP), anticipated to be adopted in 2021. The update to the FMP in 2024 & 2025 will provide an update on progress towards goals identified in the original plan and define the next near term strategic investment plan based on what has been achieved, new opportunities that have arisen and other influences experienced since the first FMP was adopted.



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#### Current Focus for Capital Planning and Projects in the 2021 Capital Budget

Fire-Rescue updated its departmental Master Plan in early 2020 and included a number capital replacement and enhancement elements that would enable the department to achieve its Council-accepted strategic goals over the next 7-10 years under three funding scenarios: Fiscally-Constrained, Action, and Vision. At the Fiscally-Constrained level, the Master Plan called for the city to move forward with the relocation and replacement of Fire Station #3 to accomplish three objectives. Fire-Rescue made much progress in 2020 on sourcing and engaging with design and architecture firms to replace Fire Station #3. The full design and permitting process is expected to last into early 2022. Construction timelines are being planned with built-in flexibility to accommodate evolving space needs and changing financial circumstances.

Boulder Fire-Rescue's primary CIP focus for 2021 will be the design and permitting for the relocation of Fire Station #3. The project has completed conceptual design work and is now in the pre-application phase. The relocation accomplishes three primary goals. First, the station is being moved to take it out of a 100-year floodplain. Second, the new station is being re-located to an area that is better situated to respond to higher call volumes. Finally, the replacement of Station #3 will expand Fire-Rescue's system-wide facility capacity to expand into fire-based advanced life support (paramedicine) and transport as well as potentially accommodate administrative staffing space needs. The relocation and replacement of Fire Station #3 is being funded from a number of sources including dedicated dollars generated by the Community, Culture, and Safety Tax that was passed in 2017 in addition to supplemental General Fund capital funding and use of Fire-Rescue's balance of impact fees and development excise taxes in the Capital Development Fund.

In addition to facility capital projects, Fire-Rescue maintains a capital investment program to achieve the timely replacement of its rolling capital stock of eleven front-line and three reserve fire apparatus. Fire-Rescue will be incorporating the fire apparatus replacement model into the CIP to allow for increased coordination of these capital purchases with other overall city planning efforts. In 2021, Fire-Rescue will be replacing one of its fire engines that will operate out of Fire Station #2 and additional engine in 2021 that will operate out of Fire Station #3.

# **Fire-Rescue Capital**

In addition, Fire-Rescue also secured \$250,000 in one-time General Fund capital funding to complete renovations at its seven stations. These renovations resolved gender neutrality deficiencies and also provided for health and safety compliant storage and maintenance space for firefighter personal protective equipment including bunker gear and self-contained breathing apparatus.

#### **2021 Capital Projects**

- Fire Station #3 Relocation
- Replacement of a Type 1 Fire Engine

#### 2020 Adjustments

The station three project has been evaluated for scalability and staff is proceeding with the project in a measured way. Because the station has just completed the pre-application process, there are currently no further fiscal impacts that can be mitigated during the 2020 budget year. Apparatus replacement modeling would have called for the replacement of one engine this year, but due to budgets adjustments in 2019, this was delayed to 2021.

#### Operating and Maintenance Impacts

Constructing a new Fire Station #3 will reduce facility maintenance and energy costs relative to the current Station #3 facility that was built in the 1960s. The new station may also include administrative office space along with community and shared meeting space that could be used by other city departments as well as community members. Additionally, the station renovations that were completed in 2020 resulted in system- wide installation of health-compliant laundry facilities which negated the need for separate third-party laundry service generating thousands of dollars in annual operational savings.

#### **Unfunded Projects and Emerging Needs**

Fire-Rescue's Master Plan called for a number of capital investments for which sufficient funding has not been identified. At the Fiscally-Constrained level, the relocation and replacement of Fire Station #3 is falling short of approved funding levels. Depending upon the final design of the station, it is anticipated that a range of \$4.9 million to \$11.1 million in additional funding will be needed. At the Action-Level, Fire-Rescue's capital strategy focuses on relocating Fire Station #4 and Fire Station #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. No funding has been identified for either station relocation.

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). The FTC assets for which current maintenance funding is insufficient and replacement funding does not exist include the teaching and administrative space, the fire ground's driving pad, and the burn and smoke buildings. 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 at which point deferred maintenance and replacement will be shouldered solely by the city. In addition to maintenance and replacement, Fire-Rescue intends to eventually pursue phase II of the FTC facility master plan which calls for expansion of the on-site classroom space and adding dormitories to accommodate increased demand. This is identified at the Vision-level within Fire-Rescue's Master Plan.

**CEAP Projects** 

N/A

**Board Action** 

N/A

# **Fire-Rescue Capital**





#### 2021-2026 Capital Improvement Plan

Fire-Rescue							
	Estimated Total	2021	2022	2023	2024	2025	2026
	Cost	Recommended	Projected	Projected	Projected	Projected	Projected
Capital Program Total	\$ 10,491,560	\$ -	\$	- \$ 10,491,560	\$	- \$ -	\$ -
CIP-New Facility/Infrastructure Total	\$ 10,491,560	\$ -	\$	- \$ 10,491,560	\$	- \$ -	\$ -
Fire Station 3 Desn & Construction	\$ 10,491,560	\$ -	\$	- \$ 10,491,560	\$	- \$ -	\$ -

Fire Station #3 is being moved north on 30th Street to a location that removes it from a 100-year floodplain, better situates it to serve growing call volumes, and allow Fire-Rescue to build a modern station that can address system-wide capital deficiencies and supports possible service enhancements into fire-based advanced life support. The station's \$12.5 million relocation was originally approved and funded out of the 2017 Community, Culture and Safety Tax with \$6.2 million in additional General Fund support. The land acquisition and recent completion of the Fire Master Plan coincided with the design phase of the project and present the city with the ability to help achieve 9 of 22 of Fire's master plan goals relating to system-wide facility capacity, expansion into ALS, and response improvement depending upon the station's approved design. Design options showing varying station size or phasing will be carried through the Site Review regulatory process currently planned to continue through 2021. The station's alternate designs lead to total construction costs ranging from \$25.5 million to \$31.7 million generating funding shortfalls of \$4.9 million to \$11.1 million. Construction is being delayed until 2023 to allow time for financial conditions to improve and station design to be fully vetted and finalized.



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#### Current Focus for Capital Planning and Projects in the 2021 Capital Budget

During 2019 the city continued the projects recommended by the 2018 assessment of citywide IT operations. A significant and almost immediate outcome of this work 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 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. Early phases of this project will begin to address data connectivity for underserved members of the community. On the application side, the city is refreshing the website and implementing an enterprise Data Warehouse. These projects will continue into and beyond 2021.

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 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;
- Rapidly increasing bandwidth consumption and connected devices; and
- Increased focus on mobile technology solutions.

# Innovation & Technology Capital

#### 2021 Capital Projects

- Initiation and replacement of the city's web platform and constituent relationship management system;
   Replacement and upgrade of Network Firewall equipment;
- Refresh and upgrade to Laserfiche, the city's document management system;
- Replacement of the Data Backup and disaster recovery system
- Replacement of the virtual server and storage system; and
- Expand the Enterprise wide Data Warehouse.

#### 2020 Adjustments (if applicable)

During 2020 the Constituent Relationship Management project was put on hold due to COVID-19 constraints. The project will be moved to 2021. As a result of COVID-19 the replacement of the City's telephone infrastructure will be transitioned from a on premise VoIP system to a cloud delivered Microsoft Teams solution. It is anticipated this project will result in ongoing cost savings for the city organization.

#### **Operating and 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 and Emerging Needs**

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

#### 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

# **Innovation & Technology Capital**

#### 2021-2026 Capital Improvement Plan

	Est	imated Total Cost		2021 ommended		2022 Projected		2023 Projected		2024 Projected		2025 Projected	Р	2026 rojected
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Capital Program Total	\$	15,728,400	\$	6,360,600	\$	682,800	\$	5,930,000	\$	575,000	\$	1,855,000	\$	325,00
CIP-Capital Enhancement Total	\$	1,050,000	\$	550,000	\$	250,000	\$	250,000	\$	-	\$	-	\$	
Enterprise CRM	\$	300,000	\$	300,000	\$	-	\$	-	\$	-	\$	-	\$	
General Fund CIP. Replacement of current CRM system, Inquire Bo enterprise-level tool. Originally approved for 2020 project has been			,						ated	since its rele	ase	in 2013. This	solut	ion is an
Enterprise Data Warehouse	\$	750,000	\$	250,000	\$	250,000	\$	250,000	\$	_	\$	-	\$	
General Fund CIP. The siloed nature of various departments through orm it exists in, and whether it is compatible with data collected in a applications into one location. A data warehouse would improve data	anoth ita qu	er departmen ality and cons	t. Hav sistend	ving a citywid cy throughou	le ce t the	ntralized syste City. This ini	em v tial p	will allow depa ohase of the p	rtme	ents to integra	ate c	ata from multi	ple sc	urces and
services. An increase in the CRF of \$30,000/year has already bee	en bu	liit into the FY.	2020 F	ates for cont	inue			solution.						
CIP-Capital Maintenance Total		14,678,400		5,810,600		432,800		5,680,000		575,000	•	1,855,000		325,00
Data Backup and Disaster Recovery  The project reflects the hardware, software and support needed to e	\$	140,000			\$	140,000			\$		\$		\$	
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Hardware and related software necessary to provide and support th	\$ ie co	540,600 mputing infras		65,600 re that delive			\$ e se	300,000 ervices. Proje			<b>\$</b> enar	<b>150,000</b> nce and end of		
Hardware and related software necessary to provide and support th replacement.			tructur		ers cr		e se		ct in		enar		life e	quipment
Database Hardware Replacement  Hardware and related software necessary to provide and support the replacement.  Network Hardware Replacement  This is an ongoing project and includes the hardware and related so connect City computing devices to internal data repositories and coinvolves maintenance and end of life equipment replacement. Most equipment vendor and industry best practices.	\$ oftwa	2,920,000 re used to proing services, v	\$ vide a while s	290,000 and support a supporting co	\$ a relia	275,000 able and secutivity to the Ir	\$ re h	280,000 igh-speed data	\$ a anexter	500,000 d voice commonal data resc	s nuni	1,300,000 cations infrastres and services	\$ ructures. Pro	<b>275,000</b> e to oject
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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.



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#### Current Focus for Capital Planning and Projects in the 2021 Capital Budget

Continuing to provide library destinations that welcome diversity, anchor the community, strengthen its identity, and allow staff members to provide service excellence to all community members is the purpose of the library's capital improvement program. The library in collaboration with the Facilities Department is pursuing capital projects to address library master plan goals to open a full-service branch library in North Boulder and to update public spaces at the George Reynolds Branch Library.

#### North Boulder Branch Library

The first two phases (i.e. planning and site design) of the north Boulder branch library are complete. Both phases were informed by extensive community input. The building design incorporates passive heating and cooling, solar voltaic panels, and other features to make the building net zero ready and reduce ongoing maintenance and energy costs. The facility will include space for the Boulder Reads adult literacy program, public meeting space, and a makerspace. Site design includes convenient multimodal access to community members who reside in surrounding neighborhoods and a walking path that connects directly to The Meadows manufactured home community property.

The site review process will be complete in 2020. Construction is anticipated to begin in 2021. The project is funded from Community, Culture, and Safety (CCS) Tax for capital improvements revenues, development excise tax (DET) and impact fee revenues collected for the library, a council-initiated, one-time General Fund contribution, and Library Fund reserves. The total amount of CCS tax revenues for the project is \$5 million, \$4 million are from DET and impact fee revenues, a \$700,000 one-time General Fund contribution, and a generous \$500,000 donation from the Boulder Library Foundation.

The COVID-19 pandemic impacted the project schedule, delaying start of construction by approximately two months. There are no impacts to project funding which is primarily restricted to this purpose and was allocated in 2020.

#### George Reynolds Branch Library Public Space Reconfiguration

The George Reynolds Branch is home library to many older adult patrons and families who reside in south Boulder. The facility reached 50 years old in 2018 and is overdue for interior renovation. The public spaces,

furnishings and collection floor plan have not been updated for several years and do not have the flexibility and functionality to meet the current needs and expectations of the library's patrons. The project includes reducing the height and footprint of book stacks to improve ADA access and site lines, creating more space for collaborative workspace, public computing and seating, and redesigning the children's space making it conducive to exploration and learning.

#### 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.

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

#### **2021 Capital Projects**

- Construction of the north Boulder branch library
- George Reynolds Branch Library public space reconfiguration

#### 2020 Adjustments (if applicable)

The COVID-19 pandemic delayed the start of construction of the north Boulder branch library by approximately two months. The George Reynolds Branch Library public space reconfiguration, funded by the Library Fund, was postponed in 2020 due to impacts of the COVID-19 pandemic. The Main Library north building renovation feasibility study was cancelled in 2020.

#### **Operating and Maintenance Impacts**

North Boulder Branch Library – In 2022, the north Boulder branch library will require approximately \$830,000 in ongoing personnel 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. Ongoing building maintenance and utilities costs, which are managed by the Facilities Department, are currently estimated at \$300,000, annually.

#### George Reynolds Branch Library Public Space Reconfiguration

This reconfiguration project will have minimal impacts to operating and maintenance of the facility.

#### 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.

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 and Emerging Needs *Library*

The 2018 Boulder Public Library Master Plan identifies unfunded projects for 2022 and later, such as: opening a Gunbarrel Corner Library; conducting a renovation feasibility study of the Main Library's north building; 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 Library for Local History restoration.

Ongoing operating fund for grounds maintenance is an emerging need for the north Boulder branch library project that will need to be addressed through a joint 2022 budget request from the library and the Parks and Recreation Department. Cost estimates for grounds maintenance are forthcoming.

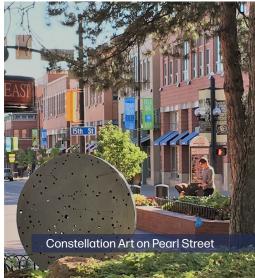
As the library adds staff members to meet master plan goals there is also an emerging need for staff workspace. There may be some opportunity to reconfigure and modify current workspaces that may meet the criteria for a capital project. All city-owned library facility building systems will need to be 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.





#### **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 Library Fund reserves (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

#### 2021-2026 Capital Improvement Plan

Library & Arts								
	Esti	mated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	\$	100,000	\$ 100.000	) \$	- <b>\$</b>	- \$	- \$	- \$ -
CIP-Capital Enhancement Total	\$	100,000		· · ·	- \$	- \$	- \$	- \$ -
GRB Library Public Space Reconfig	\$	100,000	\$ 100,000	\$	- \$	- \$	- \$	- \$ -

(Helpful) The George Reynolds Branch Library is home library to many patrons who reside in south Boulder. The facility reached 50 years in 2018. The public spaces and collection layout have not been updated for several years. The current floor plan and furnishings do not meet the needs and expectations of its users. Public spaces need reconfiguration to align with the ways the community wants to use the library.



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#### Current Focus for Capital Planning and Projects in the 2021 Capital Budget

The 2021 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. The department's 2021 capital budget is the first that fully incorporates guidance from the OSMP Master Plan that was adopted in 2019. Projects will align with the Master Plan focus areas, which serve as departmental work program priorities for 2021:

- Agriculture Today and Tomorrow Agriculture and water projects aim to improve soil health, integrate
  sustainable agricultural practices and resource protection, take care of existing infrastructure, and
  support the next generation of ranchers and farmers.
- Community Connections, Education, and Inclusion Interpretive and integrated planning projects support
  citywide engagement with federally recognized American Indian Tribes and indigenous peoples, foster
  connection with nature, and engage youth corps to encourage stewardship as a career and responsible
  lifestyle.
- Ecosystem Health and Resilience Ecological and restoration projects safeguard large habitat blocks and corridors, reduce undesignated trails, maintain and restore grasslands, forests, wetlands and riparian areas, control invasive species, and promote biodiversity of plants and animals.
- Responsible Recreation, Stewardship, and Enjoyment These projects maintain and improve trails and visitor infrastructure, support enjoyable passive recreation opportunities on OSMP lands, protect scenic resources, and address visitation levels and growth where appropriate.
- Financial Sustainability Capital projects across OSMP support department efforts to take care of what
  we have and understand total cost of system management. In 2021, OSMP will continue to invest in asset
  management and other systems in support of Master Plan objectives.

Like other departments, OSMP has experienced revenue shortfalls related to COVID-19 and has taken steps to steward Open Space Fund dollars during pandemic response and recovery. The 2021 CIP reflects a 25% decrease from the initial CIP created by the department. Reductions focused on phasing and rescaling

projects to ensure fiscally responsible capital maintenance and high priority projects can still occur. The revised \$4.4M CIP supported by the Open Space Fund and the Lottery Fund will deliver on department commitments and work to address maintenance backlogs on the land system. The 2021 CIP will support business needs while understanding that additional adjustments will be necessary over the coming years as the department implements the Master Plan.

#### **2021 Capital Projects**

- Centennial Trailhead Maintenance
- Fish Passage at East Boulder Ditch
- Gebard/Greenbelt Meadows Integrated Site Project Implementation
- Gunbarrel Integrated Site Project Implementation
- Implement Tall Oatgrass Operating Plan
- Improve Ecosystem Services and Soil Health on Irrigated Lands
- Maintain Agricultural, Irrigation, and Water Management Infrastructure
- North Trail Study Area Implementation (North Foothills Sub-Area)
- Prairie Dog Management
- Restore Habitat and Ecological Functioning on Lower Boulder Creek
- Royal Arch Trail Repair
- Upper Bear Canyon Trail Reroute and Restoration





#### 2020 Adjustments (if applicable)

OSMP reduced approximately \$3.4M from the 2020 budget in response to COVID-19 revenue impacts to the Open Space Fund. Department personnel expenditures were reduced by approximately \$1M as a result of the citywide hiring freeze on non-essential positions and the furlough of 38 department employees from April-June 2020. Notably, the Junior Ranger program was cancelled to prevent group gathering and use of shared vehicles and equipment during COVID-19 response and recovery. The remainder of department budget adjustments were accomplished through 25% reductions to non-personnel, 2020 capital, and 2019-2020 capital carryover projects. The department utilized its work planning system to make reductions based on criteria including maintenance condition, staffing impacts, project connection to Master Plan tiered strategies, and more. Reductions focused on rescaling and rephasing projects to still accomplish system maintenance in 2020 while adhering to physical distancing and other regulations.

#### **Operating and Maintenance Impacts**

In 2021, 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 and Emerging Needs**

Over the last year, the Open Space Board of Trustees (OSTB) and City Council have made recommendations around prairie dog management and soil health resulting in the off-cycle addition of two fixed-term positions and capital dollars to support these efforts. In the first quarter of 2020, the OSBT made recommendations around prairie dog management that included potential for increased funding. Due to COVID-19 work plan impacts, City Council review of the OSBT recommendations has been delayed. It is possible that after Council review or at Council direction, additional dollars will be added to the 2021 capital budget via Adjustment to Base process. Related to funding, Open Space & Mountain Parks derives most of its revenue from sales and use taxes. Over the past three years, OSMP has experienced several changes to its sales tax structure, including the sunset of a 0.11 percent sales tax increment and the sunset of the annual General Fund transfer to the Open Space Fund. Most recently, voters extended a 0.15 percent sales tax that had been set to expire in 2019, through 2039. The first-year revenue collection from this increment, estimated at \$5.3M, will support purchase of a conservation easement at Long's Gardens. Along with sales and use tax changes, OSMP anticipates revenue impacts from COVID-19 given its sales tax structure. In 2021, OSMP will continue to strategically set conservative budgets as department funding stabilizes.

Based on strategies implemented in previous and current budget cycles, OSMP feels prepared to develop a 2021 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. OSMP will be actively monitoring and adapting to revenue projections over the next several years.

#### **CEAP Projects**

There are no CEAP projects in the OSMP CIP. All 2021 department capital projects are guided by existing plans, including the Master Plan, Agricultural Resources Management Plan, Grassland Ecosystem Management Plan, Forest Ecosystem Management Plan, and the North and West Trail Study Area Plans. In some cases, these approved plans called for sub-area plans, and several 2021 capital projects are the result of those sub-planning efforts. This includes the Gebhard and Gunbarrel Integrated Site Projects, initiation of property integration planning for the Fort Chambers/Wells site, and the North Trail Study Area Implementation (North Foothills Sub-Area).

#### **Board Action**

The Open Space Board of Trustees unanimously recommended the 2021-2026 CIP on June 3, 2020 after previous review at the April 22 and May 13 business meetings.

#### 2021-2026 Capital Improvement Plan

corridors

Loci Loco oupitui impi ovoinonti iuni														
Open Space & Mountain Parks														
	Est	imated Total	_	2021		2022		2023		2024		2025		2026
		Cost	K	ecommended		Projected		Projected		Projected		Projected		Projected
Capital Program Total	\$	32,568,485	\$	4,466,705	\$	5,139,780	\$	5,178,000	\$	5,678,000	\$	5,928,000	\$	6,178,000
CIP-Capital Enhancement Total	\$	16,395,580	\$	1,135,000	\$	2,380,740	\$	2,169,960	\$	2,595,960	\$	3,911,960	\$	4,201,960
Emergent Lottery Projects	\$	1,712,000	\$	-	\$	-	\$	428,000	\$	428,000	\$	428,000	\$	428,000
This program captures Lottery Fund CIP dollars that support multiple Os selects appropriate project sites based on criteria for Lottery Fund speni renovations to trails, facilities, or other infrastructure on the land system.	ding.	Capital dollars												
Anemone Trail Construction (\$223,000) - Construction of West Trail construction in 2020 after bid and final design in 2019.	Study	/ Area reroute	of th	ne 3-mile Anemor	ne T	rail loop and a	sso	ciated closures	/re	storation of rer	oute	ed and undesig	ınate	d trails. Final
Emergent OS Projects	\$	9,348,479	\$	-	\$	-	\$	745,563	\$	1,344,996	\$	3,483,960	\$	3,773,960

This project is to capture multiple projects all funded through the OS fund not originally tied to a project account so OSMP can start to understand capital spending on unanticipated projects.

Fish Passage at East Boulder Ditch

\$ 250,000 \$ - \$ - \$ - \$ - \$ - \$

(Helpful) OSMP will collaborate with Xcel Energy to install fish passage at the East Boulder Ditch diversion structure that is owned by Xcel Energy. The project will create a more gently sloping diversion structure that will be more easily navigable for native and sport fish, including several species of state concern. Creating fish passage will connect four miles of aquatic habitat that is currently fragmented. It will also allow sediment to be naturally transported through the system thereby reducing the need for regular sediment removal. The 2013 flood destabilized much of South Boulder Creek resulting in high sediment deposition at the EBD headgate. This has led to significant structural issues and increased maintenance needs resulting in resource impacts adjacent to the headgate in high quality riparian habitat, including critical habitat for Prebles Meadow Jumping Mouse. The project accomplishes key objectives of the Ecosystem Health and Resilience focus area of the Master Plan, specifically strategy

aquatic organisms in rivers, including disrupting spawning, fragmenting habitat and isolating populations of native and sport fish. Goodhue ditch has several fish species of state concern and creating this fish passage will connect five miles of aquatic habitat that is currently fragmented. OSMP will pursue partnership funding from the Colorado Water Conservation Board, USFWS National Fish Passage Program, and the Colorado Parks and Wildlife Fishing is Fun program. This project accomplishes key objectives of the Ecosystem Health and Resilience focus area of the Master Plan, specifically strategy EHR.1) Preserve and restore important habitat blocks and corridors.

Gunbarrel Hill Trail Management \$ 1,530,000 \$ 480,000 \$ 1,050,000 \$ - \$ - \$ - \$

(Helpful) This project will design and construct "Loop A" as defined by the Integrated Site Plan for Gunbarrel Hill that was completed with the community over the last two years. OSMP will designate the Loop A trail and close undesignated social trails. Interpretive educational signage will be added along the designated trail to enhance communications with visitors heighten community understanding of land management efforts. After closure of undesignated trails, a separate but related 2021 CIP project "Gunbarrel Hill Vegetation Restoration" will restore grassland habitat in the construction area. This trail project will improve ecological systems by increasing habitat block size while enhancing the visitor experience on a designated, more sustainable trail system. Undesignated trails within Gunbarrel are encroaching on grassland habitat, and this project will better protect the densest population of Grasshopper Sparrows in Boulder County. This project accomplishes key objectives of three focus areas of the OSMP Master Plan: Community Connections, Education, and Inclusion, Ecosystem Health and Resilience, and Responsible Recreation, Stewardship, and Enjoyment. It links to multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and closures, and EHR.4) Reduce undesignated social trails.

NTSA N Foothills Sub-Area Implement \$ 2,650,101 \$ 100,000 \$ 730,740 \$ 996,397 \$ 822,964 \$ - \$

(Helpful) The North Trail Study Area Plan approved by City Council in 2016 calls for additional actions in the North Foothills Sub-Area. This project will create a North Foothills sub-area implementation plan that incorporates visitor infrastructure, habitat, restoration, interpretation, and other management actions for that area. The project will result in an agreed upon alignment for the North Sky Trail. Additionally, it will incorporate restoration work for the draws along the trail, needed actions at the Coyote Trailhead, potential activation of a Habitat Conservation Area, actions at Mahogany Loop, recommendations for structures (Wright House, Joder House), and possibilities for interpretive education signage in the area. This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Ecosystem Health and Resilience, and Responsible Recreation, Stewardship, and Enjoyment. It links to multiple strategies in the MP, primarily addressing RRSE.7) Build new trails as guided by past and future plans, and EHR.1) Preserve and restore important habitat blocks and corridors.

 CIP-Capital Maintenance Total
 \$ 14,162,905
 \$ 2,991,705
 \$ 2,489,040
 \$ 2,478,040
 \$ 2,212,040
 \$ 2,016,040
 \$ 1,976,040

 Agricultural Fencing Maintenance
 \$ 485,000
 \$ 67,000
 \$ 80,000
 \$ 84,000
 \$ 84,000
 \$ 86,000
 \$ 86,000

(Important) This project will address deferred capital maintenance to internal and boundary fencing to allow continued leasing services to the agricultural community. The project also mitigates risk of encroachments onto OSMP leased lands if boundaries are not properly maintained. Each year, OSMP strives to replace/maintain 15,000-20,000 linear feet of fence based on replacement needs across the system. Infrastructure to be maintained includes barbed wire and high tensile fences, livestock handling corrals, and vehicle access gates. Livestock grazing is the predominant use of OSMP land leased for agriculture, and specific fencing has been designed to reduce any impacts to wildlife movements. Fencing also protects grassland habitats supported by grazing on agricultural properties. This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow and Financial Sustainability. It links to multiple strategies in the Master Plan, primarily addressing ATT.1) Reduce maintenance backlog for agriculture and water infrastructure.

Rehab Lewis House for Ag Use \$ 210,000 \$ 210,000 \$ - \$ - \$ - \$ - \$

(Helpful) This project supports implementation of the 2017 facilities assessment, which identified deferred maintenance on structures across the OSMP system. It also supports implementation of the Agricultural Resources Management Plan, which identified nine properties/sites for their potential for future agricultural operations. Each year, OSMP aims to completes at least one major renovation to an identified site, including remodeling the farmhouses to prepare them for agricultural tenancy. In 2021, project dollars will support renovations and upgrades to the Lewis House. The Lewis House is a historic structure on an OSMP agricultural property that has been vacant for many years. The rehabilitation work will make the house livable for agriculture tenants as well as reduce our facility maintenance backlog. This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, and Financial Sustainability. It links to multiple strategies in the Master Plan, primarily addressing ATT.1) Reduce maintenance backlog for agriculture and water infrastructure.

City of Boulder Page 215 2021-2026 Approved CIP

### **Open Space & Mountain Parks Capital**

#### 2021-2026 Capital Improvement Plan

Open Space & Mountain Barks													
Open Space & Mountain Parks	Esti	mated Total		2021	2022		2023		2024	2	2025	2	026
Contaminated TH Outhouse Devlessment	\$	Cost		70,000	Projecte		Projected -	Pro \$	ojected	Pro \$	jected		ected
Centennial TH Outhouse Replacement  (Helpful) This project involves replacing the existing outhouse at this trail		70,000 vhich, due to									esianed. It		<u>-</u>
		•			,	,			3		3		
Eco Resto and GMAP Implementation	\$	825,000		125,000	•	,000	, ,,,,,		140,000		140,000		140,000
(Helpful) This project will support large non-native tree removal projects, enhancing native ecosystems in priority habitat areas. These project area													
Plan (GMAP) and were further heavily damaged by the 2013 flooding. Mo													
removal, native plantings, maintenance mowing or spraying, fencing, etc. strategy EHR.1) Preserve and restore important habitat blocks and corric		oroject accor	nplishes	key objective	s of the Eco	syster	m Health and Res	silience 1	focus area	of the M	laster Plan	, specifi	cally
Strategy ERK. 1) Preserve and restore important habitat blocks and contr	uors.												
Facilities Assessment Repairs	\$	2,790,000		400,000		,000	, ,,,,,		480,000		490,000		490,000
This program supports the facilities maintenance needed to fulfill multiple condition and what is needed to maintain them including the priority of ea OSMP in 2017 as the Facilities Assessment and has been used to priorit Fs.4) Take care of what we have.	ch fac	ility along wit	h estima	ated maintena	nce and repa	air cos	sts both immediat	e and lo	ng term. Ti	his infor	mation was	s deliver	ed to
Farm Site Improvements	\$	765,000	\$	85,000	\$ 160	,000	\$ 310,000	\$	210,000	\$	-	\$	-
(Important) This project will support construction of new or significant enh		ment of existi	ing infra	structure on in	igated and g	grazin	g land. Infrastruct	ure to b	e construct	ed inclu			
cisterns and necessary pumps, and out-building construction or modifical Hartnagle, and ERTL properties. All four properties are included among raccomplishes key objectives of three focus areas of the OSMP Master P in the Master Plan, primarily addressing ATT.5) Encourage diverse and in	nine sit Plan: A	tes identified griculture To	for pote day and	ential diversifie Tomorrow, E	d agricultura cosystem He	ıl oper ealth a	rations in the Agri and Resilience, ar	cultural nd Finan	Resources icial Sustair	Manage	ement Plan	n. This p	roject
Gunbarrel Hill Veg Restoration	\$	125,000	\$	75,000	\$ 50	,000	\$ -	\$	-	\$	_	\$	-
(Helpful) Gunbarrel restoration work will be coordinated with the associate					-			" as def	ined by the		ted Site Pla		
associated closure of undesignated trails. Restoration work will include p													
forbs will be drill-seeded to improve native plant diversity in untrailed hab priorities in the Gunbarrel area. This project accomplishes key objectives	s of the	Ecosystem											
important habitat blocks and closures, and EHR.4) Reduce undesignated	d socia	l trails.											
Improve Soil Health and Agroecology	\$	1,107,000	\$	182,000	\$ 185	,000	\$ 185,000	\$	185,000	\$	185,000	\$	185,000
(Important) This project accomplishes soil health improvement and resto or removal efforts. Tasks and methods include compost applications, key barrier fence installation, and field irrigation infrastructure maintenance. T includes soil health and carbon sequestration). This project accomplishes Resilience. The project links to multiple strategies in the Master Plan, principles of the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links to multiple strategies in the Master Plan, principles are supported to the project links	yline pl Γhe go s key o	lowing, cover al is to restor objectives of	r crop ai re viable two foci	nd/or perennia agricultural pus as areas of the	I seeding, ro roduction to OSMP Mas	tation un-lea ster Pl	al grazing, invasi ased agricultural p lan: Agriculture T	ve plant propertie	species ma es while enh	anagem nancing	ent, hay cu ecosystem	utting, pr	airie dog s (which
Irrigation Infra Maintenance	\$	697,500	\$	119,500	\$ 112	,000	\$ 114,000	\$	116,000	\$	118,000	\$	118,000
(Important) This project replaces or improves existing irrigation structure													
wells, and measuring devices. Where appropriate, OSMP will add teleme													
cases, novel ecosystems have developed that are dependent on the con on conversations with the agriculture and water community. This project	accom	plishes key	objective	es of two focus	areas of th	e OSN							
Health and Resilience. It primarily supports strategy ATT.1) Reduce main	ntenan	ce backlog f	or agrici	ulture and wate	er infrastruct	ure.							
Lower Boulder Creek Restoration	\$	701,750		266,750		,000			-	\$	-	\$	-
(Helpful) This project will improve ecological functioning of lower Boulder prior to gravel mining, converting formerly mined gravel pits/ponds to hat				,	. ,		•	•			Ū		
be converted iniming, convening infinitely infinitely grave pissponics to hat be converted to native grasslands. Restored aqualtic habitat will support the numerous waste piles left over from mining operations. Seeding, plar Health and Resilience focus area of the Master Plan, specifically strategy	severa	l native fish and weed man	species nageme	of concern. M nt will take pla	ost of the wo	ork wil earth	I be done using h work. The projec	eavy eq	uipment to	reconto	ur the site	and red	stribute
Prairie Dog Management	\$	1,262,500	\$	112,500	\$ 150	,000	\$ 250,000	\$	250,000	\$	250,000	\$	250,000
(Important) This annual CIP supports relocation of prairie dogs where the Specifically, OSMP will hire contractors to perform relocation of prairie dc supporting the citywide goal of prairie dog protection, management and cobjectives of two focus areas of the OSMP Master Plan: Agriculture Toda Address conflicts between agriculture and prairie dogs.	ogs to conflict	identified red reduction. P	eiving s rairie do	ites. Managen og manageme	nent of prairi nt is a high p	ie dog oriority	s and consultation for City Council	n/coordi and the	ination on c	ity and p . This pr	orivate proj oject acco	jects is omplishe	crucial to s key
Parisis Para Million Complements in	_	4 707 667	•	000.00-				•	007.01-	•	007.515	•	007.010
Prairie Dog Wkg Grp Implementation (Important) This planning project supports implementation of Prairie Dog	\$ Worki	1,735,200 ing Group re		290,000 ndations, which		<b>,040</b> s prair			267,040 irie dog cor	•	on. conflict		267,040 on.
(important) This planning project supports implementation of Prairie Dog education, and funding. At the direction of City Council, OSMP began to i dog habitat suitability model for use in plan updates, work with neighborin and work to update the Grassland Ecosystem Management Plan. This pr Ecosystem Health and Resilience. The project links to two strategies in the plans guiding ecosystem management.	implem ng land roject a	nent recomm lowners and accomplishes	iendatio stakeho s key ob	ns in 2020, wit Iders to begin Jectives in two	h continuation assessing the focus areas	on in 2 he vial s of th	2021. Dollars in 20 bility of reintroduc e OSMP Master	021 will sing the Plan: Ag	support upo black-foote priculture To	dates an d ferret oday and	nd revisions in the Sout d Tomorrow	s to the p thern Gr w, and	orairie asslands,

### **Open Space & Mountain Parks Capital**

#### 2021-2026 Capital Improvement Plan

	Estin	nated Total	2021		2022		2023		2024		025	2026	
RIS Application Support & Software	\$	331,705	Recommende	ed   705 \$	Projected 60,000		ojected 60,000		ojected 40,000		jected 40,000	Projecte	ed
Helpful) The Resource Information Services group completed a strategic			,										t
OSMP's portion of enterprise technology investments as guided by IT. Do ets within this system. OSMP will partner with other departments to puro contours. The department will purchase updated ESRI ELA/Imagery and roject accomplishes two strategies within the Financial Sustainability foc	ollars ir chase a is prep	n 2021 will so and process pared to sup	upport ongoing co LiDar, including o port OSMP spec	onfigurati classifica fic action	ion of the Beel tion of points a n items around	nive As and de I web o	sset Manage rivation of propertion	ement roducts ageme	system for 0 including T ent as the cit	OSMP a ree Car y devel	nd go-live o nopy and Ele ops its new	f additional evation website. Th	ıl da
Road and Vehicle Bridge Maintenance	\$	640,000	·,	000 \$	110,000		110,000	•	110,000		110,000	-	•
Essential) This project supports inspection and maintenance of vehicle b oads owned by OSMP. By addressing road maintenance, the departmen have. Both the public and staff benefit from better maintained roads and it	nt acco	mplishes obj	ectives of the Fir	-									
Royal Arch: Trail Re-Route & Repair	\$	166,000	\$ 166,0	000 \$	-	\$	-	\$	-	\$	- :	<b>5</b>	
Important) This CIP will support critical repairs to the popular and heavily sections of the trail requiring a 500-foot reroute to improve trail safety and resulting in erosion and deteriorating steps. Total repairs are estimated at the Royal Arch Trail. Intermittent trail closures are expected during constr	d susta t 2,500	inability. Add	ditionally, repairs in steep and rock	are need y terrain	led to address . The project v	an un vill acc	dermined re complish the	taining West	wall on a st Trail Study	eep slo Area obj	pe of the tra jective to re	il that is pair and re	eroi
Fall Oatgrass Management	\$	431,250	\$ 56,2	250 \$	75,000	\$	75,000	\$	75,000	\$	75,000	\$ 75	5,0
Important) This project implements action items from the 2018 Tall Oatg native tall oatgrass on OSMP lands with collaboration across the county a reatment efficacy, and monitoring in the eradication zones. Dollars may semmediate threat to native ecosystems, decreases overall plant and anim ands in the past 5-10 years. This project accomplishes key objectives of supports strategy EHR.1) Preserve and restore importance habitat blocks.	and the support nal spec two fo	Colorado F t fencing and cies diversity cus areas of	ront Range. Action I water infrastructy, has the potenti	ons includ ture to su al to cha	de mowing, gra upport cattle g nge fuel loads	azing, razing and fii	mechanical to remove t re behavior,	and he all oato and ha	erbicide trea grass. Tall o as dramatica	tments, atgrass ally expa	research re invasion po anded its ext	lated to ses an ent on OSI	SMI
Jpper Bear Canyon Reroute & Restore	\$	290,000	\$ 290,0	000 \$	-	\$	-	\$	-	\$	- 9	\$	
		nsible Recre	ation, Stewardsh	uirement ip, and E	njoyment. Spe	ecifical	lly, it support	ts strat	egies EHR.	1) Prese	erve and res	tore impor	
abitat blocks and corridors, and RRSE.2) Reduce trail maintenance back fouth Corps and Contracted Crews Helpful) This project supports annual hiring of contracted trail crews and re scalable based on available crew weeks and trail maintenance needs se management. In 2019, 30% of our standard and temporary trails staff taff have been part of a conservation corp. The annual work plan is dete satoration, Red Rocks, Range ViewUte, Saddle Rock, and other genera connections, Education, and Inclusion, Ecosystem Health and Resilience	\$ youth of the control of the contro	1,530,000 corps to aug s members I busly worked I based on tr	\$ 255, ment and accele penefit from expo d with an organiza rail condition asse ance. This project	000 \$ rate work sure to a ation we essment	255,000 k of in-house to a variety of har partner with for results from 2 plishes key ob	\$ rail cre of skills or cons 019. In	255,000 ews and access, career deservation corn 2021, workes of four foo	\$ omplistory velopm rps, and will focus are	255,000 In deferred to the the theoret, and and 66% of our cus on Mt. Sas of the OS	sail mair increas r standa Sanitas,	255,000 stenance. Ar sed understand and temp undesignate aster Plan: C	\$ 255 nnual contri- unding of la oorary trails ed trail community	rta face face face face face face face fac
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(Helpful) This project will continue department work to implement and adapt visitor management strategies guided by the 2005 Visitor Master Plan (VMP). Incorporating findings from visitor use studies and land management best practices CSMP will assess and update the types and specifications of in-use or potential visitor management practices the department may consider and deploy to manage visitor use and build a monitoring strategy to inform site-specific management decisions. OSMP will develop a toolkit of visitor use management strategies to consider in relation to other aspects of service delivery. Through this project, specific coordination work will occur on the systemwide trailhead shuttle feasibility study and regional visitor management coordination including efforts such as the NOCO 2050 project. This project accomplishes key objectives of the Master Plan in the Responsible Recreation, Stewardship, and Enjoyment focus area. The project primarily supports the strategy RRSE.1) assess and manage increasing visitation but also works towards RRSE.4) Encourage multimodal access to trailheads and RRSE.5) Manage passive recreation activities requiring an OSMP permit.

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#### Current Focus for Capital Planning and Projects in the 2021 Capital Budget

The comprehensive approach to the department's 2021 capital program is founded 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 2020, staff have started the five-year update to the master plan as adopted 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 identified options for reducing spending strategically as a standard practice for this fiscal environment and especially as it applies to the CIP. For both 2021 as well as the full 6-year CIP staff have performed careful analysis and projections for all funds that make up the department CIP and adjusted the spending accordingly to remain within funding projections while still maintaining a healthy fund balance for reserves. Over half of the CIP is now funded exclusively out of the Permanent Parks and Recreation fund while the remaining is funded appropriately out of the .25 Cent Sales Tax, Lottery Fund, and Capital Development Fund. Staff will continue to monitor and adjust spending as necessary with new fund projections and revenue information are available related to COVID-19.

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 Flatirons Golf Course Facility, 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 North Boulder 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 2021 projects that will continue to allow the department to focus on youth and provide opportunities for children in the community.

#### **2021 Capital Projects**

#### Flatirons Golf Course Capital Enhancements

The Flatirons Golf Course is the primary focus for BPR in 2021 and comprises \$6.9M of the overall \$9M CIP. Flatirons in the only public course in Boulder and provides a highly desired recreation amenity while also contributing to funding sources through revenue generation that are so important in helping BPR deliver the recreation programs and services to the community. 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 proposed facility is not intended to replace the previous event center facility in terms of the previous functions and use such as catered events and banquets. Programming for the golf course and surrounding community needs have been analyzed to build a facility for maximized community benefit. The new facility would include basic services indoors and new outdoor spaces to take advantage of the beautiful Colorado weather and the amazing views of the flatirons from this location. The existing building, containing the pro shop and cart storage, would receive some minor renovations for a consistently pleasing experience. The new facility, including outdoor spaces, would increase the functional space by 130% while remaining safely outside of floodplains.



The design of the replacement facility will occur in 2020 and construction to begin in 2021. Throughout the past several years, the community has experienced residential and commercial growth providing opportunities to expand the services and community programs at the Flatirons Golf Course if new facilities were available. Construction of a new facility has been a priority since the necessary demolition of the event center. Proposed improvements have been carefully considered to fit the current and projected community growth while following the BPR Master Plan guidance of creating multi-use facilities that will serve a wide range of community members. The proposed facility will offer enhanced golf services with a strong focus on the customer experience and flexibility in use to accommodate a variety of programs and events of interest to golfers and nongolfers. Additionally, the facility will be designed to meet the City's Energy Conservation Code and other climate action goals for energy efficiency and environmental sustainability. The City of Boulder is projected to grow an average of 17% in population, jobs and housing over the next 25 years, and the area immediately north of the golf course has been targeted to support much of that growth as a federal Opportunity Zone. The East Arapahoe Transportation Plan has designated East Arapahoe Avenue a "complete street" to allow it to handle increasing traffic volumes through improvements that encourage non-single-occupancy vehicle use.

#### **Aquatics Facility Capital Enhancements**

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 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 play structure and an outdoor splash pad will be completed in 2022 in partnership with Facilities and Asset Management funding necessary facility repairs.

#### **Athletic Field Capital Enhancements**

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 and 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 2021, funding will be used to plan and design access improvements for Pleasantview Fields.

#### Natural Lands Management

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 departments in developing a comprehensive restoration and management plan for Boulder Creek to balance recreation and public use with maintaining the streams ecosystem which is critical to Boulder.

#### Boulder Reservoir South Shore Capital Enhancements

Continuing to implement the 2012 Master Plan and recent Concept Plan and Capital Strategy, this project will provide key improvements to the south shore recreation area and various visitor amenities to serve the region. Funding is planned to continue key enhancement priorities that are outlined each year in the recently approved Concept Plan and Capital Strategy. Projects include a variety of amenities including but not limited to signage, dock repairs, trail connections, pavilions, facility maintenance, road repair, landscaping, and parking lot repair.

#### **Urban Forest Management**

This project provides annual funding to continue the EAB response by allowing critical safety measures of removing identified trees throughout the city and replacing with new tree species to slow the spread of the pest and ensure safety of the public as well as expanded urban forest management practices. This project also provides treatment of trees designated for preservation and associated infrastructure improvements such as irrigation to ensure sustainability of the new trees.

#### Department Master Plan Update

This project will provide funding for consultants and staff to continue 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.

#### Neighborhood and Community Park Capital Maintenance

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. In 2021, renovations will be focused at North Boulder Park.

#### Recreation Facility Capital Maintenance

Based on recommendations of the 2016 Facility Strategic Plan and upcoming Recreation Needs Assessment, this program will provide annual capital funding for implementation of key facility repairs and renovations at the city's three recreation centers to ensure acceptable facility conditions and continue cost-effectively meeting the needs of health and wellness opportunities within Boulder. This project is combined with funding from the Facilities and Asset Management (FAM) Division of Public Works. In 2021, exterior security cameras will be installed at all three recreation centers to increase safety outside the centers within the parking lots and discourage illegal activity outside of normal operating hours.



#### 2020 Adjustments

Given the current uncertainty related to COVID-19, staff reprioritized the current CIP projects and considered pauses and delays on specific projects to provide the greatest flexibility and responsiveness to budget challenges that exist. Staff have reviewed prioritization criteria to determine what projects should continue and what projects should pause. The following projects were paused and delayed in 2020 to be continued in 2021:

Flatirons Golf Course Capital Enhancements \$2,195,000
 Master Plan Update \$140,000
 General Park Improvements \$42,000

#### **Equitable Distribution**

In planning and developing the CIP, the department strives to provide equitable distribution of improvements throughout the city, both geographically and socio-economically. In planning projects and identifying needs, the department reviews all asset management information to prioritize the critical deficiencies and engages staff as well as the PRAB to understand the capital priorities that exist throughout the community. The planned six-year CIP includes a variety of projects throughout Boulder's many subcommunities and even emphasizes development of assets within areas not currently serviced as park amenities.



#### **Operating and 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 and 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 Concept Plan and Capital Strategy.
- The Recreation Facility Strategic Plan projected a total of \$4.5 million in deferred maintenance and an additional \$3 million over the next ten years in the three recreation centers. This funding need will also be refined and updated with the upcoming master plan related to the Recreation Facilities Needs Assessment.
- The city's pools and recreation centers represent the largest contributors of natural-gas-related greenhouse gas emissions within the entire city operations. Transitioning these facilities to electric solutions will be critical for the city to achieve its 2030 80% greenhouse gas reduction goal. While technology solutions are emerging, but have mixed results for public pools, retrofitting an existing facility represents a cost premium that has not currently been factored into the CIP projects. Staff will need to research and determine the best solution and cost relative to achieving a balanced approach to the city's various goals.
- 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 classroom space that could be expanded.

#### 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 2021-2026 CIP at the June 22, 2020 meeting: a motion to approve the 2021 recommended expenditures from the Permanent Parks & Recreation Fund and a motion to approve the Draft 2021-2026 Parks & Recreation Department Capital Improvement Program. Based on updated revenue assumptions, the department shifted funding in out years from the original proposal reviewed on June 22, 2020. The PRAB approved two revised resolutions in support of the BPR 2021-2026 CIP at the August 24, 2020 meeting: a motion to approve the 2021 recommended expenditures from the Permanent Parks & Recreation Fund and a motion to approve the Draft 2021-2026 Parks & Recreation Department Capital Improvement Program.

#### 2021-2026 Capital Improvement Plan

Parks & Recreation							
	Estimated Total	2021	2022	2023	2024	2025	2026
	Cost	Recommended	Projected	Projected	Projected	Projected	Projected
Capital Program Total	\$ 30,974,500	\$ 8,540,000	\$ 3,478,000	\$ 4,710,000	\$ 6,157,000	\$ 2,606,500	\$ 5,483,000
CIP-Capital Enhancement Total	\$ 17,768,000	\$ 6,610,000	\$ 1,638,000	\$ 1,790,000	\$ 3,630,000	\$ 100,000	\$ 4,000,000
Aquatic Facility Enhancements	\$ 2,858,000	\$ 120,000	\$ 1,638,000	\$ -	\$ -	\$ 100,000	\$ 1,000,000

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. This project is categorized as "helpful".

#### Capital Infrastructure Enhancements \$ 2,580,000 \$ - \$ - \$ 1,580,000 \$ 1,000,000 \$ - \$

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 2021 will also outline future priorities that will be funded through this project that will enhance the existing recreation facilities. In 2021, funding is identified to support the redevelopment of the Flatirons Golf Course facility to meet the needs of the community. The new facility will result in an increase of square footage and capital development funds are being used to address the growth related aspects and expansion of city services at Boulder's only public golf course. This project is categorized as helpful.

#### East Mapleton Ballfield Enhancement \$ 2,100,000 \$ - \$ - \$ 210,000 \$ 1,890,000 \$ - \$

As a result of the implementation of the Boulder Junction area along 30th street near Mapleton, the area has increased in residential units resulting in more demand for community park and recreation ammenities such as playgrounds, dog parks, open lawn areas and other multi-use amenities. The original area plan indicated a goal of providing park and recretion amenties to this new residential area as development occurs. This project will result in the addition of new amenities at the existing East Mapleton Ballfield site that is in close proximity to Boulder Junction connected by the underpass along Goose Creek. A community planning project will be completed to determine the final design and priorities for construction. Any reduction in ballfields will be replaced at other sports complexes as included in the department's Athletic Field Study completed in 2015.

#### Flatirons Golf Course Enhancement \$ 6,990,000 \$ 6,490,000 \$ - \$ - \$ 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 including tee boxes, cart paths, turf and irrigation maintenance. This project is categorized as amenity.

#### 2021-2026 Capital Improvement Plan

Valmont City Park - Phase 2 \$ 3,240,000 \$ - \$ - \$ 240,000 \$ - \$ 3,000,000

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. Final plans will be completed in 2023 to determine amenities for development as well as available funding. Final design and permitting will occur in 2024 with construction to commence in 2026. This project also allows for increased park service to the surrounding areas of east Boulder as well as the entire Boulder community. This project is categorized as helpful.

CIP-Capital Maintenance Total \$ 13,006,500 \$ 1,730,000 \$ 2,920,000 \$ 2,527,000 \$ 2,506,500 \$ 1,483,000 Athletic Field Improvements \$ 176,000 \$ 50,000 \$ - \$ 63,000 \$ - \$ 63,000 \$ -

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 2021, funding will be used to design parking lot expansion improvements for Pleasantview Fields. This project is categorized as "helpful".

Boulder Reservoir South Shore \$ 2,676,500 \$ 200,000 \$ - \$ 1,300,000 \$ 355,000 \$ 721,500 \$ 100,000

Continuing to implement the 2012 Master Plan and recent Concept Plan and Capital Strategy, this project will provide key improvements to the south shore recreation area and various visitor amenities to serve the region. Funding is planned through 2026 to continue key enhancement priorities that are outlined each year in the recently approved Concept Plan and Capital Strategy. Projects include a variety of amenities including but not limited to signage, dock repairs, trail connections, pavilions, facility maintenance, road repair, landscaping, and parking lot repair. This project is categorized as helpful.

<u>Columbia Cemetery Capital Maintenan</u> \$ 168,000 \$ - \$ 40,000 \$ 32,000 \$ 32,000 \$ 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. This project is categorized as a helpful project.

Parks & Recreation **Estimated Total** 2021 2022 2023 2024 2025 2026 Recommended Projected Projected Cost Projected Projected Projected **General Park Improvements** 5,481,000 \$ 900,000 \$ 1,000,000 \$ 900,000 \$ 640,000 \$

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:

2021 -North Boulder Park

2022 - East Boulder Community Park

2023 - Martin Park

2024 - Parkside Park

2025 - Shanahan Ridge Park 2026 - Elmer's Two-Mile Park

This project is categorized as important.

Natural Lands Management \$ 675,000 \$ 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 and management plan for Boulder Creek to balance recreation and public use with maintaining the streams ecosystem which is critical to Boulder. In 2022, funding will allow for the replacement of a trail bridge at Coot Lake Natural Area that is in disrepair and in danger of failure if not replaced within the next year. 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.

This project is categorized as "Important".

Recreation Facility Capital Maint \$ 1,030,000 \$ 30,000 \$ - \$ 500,000 \$ - \$

Based on recommendations of the 2016 Facility Strategic Plan and upcoming Recreation Needs Assessment, this program will provide annual capital funding for implementation of key facility repairs and renovations at the city's three recreation centers to ensure acceptable facility conditions and continue cost-effectively meeting the needs of health and wellness opportunities within Boulder. This project is combined with funding from the Facilities and Asset Management (FAM) Division of Public Works. In 2021, exterior security cameras will be installed at all three recreation centers to increase safety outside the centers within the parking lots and discourage illegal activity outside of normal operating hours. In 2022, facility maintenance will be focused on the East Boulder Community Center in conjunction with the planned improvements to the leisure pool. This project is categorized as helpful.

 Urban Forest Management
 \$ 2,800,000
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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

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. This project is categorized as important.





#### Current Focus for Capital Planning and Projects in the 2021 Capital Budget

The 2021 capital needs for the Police Department focus on replacement of high-dollar equipment as opposed to rolling stock as in the past few years. The following project is brought forward:

Bomb Squad Suit Replacement: The Boulder Police Department Bomb Team provides regional response to all of Boulder County and City of Longmont and responds to over 100 calls per year. Approximately 6% require the use of the bomb suit. The bomb squad suits are unfunded and will have an estimated replacement cost of \$40,000 each. The suits were last replaced around 2008-2010 and the life expectancy of a typical suit is five years. The department needs two suits immediately and two more in the near future. One of our previous suits was purchased for us by the University of Colorado Environmental Hazardous Material Division as compensation for all the money the bomb team saves them by disposing of their explosive laboratory chemicals. We may be able to investigate the possibility of them funding a third or fourth suit. Becasue the suits are expired by at least double the recommended useful life, this is a critical need for the Police Department.

#### **2021 Capital Projects**

Bomb Squad Suit Replacement

#### 2021 Project Delays and Cuts

Since the Bomb Squad Suits are currently 10 to 12 years old which is over twice the typical life expectancy, if the suits are not replaced, they could pose a critical life-threatening safety failure to bomb response staff.

#### 2020 Adjustments (if applicable)

Although no 2020 capital projects have been adjusted due to COVID-19, our 2019 project, Incident Command Vehicle, which was not yet started, has been deferred in 2020 and may once again be deferred in 2021, depending on required budget reductions.

#### **Operating and Maintenance Impacts**

The only operating impact is the ongoing replacement amounts needed for future bomb suit replacement \$16,800 annually.

### **Police Capital**

#### **Unfunded Projects and 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 1st Floor Tile Replacement: The tile floor on the first floor of the Public Safety Building
  is over 30 years old, dated-looking and is showing much wear and tear. Not only is the floor showing wear,
  some of the tiles are cracked while some are coming up and need to be replaced. Replacing the first-floor
  tiles will require less ongoing maintenance and give the first floor a consistent and more updated look.
- 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.

The Police Department has no short or long-term emerging capital needs related to COVID-19 and related revenue loses.

**CEAP Projects** 

N/A

**Board Action** 

N/A

#### 2021-2026 Capital Improvement Plan

Police										
	Estimated Cost		2021 ecommended	2022 Projected		2023 Projected	2024 Projected	2025 Projected		2026 ojected
Capital Program Total	\$ 80	,000 \$	80,000	\$	- \$	- \$		\$	- \$	
CIP-Capital Enhancement Total	\$ 80	,000 \$	80,000	\$	- \$	- \$	-	\$	- \$	
PD Bomb Squad Suits	\$ 80	.000 \$	80.000	\$	- \$	- \$	_	\$	- \$	

BFCR Category: Essential. The Boulder Police Department Bomb Team provides regional response to all of Boulder County and City of Longmont and responds to over 100 calls per year. Approximately 6% require the use of the bomb suit. The bomb squad suits are unfunded and will have an estimated replacement cost of \$40,000 each. The suits were last replaced around 2008-2010 and the life expectancy of a typical suit is five years. The department needs two suits immediately and two more in the near future. One of our previous suits was purchased for us by the University of Colorado Environmental hazardous material division as compensation for all the money the bomb team saves them by disposing of their explosive laboratory chemicals. We may be able to investigate the possibility of them funding a 3rd or 4th suit. Because the suits are expired by at least double the recommended useful life, this a critical need for the Police Department.



#### Current Focus for Capital Planning and Projects in the 2021 Capital Budget

The projects that have been included in the Transportation Capital Improvement Program were selected and developed to implement Transportation Master Plan (TMP) investment policies and principles identified under Initiative 10 of the 2019 TMP Update "Funding the Transportation System". The key investment principles include the following:

- Maintain and operate the existing, valuable multi-modal system, including investments in safety
- As additions are made to the system, address ongoing operation and maintenance needs
- Continue to advance innovations in the design, construction, operation, and maintenance of the system
- Strategically enhance the Complete Street network, prioritizing projects that have maximum impact improving safety, mobility, and efficiency
- Advance corridor studies integrating the city's Sustainability Framework and resiliency strategy
- Leverage external funds extending the ability of local dollars to implement city goals. Continuously strive for efficiency and effectiveness in how work is accomplished Assure budget decisions are sustainable over time
- Keep in mind the goal of identifying long-term, sustainable funding that is tied to vehicle use

The 2019 TMP Update also identified the need to prioritize investment in the existing transportation system to preserve existing infrastructure as well as safety. An key area of focus within the TMP is the new Low-Stress Walk/Bike Network, which consists of vertically separated infrastructure, buffered infrastructure and neighborhood green streets. As the Low-Stress Walk/Bike Network and other key TMP initiatives are consistent with the 2019 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 2021-2026 portfolio.

Additionally, CIP line items that were created in the 2020 CIP will carry forward in the 2021-2026 program which 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.

The COVID-19 pandemic has significantly impacted the Capital Improvement Program for Transportation. Because the Transportation Fund is largely sales tax dependent, the fund is expected to see a 20% or greater reduction for 2020 and 2021. Staffing and budget reductions combined have notably limited the ability of projects and programs to be funded, managed and implemented. Several transportation projects have external grant funding, and staff are working with these partners to obtain scheduling extensions to allow city budgets and staffing to stretch out to match the demands of each project. Annual major capital maintenance programs have also been reduced for 2021 in response to reduced funding.

#### **2021 Capital Projects**

- Intersection Safety Projects
- HSIP/VZ Traffic Signal Reconstruction
- Pavement Management Program
- Downtown Boulder Transit Station Improvements

Arapahoe Multi-Use Path/Transit Enhancements

- Mesa Elementary SRTS
- Major Capital Reconstruction
- Traffic Signal Broadband Fiber
- Sidewalk Maintenance
- CMPI Ped Crossing Treatments
- 47<sup>TH</sup>/BNSF Sidewalk Crossing

# The Low-Stress Walk & Bike Network Plan

#### 2020 Adjustments

In response to the reduction of Transportation Fund Revenue due to the COVID-19 pandemic, a number of projects and programs have been adjusted.

- Postponed 6th / 9th Bridge Deck Repairs
- Delayed one NSMP Complex Project
- Deferred Low Stress Walk/Bike Project
- Delay Deficient Street Light Replacement
- Reduced Multi-Use Path Maintenance Projects

#### **Operating and Maintenance Impacts**

Each of the projects included in the current Transportation CIP will improve operational and/or maintenance conditions and needs. For example, the HSIP/VZ Traffic Signal Reconstruction project will improve operations, safety and reduce maintenance demands on staff because the infrastructure and technology will be new. Also, the Pavement Management Program repaves miles of city streets each year, which reduces the need to fill potholes by city maintenance crews. 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 and 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.

Transportation funding is limited and highly dependent on sales tax. Sales tax revenue accounted for 80 percent of the \$32.8 million local transportation budget (not including federal funds) in 2018. Transportation's dedicated sales tax revenue is not keeping up with inflation, resulting in declining purchasing power. Even with 78 percent of our expenditures going to essential operations and maintenance, we are still deferring maintenance, which is more costly over time. Outside of local funding, the city is facing increased competition for regional, state and federal funding. A needs assessment evaluated all areas of transportation's essential services in the community, including capital maintenance and the Capital Improvement Program (CIP). This assessment identified \$20.8 million in one-time capital expenditures.

#### Key Unfunded Projects Include:

- Large portions of the Low/Stress Walk and Bike Network.
- 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.



#### **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 2021-2026 Capital Improvement Program on July 13, 2020.

#### 2021-2026 Capital Improvement Plan

Transportation	Est	imated Total		2021		2022		2023		2024		2025		2026
		Cost	Re	commended		Projected		Projected		Projected		Projected	F	Projected
Capital Program Total	\$	82,353,396	\$	12,263,869	\$	17,638,444	\$	15,392,000	\$	12,433,333	\$	12,542,250	\$	12,083,500
CIP-Capital Enhancement Total	\$	58,248,063	\$	9,383,869	\$	9,718,444	\$	12,162,000	\$	8,870,000	\$	9,291,250	\$	8,822,500
47TH/BNSF Sidewalk	\$	636,250	\$	-	\$	-	\$	127,500	\$	-	\$	508,750	\$	-
Project includes pedestrian improvements Resilience Classification: Important														
Arapahoe Multi-Use Path/Transit Enhancement	\$	1,900,000	\$	288,000	\$	287,000	\$	1,325,000	\$	-	\$	_	\$	-
This project will upgrade existing and missing sidewalk section													and	access
along the corridor. This project is consistent with the Transpor Resilience Classification: Important	tation Ma	ster Plan and	the I	East Arapahoe	Trar	nsportation Pla	an (	goals and is fu	nde	d in part by fe	dera	al grant funds.		
Resilience Glassification. Important														
Downtown Boulder Transit Station Improvement	\$	982,000	\$	226,969	\$	_	\$	755,031	\$	-	\$	_	\$	_
This project will expand the number of transit bays along Cany	on Boule					he Downtown	Bou		_	n. This proje	ct is	in fulfillment of	f Rei	newed
Vision for Transit goals and is funded in part by federal grant for	unds.			•						. ,				
CMPI Crossing Treatments	\$	291,000	\$	291,000	\$	-	\$	-	\$	-	\$	-	\$	-
Project includes improvements to pedestrian and bike crossing	g treatmer	nts at the follo	wing	locations: 15th	an	d Iris, Aurora a	and	Evans and 33	rd a	nd Colorado.				
Resilience Classification: Essential														
Fourmile Canyon Creek CCS	\$	2,186,000		1,752,000		434,000	_	-	\$	-	\$	-	\$	-
Construction of a multi-use path underpass at 19th Street and														
Crest View Elementary School for pedestrians and bicyclists. I Capital tax funding is for non-flood improvements. This project									ncy	access route,	dur	ing a major sto	rm e	vent.
Capital tax fulluling is for front-flood improvements. This project	is calego	IIZEU AS ESSE	enua	using the buc	igeti	ng tor Resilier	ice	iraniework.						
Greenways Program Transportation	\$	682,500	\$	97.500	\$	97.500	\$	97.500	\$	195.000	\$	97.500	\$	97,500
This project will provide Transportation's contribution to the over	erall gree	,		. ,		- ,	•	. ,		,		. ,	•	
will be combined with funding from the Transportation and Utili										3		, -		
https://bouldercolorado.gov/water/greenways-program														
Resilience Classification: Important														
HSIP/VZ Baseline/Canyon	\$	192,243	\$	-	\$	17,477	\$	174,766	\$	-	\$	_	\$	-
Improvement to existing Baseline and Canyon Creek pedestria	an crossin	g to align with	Visi	on Zero goals.										
Resilience Classification: Essential														
HSIP/VZ Traffic Signal Reconstruction	e	1,024,670	¢		\$	102,467	•	922,203	¢		¢		¢	
Project: Traffic Signal Reconstruction projects to facilitate goals	φ £\/:-:									- D	φ 1.4 - I		Ψ	- -

Project: Traffic Signal Reconstruction projects to facilitate goals of Vision Zero and overall safety. Intersection locations include: Baseline/Broadway, Baseline/Mohawk, and Folsom/Pine. Resilience Classification: Essential

#### 2021-2026 Capital Improvement Plan

Intersection Safety Projects 302,880 \$ 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. Resilience Classification: Essential Low Stress Walk/Bike - Neighborhood Green Streets 425,000 \$ 50,000 \$ 75,000 \$ 75,000 \$ 75,000 \$ 75,000 This program will provide funding toward implementation of the low-stress walk/bike network including Neighborhood Green Streets. Resilience Classification: Important Mesa Elementary Safe Routes to School 342,000 \$ 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 by Safe Routes to School grant funds Misc Development Coordination 300,000 \$ 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. Transportation **Estimated Total** Cost Recommended Projected Projected Projected Projected Projected **Neighborhood Speed Management Program** 1,600,000 \$ 250,000 \$ 250,000 \$ 275,000 \$ 275,000 \$ 275,000 \$ 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 Pavement Management Program \$ 29,500,000 \$ 4,775,000 \$ 4,850,000 \$ 4,850,000 \$ 4,900,000 \$ 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. Resilience Classification: Essential Ped Facs Enh Missing Links Crossing 750,000 \$ 100,000 \$ 115,000 \$ 125,000 \$ 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 Renewed Transit Vision - Capital El 25,000 \$ 210,000 \$ This program will provide capital maintenance and upgrades to transit facilities within the city transportation network. Resilience Classification: Important **Table Mesa Multi-Modal Improvements** 5,500,000 \$ 2,500,000 \$ 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 Resilience Classification: Important \$ 10,923,520 \$ 758,520 \$ 915,000 \$ 350,000 \$ 3,000,000 \$ 2,900,000 \$ 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 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

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 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 2019. 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.

Resilience Classification: Important

#### 2021-2026 Capital Improvement Plan

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.

Resilience Classification: Important

CIP-Capital Maintenance Total \$ 13,557,000 \$ 1,930,000 \$ 2,405,000 \$ 2,255,000 \$ 2,255,000 \$ 2,276,000 \$ 2,286,000 Major Capital Reconstruction \$ 5,100,000 \$ 700,000 \$ 850,000 \$ 850,000 \$ 900,000 \$ 900,000

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.

Multiuse Path Capital Maintenance \$ 2,495,000 \$ 350,000 \$ 425,000 \$ 425,000 \$ 425,000 \$ 435,000 \$ 435,000

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.

Resilience Classification: Essentia

Ped Facilities Repair, Replace, ADA \$ 3,756,000 \$ 579,000 \$ 629,000 \$ 629,000 \$ 629,000 \$ 640,000 \$ 650,00

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

This program here the Transportation waster train (TMP) goal or dealing an integrated, indininous at an application system, emphasizing the role of the pedestrain node as the printary mode or 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.

Resilience Classification: Essential

**Transportation Estimated Total** 2021 2022 2023 2024 2025 2026 Projected Projected Projected Projected Cost Recommended Projected Sidewalk Maintenance 1,506,000 \$ 251.000 \$ 251,000 \$ 251,000 \$ 251.000 \$ 251.000 \$ 251.000

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.

Resilience Classification: Essential

Signal Maintenance & Upgrade \$ 400,000 \$ - \$ 200,000 \$ - \$ - \$

The Signal Maintenance and Upgrade project is an on-going 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.

50.000 \$ 50.000 \$ 50.000 \$ 50.000 \$ Vision Zero Capital Projects 300.000 \$ 50.000 \$ 50.000 This program will implement safety measures and mitigation to address hazardous intersections and crossings **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 950,000 \$ 975,000 \$ 28th St Valmont to Iris 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.

Multiuse Path - Enhancements \$ 1,315,000 \$ 200,000 \$ 215,000 \$ 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

TIP Local Match TMP Implementation \$ 4,200,000 \$ 750,000 \$ 600,000 \$ 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 local match to leverage potential federal and state funding for project submittal. Resilience Classification: Important.





#### Current Focus for Capital Planning and Projects in the 2021 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 Kossler Reservoir and is estimated to be completed over a 12-year period. Additional source water projects include Albion Dam, 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. The Boulder Reservoir Water Treatment Plant has a large capital rehabilitation project identified in the six-year CIP called the 63rd Street Electrical Upgrades and High Service Pump Station Replacement project. This project includes the replacement of medium voltage electrical components that are at the end of their useful life. The project also includes the replacement of the facility's six high service pumps which pump treated water from the plant into the city's water distribution system. 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. These four process components will likely be combined into two large capital projects.

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 2020, Utilities staff began a comprehensive evaluation of the water transmission system which is comprised of the system's larger pipes. This analysis will provide information on the 65 miles of the system's larger diameter pipes 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 wastewater collection system needs as well as capital projects at the Water Resource Recovery Facility (WRRF).

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 \$45-\$50 million, has cash funding of \$10 million and has been identified for a revenue bond in 2022 for an additional \$35-\$40 million. Other high priority WWCSMP projects include the Goose Creek Trunk sewer project and the Baseline & Foothills Trunk sewer project.

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-\$25 million in 2023 for the projects' construction phase.

The focus for the wastewater collection system will continue on the current sewer rehabilitation program with 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 fifth 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.





#### 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 Gregory Canyon Creek, Fourmile Canyon Creek, and South Boulder Creek. The Gregory Canyon Creek Improvements project will include two phases with the first in design this year. Gregory Canyon Creek Phase I 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. This phase will provide improvements between Arapahoe Avenue and Pennsylvania Avenue. The project's second phase is identified outside the 6-yr CIP.

The Fourmile Canyon Creek project will involve improvements at various locations between Broadway Avenue and 19th Street, Utilities staff is coordinating with Transportation staff on the design and construction funding for these projects.

The South Boulder Creek Phase I flood mitigation improvements are identified in the six-year CIP in 2024 at an estimated cost of \$66 - \$96 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. It is anticipated that City Council will provide direction to city staff on the level of flood protection at the June 16, 2020 meeting. Funding has been identified for the project's preliminary and final design phases in the six-year CIP.

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 existing section of unimproved channel 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 2024 at \$25 million.

#### Approved Utility Rates for 2021

Rates	2020	2021	2022	2023
Water	7%	8%	8%	6%
Wastewater	5%	5%	5%	5%
Stormwater/Flood Management	7%	12%	12%	12%

#### Single-Family Residential Monthly Bill Impact

	Monthly Bill 2020 Rates	Monthly Bill 2021 Rates	Monthly Difference
Water	\$41.72	\$45.05	\$3.33
Wastewater	\$37.45	\$39.32	\$1.87
Stormwater	\$17.54	\$19.64	\$2.10
Total	\$96.71	\$104.01	\$7.30

#### Greenways

The primary focus of the 2021-2026 Greenways CIP is on flood mitigation, bicycle and pedestrian multi-use paths, and habitat and water quality improvements along Gregory Canyon, Skunk, Twomile Canyon, and Goose Creeks 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/the-creeks-of-boulder-co.

A secondary focus for the 2021-2026 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. Funding is also being allocated in 2022 for an update to the Greenways Master Plan, last updated in 2011.

#### **2021 Capital Projects**

#### Water Utility

- Barker Gravity Line Rehabilitation
- Barker Dam Outlet Works Rehabilitation
- Albion Dam Rehabilitation
- 63<sup>rd</sup> Street Electrical Upgrades & High Service Pump Station Replacement
- Betasso Disinfection & Corrosion Control Improvements
- Betasso Supply & Backwash System Improvements
- Large Meter & Vault Replacement project

#### Wastewater Utility

- Interceptor Sewer Realignment Project
- Goose Creek Trunk Sewer Project
- Baseline & Foothills Trunk Sewer Project
- Sanitary Sewer Annual Lining program
- Water Resource Recovery Facility (WRRF) Phosphorus Project
- Process Automation System (PAS) Phase II project
- Digester Cover Replacement

#### Stormwater & Flood Management Utility

- Gregory Canyon Creek Phase I Improvements
- Fourmile Canyon Creek Improvements (Broadway, 19th Street)
- South Boulder Creek Phase I Improvements
- Stormwater Drainage Improvements

#### 2020 Adjustments (if applicable)

Due to unknowns related to the impact that the COVID-19 pandemic will have on Utility finances, the following 2020 projects have been put on hold as revenues will continue to be monitored.

- Barker Dam and Reservoir \$100,000
- Boulder Canyon Hydro Penstock Repair \$673,012
- Maxwell Hydro/Pressure-Reducing Facility \$185,000
- Meter Replacement Program \$230,000
- Silver Lake Dam \$200,000
- Source Systems Condition Assessment \$350,000
- Water Resource Recover Facility (WRRF) Digester Cover Replacement Design \$200,000
- WRRF Nutrient Compliance Study \$250,000
- WRRF Primary Clarifier Phase 1 Rehab \$115,000

#### **Operating and 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 sanitary sewer condition assessment program, which includes the cleaning and TV inspection of the entire sewer system. This annual program has been completed by private contractors for the last four years but will be completed by city maintenance staff beginning in 2020. 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 and 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.

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**

The Interceptor Sewer Realignment project is the type of project that would typically require the completion of a CEAP. Since the interceptor sewer is located in Boulder County, it has triggered the Boulder County 1041 process. The 1041 process requires a comprehensive analysis very similar to the CEAP. These requirements include an extensive alternatives analysis, environmental surveys including T&E species, wetlands, and impacts to floodplains to address the project's benefits evaluated through the lens of environmental, social, and economic impacts. The city's sanitary sewer is a 50-yr old unlined concrete pipe that is at the end of its useful life. The pipe is failing from internal corrosion, is hydraulically insufficient, and was exposed during the 2013 and 2015 flood events when Boulder Creek overflowed its banks and caused significant erosion across the interceptor sewer alignment. This project will involve the construction of approximately 2.5 miles of new large diameter pipe, and the rehabilitation of existing sections of pipe. The project's primary goals will address structural stability, increased capacity, and alignment vulnerability.

#### **Board Action**

The preliminary 2021 Utilities budget and the 2021-2026 CIP was presented to the WRAB on May 18, 2020 and also at their June 15, 2020 meeting. A third WRAB meeting to discuss the CIP was held on July 20, 2020 where the WRAB voted 4-0 to recommend the CIP and rates. The following language was included in the motion:

The Water Resources Advisory Board recommends approval of the 2021-2026 CIP for the Water, Wastewater, and Flood & Stormwater Management Utilities including proposed rate adjustments to support 2021 revenue increases of 8% in the Water Utility, 5% in the Wastewater Utility, and 12% in the Stormwater & Flood Management Utility, for an overall rate increase of 7.5% or \$7.30 per month for average single family residential. WRAB recognizes the seriousness of recommending a double-digit increase for the Stormwater & Flood Utility in a time of great economic pain and uncertainty, but also recognizes that the initiatives supported by this Utility go directly to protecting the health and safety of our residents and cannot be compromised. WRAB also encourages Council to focus on the dollar amount increases, rather than the associated percent increases. In making this recommendation, it is important to WRAB that Utilities continues to expand the customer assistance program.

The Greenways Advisory Committee meeting is scheduled for August 18<sup>th</sup> to review the 2021-2026 Greenways Program CIP and provide a recommendation to City Council.



#### 2021-2026 Capital Improvement Plan

	Estin	nated Total	202		2022			2023	_	2024		2025	202	
		Cost	Recomm	ended	Project	tea	Pro	jected	Р	rojected	Pro	jected	Projec	ctea
Capital Program Total	\$ 13	88,984,590	\$ 13,	398,913	\$ 54,10	2,825	\$ 19	9,749,883	\$	22,709,930	\$ 18	3,071,716	\$ 10,9	51,32
CIP-Capital Enhancement Total	\$ 4	13,602,240	\$ 3,	500,000	\$ 28,75	0,000	\$	1,052,476	\$	9,899,764	\$	250,000	\$ 1	50,0
3rd WTF Campus Electrical & HSPS	\$ 2	20,300,000	\$ 2,	000,000	\$ 18,30	0,000	\$	-	\$	-	\$	-	\$	
The City owns and operates two potable water treatment facility														
and the 63rd Water Treatment Facility (63rd WTF) rated at 16 repairs or emergencies. In addition, the facility is required for u														
pleen constructed to maintain service and the ability to meet mithe focus of this project is twofold: 1) replacing major power sif the largest power consuming treatment process on campus orm the 63rd WTF. Minor repairs have been implemented over a lower voltage that is less hazardous and more easily main	nore stringer supply and e called the h er time, but t	nt regulations lectrical con nigh service	s. Overall, the nponents on f pump station	e facility ha the campu (HSPS).	s provide s and to in The HSPS	d high-le nprove t was bui	evel se their re ilt in 1	ervice to Cit eliability and 969 and is	ty wa d redi the s	ter customer undancy and ole source of	s but is 2) Rep f supply	aging and pair and rep to the dist	needs replacement	pairs (R8 yste
Barker Dam Outlet	<b>\$</b> 1	10,752,240	•	_	•	_	•	977,476	•	9,774,764	•		•	
This project is categorized as Essential using the Budgeting fo			-		-		-					et works sv	stem of B	Barke
Dam. The Barker Dam outlet facilities are over 100-years old a o perform a thorough inspection once every 5-10 years. Reco- envisioned, the project would require construction of a vertical and valve house. The outlet facilities would provide the opport he Community & Environmental Assessment Process (CEAP)	onfiguration of shaft near the tunity to dev	of the outlet the north em	facilities wou bankment, ir	ıld potentia nlet tunnel:	lly elimina and one	ite the no	eed to innel,	empty the an outlet di	rese stribu	rvoir for gate	inspec a pipelii	tion. As cur ne to Barke	rently r Gravity l	Line
BWTF Disinfection & Corrosion	\$ 1	1,600,000	\$ 1,	150,000	\$ 10,45	0,000	\$	-	\$	-	\$	-	\$	
BWTF). Initial construction of the BWTF took place in 1964. S stringent regulations. Most recently items of highest priority we tems: 1) Disinfection capacity and 2) the lime and carbon diox ogether they are being addressed in a single combined projec Currently regulatory driven disinfection occurs in two tanks kno capacity. Major repairs are required for Clearwell #1 in the nex	ere repaired kide chemica ct. own as clear	in the 2016 al feeds syst rwells. Clear	capital impro ems used for well #1 is ba	ovements provion r corrosion ffled and p	control. B	e next p secause nost of th	these	of priority re two aspect	epair ts of t	and replacer he treatment ell #2 is not b	nent (R t proces	(&R) focuse ss interact a and therefo	s on two and work re has lim	mair
Clearwell #2 or adding disinfection capacity. This will help mee mprovements to meet level of service goals now through build	dout. The pro	oject will als	s, will add red o address pri	dundancy i iority repai	o allow for and repla	r timely r acement	repairs t (R&F	s to Clearw R) for the lin	ell #1 ne an	, and provide d carbon dio	es need xide ch	led system emical feed	reliability Is system	
Clearwell #2 or adding disinfection capacity. This will help mee mprovements to meet level of service goals now through build These critical systems are used for conditioning treated water was a service or additional treated water to the conditional systems are used for conditioning treated water to service or additional treatment or the conditional treatme	dout. The pro	oject will als	s, will add red o address pri pipes in the d	dundancy i iority repai	o allow for and repla system ar	r timely r acement	repairs t (R&F ntrol o	s to Clearw R) for the lin	ell #1 ne an coppe	, and provide d carbon dio	es need xide ch regulato	led system emical feed	reliability Is system nce.	
Clearwell #2 or adding disinfection capacity. This will help mee mprovements to meet level of service goals now through build these critical systems are used for conditioning treated water the service of the service	dout. The proto to prevent of \$  or Resilience	oject will als corrosion of 350,000 e framework	s, will add red o address pri pipes in the c \$ This project	dundancy fiority repaidistribution	o allow for and repla system ar	r timely r acement nd to cor -	repairs t (R&F ntrol o	s to Clearw (a) for the lin f lead and ( 75,000	ell #1 ne an coppe	, and provide d carbon dio er levels for r 25,000	es need xide ch egulato	ded system emical feed bry compliar 250,000	reliability Is system nce.	IS.
Clearwell #2 or adding disinfection capacity. This will help mee mprovements to meet level of service goals now through build These critical systems are used for conditioning treated water of Green Lake 2 Dam  This project is categorized as Essential using the Budgeting for 2 Dam. Green Lake 2 Dam needs extensive rehabilitation to al	dout. The proto to prevent of \$  or Resilience	oject will als corrosion of 350,000 a framework ed full stora	s, will add reco o address pri pipes in the co \$ This project ge of water.	dundancy liority repaidistribution	o allow for and repla system ar \$ e funds for	r timely r acement nd to con - r the eva	repairs t (R&F ntrol o \$ aluatio	s to Clearw (a) for the lin f lead and ( 75,000	ell #1 ne an coppe  \$ atives	, and provide d carbon dio er levels for r 25,000	es need xide chegulato	ded system emical feed bry compliar 250,000	reliability Is system nce.  \$ In of Green	n La
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Rearwell #2 or adding disinfection capacity. This will help mee improvements to meet level of service goals now through build hese critical systems are used for conditioning treated water to see Lake 2 Dam  This project is categorized as Essential using the Budgeting for Dam. Green Lake 2 Dam needs extensive rehabilitation to all akewood Hydroelectric/PRV  This project is categorized as Essential using the Budgeting for the project is categor	\$ or Resilience allow continu	oject will als corrosion of  350,000 e framework ed full stora  200,000 e framework electric equ ve refurbish	s, will add reco o address pri pipes in the co \$ This project: ge of water. \$ The Lakewo ipment at this	dundancy iority repai distribution  will provide  50,000  od Hydroe s location and for 201	o allow for and replaysystem and system and system and system and system systems.	r timely r accement nd to cor  - r the eva	s cated need	s to Clearwell for the lin f lead and of the state of the	s wate cced.	, and provided discarbon dio er levels for r  25,000 and design of r  r transmission	s need xide chegulated  \$ for the reconstruction in the reconstruction is a system of	led system emical feecory compliar 250,000 ehabilitation	reliability Is system nce.  \$ n of Green	is. n La
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Clearwell #2 or adding disinfection capacity. This will help mee mprovements to meet level of service goals now through build hese critical systems are used for conditioning treated water to be considered with the conditioning the sudgeting for the conditioning the property will be considered with the conditioning t	sor Resilience onts of hydro-reducing value of the control of the	oject will als corrosion of 350,000 e framework ed full stora 200,000 e framework electric equ ve refurbish 400,000 e framework lal implemen 32,422,350 l0,853,761 e framework electric et al.	s, will add reco address pripipes in the cost of the c	dundancy iority repaid distribution of the control	o allow for and replaysystem and replays	r timely r acement nd to cor  r the eva  tion is los s age or  tiple res  2,825 7,055 emerge	s cated need  \$ cated need  \$ cated need  \$ cated need	s to Clearw () for the lini () for the lini () flead and () () 75,000 () n of alterna  on the raw to be repla  s planned f () () 7,537,407 () () epair at the	s wate ced.  \$ outleter be an arranged by the second by th	and provided carbon dio er levels for r  25,000 and design of r  r transmission  100,000 tential use to	s soft the research facilitation is seen as a second of the research facilitation is s	led system emical feecony compliant 250,000 ehabilitation em near Bel em near Bel em near Bel en em near Bel en en em em em em em em near Bel en en em	reliability ls system nee.  \$ 1 of Green  \$ 1.aasso Wat  \$ 1.5.5	50,0 tter
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Clearwell #2 or adding disinfection capacity. This will help mee mprovements to meet level of service goals now through build these critical systems are used for conditioning treated water the service of the service	sor Resilience of the provided	350,000 350,000 s framework ed full stora 200,000 s framework electric equ ve refurbish 400,000 s framework all implemen 32,422,350 10,853,761 s framework epair as recc 27,351,114	s, will add reco address pripipes in the co state of the control o	50,000 od Hydroe is location and for 201 300,000 od Hydroe is location and for 201 300,000 od See is location and for 201 300,000 od See is location and for 201 a	s and replayed and	r timely racement rac	repairs (R&F ntrol o \$ \$ cated need \$ \$ ency recilan, M \$ q g repairs	s to Clearw. c) for the linification of alterna  75,000 n of alterna  on the raw to be repla  s planned f  7,537,407  epair at the linification of alterna  4,640,332 irs to the B	s wate ced.  \$ outle	and provided carbon dio er levels for r  25,000 and design of the carbon dio er levels for r  25,000 and design of the carbon design of	s son systems	led system emical feecony complian 250,000 ehabilitation em near Bet atte city water 7,311,716 enabilitation a,972,156 rehabilitation a,972,156 rehabilitation and the complex	s tasso Wall  s 10,5  n alternat  4,1: on segme	50,0 ter ges. 41,3
Clearwell #2 or adding disinfection capacity. This will help mee mprovements to meet level of service goals now through build These critical systems are used for conditioning treated water to the conditioning treatment and the conditioning the sudgetting for the conditioning treatment for the conditioning treatment for the conditioning the cond	sor Resilience of the provided state of the	350,000 350,000 s framework ed full stora 200,000 s framework electric equ ve refurbish 400,000 s framework all implemen 32,422,350 10,853,761 s framework epair as recc 27,351,114	s, will add reco address pripipes in the cost of the c	50,000 od Hydroe is location and for 201 300,000 od Hydroe is location and for 201 300,000 od See is location and for 201 300,000 od See is location and for 201 a	s and replayed and	r timely racement rac	repairs (R&F ntrol of the first	s to Clearw. c) for the linification of alterna  75,000 n of alterna  on the raw to be repla  s planned f  7,537,407  epair at the linification of alterna  4,640,332 irs to the B	ell #1 ne an coppe  \$ attives  wate cced.  \$ for po  \$ atriker  atriker  the	and provided carbon dio er levels for r  25,000 and design of the carbon dio er levels for r  25,000 and design of the carbon design of	s need wide cheer seems and the results of the resu	led system emical feecony complian 250,000 ehabilitation em near Bet atte city water 7,311,716 enabilitation a,972,156 rehabilitation a,972,156 rehabilitation and the complex	s 1: asso Wat  \$ 10,5: \$ n alternat \$ 4,1: on segme ed in any	ges  41,:

Boulder Canyon Hydro \$ 250,000 \$ - \$ \$ 250,000 \$ - \$ \$ 250,000 \$ - \$ \$ 250,000 \$ - \$ \$ 250,000 \$ - \$ \$

#### 2021-2026 Capital Improvement Plan

Water Utility												
		ated Total		21	202		2023		2024	2025		026
		Cost	Recom	mended	Proje	cted	Projected	l P	rojected	Projected	Pro	jected
Distribution Waterline Replacement  The City of Boulder Public Works (PW) Department is dedicated to and maintaining municipal infrastructure, managing public investme system is engineered, built, operated, and maintained according to their useful life. Timely replacement of old piping helps limit the nur and cost efficiency of utility services. As of 2020 the City's program of this program is demonstrated by the reduction of water main bre comprehensive approach that considers overall utility reliability and operations staff, regulations, available budget and revenues, timing will target pipeline replacement in 4th Avenue from Mapleton to about the construction of the construc	mainta ents, an industr mber an replace aks fror redunce of othe	d protecting y best pract d frequency es about fou n historic le lancy, impro er PW proje	nproving the proving the proving the proving the provinces. One provinces of provin	d safety (PV key compon eaks in the s iles of pipe p i0 breaks pe equired to s	ife in Bou / Mission ent is one system a per year, er year to erve the	Statemer going repland the risk which is a current lead City Comp	anning for fu at). The utiliti acement of t s they impar pproximately yels of <40 b rehensive P	es division reated want on publi of a 100-yr oreaks pen lan, City (	n helps meet ter pipes in t c health, the replacement r year. Project Council priori	environmental this goal by en- he system that a environment, co t frequency. Ove ts are prioritized ties, safety of th	quality, be suring our are at the ustomer serall, the serall, the serall, the serall through	r utility end of service success a
Hydro Facilities Rehab Program This project is categorized as Essential using the Budgeting for Re	\$	387,983	\$ Hydro mai	58,493		60,833	,	266 \$	,	\$ 68,428		71,166
This project is categorized as Essential using the Budgeting for Re	sillence	Tramework	.нуаго таі	ntenance to	r all tacili	iles. IVIISC	minor items/	repairs/up	ogrades not i	nciuaea in speci	TIC CIP DI	uagets.
Instream Flow Structures and Gaging This project is categorized as Essential using the Budgeting for Re flow measurement along the reach. The stream gage will be used to			Boulder wi		ream gau		ılder Creek			\$ ral Ditch headga	- <b>\$</b> ite and in	- nprove
Kohler Tank Yard Piping Replacement		1,000,000	•	-		- :		- \$	1,000,000		- \$	-
The City's potable water system includes a complex system of hydi across the City and provide critical water storage for use during she fire flow demands. The Kohler site is especially important for water original construction various improvement projects have been comp (R&R) at the Kohler site focuses on yard piping replacement. This	ort-term transm pleted to	periods of ission as it of maintain s	high consu a major hul service and	mer deman o of several the ability to	d, emergo of these o meet m	ency stora major infra	ge for poten structure sy	tial times stem com	of interrupted	d water supply, at the same loca	and water tion. Sind	to meet te their
Kossler Dam  This project is categorized as Essential using the Budgeting for Re Kossler Reservoir Inlet Structure in 2017. Both the Inlet Structure a analysis 2021 and replacement in 2022/2023.	silience		Kossler Da		habilitatio		was comple			y repairs were o	onstructe	
Lakewood Pipeline	\$	384,864	\$		\$	- ;	5	- \$	384,864	\$	- \$	-
This project provides funding for periodic inspection and maintenar	ice on t	he Lakewoo	od Pipeline	•								
Large Meter Improvements Phase 1		1,360,000		-		60,000		- \$		\$	- \$	-
Potable water customers are billed for their water use based a networeall provide reliable service to City customers and Utility Billing. be replaced via in-house crews to streamline schedule and save of operations and maintenance, and space required for modern mete 1) Broadway & Pennsylvania (CU Large Meter) 2) Grandview & 19th (CU Large Meter) 3) Folsom Field 4-inch Meter/Vault	Howeve osts. Ho	er, many co wever, som	horts of me	eters are at t eters are loc	the end o	f predicted	d lifespan an need to be r	d require eplaced d	replacement	. The majority o	f these m	eters can
4) Justice center 6th and Canyon 4-inch Meter/Vault												
Meter Replacement Program	\$	425,000		425,000		- ;		- \$		\$	- \$	<u>-</u>
•	vork of i	nearly 30,00	00 water m	eters. Meter	s in the s	ystem are	tested by th	e City in a		vith AWWA bes		
Meter Replacement Program  Potable water customers are billed for their water use based a netwoerall provide reliable service to City customers and Utility Billing. be replaced via in-house crews to streamline schedule and save co	vork of i Howeve osts.	nearly 30,00 er, many co 250,000	00 water m horts of me	eters. Meter eters are at	s in the s the end o	ystem are f predicted - S	tested by the diffespan and 250,0	ne City in and require	replacement	with AWWA bes . The majority o	f these m	eters can
Meter Replacement Program  Potable water customers are billed for their water use based a netwoverall provide reliable service to City customers and Utility Billing. be replaced via in-house crews to streamline schedule and save control of the co	vork of i Howeve osts.	nearly 30,00 er, many co 250,000	00 water m horts of me	eters. Meter eters are at	s in the s the end o	ystem are f predicted - S	tested by the diffespan and 250,0	ne City in and require	replacement	with AWWA bes . The majority o	f these m	eters can
Meter Replacement Program  Potable water customers are billed for their water use based a netwoverall provide reliable service to City customers and Utility Billing. be replaced via in-house crews to streamline schedule and save consider Lake Hydroelectric/PRV  The Silver Lake Hydroelectric station is located on the raw water this location as systems age or need to be replaced.	work of I However osts. \$ ansmiss	nearly 30,00 er, many co 250,000 sion system	00 water m horts of me \$ near the L	eters. Meter eters are at - - akewood Re	s in the sche end of	ystem are f predicted - : This project	tested by the difference of th	ne City in and require	replacement	with AWWA bes . The majority o	f these m	eters can
Meter Replacement Program  Potable water customers are billed for their water use based a netwoverall provide reliable service to City customers and Utility Billing, be replaced via in-house crews to streamline schedule and save considered to the schedule schedule schedule and save considered to the schedule s	work of I However osts. \$ ansmiss	250,000 250,000 171,071	00 water methorts of methods of methods of methods of methods of methods of the L	eters. Meter eters are at the eters are	s in the sine end of sine end	ystem are f predicted - : This project	tested by the diffespan and di	ne City in a did require	replacement - nhancements -	with AWWA bes The majority o  \$ s of hydro-electr	f these m  - \$ ic equipm  - \$	eters can - nent at
Meter Replacement Program  Potable water customers are billed for their water use based a networeall provide reliable service to City customers and Utility Billing, be replaced via in-house crews to streamline schedule and save considered to the silver Lake Hydroelectric/PRV  The Silver Lake Hydroelectric station is located on the raw water that is location as systems age or need to be replaced.  Skyscraper Dam  This project is categorized as Essential using the Budgeting for Re	work of I However osts. \$ ansmiss	250,000 250,000 171,071	\$ near the L	eters. Meter eters are at the eters are	s in the s the end o  \$ eservoir.	ystem are f predicted - : This project	tested by the diffespan and di	ne City in a did require	replacement - nhancements -	with AWWA bes The majority o  \$ s of hydro-electr  \$ ded in the Source	f these m  - \$ ic equipm  - \$ ce Water	eters can - nent at
Meter Replacement Program  Potable water customers are billed for their water use based a networeall provide reliable service to City customers and Utility Billing. be replaced via in-house crews to streamline schedule and save considered to the silver Lake Hydroelectric/PRV  The Silver Lake Hydroelectric station is located on the raw water this location as systems age or need to be replaced.  Skyscraper Dam  This project is categorized as Essential using the Budgeting for RePlan.	work of I However osts. \$ ansmiss \$ silience	250,000 250,000 250,000 171,071 framework 425,829 framework	00 water methods of me	eters. Meters are at the sters are at th	s in the she end of sh	system area of predicted area of predicted area of predicted area of the predicted area	tested by the diffespan and di	ne City in a d require  1000 \$  1000 songoing er  - \$  1000 common a common	replacement - nhancements - s recommen - rce water sys	with AWWA bes The majority o  \$ s of hydro-electr \$ ded in the Source \$ 425,825 stem including a	f these m  - \$ ic equipm  - \$ ce Water	eters can - nent at - Master
Meter Replacement Program  Potable water customers are billed for their water use based a networeall provide reliable service to City customers and Utility Billing, be replaced via in-house crews to streamline schedule and save of Silver Lake Hydroelectric/PRV  The Silver Lake Hydroelectric station is located on the raw water this location as systems age or need to be replaced.  Skyscraper Dam  This project is categorized as Essential using the Budgeting for Replan.  Source Systems Condition Assessment  This project is categorized as Essential using the Budgeting for Replan.	work of i However osts. \$ ansmiss \$ silience \$ silience con	250,000 250,000 250,000 171,071 framework 425,829 framework	\$ near the L \$ Funding is \$	eters. Meters are at the sters are at th	s in the sche end of sche end	system area of predicted area of predicted area of predicted area of the predicted area	tested by the tested by the diffespan and the second secon	ne City in a d require  1000 \$  1000 songoing er  - \$  1000 common a common	replacement - nhancements - s recommen - rce water sys	with AWWA bes The majority o  \$ of hydro-electr  \$ ded in the Source  \$ 425,825 stem including a costs.	- \$ ic equipm - \$ ce Water  detailed	eters can - nent at - Master

This project is categorized as Essential using the Budgeting for Resilience framework. Furturing for capital maintenance for the critical source water facilities, hydroelectric, pressure reducing, and reversible pump-generator system components not identified as individual capital projects.

#### 2021-2026 Capital Improvement Plan

	Ection	ated Total		2021	2022		2023	2024		2025	2020	6
		Cost		mmended	Projecte	d	Projected	Projecte		ojected	Projec	
ransmission System R&R Program		1,500,000		1,500,000			-,,			.,,	\$	
the City owns, operates, and maintains an extensive, 65-mile pot bout 20 percent of the value of the treated water system overall or isolate segments for repairs and/or emergency response. Histor unctioning with few pipe breaks. Overall, the transmission pipe sy ifrastructure and to prevent and minimize pipe breaks and/or emerviously could be used for redundancy. A formal Water Transmi he study is evaluating various key components of the transmission unidout. Funding is established in this budget cycle to launch and	The tran orically, the ystem has nergency sission Students on syster	nsmission sy ne City water s provided scenarios. udy is ongo m to mainta	ystem is or transmacceptate Furthermaing at the ing at the	of high importation ission replacer ble service to Coore, over the pastime recognized all the coore of the co	nnce because nent prograr ity customer past 10-20 ye zing the trans and flexibility	e it supp n has be s but is a ears City smission for oper	olies the vast neen very limite at a point when water demann system is agrations, mainte	najority of ward as this port re reinvestment of have "growing and in new enance, and e	ter to the system ion the system ent is neede wn into" the ed of a prior	stem and ha em has bee d to addres capacity of itized plan f	as limited v n relatively s aging the system or reinvest	/alvir / high n tha tmen
reated Water Misc. R&R	\$	2,100,000	\$	350,000	\$ 350,	000 \$	350,000	\$ 350	,000 \$	350,000	\$ 35	50,00
ne City of Boulder owns and operates a complex treated water u arious components of the system need ongoing repairs and misc urpose of this project is to repair or replace miscellaneous capita and purchase of equipment per typical City purchasing policies.	cellaneou	ıs other imp	roveme	nts to address a	aging infrasti	ructure,	equipment ob	solescence, a	and safe/relia	able operati	ons. The	
tility Billing Computer System	\$	125,000	\$	125,000	\$	- \$	-	\$	- \$	-	\$	
ne existing Utility Billing Computer System is aging and needs up	pdates. T	Γhis project	will upgr	ade the systen	١.							
ater Mains In-House R&R Program	\$	2,400,000	\$	400.000	\$ 400.	000 \$	400,000	\$ 400	,000 \$	400,000	\$ 40	0,0
stem is engineered, built, operated, and maintained according to eir useful life. Timely replacement of old piping helps limit the nu d cost efficiency of utility services. As of 2020 the City's prograr the components of these efforts most effectively performed by dundancy, improvements required to serve the City Comprehen- ner PW projects, timing with other City department projects, and	umber an m replace in-house nsive Plar	nd frequency es about for e City crews n, City Cour	y of pipe ur to five . Project ncil priori	breaks in the s miles of pipe p s are prioritized ties, safety of t	system and t er year, which through a c	he risks ch is app compreh	they impart or proximately a ensive approa	n public healt 100-yr replac ach that consi	h, the enviro ement frequ ders overall	nment, cus ency. This p utility reliab	tomer serv project focu ility and	/ice use:
atershed Improvements	\$	120,000	\$	30,000	\$ 30,	000 \$	30,000	\$ 30	,000 \$	-	\$	
nis project is categorized as Essential using the Budgeting for Re oject funds ongoing improvements to facilitate continued reliable 119.												
IP - CAPITAL PLANNING STUDIES	\$	1,600,000	\$	350,000	\$ 150,	000 \$	1,000,000	\$	- \$	100,000	\$	
ohler Hydro/PRV Facility his project is categorized as Essential using the Budgeting for Re	\$	50,000		-	•	- \$		\$	- \$	50,000	-	101-4
eatment Facility. This project is an update to the complete over										cated belov	/ belasso	wai
axwell Hydro/PRV Facility	\$	150,000	\$	100,000	\$	- \$	-	\$	- \$	50,000	\$	
is project is categorized as Essential using the Budgeting for Reater Treatment Facility. This project is to completely replace the				xwell facility is	a treated wa	ter press	sure reducing	and hydroele	ctric facility	ocated belo	ow Betasso	)
	\$	150,000		_		000 \$	- : Thisis	\$	- \$		\$	
	droelectri	ic facility loo	cated bei	ow Betasso Wa	ater Treatme	ni Facili	ity. This projec	ot will inspect		trio turbirio.		
ne Sunshine facility is a treated water pressure reducing and hyd	droelectri	ic facility loo	cated be	ow Betasso Wa	ater Treatme	ent Facili	ity. This projec	st wiii irispect		ano tarbino.		
reated Water Hydro Study  is project is categorized as Essential using the Budgeting for Redroelectric facilities, two (2) "reverse pump stations" integrated with RV) station and each of the hydroelectric and system pump statier between the City's three pressure zones in a cost-efficient airvestment to address aging infrastructure, surge mitigation, or a prespondentially large investments are needed to continue religional facilities.	\$ esilience with the t tions are and safe operation able serv	250,000 framework two in-town equipped v manner. The	\$ The City hydroele with co-lo nese facil elated to meet City	250,000  i's potable wate extric stations, a cated PRVs a titles have proven pressure manar level of service.	\$ er system ind and three (3) well. These ided accepta agement. Mae goals now	- \$ cludes tv ) pump s refacilities able serv any complethrough	wo (2) mounta stations. There s serve the pri vice to City cus ponents of the buildout. The	\$ in-to-town hy is one (1) st imary purpose stomers but he system are purpose of the	- \$ droelectric s and-alone p e of controlli nave require now at a crit his study is t	tations, two ressure red ng pressure d ongoing a ical point in o confirm th	ucing valve and trans nd consiste their life cy ne most co	e sferr ent ycle st-
unshine Hydroelectric/PRV Facility he Sunshine facility is a treated water pressure reducing and hydroelectric facilities, two (2) "reverse pump stations" integrated vydroelectric facilities, two (2) "reverse pump stations" integrated vydroelectric facilities, two (2) "reverse pump stations" integrated vydroelectric and system pump statiater between the City's three pressure zones in a cost-efficient a airnvestment to address aging infrastructure, surge mitigation, or othereby potentially large investments are needed to continue reliafficient options for all treated water hydroelectric stations and the iping and PRV system at the Sunshine Hydro Campus.	esilience with the t tions are and safe operatior able serv eir adjace	250,000 framework two in-town equipped v manner. The	\$ .The City hydroele with co-louese facile elated to meet City e controll	250,000  i's potable wate extric stations, a cated PRVs a titles have proven pressure manar level of service.	\$ er system ind and three (3) s well. These ided accepte agement. Ma e goals now re. The proje	- \$ cludes tv ) pump s refacilities able serv any complethrough	wo (2) mounta stations. There s serve the pri vice to City cus ponents of the buildout. The	\$ in-to-town hy e is one (1) st mary purpose st e system are purpose of ti al-level design	- \$ droelectric s and-alone p e of controlli nave require now at a crit his study is t	tations, two ressure red ng pressure d ongoing a ical point in o confirm therred alterr	ucing valve and trans nd consiste their life cy ne most co	e sferri ent ycle st-

**City of Boulder** 

#### 2021-2026 Capital Improvement Plan

	Esti	mated Total Cost	Re	2021 ecommended	ı	2022 Projected	F	2023 Projected	F	2024 Projected	P	2025 Projected	F	2026 Projected
CIP-New Facility/Infrastructure Total	\$	1,360,000	•	160,000		210,000		160,000		160,000	•	410,000	-	260,000
Barker Dam Hydroelectric This project is categorized as Essential using the Budgeting	for Resilienc	150,000			\$ bydr	50,000		if preferred a			\$ n the	Source Wate	\$ ar Ma	100,000
MWH, 2008/2009.	TOT TRESILIENC	c namework	.Aiiaiy	vala and develop	riyui	rociccino pote	iiliai	ii piciciica a	3 100	ommenaca n	ii uic	Cource Wat	JI IVIC	ister i lari,
Carter Lake Hydroelectric	\$	250,000			\$		\$	-		-	\$	250,000		
Analyze potential for hydroelectric facility on the city's portior Resilience framework.	n of the Carte	er Lake Pipeli	ine an	nd then design an	nd bu	uild if preferre	d.Thi	is project is ca	tego	rized as Ess	ential	using the Bu	udget	ting for
NCWCD Conv - Boulder Feeder Canal	\$	960,000		160,000	\$	160,000	\$	160,000	\$	160,000	\$	160,000	\$	160,00
NCWCD Conv - Boulder Feeder Canal point source drainage	e inflow impr	ovements on	a prio	ority basis.										
Wastewater Utility														
	Est	imated Total		2021		2022		2023		2024		2025		2026
	-	Cost	Re	ecommended	F	Projected	F	Projected	Р	rojected	Р	rojected	F	Projected
Capital Program Total	\$	117,354,642	\$	14,694,831	\$	55,245,893	\$	28,923,000	\$	5,690,918	\$	5,860,000	\$	6,940,000
CIP-Capital Enhancement Total	\$	28,723,918	\$	2,550,000	\$	2,090,000	\$	22,523,000	\$	230,918	\$	250,000	\$	1,080,00
Lower Goose Creek Trunk Sewer Repl	\$	4,300,000		1,000,000		-		3,300,000			\$		\$	
One of four Tier One (highest priority) projects identified in t structurally deteriorated sections of trunk sewer and improve							Goos	se Creek Trur	nk Se	ewer Replace	ment	t Project will	addre	ess
Meter Replacement Program	\$	315,000	\$	75,000	\$	240.000	\$	_	\$	_	\$	_	\$	
This project is for replacing aging water meters that are use						-,			_	the system.				eaching the
repaired or replaced as needed. The small meter (less than	n 2 inch) prog	gram will begi	in in 2	2022 and aim to r	epla	ace all small m	eters	s within 10 ye	ars.	nese meters			illy al	nd Will be
repaired or replaced as needed. The small meter (less than Water Resource Recovery Pumps The existing pumps at the Boulder Water Resource Recove	n 2 inch) prog	gram will begi	in in 2	2022 and aim to r	epla	ace all small m	eters	s within 10 ye	ars. \$	-	\$	150,000	\$	
water Resource Recovery Pumps The existing pumps at the Boulder Water Resource Recove be funded each cycle.	n 2 inch) prog	gram will begi	\$ tation	75,000 This project will	epla	ace all small m	\$ of th	s within 10 ye	ars. \$	-	<b>\$</b> s. Th	150,000	\$	
water Resource Recovery Pumps The existing pumps at the Boulder Water Resource Recove be funded each cycle.  WRRF Activated Sludge This project will fund the scheduled rehabilitation of the Bou	\$ ery Facility re	375,000 quire rehabili 230,918 Resource Rec	\$ tation.	75,000 This project will  reacility's mecha	\$ fund	150,000 d the upgrade	\$ of the stem,	s within 10 ye  - nose pumps o  which is a cri	\$ n a r	ecurring basi 230,918 system suppo	\$ s. Th \$ orting	150,000 The highest prince highest p	\$ ority	assets will
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The City's existing main sanitary interceptor sewer is at the end of its useful life and is 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 re-alignment of the interceptor sewer and rehabilitation of the existing interceptor sewer and will aim to satisfy three primary goals: structural stability, increased capacity and decreased flood vulnerability. Since the project will occur within unincorporated Boulder County, a 1041 (Areas and Activities of State Interest) is required for the project. The county's 1041 process is similar to the city's CEAP process so CEAP is marked below.

Project estimate increased from \$30M to \$48M based on preliminary design and 1041 process.

#### 2021-2026 Capital Improvement Plan

3,800,000 \$ 300,000 \$ 3,500,000 \$ Of the 370 miles of sanitary sewer in the city's wastewater collection system, there exists only one inverted siphon. This feature conveys wastewater flow from the majority of Gunbarrel underneath Boulder Creek on the property of the Boulder Water Resource Recovery Facility. The existing ductile iron siphon was installed in 1976. The 2019 wastewater condition assessment program identified two issues: internal pipe corrosion and the inability to effectively clean and This project will replace the inverted siphon and will allow for future integration of flows that are currently conveyed over Boulder Creek via an elevated pipeline from east Gunbarrel. 1,740,000 \$ 260,000 \$ 270,000 \$ 280,000 \$ 300,000 \$ This project provides for the rehabilitation and improvement to the existing wastewater manholes that are part of the city's wastewater collection system. The program is funded at \$200,000 per The asset condition assessment shows the need for increased funding to meet system needs. Escalation in program funds begins in 2021. **Wastewater Utility Estimated Total** 2021 2022 2023 2024 2025 2026 Cost Recommended Projected Projected Projected Projected Sanitary Sewer Rehabilitation \$ 22,300,000 \$ 3.400.000 \$ 3.500.000 \$ 3.600.000 \$ 3.800.000 \$ 4.100.000 This project provides for the rehabilitation and improvement to the existing sanitary sewer piping of the city's wastewater collection system. The program is funded at approximately \$2,500,000 per year (2014) escalated at 4% annually in order to rehabilitate the entire system in approximately 20 years. The objectives of rehabilitation are to prevent pipe failure, improve system hydraulics, reduce infiltration of groundwater, and reduce ongoing maintenance needs. **Utility Billing Computer System** 62,500 \$ 62,500 \$ The existing Utility Billing Computer System is outdated and needs updated. This project will update the system. 142,331 \$ 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. 3,250,000 \$ WRRF Digester Complex 3,250,000 \$ 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** 770,893 \$ - \$ 70,893 \$ 700,000 \$ The Water Resource Recovery Facility's 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 2023 will recoat the rotating mechanisms. The long-term replacment in 2029 will replace mechanisms, drives, walkway bridges, and effluent weirs, baffles, and launders. WRRF Rehabilitation 1,500,000 \$ 250,000 \$ 250,000 \$ 250,000 \$ 250,000 \$ 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. **WRRF Secondary Clarifiers** 550,000 \$ 50,000 \$ 500,000 \$ 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.

**City of Boulder** 

#### 2021-2026 Capital Improvement Plan

	Estimated Total	2021	2022	2023	2024	2025	2026
	Cost	Recommended	Projected	Projected	Projected	Projected	Projected
Capital Program Total	\$ 139,075,927	\$ 9,285,391	\$ 14,345,078	\$ 7,272,982	\$ 96,672,471	\$ 4,806,821	\$ 6,693,18
CIP-Capital Enhancement Total	\$ 122,166,042	\$ 6,682,674	\$ 11,704,853	\$ 4,529,548	\$ 93,812,500	\$ 1,836,851	\$ 3,599,61
017 MP -Wonderland Creek 1 Stm Sew	\$ 386,896	\$ 386,896	\$ -	\$ - :	\$ -	\$ -	\$
The storm sewer system in Broadway between Fourmile Car ufficient level of service.	nyon Creek and Wonderla	and Creek requires	improvements. Th	is project expands t	he storm sewer	system in this are	a to provide a
Boulder Creek Flood Mitigation The Boulder Creek Restoration Plan was accepted by City C	\$ 684,285	-	\$ -	•	\$ -	\$ -	\$ 684,28
The Boulder Creek Restoration Flair was accepted by City C	ouncil in rebluary 2010 a	ind identified variou	s improvements a	ong boulder creek	and boulder on	ough. This project	will provide fails
ast Pearl	\$ 3,862,873			\$ - 9		\$ -	\$
The storm sewer system in Downtown Boulder along Pearl Strovide a sufficient level of service.	Street from 16th Street to	21st Street requires	improvements. T	ne master plan proj	ect expands the	storm sewer syst	em in this area t
ourmile Misc Flood Mitigation	\$ 427,965			\$ - :		\$ 202,775	
his project provides funding to add an additional culvert at I rainage in future years. This project is categorized as "Esse				ect. It will be used to	or general flood	mitigation efforts a	along the
reenways Program - Flood fund	\$ 585,000	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,50
his funding will provide Utilities contributions to the overall ( om the Transportation Fund. This project is for an ongoing							ned with funding
ttps://bouldercolorado.gov/water/greenways-program							
Processor December Letters Found	6 006 402	6 454.067	¢ 454.007	\$ 151.067 S	¢ 454.007	¢ 454.007	¢ 454.00
Greenways Program-Lottery Fund The funding will provide Lottery funds contributions to the ov-	\$ 906,402			, ,,,,	. , . ,		. ,
ttps://bouldercolorado.gov/water/greenways-program							
Gregory Creek Flood Mitigation  flood mitigation plan for Gregory Canyon Creek was appro		cember 2015. The		ous improvements,			
Gregory Creek Flood Mitigation  In flood mitigation plan for Gregory Canyon Creek was appropriate the conveyance capacity of the channel to carry a 1	oved by City Council in De 10-year storm event. This	cember 2015. The	plan identified vari	ous improvements,	primarily involvi		
https://bouldercolorado.gov/water/greenways-program  Gregory Creek Flood Mitigation  A flood mitigation plan for Gregory Canyon Creek was approncrease the conveyance capacity of the channel to carry a 1 https://bouldercolorado.gov/flood/gregory-canyon-creek-flood.coal Drainage Improvements	oved by City Council in De 10-year storm event. This	cember 2015. The project is categoriz	plan identified vari ed as "Essential" u	ous improvements,	primarily involving for Resilience from the second	ramework.	
Gregory Creek Flood Mitigation A flood mitigation plan for Gregory Canyon Creek was approncease the conveyance capacity of the channel to carry a 1 https://bouldercolorado.gov/flood/gregory-canyon-creek-flood	ved by City Council in De 10-year storm event. This d-mitigation-study \$ 6,546,407 problems which are smal	cember 2015. The project is categorized as \$986,949. If enough to be outs	plan identified varied as "Essential" u  \$ 1,026,427 ide of the scope o	ous improvements, ising the Budgeting the Budgeting \$ 1,067,484 \$ f a master planning	primarily involving for Resilience from the silience from the sili	\$ 1,154,591 the funded by this p	f culverts to \$ 1,200,774
Gregory Creek Flood Mitigation  A flood mitigation plan for Gregory Canyon Creek was appronent of the channel to carry a 1 style of the channel of the	ved by City Council in De 10-year storm event. This d-mitigation-study \$ 6,546,407 problems which are smal customer complaints. Fu \$ 72,000,000	\$ 986,949 Il enough to be outs unding is also used \$ 1,000,000	plan identified varied as "Essential" to \$1,026,427 dide of the scope of to supplement the \$2,000,000	sus improvements, using the Budgeting  \$ 1,067,484 19  f a master planning storm sewer rehabits  \$ 3,000,000 19	primarily involving for Resilience from Resilience from 1,110,183 effort. Most wor littation program	\$ 1,154,591 k funded by this p	f culverts to \$ 1,200,774
Gregory Creek Flood Mitigation  A flood mitigation plan for Gregory Canyon Creek was appronent of the conveyance capacity of the channel to carry a 1 style of the channel to ca	ved by City Council in De 10-year storm event. This d-mitigation-study  \$ 6,546,407 problems which are smal customer complaints. Fu  \$ 72,000,000 outh Boulder Creek based overtopping of US36 duri	\$ 986,949 Il enough to be outs inding is also used it \$ 1,000,000 If on recommendation in g a 100-year storn	\$ 1,026,427 ide of the scope of to supplement the \$ 2,000,000 ons in the 2015 So on event and greattle	\$ 1,067,484 !  \$ 1,067,484 !  f a master planning storm sewer rehabil  \$ 3,000,000 !  uth y reduces downstre	primarily involving for Resilience from Resili	* 1,154,591 *k funded by this p	\$ 1,200,774 program is
Gregory Creek Flood Mitigation In flood mitigation plan for Gregory Canyon Creek was appronences the conveyance capacity of the channel to carry a 1 ttps://bouldercolorado.gov/flood/gregory-canyon-creek-flood.cocal Drainage Improvements This capital project provides funds to improve local drainage intended to address system deficiencies highlighted through  South Boulder Crk Flood Mitigation This project is to mitigate flooding in the West Valley from Soulder Creek Flood Mitigation Plan. This project eliminates this project is the initial phase and includes construction of a	ved by City Council in De 10-year storm event. This d-mitigation-study  \$ 6,546,407 problems which are smal customer complaints. Fu  \$ 72,000,000 outh Boulder Creek based overtopping of US36 duri	\$ 986,949 Il enough to be outs inding is also used \$ 1,000,000 I on recommendatic pond located just se	\$ 1,026,427 ide of the scope of the supplement the \$ 2,000,000 on event and greationth of US36. It is	\$ 1,067,484 !  \$ 1,067,484 !  f a master planning storm sewer rehabi  \$ 3,000,000 !  uth y reduces downstre anticipated that bor	primarily involving for Resilience from Resili	\$ 1,154,591 k funded by this p	\$ 1,200,77. Program is \$
iregory Creek Flood Mitigation Iflood mitigation plan for Gregory Canyon Creek was approacted to a conveyance capacity of the channel to carry a 1 ttps://bouldercolorado.gov/flood/gregory-canyon-creek-floodocal Drainage Improvements his capital project provides funds to improve local drainage Itended to address system deficiencies highlighted through  outh Boulder Crk Flood Mitigation his project is to mitigate flooding in the West Valley from Soulder Creek Flood Mitigation Plan. This project eliminates his project is the initial phase and includes construction of a tormwater Quality Improvements his program will fund stormwater quality projects as identified.	veed by City Council in De 10-year storm event. This d-mitigation-study  \$ 6,546,407 problems which are smal customer complaints. Fu  \$ 72,000,000 buth Boulder Creek based overtopping of US36 duri a regional flood detention  \$ 1,309,282 ed in the Stormwater Mas	\$ 986,949 Il enough to be outs unding is also used \$ 1,000,000 It on recommendation g a 100-year storr pond located just so \$ 197,390 ter Plan and the sto	\$ 1,026,427 ide of the scope of to supplement the \$ 2,000,000 ons in the 2015 So on event and greath buth of US36. It is \$ 205,285 ornwater quality er	\$ 1,067,484 S f a master planning storm sewer rehabited by reduces downstre anticipated that bor \$ 213,497 S regineering staff to in	primarily involving for Resilience from Resili	\$ 1,154,591 tk funded by this p	\$ 1,200,77 program is \$ onstruction.
integory Creek Flood Mitigation If lood mitigation plan for Gregory Canyon Creek was approacted the conveyance capacity of the channel to carry a 1 ttps://bouldercolorado.gov/flood/gregory-canyon-creek-floodocal Drainage Improvements his capital project provides funds to improve local drainage itended to address system deficiencies highlighted through  outh Boulder Crk Flood Mitigation his project is to mitigate flooding in the West Valley from Soulder Creek Flood Mitigation Plan. This project eliminates his project is the initial phase and includes construction of a tormwater Quality Improvements his program will fund stormwater quality projects as identification in the support of the program will fund stormwater quality projects as identification. This funding can be used for multiple efforts such	veed by City Council in De 10-year storm event. This d-mitigation-study  \$ 6,546,407 problems which are smal customer complaints. Fu  \$ 72,000,000 buth Boulder Creek based overtopping of US36 duri a regional flood detention  \$ 1,309,282 ed in the Stormwater Mas	\$ 986,949 Il enough to be outs unding is also used \$ 1,000,000 If on recommendation ing a 100-year storr pond located just so \$ 197,390 ter Plan and the storance, installation a	\$ 1,026,427 ide of the scope of to supplement the \$ 2,000,000 ons in the 2015 So on event and greath buth of US36. It is \$ 205,285 ornwater quality er	\$ 1,067,484 S f a master planning storm sewer rehabited by reduces downstre anticipated that bor \$ 213,497 S orgineering staff to in severe.	primarily involving for Resilience from Resili	\$ 1,154,591  It k funded by this p  be used to fund c  \$ 230,918  Hality in Boulder Cri	\$ 1,200,77- program is \$ onstruction.
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Gregory Creek Flood Mitigation It flood mitigation plan for Gregory Canyon Creek was appronent to carry a 1 Interpretation of the channel	sved by City Council in De 10-year storm event. This d-mitigation-study  \$ 6,546,407 problems which are smal customer complaints. Fu  \$ 72,000,000 puth Boulder Creek based overtopping of US36 duri a regional flood detention  \$ 1,309,282 ed in the Stormwater Mase in as infrastructure mainter  \$ 26,231,713 eek basin. This project wo	\$ 986,949 Il enough to be outs inding is also used \$ 1,000,000 I on recommendatic go a 100-year storn pond located just se \$ 197,390 ter Plan and the sto nance, installation a \$ - uld enlarge the cha \$ 1,918,432	\$ 1,026,427 ide of the scope of	\$ 1,067,484 \$ f a master planning storm sewer rehabit by reduces downstreanticipated that bor \$ 213,497 \$ ngineering staff to ins.	primarily involving for Resilience from Resili	\$ 1,154,591 tk funded by this p  \$ - be used to fund c  \$ 230,918 tality in Boulder Cr  \$ - et and Folsom Str	\$ 1,200,77 program is  \$ onstruction.  \$ 240,15 preek and its  \$ eet in order to
Gregory Creek Flood Mitigation In flood mitigation plan for Gregory Canyon Creek was appronences the conveyance capacity of the channel to carry a 1 ttps://bouldercolorado.gov/flood/gregory-canyon-creek-flood cocal Drainage Improvements This capital project provides funds to improve local drainage intended to address system deficiencies highlighted through south Boulder Crk Flood Mitigation This project is to mitigate flooding in the West Valley from Scioulder Creek Flood Mitigation Plan. This project eliminates his project is the initial phase and includes construction of a stormwater Quality Improvements This program will fund stormwater quality projects as identificationaries. This funding can be used for multiple efforts such proper Goose Creek There is extensive localized flooding in the upper Goose Creenstruct storm sewer improvements in the upper basin.	sved by City Council in De 10-year storm event. This d-mitigation-study  \$ 6,546,407 problems which are smal customer complaints. Fu  \$ 72,000,000 puth Boulder Creek based overtopping of US36 duria regional flood detention  \$ 1,309,282 ed in the Stormwater Mass as infrastructure mainter  \$ 26,231,713 pek basin. This project wo  \$ 12,371,043 \$ 3,580,000 ed to provide for larger memoval along the drainage	\$ 986,949 Il enough to be outs inding is also used it  \$ 1,000,000 If on recommendation ing a 100-year storr pond located just so  \$ 197,390 ter Plan and the sto hance, installation a  \$ uld enlarge the cha  \$ 1,918,432 \$ 540,000 aintenance related jeways including effore	\$ 1,026,427 ide of the scope of to supplement the  \$ 2,000,000 ons in the 2015 Soon event and greatle outh of US36. It is  \$ 205,285 ornwater quality end planning studies \$ nnel to provide inc.  \$ 1,928,569 \$ 560,000 orojects along the outs relating to the outpet of the control of the co	\$ 1,067,484 \$ f a master planning storm sewer rehabit the preduces downstre anticipated that bor \$ 213,497 \$ to increased capacity bet \$ 2,003,312 \$ \$ 580,000 \$ to the produces downstre anticipated that bor several capacity bet \$ 2,003,312 \$ \$ 580,000 \$ to the produce of the	\$ 1,110,183 effort. Most wor illitation program. \$ 66,000,000 eam flood risks. and proceeds will \$ 222,037 exprove water qu \$ 26,231,713 tween 19th Street \$ 2,090,244 \$ 610,000 nageways. This	\$ 1,154,591 It funded by this process  be used to fund or  \$ 230,918 Hallity in Boulder Columbia  \$ 2,169,454 \$ 630,000  funding will addre	\$ 1,200,777 program is  \$ onstruction.  \$ 240,15 preek and its  \$ eet in order to  \$ 2,261,03  \$ 660,00 proposes ongoing

The program provides funds for the rehabilitation or replacement of existing storm sewers that have reached the end of their useful life.

#### 2021-2026 Capital Improvement Plan

	Esti	Estimated Total Cost		2021 Recommended		2022 Projected		2023 Projected		2024 Projected		2025 Projected		2026 Projected	
Transportation Coordination	\$	4,364,272	\$	657,966	\$	684,285	\$	711,656	\$	740,122	\$	769,727	\$	800,51	
improvement projects. This project is for an ongoi	ng funding program.														
improvement projects. This project is for an ongoi  Utility Billing Computer System	ng funding program.	62,500	\$	62,500	\$	-	\$	-	\$	-	\$	-	\$		
	\$		\$	62,500	\$	<u>-</u>	\$	-	\$	-	\$	-	\$		
Utility Billing Computer System	\$			62,500 684,285		711,656		740,122		769,727		800,516		832,53	

This project provides on-going 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. This project is categorized as "Important" using the Budgeting for Resilience framework.

The project is for an ongoing funding program. Funding has been escalated to reflect inflation.



### 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 projectspecific 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.





#### 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 included in the 2020-2025 CIP were recommended to complete a Community and Environmental Assessment Process (CEAP).

#### **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.

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## **Fund Financials**

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- (	Workers' Compensation Insurance Fund	296

		2019 Actual	2020 Revised		2021 Approved	2022 Projected	2023 Projected	2024 Projected	_ <u>a</u>	2025 Projected	•	2026 Projected
Beginning Fund Balance	↔	64,250,248	\$ 50,842,986	\$ 98	918	\$ 31,396,610	\$ 31,051,035	\$ 31,439,835	35 \$	33,078,604	₩	29,933,809
Sources of Funds												
Sales and Use Taxes	မှ	65,777,734	\$ 54,263,898	\$ 86	58,015,148	\$ 60,743,160	\$ 63,257,274	\$ 65,940,675	75 \$	62,622,037	s	64,135,928
Property Taxes		35,695,034	38,819,463	63	39,642,661	40,435,514	41,244,225	42,069,109	60	42,910,491		43,768,701
Accomodation/Admission Taxes		10,865,194	5,765,070	120	6,770,251	6,960,813	7,156,829	7,358,457	22	7,565,858		7,779,202
Occupation Taxes		7,726,157	7,986,239	39	8,117,542	8,274,559	8,284,950	8,295,588	88	8,306,477		8,317,623
Municipalization		5,076,181	2,076,181	81	2,071,985	2,071,985	•			•		•
Ownership Taxes		2,336,910	2,108,392	92	2,108,392	2,150,560	2,193,571	2,237,442	42	2,282,191		2,327,835
Sales of Goods		185,121	164,928	28	326,500	328,030	329,591	331,182	82	332,806		334,462
License, Permits, and Fines		9,892,365	6,891,930	30	8,932,359	9,493,824	9,540,089	9,587,440	40	9,635,905		9,685,510
Fees		1,867,301	1,931,795	92	1,699,904	1,695,002	1,690,199	1,685,492	92	1,680,878		1,676,357
Recreational Marijuana		3,632,734	3,822,843	43	4,136,149	4,215,514	4,302,686	4,397,814	14	4,501,065		4,612,623
Intergovernmental		1,375,967	632,781	.81	1,469,011	1,468,752	1,468,493	1,468,235	35	1,467,977		1,467,719
Interest and Investment Earnings		1,291,252	900,000	00	900,000	900,000	900,000	900,000	00	900,000		900,000
Leases, Rents, and Royalties		172,293	139,001	01	190,000	195,700	201,571	207,618	18	213,847		220,262
Other Revenue		1,498,593	1,713,790	06.	1,522,626	1,723,626	1,624,646	1,725,687	87	1,826,748		1,827,831
Cost Allocation		11,258,508	11,425,826	97	11,425,826	11,768,601	12,121,659	12,485,309	60	12,859,868		13,245,664
Total Sources of Funds	<del>\$</del>	158,651,344	\$ 138,642,138	\$ 89	147,328,354	\$ 152,425,641	\$ 154,315,783	\$ 158,690,048	\$	157,106,148	\$	160,299,716
Uses of Funds												
City Council	S		\$ 451,266	\$ 99			\$ 423,447	\$ 430,729	29 \$	438,137	<del>s</del>	438,137
City Manager's Office		2,459,229	3,129,325	25	1,841,306	1,954,861	2,004,748	2,055,909	60	2,108,375		2,108,375
City Clerk		658,507	602,251	51	667,855	542,139	554,504	567,151	51	580,086		580,086
Communications		1,842,467	1,831,142	42	2,273,241	2,280,972	2,335,135	2,390,584	84	2,447,350		2,447,350
General Government		3,271,422	1,553,776	92	1,533,217	1,277,065	1,283,450	1,289,868	89	1,296,317		1,296,317
City Attorney's Office		3,634,415	3,765,491	91	3,618,074	3,718,019	3,820,725	3,926,268	89	4,034,727		4,034,727
Municipal Court		2,045,110	2,311,474	74	2,050,647	2,169,571	2,222,555	2,276,832	32	2,332,435		2,332,435
Climate Initiatives		1,991,414	1,715,819	19	1,654,963	1,900,171	1,938,649	1,977,907	07	2,017,960		2,017,960
Energy Strategy		5,195,408	2,470,522	22	2,071,985	•	1			•		1
Human Resources		3,423,746	4,109,646	46	4,417,549	4,687,898	4,794,389	4,903,298	86	5,014,681		5,014,681
Finance		5,351,941	5,717,098	86	5,107,151	5,475,951	5,604,619	5,736,311	1	5,871,096		5,871,096
Innovation & Technology		5,785,996	6,423,675	12	5,652,167	5,908,022	6,039,574	6,174,055	55	6,311,531		6,311,531
Police		37,307,299	38,283,082	82	36,670,853	39,582,838	40,642,596	41,730,742	42	42,848,040		42,898,215
Fire		21,360,348	21,623,881	81	21,311,117	21,850,546	22,403,630	22,970,713	13	23,552,150		23,552,150
Police/Fire Pensions		620,862	950,104	04	974,083	974,083	974,083	974,083	83	974,083		974,083
Development Services		213,156	260,327	27	260,162	267,629	275,311	283,213	13	291,342		291,342
Planning		743,417	2,920,187	87	2,249,505	2,190,279	2,235,417	2,281,484	84	2,328,502		2,328,502
Facilities & Fleet		7,474,611	5,373,259	29	4,916,278	4,970,155	5,024,623	5,079,687	87	5,135,355		5,135,355
Transportation & Mobility		283,591	1,298,625	25	273,290	285,700	288,811	291,957	22	295,137		295,137
Housing & Human Services		9,000,671	9,145,957	157	8,323,752	8,723,083	8,846,616	8,971,900	00	9,098,957		9,098,957
Library		7,773,752	7,549,216	16	6,351,435	6,595,276	6,760,215	6,929,279	62	7,102,571		7,102,571

**GENERAL FUND 2021 FUND FINANCIAL** 

		2019	2020		2021	2022	2023	2024	2025	2026
		Actual	Revised	•	Approved	Projected	Projected	Projected	Projected	Projected
CONTINUED										
Arts	s	1,417,214	\$ 1,464,844	4 \$	1,335,477 \$	1,394,315 \$	1,410,671 \$	1,427,218 \$	1,443,960 \$	1,443,960
Parks and Recreation		4,376,565	6,231,819	6	5,603,173	6,022,134	6,160,678	6,302,410	6,447,403	6,447,403
Open Space and Mountain Parks		53,755				•	•	•		•
Community Vitality		2,759,678	2,518,690	0	2,776,790	2,845,967	2,901,493	2,958,103	3,015,818	3,015,818
Citywide		6,899,052	6,085,736	9	6,944,843	6,980,673	7,016,687	7,052,887	7,089,274	7,089,274
Capital		•	11,142,223	က	7,935,857	9,830,857	7,935,857	7,935,857	7,935,857	7,935,857
Debt		4,443,009	4,441,500	0	4,441,150	4,463,356	4,485,673	4,508,101	4,530,641	4,530,641
Dedicated Expenses		•	5,253,142	2	3,754,719	4,118,841	4,198,302	4,280,206	4,364,632	4,451,665
One Time Expenses		•	4,123,006	9	1,203,249	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000
Transfers		31,445,229	314,526	9	314,526	314,526	314,526	314,526	314,526	314,526
Mid Year Adjustment to Base		•	(4,582,402	2)	•	•	•	•	•	-
Total Uses of Funds	s	172,058,607 \$	158,479,206	\$ 9	146,937,662 \$	152,771,216 \$	153,926,984 \$	157,051,279 \$	, 160,250,943 \$	160,388,150
Ending Fund Balance Before Reserves	₩	50,842,986 \$	\$ 31,005,918	\$	31,396,610 \$	31,051,035 \$	31,439,835 \$	33,078,604 \$	\$ 29,933,809 \$	29,845,375
Reserves										
Legally Restricted Fund Balance		3,969,750	3,369,486	9	2,768,783	2,168,079	1,887,728	1,927,728	1,967,728	2,007,728
Restricted by Management Fund Balance		2,314,604	1,585,089	6	1,585,089	1,585,089	1,585,089	1,585,089	1,585,089	1,585,089
Pay Period 27		2,804,569	2,970,945	2	3,137,321	3,303,697	3,470,073	3,636,449	166,376	332,752
Reserves		25,614,678	23,080,398	8	23,905,416	23,994,168	24,496,942	25,929,336	26,214,614	25,919,804
Total Reserves	\$	34,703,601 \$	\$ 31,005,918	\$ 8	31,396,608 \$	31,051,033 \$	31,439,833 \$	33,078,602 \$	\$ 29,933,807 \$	29,845,373
Ending Fund Balance After Reserves	s	16,139,385 \$	49	<b>\$</b>	2 \$	2 \$	2 \$	2 \$	2 \$	2

**GENERAL FUND 2021 FUND FINANCIAL** 

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		2019 Actual		2020 Revised	¥	2021 Approved	- F	2022 Projected	۵	2023 Projected	P	2024 Projected	Pre	2025 Projected	Prc	2026 Projected
Beginning Fund Balance	<del>\$</del>	•	<del>\$</del>	36,231,827	<del>\$</del>	4,048,345	\$	5,199,657	\$	9,014,593	\$	33,126	€	1,098,062	\$	1,862,998
Sources of Funds																
General Fund Transfer	\$	21,672,574	↔	4,744,720	↔	6,222,407	<del>S</del>	8,369,767	s	7,317,127	↔	7,317,127	↔	7,317,127	۱^ ج	7,317,127
General Fund One Time	•	, 000		3,003,720		, 000		, 000		700,000		, 00		, 000	`	, 00
II Transter Facilities and Fleet Transfer		1,064,936 3,232		1,064,936		3,064,936		1,064,936		1,064,936		1,064,936		1,064,936 1,668,841	. `	1,064,936 1,668,841
Bond Proceeds	7	20.032,976		)		)		) ) ) )		. I		. I		- I		· · ·
Adjustment to Base / Carryover	I			32,227,473		•		1		•		'		,		•
Interest		84,849				-		-		-		•		-		-
Total Sources of Funds	\$ 4;	42,858,567	<del>s</del>	43,369,696	<del>6</del>	10,866,184	\$	11,103,544	` <del>\$</del>	10,750,904	\$	10,050,904	\$	10,050,904	\$ 10	10,050,904
Uses of Funds																
IT - Broadband Debt Service	` \$	1,239,322	↔	1,500,000	↔	1,500,000	↔	1,500,000	<del>s</del>	1,500,000	s	1,500,000	↔	1,500,000	` \$	1,500,000
IT - Broadband Backbone		162,611		18,755,737		•		•		•		•		•		•
IT - Enterprise Data Warehouse		•		250,000		250,000		250,000		250,000		•		•		•
IT - Enterprise Constituent Relationship Mgmt		•		•		135,000		i		•		1		•		1
IT - Software Replacement		63,900		1,500,000		100,000		•		5,100,000		•		300,000		•
IT - HRIS		•		•		4,500,000		•		•		•		•		•
IT -Data Center		51,100		417,475		•		•		•		•		•		•
IT - Electronic Signatures and Petitioning		•		400,000		•		•		•		•		•		•
Citywide - Hogan Pancost		640,703		640,704		640,704		640,704		320,352		•		•		•
Citywide - General Fund Capital		•		•		•		698,736		1,566,448		1,886,800		1,886,800		•
Police - Bomb Truck Replacement		1		100,000		•		•		•		•		•		•
Police - Bomb Squad Suits		•		•		80,000		•		•		•		•		•
F&F - Pavilion Debt Service		•		•		•		•		3,000,000		3,000,000		3,000,000	(-)	3,000,000
F&F- Boulder Hospital Deconstruction	•	2,613,095		10,912,234		•		1,600,000		•		•				•
F&F- Pavilion Remodel Design		•		1,607,742		392,258		•		•		•		•		•
F&F- Alpine Balsam Garage		•		397,000		•		•		•		•				•
F&F- Facilities Maintenance		•		1,168,841		1,186,583		1,668,841		1,668,841		1,668,841		1,668,841	`	1,668,841
Library - NoBo Construction		•		1,200,000		•		•		•		•		•		
Fire - Apparatus Replacement		1 (		•		930,327		930,327		930,327		930,327		930,327		930,327
Fire - Fire Station #3		854,973		•		•		•		5,396,403		1				
2020 Reductions (Transfer back to GF)		•		3,910,000		•		•		•		•		•		-
Total Uses of Funds	<del>⇔</del>	5,625,704	<del>s</del>	42,759,733	<del>so</del>	9,714,872	s	7,288,608	` <del>∽</del>	19,732,371	<del>ss</del>	8,985,968	<del>s</del>	9,285,968	ss.	7,099,168
Ending Fund Balance Before Reserves	.e.	37,232,863	<del>ડ</del>	4,614,317	<del>ss</del>	5,199,657	<del>ss</del>	9,014,593	s	33,126	s	1,098,062	s	1,862,998	<b>\$</b>	4,814,734
Reserves																
Software Replacement Reserve	\$	1,001,036	\$	565,972	\$	5,100,000	\$	5,100,000	\$	750,000	\$	1,814,936	\$	2,579,872 \$	\$	3,644,808
Total Reserves	` \$	1,001,036	↔	565,972	S	5,100,000	\$	5,100,000	↔	750,000	€	1,814,936	\$	2,579,872	··	3,644,808
G 334	ŧ	700 004	ŧ	104004	÷	000	ŧ	0 044 500	ŧ	(140 014)	é	(140 014)	e	0 140 041		4 400 000
Ending Fund Balance Arter Reserves	<del>0</del>	170,167,0		4,040,343	0	99,657	<del>o</del>	5,914,595	0		<del>0</del>	(/10,0/4)	0	(/10,0/4) \$		1,169,926
Oboc of Lateria Land																

Note: Fund created in 2019.

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.25 CENT SALES TAX 2021 FUND FINANCIAL
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		2019	2020	2021		2022	2023		2024	2025	20	2026
		Actual	Revised	Approved		Projected	Projected	pa	Projected	Projected	Proje	Projected
Beginning Fund Balance	<del>\$</del>	7,220,772 \$	8,828,988	\$ 2,539,731	31	2,235,994	\$ 2,625,896	\$ 968'9	3,887,416	\$ 5,329,097	\$ 7,5	7,244,450
Sources of Funds												
Sales Tax Interest	↔	9,094,750 \$	7,504,762	\$ 7,983,329	29 \$	8,417,662	\$ 8,787,186	87,186 \$	9,173,448	\$ 9,482,708	£'6	9,721,174
Valmont City Park		64,911	7, 1	60,000	3 8	61,800	63	63,654	65,564	67,531		69,556
Grants and Donations		960'98	•			1			•	•		
Other Revenue Adjustment to Base		74,130	44,000 10,430	44,000	00 '	45,320	46	46,680	48,080	49,522		51,008
Total Sources of Funds	<del>s</del>	9,453,084 \$	7,731,357	\$ 8,119,584	34 \$	8,540,881	\$ 8,916,426	3,426 \$	9,315,081	\$ 9,638,130	\$ 9,8	9,893,899
Uses of Funds												
Business Services & Marketing	↔	\$ 000,990 \$	1,053,445	\$ 877,851	51 \$	965,557	\$ 1,001,765	1,765 \$	1,039,332	\$ 1,078,307	\$	1,118,743
Valmont City Dark Operations		728 171	712,603,217	345 209	3 2	2,304,231 358 155	2,390	330,001 371 586	385 520	325,575,2	ν, ,	003,022 414 076
Special Events		240,768	263,005	207,209	428	215,117	223	27.1,380 223,184	231,554	240,237		414,370 249,246
Community Partnerships & Volunteerism		293,889	280,420	303,712	12	228,143	236	236,698	245,575	254,784		264,338
Planning and Project Management		222,951	293,639	216,439	39	224,555	232	232,976	241,713	250,777		260,181
Forestry		181,123	627,964	473,081	31	490,822	506	509,228	528,324	548,136	4,	568,691
Natural Lands		431,617	464,302		33	454,407	471	471,447	489,127	507,469	4,	526,499
Land Operations and Maintenance		2,657,696	461,415	479,872	72	499,067	518	519,030	539,791	561,382	4,	583,838
Dept. Administration		1,331,167	•			1			1	1		
Planning and Project Management		259,039	•			•			•	•		•
Sports Field Maintenance		688,259	' !		' !	1 (		' (	1 (	1 0	•	' !
FAM - Ongoing and Major Maintenance		421,538	461,415		5 5	478,719	496	496,670	515,296	534,619	,	554,667
Capital Improvement Program		1,704,334	6,952,458	Ŋ,	00	1,750,000	1,022,000	2,000	1,000,000	600,000	-	1,500,000
Capital Keturbishment Projects		52,317	200,000	150,000	90	100,000	1	100,000	100,000	100,000	•	100,000
One Time Use- RAF			688,062			•		•	•	•		•
Adjustment to Base COVID-19 Reducton			1,041,484 (1.977,479)									
Total Uses of Funds	s	7,844,867 \$	14,020,615	\$ 8,423,320	\$ 02	8,150,979	\$ 7,654	7,654,906 \$	7,873,400	\$ 7,722,777	\$ 8,8	8,881,368
Ending Fund Balance Before Reserves	<del>ss</del>	8,828,988 \$	2,539,731	\$ 2,235,994	94 \$	2,625,896	\$ 3,887,416	,416 \$	5,329,097	\$ 7,244,450	8,3	8,256,981
Reserves												
Operating Reserve	↔	857,849 \$	1,0	\$	36 \$	888,339	\$ 920	920,435 \$		\$ 988,224	3,1	1,024,005
FEMA De-obligation Reserve		33,766	33,766	33,766	99	33,766	33	33,766	33,766	33,766		33,766
PENA LEGISIATIVE COLLIIII GELICY Day Deriod 27 Reserve		2,972	- 03 846	96 635	ን ነ	110410	124	124 185	137 960	13 775		27 549
Sick/Vacation/Bonus Reserve		215,916	10,535		5.5	11,177	1 =	11,512	11,858	12,213		12,213
Total Reserves	<del>s</del>	1,203,212 \$	1,1	\$ 1,010,788	\$88	1,043,692	\$ 1,089,898	\$ 868'6		\$ 1,047,978	\$ 1,0	1,097,533
Ending Fund Balance After Reserves	<del>ss</del>	7,625,776 \$	1,373,382	\$ 1,225,206	\$ 90	1,582,204	\$ 2,797	2,797,518 \$	4,191,798	\$ 6,196,473	\$ 7,7	7,159,448

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<b>AFFORDABLE HOUSING 2021 FUND FINANG</b>
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		2019 Actual	2020 Revised	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	<del>⇔</del>	7,902,097 \$	6,911,825	\$ 5,546,662	\$ 7,701,777	\$ 7,082,044 \$	\$ 6,184,467	\$ 4,991,446 \$	3,482,707
Sources of Funds									
Cash In Lieu of Affordable Units	↔	6,580,046 \$	3,292,080	\$ 3,303,443	\$ 1,000,000	\$ 1,000,000 \$	\$ 1,000,000	\$ 1,000,000 8	\$ 1,000,000
Transfer from General Fund		221,741	221,741	210,378	221,741	221,741	221,741	221,741	221,741
Transfer from Short-Term Rental Revenue		957,719	915,000	795,581	811,493	827,722	844,277	861,162	878,386
Miscellaneous Revenues		28,000	•	•	•	•	•	•	•
Linkage Fee		3,509,863	525,000	525,000	472,500	425,250	382,725	344,453	310,007
Interest		173,665	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Real Estate Sales		5,794,405		•	•	•	•	•	•
Ponderosa Moble Home Park		376,554	220,000	220,000	•	•	•	•	•
Other		22,367	1	•	•	•	•	•	•
Total Sources of Funds	<del>s</del>	17,664,360 \$	5,193,821	\$ 5,074,402	\$ 2,525,734	\$ 2,494,713	\$ 2,468,743	\$ 2,447,356 \$	2,430,134
Uses of Funds									
Program Management	69	877.112 \$	1.038.758	\$ 791.926	\$ 815,684	\$ 840,154	\$ 865,359	\$ 891.320 \$	918.059
Cost Allocation				146.272	150,660	155,180	159,835	164,630	
Impact Fee Administration		1,027	1,058	1,090	1,122	1,156	1,191	1,226	1,263
Acquisition, Rehabilitation and Construction		16,514,000	1,980,000	1,980,000	2,178,000	2,395,800	2,635,380	2,898,918	3,188,810
Ponderosa Mobile Home Park		1,118,384		•	•	•	•	•	•
Project Carryover and Encumbrances		-	3,392,896	-	-	-	-	•	-
Total Uses of Funds	<del>s</del>	18,654,633 \$	6,558,983	\$ 2,919,288	\$ 3,145,466	\$ 3,392,290	\$ 3,661,765	\$ 3,956,094 \$	, 4,277,701
Ending Fund Balance Before Reserves	<del>so</del>	6,911,825 \$	5,546,662	\$ 7,701,777	\$ 7,082,044	\$ 6,184,467 \$	\$ 4,991,446	\$ 3,482,707 \$	1,635,140
Reserves									
Sick/Vacation Accrual	↔	12,235 \$	1	· •	·	· ·	· ·	· ·	'
PERA Legislative Contingency		1,046	•	•	•	•	•	•	•
Pay Period 27		17,319	17,319	21,829	26,339	30,849	35,358	4,510	9,020
Total Reserves	<del>s</del>	\$ 009'08	17,319	\$ 21,829	\$ 26,339	\$ 30,849 3	\$ 35,358	\$ 4,510 \$	9,020
Ending Fund Balance After Reserves	<del>so</del>	6,881,225 \$	5,529,343	\$ 7,679,948	\$ 7,055,705	\$ 6,153,618 \$	\$ 4,956,088	\$ 3,478,197 \$	1,626,120

Notes: 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.

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		2019 Actual	2020 Revised	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	€9	1,989,129 \$	2,004,103 \$	, 1,798,033 \$	1,971,926	\$ 2,126,749	\$ 2,289,671	\$ 2,438,772 \$	2,613,071
Sources of Funds									
Airport Rental Fuel Flowage Fees Federal Grant	↔	478,000 \$ 35,841	605,595 \$ 18,540 4 900 000	\$ 645,342 \$ 22,580	658,249 19,669	\$ 671,414 8 20,259	\$ 684,842 20,867	\$ 698,539 \$ 20,867	712,510 20,867
State Grant Interest on Investments Revenue Carry Over		39,490	250,000 250,000 61,626 825,009	25,452	- 12,946 -	19,719	16,666 21,267	- 22,897 -	- 24,388 -
Total Sources of Funds	<del>s</del>	\$81,106 \$	\$ 022'099'9	693,374 \$	690,864	\$ 711,392	\$ 1,043,643	3 742,303	757,764
Uses of Funds									
Airport Management Transportation Administration	↔	278,703 \$ 20,004	293,206 \$ 20,656	3 286,490 \$ 20,266	294,652 20,874	\$ 300,545 8 21,501	\$ 306,556 3 22,146	\$ 312,687 \$ 22,810	318,941 23,494
Cost Allocation		44,565	45,234	45,234	48,697	50,158	51,663	51,663	51,663
Capital Improvement Program Facility Building Reserves Encumbrances, Carrvovers & Adiustments		20,000	5,427,780 20,000 916,677	20,000	20,000	20,000	333,333 20,000 -	20,000	20,000
Total Uses of Funds	<del>ss</del>	726,932 \$	6,723,553 \$	371,990	384,224	\$ 392,204	\$ 733,698	\$ 407,160 \$	414,098
Ending Fund Balance Before Reserves	S	2,143,303 \$	1,941,321 \$	3, 119,417	2,278,566	\$ 2,445,937	\$ 2,599,616	\$ 2,773,915 \$	2,956,737
Reserves Designated Sick/Vacation Accrual Pay Period 27 Reserve - 2024	₩	113,904 \$ 16,307 8,989	100,205 \$ 16,796 6.458	89,902 \$ 14,641 6,458	98,596 15,080 6.458	\$ 106,337 \$ 15,532 6.458	\$ 114,484 15,998 6,458	\$ 121,939 \$ 16,478	130,654
Total Reserves	<del>ss</del>	139,200 \$	143,287 \$	14	151,817			\$ 160,844 \$	160,844
Ending Fund Balance After Reserves	<del>s</del>	2,004,103 \$	1,798,033 \$	1,971,926	2,126,749	\$ 2,289,671 \$	\$ 2,438,772	\$ 2,613,071 \$	2,795,893

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		2019 Actuals	2020 Revised	2021 Approved	2022 Projected	2023 Projected	2024 Projected		2025 Projected	2026 Projected
Beginning Fund Balance	₩	262,492 \$	,835	\$ 6,902 \$	187,633	\$ 275,202	₩.	\$ 68	621,074 \$	
Sources of Funds										
Property Tax	↔	273,306 \$		\$ 389,574 \$	484,900	\$ 494,538	\$	729,888 \$	744,356 \$	_
Ownership Tax		14,836	14,985	15,134	15,286	15,439		15,593	15,749	16,143
Interest on Investment		5,377	1,011	193	2,383	1,981		2,120	4,472	6,205
Long Term Garage Parking Revenue Short Term Garage Parking Revenue		29.273	36,660 19,089	46,330 25 120	38 942	39 720		24,304 40,515	56,539 41,325	57,952 42,358
Miscellaneous Revenue		25,27	25,039	23, 120	25,242	23,720		25.25	75,75	12,336
Operating Transfer from BJAD-TDM		) '	175,000	) 	) 	) 		} '	) '	} '
Total Sources of Funds	↔	335,192 \$	571,782	\$ 478,377 \$	591,798	\$ 603,977	€	842,506 \$	862,466 \$	885,648
Uses of Funds										
Operating										
Parking Garage operations - Contract	↔	87,113 \$		\$ 85,500 \$	88,065	\$ 90,707	↔	93,428 \$	96,231 \$	
BJAD - GID/Parking - Personnel BJGID/Admin Non-Personnel		6,279 4.968	48,426 27.646	52,259 31,637	54,350 32,270	56,524 32,915		58,784 33,573	61,136 34,245	63,581 34,930
Sub-Total Operating	s	\$ 098,86		\$ 169,396 \$	174,684	\$ 180,146	\$	\$ 982,786	191,612 \$	197,629
Capital Improvement Plan										
Annual CIP Projects	s	<del>ن</del> ا	,	· ·	100,000	\$ 100,000	↔	100,000 \$	100,000 \$	100,000
Sub-Total Capital	s	<b>↔</b>	1	<del>\$</del> -	100,000	\$ 100,000	<del>s</del>	100,000 \$	100,000 \$	100,000
Transfers to Other Funds	e			100	000					
Cost Allocation Reimbursement of B IAD-TDM for Operating Transfer	<del>ہ</del>	\$ 756,82	28,965	\$ 58,965 \$	29,544	\$ 29,544 175,000	Ð	\$ 651,05	\$ 651,05 -	30,135
Sub-Total Expense Transfers	₩	28,537 \$	28,965	\$ 28,965 \$	29,544	\$ 204,544	s	30,135 \$	30,135 \$	30,135
Debt   Perspect Designant   Dedesign Designant	6							e	e	
Lease Fulchase Payment: Pedelson Development  Payment to CAGID for Operating Loan	Ð	4 10,007 \$	410,007	ው - ው 2285		e i	Ð	<del>0</del>	<del>0</del>	
Payback to City of Boulder for Loan Gap		- ,	2,202	100,000	200,000	100,000		200,000	300,000	
Sub-Total Debt	s	418,952 \$	418,952 \$	\$ 102,285 \$	200,000	\$ 100,000	<del>\$</del>	200,000 \$	\$ 000,000	•
Total Uses of Funds	s	545,849 \$	613,715	\$ 300,646 \$	504,229	\$ 584,690	s	515,921 \$	\$ 1747 \$	327,764
Ending Fund Balance Before Reserves	<del>ss</del>	51,835 \$	9,902	\$ 187,633 \$	275,202	\$ 294,489	<del>s</del>	621,074 \$	861,792 \$	1,419,676
Reserves										
Operating PERA Legislative Contingency	<del>s</del>	54,585 \$ 26	61,372 \$	\$ 50,208 \$	84,206	\$ 97,643	မှ	86,159 \$	103,832 \$ 26	54,737
Total Reserves	s	54,611 \$	61,372	\$ 50,208 \$	84,206	\$ 97,643	<del>ss</del>	86,159 \$	103,858 \$	54,763
Ending Fund Balance After Reserves	ઝ	(2,776) \$	(51,469)	\$ 137,425 \$	190,996	\$ 196,846	s	534,915 \$	\$ 22,935	1,364,914

		2019 Actual	2020 Revised	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	s	426,342 \$	461,524 \$	\$ 892,209	779,101	\$ 1,288,912 \$	1,778,475 \$	1,778,475 \$	2,172,846
Sources of Funds									
Property Tax	မာ	156,969 \$	278,764 \$	312,353 \$	584,062	\$ 593,471 \$	744,580 \$	756,920 \$	775,843
Ownership Tax						29,674	37,229		
Payments In Lieu of Taxes		•	103,234	298,908	308,006	123,332	55,551	55,551	35,551
Interest on Investment		3,094	000,6	6,446	5,610	9,280	12,805	12,805	15,644
Transfer from BJAD-Parking (Reimbursement)		•				175,000	•	•	
Total Sources of Funds	<del>ss</del>	168,580 \$	404,936 \$	633,325 \$	926,881	\$ 930,756 \$	850,165 \$	863,122 \$	865,830
Operating Uses of Funds									
TDM Admin Personnel	↔	24,518 \$	32,458 \$	36,320 \$	37,773	\$ 39,284 \$	40,855 \$	40,855 \$	42,489
TDM Admin NPE		37,466	6,874	18,176	18,540	18,910	19,289	19,289	19,674
TDM Programs		66,051	139,114	301,851	355,150	377,222	389,701	389,701	395,236
Cost Allocation		5,364	5,445	5,445	5,608	5,777	5,950	5,950	6,128
Total Operating Uses of Funds	s	133,399 \$	183,891 \$	361,792 \$	417,070 \$	\$ 441,193 \$	455,794 \$	455,794 \$	463,528
Transfers to Other Funds									
Operating Transfer to BJAD-Parking	s	<b>↔</b> '	175,000 \$	<b>₽</b>	'	\$ -	<b>\$</b>	·	
Sub-Total Expense Transfers	\$	<b>₽</b>	175,000 \$	· ·	•	\$ -	<del>\$</del>		
Total Uses of Funds	s	133,399 \$	358,891 \$	361,792 \$	417,070 \$	\$ 441,193 \$	455,794 \$	455,794 \$	463,528
Ending Fund Balance Before Reserves	s	461,524 \$	\$ 892,568	\$ 101,677	1,288,912	\$ 1,778,475 \$	2,172,846 \$	2,185,802 \$	2,575,149
Reserves									
Operating	↔	22,278 \$	30,710 \$	60,419 \$	69,651	\$ 73,679 \$	76,118 \$	76,118 \$	77,409
( · · · · · · · · · · · · · · · · · · ·									

Ending Fund Balance After Reserves \$

		2019 Actuals	2020 Revised		2021 Approved	2022 Projected	22 cted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	<b>↔</b>	3,379,263 \$	6,122,669	\$ 69	4,734,308	\$ 5,3	5,333,250 \$	5,727,571	\$ 5,875,402	\$ 4,310,455	\$ 4,606,070
Sources of Funds											
Transportation DET	s	1,350,337 \$	309,795	35	349,795	2	250,000	225,000	202,500	182,250	164,025
Transportation Use Tax		•	60,000	8	20,000		20,000	18,000	16,200	14,580	13,122
General Fund Construction Use Tax		805,521	150,000	00	150,000	_	000,001	90,000	81,000	72,900	65,610
Parks Impact Fees		1,418,626	568,000	8	555,000		٠	•	'	•	
Interest on Investments		77,656	23,844	4	24,147		24,321	24,831	25,353	25,885	26,429
Total Sources of Funds	<del>⇔</del>	3,652,140 \$	1,111,639	\$ 68	1,098,942	e \$	394,321 \$	357,831	\$ 325,053	\$ 295,615	\$ 269,186
Uses of Funds											
Adopted Key Public Improvements:											
Development Coordination	<del>6</del>	24,226 \$		<b>↔</b> '	•	s	<b>⇔</b> '		-	· \$	€
Boulder Slough Project		884,508	2,500,000	00	500,000		٠	1	-	-	
Total Uses of Funds	<del>⇔</del>	908,734 \$	2,500,000	\$ 00	200,000	<del>⇔</del>	<b>↔</b> •	210,000	\$ 1,890,000	• <del>•</del>	<del>⇔</del>
Ending Fund Balance Before Reserves	<del>⇔</del>	6,122,669 \$	4,734,308	\$ 80	5,333,250	\$ 5,7	5,727,571 \$	5,875,402	\$ 4,310,455	\$ 4,606,070	\$ 4,875,256
Reserves											
Pay Period 27 Reserve - 2024	↔	3,000 \$	3,000	\$ 00	3,000	€	3,000 \$	3,000	\$ 3,000	٠ <del>د</del>	₩
Total Reserves	↔	3,000 \$	3,000	\$ 00	3,000	<b>\$</b>	3,000 \$	3,000	\$ 3,000	\$	\$
Ending Fund Balance After Reserves	↔	6,119,669 \$	4,731,308	\$ 80	5,330,250	\$ 5,7	5,724,571 \$	5,872,402	\$ 4,307,455	\$ 4,606,070	\$ 4,875,256

**BOULDER JUNCTION IMPROVEMENT 2021 FUND FINANCIAL** 

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		2019 Actual		2020 Revised	₹	2021 Approved	•	2022 Projected	4	2023 Projected	ا آ	2024 Projected	"	2025 Projected	2 Proj	2026 Projected
Beginning Fund Balance	↔	444,488	<del>so</del>	458,334	<del>⇔</del>	458,334	<del>s</del>	458,334	<del>⇔</del>	458,334	<del>⇔</del>	458,334	<del>ss</del>	458,334	& 4	458,334
Sources of Funds	<del>U</del>	3 976 925	¥	4 725 915	¥	3 909 408	<del>U</del>	4 269 658	¥	3 906 382	¥	3 311 66A	¥	3 313 815	γ (	\$ 3 313 741
Interest Earnings 2020 Bond Proceeds	<del>)</del>	19,674 19,674 20,142,669	<b>→</b>		<del>)</del>		<b>→</b>		<b>.</b>		<b>+</b>	6,000	<b>→</b>		, 5 →	6,000
Total Sources of Funds		\$ 24,139,268	s	4,731,915	<del>s</del>	3,915,408	<del>s</del>	4,275,658	<del>s</del>	3,912,382	s	3,317,664	s	3,319,815 \$ 3,319,741	\$ 3,3	19,741
Uses of Funds																
BMPA Base Rentals-Principal	↔	2,345,484	↔	2,418,704	↔	2,428,553	↔	2,500,329	↔	2,582,998	↔	2,072,935	↔	2,143,188	\$ 2,2	2,213,799
Administrative Fee		5,828		6,000		6,000		6,000		6,000		6,000		6,000	-	6,000
Transfer to Govt Cap Fund		20,032,976		•		•		•		•		•		•		•
Underwriter Fees		109,694		•		•		•		•		1		1		'
Total Uses of Funds	↔	24,125,422	S	4,731,915	s	3,915,408	<del>\$</del>	4,275,658	\$	3,912,382	S	3,317,664	s	3,319,815 \$ 3,319,741	\$ 3,3	19,741
Ending Fund Balance	<del>ss</del>	458,334	s	458,334	<del>\$</del>	458,334	<del>s</del>	458,334	<del>s</del>	458,334	<del>ss</del>	458,334	s	458,334	\$	458,334

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		2019 Actual	2020 Revised	Ap	2021 Approved	2022 Projected		2023 Projected	2024 Projected		2025 Projected	2026 Projected
Beginning Fund Balance	<del>\$</del>	12,996,142 \$	13,234,490	<b>↔</b>	8,323,192 \$	\$ 7,987,343	<b>↔</b>	8,631,626 \$	7,454,345	\$	8,155,803 \$	8,895,144
Sources of Funds												
Interest - Excise Taxes	မှ	50,273 \$	37,361	↔	15,547 \$	8,926	↔	\$ 066'8	9,055	↔	9,120 \$	9,186
Impact Fees		3,159,130	551,151		578,709	607,644		638,026	669,927		703,424	738,595
Interest - Impact Fees		218,443	134,118		90,157	48,583		53,157	44,616		49,602	54,859
Total Sources of Funds	<del>s</del>	3,427,846 \$	722,630	<del>ss</del>	684,413 \$	665,153	↔	700,174 \$	723,599	<del>ss</del>	762,146 \$	802,640
Uses of Funds												
Excise Tax Administration	မှာ	19,099 \$	19,672	မှာ	20,262 \$	\$ 20,870	ઝ	21,496 \$	22,141	ક્ક	22,805 \$	23,489
Capital Improvement Program- Excise Tax			1,884,533		ı	•		•	•		•	•
Capital Improvement Program- Impact Fees		3,170,399	1,515,467		1,000,000	•		1,855,958	1		•	•
Encumbrances, Carryovers & Adjustments		•	2,214,257		•	•		•	•		-	•
Total Uses of Funds	<del>s</del>	3,189,498 \$	5,633,929	<del>ss</del>	1,020,262 \$	\$ 20,870	<del>s</del>	1,877,454 \$	, 22,141	<del>⇔</del>	\$ 22,805 \$	23,489
Ending Fund Balance Before Reserves	<del>ss</del>	13,234,490 \$	8,323,192	<del>\$</del>	7,987,343 \$	8,631,626	<b>↔</b>	7,454,345 \$	8,155,803	€>	8,895,144 \$	9,674,294
Reserves												
Restricted Balance - Excise Tax	↔	3,071,357 \$	1,224,185	↔	1,239,733 \$	\$ 1,248,659	↔	1,257,649 \$	1,266,704	s	1,275,824 \$	1,285,010
Restricted Balance - Impact Fee		10,163,133	7,099,006		6,747,610	7,382,967		6,196,696	6,889,099		7,619,319	8,389,284
Total Reserves	<del>⇔</del>	13,234,490 \$	8,323,192	€	7,987,343 \$	8,631,626	€	7,454,345 \$	8,155,803	↔	8,895,144 \$	9,674,294
Ending Fund Balance After Reserves	<del>s</del>	<b>↔</b>	•	s	•		s	•	•	s	'	•

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		2019		2020	2021		2022	2023	2024	2025	25	2026
		Actual		Revised	Approved	"	Projected	Projected	Projected	Projected	cted	Projected
Beginning Fund Balance	<del>\$</del>	9,549,313	<b>↔</b>	9,625,679 \$	1,154,996	↔	5,378,664	\$ 11,595	\$ 11,595	<b>↔</b>	11,595	\$ 11,59
Sources of Funds												
Bond Proceeds (CCS2) Sales and Use Tax (CCS2)	↔	8,100,000	↔	\$ -	9.659.134	↔		•	₩	↔	' '	€
Total Sources of Funds	<del>ss</del>	19,294,383	<del>⇔</del>	9,063,032 \$		<del>⇔</del>	•		·	<del>ss</del>		<del>s</del>
Heae of Funds												
CCS1												
Encumbered c/o and Actual	\$	1,675,070.39	8	1,018,034.12 \$	•	↔	•	· ·	· \$	\$	1	€
CCS2												
Citywide Radio Infrastructure		796,656		•	•		1	•	•		٠	
North Boulder Branch Library		533,046		3,828,823	•		•	•	•		٠	
Fire Station #3		8,102,954		1,351,000	•		2,749,000	•	'		•	
Scott Carpenter Pool		4,200,000		•	•		•	•	•		٠	
Public Art		\$90,402		200,000	•		1	i	•		٠	
Fourmile Canyon Creek		4,580		1,314,000	1,752,000		434,000	i	•		٠	
Resource Central		•		400,000	1,000,000		•	•	•		٠	
Meals on Wheels		1,600,000		1	•		1	•	'		•	
KGNU Radio		'		350,000	•		•	•	•		٠	
BMOCA		•		250,000	500,000		•	•	•		•	
Debt Service		2,215,308		2,182,880	2,183,466		2,184,069	•	•		٠	
Reduction Pending Actual Revenue		'		(000,009)	•		•	•	•		•	
Appropr. from ATBs, Carryovers		•		7,238,977	•		•	•	•		•	
Total Uses of Funds	<del>s</del>	19,218,017	<del>ss</del>	17,533,714 \$	5,435,466	s	5,367,069	•	٠ <del>ده</del>	<del>⇔</del>	•	€.
Ending Fund Balance Before Reserves	s	9,625,679	s.	1,154,996 \$	5,378,664	€	11,595	\$ 11,595	\$ 11,595	<del>\$</del>	11,595	\$ 11,59
Reserves												
Administrative Contingency Pav Period 27	↔	, ,	<del>⇔</del>	500,000 \$	500,000	↔	- 8363		- '	<del>⇔</del>	1 1	€
Total Reserves	↔	•	<del>⇔</del>	\$02,788 \$	20	↔	8,363	·	·	<del>\$</del>	•	<del>\$</del>
Ending Fund Balance After Reserves	S	9.625.679	€9	652.208 \$	4.873.088	e.	3.232	11.595	11,595	<del>s</del>	11.595	11.59
בוומושל היות המושום מיות המושום	<b>&gt;</b>	2.0000	<b>&gt;</b>			<b>&gt;</b>	2,502	060,11		<del>)</del>		

Note: Temporary tax ends December 31, 2021.

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<b>CLIMATE ACTION PLAN 2021 FUND FINANCIAL</b>
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		2019	2020	2021	2022	2023	2024*	2025*	2026*
Beginning Fund Balance	49	Actuals 1.619.394 \$	Kevised 2.430.756	Approved 343.405 \$	Projected 422.664 \$	Projected 404.711 \$	Projected 390,620 \$	Projected 380.298 \$	Projected 373.648
7	.								
Sources of Funds									
Climate Action Plan Tax CAP Tax Extension*	<del>s</del>	1,757,587 \$	1,710,649	\$ 1,705,649 \$ -	1,700,649 \$	1,695,649 \$	- \$ 1,690,649	- \$ 1,685,649	1,680,649
Interest		27,291	47,400	4,361	3,043	2,914	2,812	2,738	2,690
Energy Impact Offset Fund		828,072	400,000	400,000	350,000	300,000	200,000	150,000	150,000
Miscellaneous Grant Revenue									
Total Sources of Funds	s	2,612,949 \$	2,158,049	\$ 2,110,010 \$	2,053,692 \$	1,998,563 \$	1,893,461 \$	1,838,387 \$	1,833,339
Uses of Funds									
CAP Administration	↔	47,916 \$	78,090	75,298 \$		75,298 \$			
CAP Communications		81,066	82,548	82,223	82,223	82,223	82,223	82,223	82,223
Program Tracking & Evaluation		51,092	51,973	61,421	61,421	61,421	61,421	61,421	61,421
Boulder's Energy Future		80,088	60,093	85,911	85,911	85,911	85,911	85,911	85,911
Market Innovation		197,396	219,172	207,364	207,364	207,364	207,364	207,364	207,364
Commercial Energy		973,820	857,028	860,371	850,371	840,371	830,371	820,371	810,371
Residential Energy		241,973	224,346	228,412	225,412	222,412	219,412	216,412	213,412
Energy Impact Offset Fund		•	400,000	300,000	350,000	300,000	200,000	150,000	150,000
Special Projects/ Grants		400	50,000	•	•	•	•	•	•
Cost Allocation		127,835	129,752	129,752	133,645	137,654	141,784	146,037	150,418
Encumbrances, Carryovers & Adjustments			2,108,397	•	•	•	•	•	•
2020 Mid-year Reductions			(16,000)	•	•	•	•	•	-
Total Uses of Funds	₩.	1,801,587 \$	4,245,400	\$ 2,030,752 \$	2,071,645 \$	2,012,654 \$	1,903,784 \$	1,845,037	1,836,418
Ending Fund Balance Before Reserves	s	2,430,756 \$	343,405	\$ 422,664 \$	404,711 \$	390,620 \$	380,298 \$	373,648 \$	370,569
Reserves									
Pay Period 27	↔	23,132 \$	23,132	\$ 23,285 \$	23,438 \$	23,592 \$	23,745 \$	153 \$	307
Sick, Vacation, Liability Reserve		•	1	•	•	•	1	•	•
PERA Legislative Contingency		525	•	•		•	•	•	•
Emergency Reserve			ı	50,000	50,000	ı	50,000	20,000	
Total Reserves	<del>⇔</del>	73,657 \$	73,132	\$ 73,285 \$	73,438 \$	73,592 \$	73,745 \$	50,153 \$	50,307

**Note:** \*CAP Tax sunsets in March 2023.

## COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) 2021 FUND FINANCIAL

		2019		2020	2021	2(	2022	2023	23	2024		2025	2026
		Actual	8	Revised	Approved	Proj	Projected	Projected	cted	Projected	ā	Projected	Projected
Beginning Fund Balance	<del>⇔</del>	•	49	'	1	<del>\$</del>	•	<b>↔</b>	•	₩.	<b>↔</b>	·	1
Sources of Funds													
Current Year Federal Grant	ક	656,256	s	732,101 \$	824,551 \$	<del>ss</del>	824,551	€	824,551	\$ 824,551 \$	\$ 1.0	824,551 \$	824,551
Available Prior Years Grant Balances		-		899,357	-		-		•		-	-	-
Total Sources of Funds	<del>ss</del>	656,256	s	1,631,458 \$	824,551	<del>s</del>	824,551	8	824,551	\$ 824,551	\$ 1.	824,551	824,551
Uses of Funds													
Program Management	↔	205,000	€₽	214,895 \$	3 261,975	↔	271,144	\$	280,634	\$ 290,456	\$ 99	300,622	311,144
Cost Allocation		26,225		26,618	26,618		27,683		28,790	29,942	2	31,139	32,385
Community Development & Housing Activities		425,031		490,588	535,958		525,724	ųχ	515,127	504,153	53	492,789	481,022
Encumbrances, Carryovers & Adjustments		-		899,357	-		•		•		1	-	-
Total Uses of Funds	s	656,256	<b>4</b>	1,631,458 \$	824,551	<del>s</del>	824,551	8	824,551	\$ 824,551	\$ 1.	824,551	\$ 824,551
Ending Fund Balance	s	'	40	1		s	•	s		<del>6</del>	<b>↔</b>	•	

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.

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		2019	2020	2021	2022	2023	2024	2025	2026
		Actual	Revised	Approved	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	<b>↔</b>	1,021,253 \$	1,450,240	\$ 322,059 \$	\$ 440,286	\$ 16,135 \$	17,051	\$ 17,968	\$ 917
Sources of Funds									
Property Tax	↔	2,865,479 \$	3,172,988	\$ 3,172,988	\$ 3,349,345	\$ 3,382,838 \$	3,551,980	\$ 3,587,500	\$ 3,765,574
Housing Excise Tax		45,040	•	•	•	•	•	•	
Interest		28,216	147	147	4,403	161	171	180	<b>o</b>
Loan repayment		204,576	•	•	•	•	•	•	•
Housing Application Fees Proceeds from Sale of Units		3,175 429,319	4,561	4,561	4,561	4,561	4,561	4,561	4,561
Total Sources of Funds	<del>s</del>	3,575,805 \$	3,177,696	\$ 3,177,696	\$ 3,358,309	\$ 3,387,560 \$	3,556,711	\$ 3,592,241	\$ 3,770,144
Uses of Funds									
Program Management	s	450,455 \$	525,715	\$ 408,247	\$ 424,577	\$ 441,560 \$	459,222	\$ 477,591	\$ 496,695
Cost Allocation		104,513	106,080	106,080	110,323	114,736	119,326	124,099	129,063
Housing Project Grants/Funding: Acquisition,									
Rehabilitation & Construction		2,591,850	2,545,142	2,545,142	3,247,560	2,830,348	2,977,247	3,007,602	3,143,471
Encumprances, Carryovers & Adjustments			1,126,940	•					
Total Uses of Funds	↔	3,146,818 \$	4,305,877	\$ 3,059,469 \$	\$ 3,782,460	\$ 3,386,644 \$	3,555,794	\$ 3,609,292	\$ 3,769,228
Ending Fund Balance Before Reserves	<del>ss</del>	1,450,240 \$	322,059	\$ 440,286	\$ 16,135	\$ 17,051 \$	17,968	\$ 917	\$ 1,833
Reserves									
PERA Legislative Contingency	↔	431 \$		· ·	· ·	\$		· ↔	•
Pay Period 27		14,301	14,301	15,218	16,135	17,051	17,968	917	1,833
Total Reserves	<del>S</del>	14,732 \$	14,301	\$ 15,218 \$	\$ 16,135	\$ 17,051 \$	17,968	\$ 917	\$ 1,833
Ending Fund Balance After Reserves	s	1,435,508 \$	307,758	\$ 425,068	\$	\$ -	-	- \$	\$

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 2021 FUND FINANCIAL**

		2019 Actual	"R	2020 Revised	⋖	2021 Approved	۵	2022 Projected	Δ.	2023 Projected	ъ.	2024 Projected	Ā	2025 Projected	ъ.	2026 Projected
Beginning Fund Balance	₩	2,689,778 \$		2,900,088	<del>\$</del>	2,181,110	<del>\$</del>	2,320,454	€9	2,525,964	€9	2,733,861	₩	2,944,616	<del>⇔</del>	3,158,238
Sources of Funds																
1% Transfer from the General Fund Interest on Investments	↔	884,384 \$ 44,004		17,483	↔	855,287 27,717	↔	941,396 15,704	↔	950,810 16,707	↔	960,318 18,187	€	969,921 19,684	↔	979,620 21,201
Total Sources of Funds	<del>\$</del>	928,388 \$		17,483	<del>⇔</del>	883,004	S	957,100	<del>ss</del>	967,517	<del>⇔</del>	978,505	s	\$ 509,686	<del>⇔</del>	1,000,821
Uses of Funds																
Retirement and Termination Payout Cost Allocation	↔	701,861 \$ 16,216		720,000 16,460	↔	727,200 16,460	↔	734,472 17,118	↔	741,817 17,803	↔	749,235 18,515	₩	756,727 19,256	↔	764,295 20,026
Total Uses of Funds	↔	718,077 \$		736,460	<del>⇔</del>	743,660	€	751,590	₩.	759,620	<del>⇔</del>	767,750	<del>s</del>	775,983	<del>⇔</del>	784,321
Ending Fund Balance	s	2,900,088 \$		2,181,110 \$	s	2,320,454	s	2,525,964 \$	s	2,733,861	ક્ક	2.944.616 \$	s	3.158.238	s	3.374.738

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

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PUTER REPLACEMENT 2021 FUND FINANCIAL
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'	,	2019 Actual	2020 Revised	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	\$	8,667,269 \$	8,784,482 \$	7,667,486 \$	5,219,149 \$	5,095,135	\$ 4,397,629 \$	\$ 4,238,533 \$	4,065,767
Sources of Funds									
tion Contributions	υ	2,892,905 \$	2,387,959 \$	2,299,978 \$	2,322,978 \$	2,357,822	\$ 2,381,401	\$ 2,405,215 \$	2,429,267
cement deposits		'					97,363	98,337	
Data Center Virtual Server Charges		•	42,022	110,411	111,516	112,631	113,757	114,895	116,044
Office 365 Collections		•	493,800	537,810	537,810	540,499	540,500	540,501	540,502
Transfer from Equipment Replacement Fund		118,285							
Misc Used Equipment Sales		21.871			•	•	•	•	•
Interest		32,748	188,106	104,084	37,578	76,427	65,964	84,771	81,315
Total Sources of Funds \$	<del>s</del>	3,065,809 \$	3,111,887 \$	3,146,784 \$	3,105,327 \$	3,183,779	3,198,986	3,243,718	3,266,449
Uses of Funds									
nment Capital Fund for HRIS	υ	<del>ω</del>	1	2,000,000 \$	'		· ·	· ·	ľ
Microsoft License Expense		515,507	493,800	624,000	467,748	477,103	486,645	496,378	506,305
Computer Replacements		671,308	774,739	685,501	675,000	675,000	675,000	675,000	675,000
City-Wide Replacements		1.709,665	2.907,445	2.232,722	2.032,637	2.674.147	2.140,302	2.187.848	3.744.214
Cost Allocation		52,116	52,898	52,898	53,956	55,035	56,136	57,258	58,404
Total Uses of Funds	s	2,948,596 \$	4,228,882 \$	5,595,121 \$	3,229,341 \$	3,881,285	\$ 3,358,082 \$	3,416,485 \$	4,983,923
Ending Fund Balance Before Reserves \$	<del>\$</del>	8,784,482 \$	7,667,486 \$	5,219,149 \$	5,095,135 \$	4,397,629	\$ 4,238,533 \$	\$ 4,065,767 \$	2,348,292
Reserves									
Beginning Reserve Requirement	s	<del>⇔</del> '	2,354,795 \$	2,427,974 \$	2,222,078 \$	2,742,784	\$ 3,023,028 \$	\$ 3,274,089 \$	2,617,818
Enterprise Software Replacement Reserve		•	•	•	100,000	100,000	100,000	100,000	100,000
Pay Period 27		•	1,281	1,293	1,304	1,315	1,326	1,338	1,349
Annual Increase to Replacement Reserve		•	879,402	880,540	906,956	934,165	962,190	1,019,468	1,050,052
Decrease for Replacement Purchases		-	(807,504)	(1,087,729)	(487,554)	(755,235)	(812,456)	(1,777,076)	(1,417,127)
Total Reserves \$	↔	<b>⇔</b> '	2,427,974 \$	2,222,078 \$	2,742,784 \$	3,023,028	\$ 3,274,089 \$	\$ 2,617,818 \$	2,352,092
Ending Fund Balance Affer Reserves	<del>G</del>	8.784.482 \$	5.239.512 \$	2.997.072 \$	2.352.351 \$	1.374.601	\$ 964.444 \$	\$ 1,447,949 \$	(3.800)

## DENTAL SELF INSURANCE 2021 FUND FINANCIAL

	20	2019	2020		2021		2022	2	2023	2	2024	2025	25		2026
	Ac	Actual	Revised	Ap	Approved	P	Projected	Pro	Projected	Pro	Projected	Projected	cted	Pro	Projected
Beginning Fund Balance	<del>\$</del>	<del>\$</del>	•	<b>\$</b>	292,000	↔	558,200	<del>\$</del>	809,346	\$	1,044,756	\$ 1,2	1,263,725 \$ 1,465,525	\$ 1,	465,525
Sources of Funds															
Charges to Departments	€	٠	1,152,000 \$		1,152,000 \$		1,163,520 \$		1,175,155 \$		1,186,907 \$		1,198,776 \$ 1,210,764	& ,	210,764
			1		•		•		•		•		•		•
Total Sources of Funds	\$	\$ -	1,152,000 \$		1,152,000	\$	1,163,520 \$		1,175,155	\$ 1	1,186,907	\$ 1,1	1,198,776 \$ 1,210,764	\$ 1,	210,764
Uses of Funds															
3rd Party Claims Administration	\$	\$ -	\$ 000,008	\$	885,800 \$	\$	912,374 \$	\$	939,745	\$	967,938	\$	996,976 \$ 1,026,885	\$ 1,	026,885
Total Uses of Funds	\$	\$ -	860,000	s	885,800	s	912,374	s	939,745	s	967,938	5 \$	996,976 \$ 1,026,885	\$ 1,	026,885
Ending Fund Balance Before Reserves	<del>s</del>	<del>\$</del>	\$ 000,262	<del>s</del>	558,200	<del>s</del>	\$09,346 \$		1,044,756 \$		1,263,725	\$ 1,4	1,465,525 \$ 1,649,404	\$ ,1	649,404
Reserves															
Year-end Estimated Liabilities	\$	\$ -	172,000 \$	\$	177,160	\$	182,475 \$	\$	187,949	\$	193,588	\$	199,395	\$	205,377
Total Reserves	\$	\$ -	172,000	\$	177,160	\$	182,475	\$	187,949	\$	193,588	\$	199,395	\$	205,377
Ending Fund Balance After Reserves	s	<del>\$</del>	120.000	s	381.040	s	626.871	s	856.807	\$	1.070.138	\$ 1.2	1.266.130 \$ 1.444.027	\$ 1.	444.027

Note: This fund was created in 2020.

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		2019 Actual	"	2020 Revised	2021 Approved		2022 Projected	2 Pro	2023 Projected	2024 Projected	4 :ted	2025 Projected	2 Pro	2026 Projected
Beginning Fund Balance	<del>\$</del>	10,938,346	÷	14,894,148 \$	13,312,857	<b>\$</b>	13,541,938	<b>\$</b> 13,	13,557,700	\$ 13,36	13,362,670 \$	\$ 14,295,992	<b>\$</b> 16,	16,021,333
Sources of Funds														
Property/Ownership Tax	↔	1,354,765	<del>6</del>	1,386,040 \$	1,427,610	<b>⇔</b>	1,470,417	& ←	1,514,498	\$ 1,55	1,559,890	\$ 1,559,890	₩,	1,606,633
Short-Term Parking Revenue		2,259,041		1,213,767	1,274,455	10	1,465,624	<u>_</u>	1,685,467	1,72	1,727,604	1,727,604	, <del>,</del>	1,770,794
Long-Term Parking Revenue		4,058,122		3,043,592	3,347,951	_	3,850,143	4	4,042,651	4,24	4,244,783	4,244,783	4	4,287,231
Punch Cards & Other Parking Product Revenue		737,699		348,495	398,028	m	402,845		407,877	4	413,128	413,128		419,593
Meterhoods & Tokens (On-Street Meters)		86,857		•			•		•			•		•
Rental Income		•		215,242	400,242	ر.	500,242		515,242	53	530,692	530,692		546,606
Miscellaneous Revenue		63,773		31,460	31,460	0	31,460		31,460	က	31,460	31,460		41,460
Interest		208,580		298,596	169,805	10	98,252		98,384	<b>О</b>	666'96	666'96		103,738
General Fund Transfer to CAGID B.IAD-Parking Fund Transfer to CAGID		1,611,000 2,285		1,169,394 2,285	968,819 2.285	o ار	1,043,819	Ť.	1,043,819	1,04	1,043,819	1,043,819	Ť.	1,043,819
Total Sources of Funds	s	10,382,122	s	7,708,870 \$	8,020,655	₩	8,862,802	6 \$	9,339,398	\$ 9,64	9,648,375	\$ 9,648,375	6 \$	9,819,874
Uses of Funds														
Personnel Expenses														
Administration	မှ	655,858	s	\$ 986,369	\$ 680,385	<b>⇔</b>	700,797	₩	721,821	\$ 74	743,476	\$ 765,780	<del>s</del>	788,753
Access/Parking/Customer Service		363,482		453,923	435,233	က္	448,290		461,739	4	475,591	489,858		504,554
Maintenance		479,526		461,262	525,996	9	541,776		558,030	5.	574,771	592,014		609,774
Sub-Total Personnel	s	1,498,866	s	1,611,571 \$	1,641,615	\$	1,690,863	\$ 1,	1,741,589	\$ 1,79	1,793,837	\$ 1,847,652	\$ 1,	1,903,082
Operating														
General Operations	ઝ	528,335.00	\$	674,591.80 \$	689,555.00	\$	706,793.88	\$ 75	\$ 724,463.72	\$ 742,575.31		\$ 761,139.70	\$ 780	\$ 780,168.19
Access/Parking/Customer Service		84,143		252,350	255,682	<b>α</b>	262,074		268,626	27	275,342	282,225		289,281
Asset Management (Maintenance)		779,301		374,103	380,053	~	389,554		399,293	40	409,276	419,507		429,995
Eco-Pass Program		1,219,056		1,243,427	1,755,426	ω.	2,106,511	Α,	2,527,814	2,56	2,565,731	2,604,217	Α,	2,656,301
District Vitality Activities		176,188		240,000	165,000	0	169,950		175,049	18	180,300	180,300		185,709
Financial Services Fees		340,400		315,000	315,000	0	315,000		315,000	31	315,000	315,000		315,000
Sub-Total Operating	\$	3,127,423	\$	3,099,472 \$	3,560,716	\$	3,949,884	\$ 4,	4,410,245	\$ 4,48	4,488,223	\$ 4,562,389	\$ 4,	4,656,454
Capital Improvement Plan														
Annual CIP Projects	s	314,824	s	3,082,676 \$	1,090,000	\$	1,705,000	♣	1,875,000	\$ 1,77	1,770,000 \$	\$ 850,000	<b>⊹</b>	1,460,000
Capital Replacement Reserve Contribution		327,775	\$	327,775	327,775	10	327,775		327,775	32	327,775	327,775		327,775
Sub-Total Capital	↔	642,599	↔	3,410,451 \$	1,417,775	<del>⇔</del>	2,032,775	\$	2,202,775	\$ 2,09	2,097,775 \$	\$ 1,177,775	<b>.</b>	1,787,775
Debt		ı		ı	ı		ı	ı	ı	ı	ı	ı	ı	
Series 1998 Series 2003 (10th and Walnut)	↔	(8,160)	↔	833.450	\$ 836.250	\$ - c	- 838 300	s	- 844 600	€	1 1	 ↔	s	· ·
Sub-Total Debt	49	826,890	s	833.450 \$		8	838.300	s		<del>6</del>	1	·	s	•
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DOWNTOWN COMMEDIA DISTRICT 2024 ELIND EIN NICH	

		2019	2020		2021	2022		2023	ď	2024	6	2025	" .	2026
		Actual	Kevised		Approved	Projected		Projected	1	Projected	ב	Projected	5	Projected
CONTINUED														
Transfers														
Cost Allocation	↔	330,541 \$	335,218	& &	335,218	\$ 335,218	8	335,218	ક્ક	335,218	ક્ક	335,218	s	335,218
Sub-Total Transfers	s	330,541 \$	335,218	<b>⊕</b> ⊗	335,218	\$ 335,218	<b>⇔</b>	335,218	<del>s</del>	335,218	<b>↔</b>	335,218	s	335,218
Total Uses of Funds	↔	6,426,319 \$	9,290,162	\$ 25	7,791,574 \$	\$ 8,847,040 \$	<del>\$</del>	9,534,427	<del>ss</del>	8,715,053	<del>s</del>	\$ 8,715,053 \$ 7,923,034 \$		8,682,529
Ending Fund Balance Before Reserves	ss.	14,894,148 \$	\$ 13,312,857	\$ 2	13,541,938	\$ 13,557,70	\$	13,541,938 \$ 13,557,700 \$ 13,362,670 \$ 14,295,992 \$ 16,021,333 \$ 17,158,677	8	4,295,992	\$	6,021,333	17	,158,677
Reserves														
Operating Reserve	↔	1,073,195 \$	1,551,457	\$ 2.	1,301,193	\$ 1,477,456	& 9	1,592,249	છ	1,455,414	မှ	1,323,147	8	1,449,982
PERA Legislative Contingency		1,402	1,402	2	1,402	1,402	2	1,402		1,402		1,402		1,403
Pay Period 27		68,397	68,727	7	69,057	69,387	7	69,717		70,047		0		70,047
Sick/Vacation Accrual		40,014	41,215	2	42,451	43,725	5	45,036		46,388		47,779		47,779
Total Reserves	<del>⇔</del>	1,183,008 \$	1,662,801	٦ ج	1,414,103	\$ 1,591,97	\$ 0.	1,591,970 \$ 1,708,404	<del>ss</del>	1,573,251	<del>ss</del>	1,372,328	\$	1,569,211
Ending Fund Balance After Reserves	€>	\$ 13,711,140 \$	\$ 11,650,056	\$ 99	12,127,835	\$ 11,965,73	<b>\$</b>	12,127,835 \$ 11,965,730 \$ 11,654,265 \$ 12,722,741 \$ 14,649,005 \$ 15,589,466	\$	2,722,741	\$ 1	4,649,005	15	,589,466

QUIPMENT REPLACEMENT 2021 FUND FINANCIAL	
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		2019		2020		2021		2022		2023		2024		2025
		Actual		Revised	`	Approved	٦	Projected	٦	Projected	7	Projected	_	Projected
Beginning Fund Balance	<b>↔</b>	6,493,832	↔	6,843,663	↔	6,035,579	<b>↔</b>	7,340,542	<del>\$</del>	8,491,203	<b>↔</b>	9,851,830	↔	11,071,111
Sources of Funds														
Department Contributions Interest on Investments	↔	981,498 134,259	↔	1,142,220 125,980	↔	1,881,300 77,904	↔	1,881,300 § 52,852	↔	1,881,300 61,137	↔	1,881,300 70,933	↔	1,881,300 79,712
Total Sources of Funds	S	1,115,757	ઝ	1,268,200	s	1,959,204	\$	1,934,152	s	1,942,437	s	1,952,233	s	1,961,012
Uses of Funds	•		•	1	•					1	•		•	707
Equipment Purchases	so.	728,345	₽	1,782,915	₽	606,102	€		€	530,739	⋺	680,320	₽	698,401
Support Services		30,691		49,804		41,146		42,380		43,652		44,961		46,310
Cost Allocation		6,890		6,994		6,994		7,204		7,420		7,643		7,872
Encumbrances, Carryovers & Adjustments		-		236,573		•		-		-		1		1
Total Uses of Funds	S	765,926	<del>s</del>	2,076,285	S	654,242	S	783,492	\$	581,810	S	732,954	S	752,583
Ending Fund Balance Before Reserves	s	6,843,663	<del>s</del>	6,035,579	S	7,340,542	S	8,491,203 \$	40	9,851,830	S	11,071,111	<del>s</del>	12,279,541
Reserves														
Pay Period 27	<del>s</del>	1,933	↔	1,933	↔	1,933	↔	1,933	<del>v</del>	1,933	↔	1,933	υ	'
Department Balances		6,841,730		6,033,646		7,338,609		8,489,270		9,849,897		11,069,178		12,279,541
Total Reserves	s	6,843,663	↔	6,035,579	s	7,340,542	s	8,491,203	<del>\$</del>	9,851,830	↔	11,071,111	S	12,279,541
Ending Fund Balance After Reserves	s	•	<del>s</del>	•	S		S	1	<b>⇔</b>	٠	s	•	s	•

		2019	2020	2021	21	2022	2023	2024	2025	2026
Beginning Fund Balance	₩	10,408,681 \$	9,136,063 \$	* 8,0	8,004,039 \$	7,824,024	\$ 8,069,444	\$ 8,045,006 \$	8,344,794 \$	8,520,589
. !										
Sources of Funds	e					907070		640 406	907 000	
Department Contributions General Fund Contribution	0	1.668.841	0.10,196 \$	e 2.2	010,190	1.668.841	1.668.841	4 010,130 4 1.668.841	1.668.841	1.668,841
Energy Performance Contract		985,076	990,633	ری	990,633	990,633	990,633	990,633	990,633	990,633
Interest Earnings Other Revenues		221,800	173,546 170,000	,- <del>(-</del>	101,651	56,333	58,100	57,924	60,083	61,348
Total Sources of Funds	↔	3,730,665 \$	3,113,216 \$	\$ 3,1	3,119,063 \$	3,466,003	\$ 3,467,770	\$ 3,467,594 \$	3,469,753 \$	3,6
Uses of Funds										
Operating Project Expenses	s	2,903,225 \$	429,935 \$	8	390,287 \$	401,995	\$ 414,055	\$ 426,477 \$	439,271 \$	3 452,449
Support Services		24,552	39,843		32,076	33,039	34,030	35,051	36,103	37,186
Cost Allocation		49,459	50,201	.,	205,879	51,707	53,258	54,856	56,502	58,197
Energy Efficiency Lease		976,676	995,961	1,0	1,029,673	1,065,001	1,102,024	982,581	1,013,240	1,013,240
Capital Improvements Program		1,049,370	2,663,000	1,6	1,641,164	1,668,841	1,888,841	1,668,841	1,748,841	1,668,841
Encumbrances, Carryovers & Adjustments			66,299		•	•	•	•	•	'
Total Uses of Funds	s	5,003,283 \$	4,245,239 \$	3,5	3,299,079 \$	3,220,583	\$ 3,492,208	\$ 3,167,806 \$	3,293,957 \$	3,229,913
Ending Fund Balance Before Reserves	<del>⇔</del>	9,136,063 \$	8,004,039 \$	\$ 7,8	7,824,024 \$	8,069,444	\$ 8,045,006	\$ 8,344,794 \$	\$ 8,520,589 \$	8,761,695
Reserves										
Pay Period 27	s	7,013 \$	7,013	€	7,065 \$	7,118	\$ 7,171	\$ 7,223 \$	7,276 \$	7,381
Departmental Balances		7,865,139	6,655,387	6,5	6,515,569	6,799,977	6,813,357	7,149,828	7,361,202	7,636,766
Dushanbe Teahouse Maintenance Balance		4,077	119,600	<b>,</b>	116,012	112,532	109,156	105,881	102,705	99,624
Valmont Butte Balance		1,259,834	1,222,039	1,'	,185,378	1,149,817	1,115,322	1,081,862	1,049,406	1,017,924
Total Reserves	€	9,136,063 \$	8,004,039 \$	\$ 7,8	7,824,024 \$	8,069,444	\$ 8,045,006	\$ 8,344,794 \$	8,520,589 \$	8,761,695
Ending Fund Balance After Reserves	₩.	<del>\$</del>	'	<b>€</b> A.	·	•	· •	\$ -	-	

FACILITY RENOVATION & REPLACEMENT 2021 FUND FINANCIAL

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FLEET OPERATIONS & REPLACEMENT 2021 FUND FINAN

		2019	8	2020	2021		2022	2023	2024	2025	. و	2026
		Actual	Ke	Kevised	Approved		Projected	Projected	Projected	Projected	ted	Projected
Beginning Fund Balance	<del>⇔</del>	19,174,379	\$ 20,	20,328,581 \$	18,981,710	<del>\$</del>	21,080,656	\$ 20,967,212	\$ 19,799,075	<del>⇔</del>	19,024,560 \$	20,034,037
Sources of Funds												
Vehicle Charges	છ	2,734,135	\$ 2,	2,697,799 \$	2,587,312	2	2,664,931	\$ 2,744,879	\$ 2,827,225	s	2,912,042 \$	2,999,403
Vehicle Acquisition Charges		112,035		157,783	151,011	_			319,421		204,548	525,711
Fleet Replacement Charges		3,954,733	4	4,756,252	5,418,579	മ	5,310,396	5,321,038	5,333,782		5,340,913	5,354,893
Sale of Assets		535,575		348,575	406,475	Ŋ	398,271	612,757	772,748	•	733,175	510,333
Interest Earnings		416,846		239,732	246,205	2	247,978	249,763	251,561		253,372	255,196
Transfer from General Fund		867,121		145,151	145,151	_	•	•	•			•
Other Revenues		334,835		100,000	200,000	0	200,000	200,000	200,000		200,000	200,000
Total Sources of Funds	↔	8,955,280	8	8,445,292 \$	9,154,733	ဗ	9,078,923	9,468,257	\$ 9,704,737	\$ 9,64	9,644,050 \$	9,845,536
Uses of Funds												
Operating Expenditures	છ	3.099,664	3.	3.123.265 \$	3,064,421	₩	3,156,354	\$ 3,251,045	\$ 3,348,576	s	3.449,033 \$	3.552,504
Fleet Purchases		_						6,730,017				9,983,100
Building Replacement		74.210		69,646	80,833	· co	80,833	80.833	80,833		80.833	80.833
Support Services		91,228		124,065	218,193	c	224,739	231,481	238,425		245,578	252,945
Cost Allocation		318.551		323,330	393,278	000	333,029	343,020	353,311		363,910	374.827
Encumbrances, Carryovers & Adjustments			Ψ,	,215,824		, ,				3	) ' )	' :
Total Uses of Funds	↔	7,801,078	'6 \$	9,792,163 \$	7,055,788	<del>⇔</del> ∞	9,192,368	\$ 10,636,396	\$ 10,479,253	<del>so</del>	8,634,575 \$	14,244,209
Ending Fund Balance Before Reserves	↔	20,328,581	\$ 18,	\$ 012,186,81	21,080,656	မှ	20,967,212	\$ 19,799,075	\$ 19,024,560	<del>s</del>	20,034,037 \$	15,635,365
Reserves												
Pay Period 27	s	46,186	€	46,186 \$	46,186	& 9	46,186	\$ 46,186	\$ 46,186	↔	46,186 \$	763
Sick/Vacation Accrual		8,195		8,441	8,694	4	8,955	9,223	9,500		9,785	10,070
Operating/Fleet Replacement		20,274,200	18,	18,927,083	21,025,776	9	20,912,071	19,743,666	18,968,874	,	19,978,066	15,624,532
Total Reserves	↔	20,328,581	\$ 18,	18,981,710 \$	21,080,656	<b>⇔</b> 9	20,967,212	\$ 19,799,075	\$ 19,024,560	<del>s</del>	20,034,037 \$	15,635,365
Ending Fund Balance	s	'	<del>⇔</del>	·		<b>↔</b>	•	· ·	\$	<del>\$</del>	,	
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Note: Minimum Fund Balance: 10% Value of Fleet = \$4.4 million

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		2019		2020	2021	21		2022		2023		2024		2025		2026
		Actual	-	Revised	Approved	oved	P	Projected	٩	Projected	٦	Projected	ď	Projected	Ā	Projected
Beginning Fund Balance	₩.	1	<del>⇔</del>	,	<b>49</b>	,	€	•	<del>⇔</del>	•	€	•	↔	•	<b>↔</b>	,
Sources of Funds																
Current Year Federal Grant Available Prior Years Grant Balances	↔	542,057	↔	1,094,553 3	1,1	1,186,669	↔	1,186,669	↔	1,186,669	↔	1,186,669	↔	1,186,669 \$ 1,186,669	↔	1,186,669
Total Sources of Funds	↔	542,057	s	3,307,052 \$		1,186,669	s	1,186,669	<del>ss</del>	1,186,669	<del>ss</del>	1,186,669 \$ 1,186,669	<del>ss</del>	1,186,669	<del>so</del>	1,186,669
Uses of Funds																
Operating																
Program Management	ઝ	65,114	s	108,362	₩	107,462	s	83,814	s	83,348	s	82,863	s	82,359	s	81,835
Cost Allocation		11,040		11,205		11,205		11,653		12,119		12,604		13,108		13,633
HOME Consortium to Other Communities		254,523		513,947	ųς	557,200		557,200		557,200		557,200		557,200		557,200
Housing Activities		211,380		461,039	ц)	510,802		534,001		534,001		534,001		534,001		534,001
Encumbrances, Carryovers & Adjustments		•		2,212,499		•		-		-		-		-		•
Total Uses of Funds	<del>⇔</del>	542,057	s	3,307,052	\$ 1,1	1,186,669	\$	1,186,669	<del>s</del>	1,186,669	<del>ss</del>	1,186,669	<del>s</del>	1,186,669	<del>s</del>	1,186,669
Ending Fund Balance	<del>\$</del>		s	,	€		<del>s</del>	•	↔	•	<del>so</del>		s		s	•

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.

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		2019 Actual	Ze Re	2020 Revised	2021 Approved	:1 oved	2022 Projected	_	2023 Projected	"	2024 Projected	2025 Projected		2026 Projected
Beginning Fund Balance	↔	\$89,202 \$		918,256 \$		1,005,898 \$	1,190,699	\$ 669		€	1,626,643	\$ 1,921,994		\$ 2,232,132
Sources of Funds														
Property Tax	\$	\$1,205,374.09 \$		1,314,630 \$		1,327,776 \$	1,394,165		\$ 1,408,106	↔	1,478,512	\$ 1,493,297		\$ 1,567,962
Interest on Investment		1,410		1,598		1,600	1,6	1,602	1,605		1,607	1,6	1,609	1,611
Grants, Gifts and Third-Party Revenues Grant-Funded Position - MROHP		302,812		250,000 39,212	Ö,	250,000 40,192	250,000	97	250,000		250,000	250,000	)00 365	250,000 45,474
Total Sources of Funds	₩	1,509,596 \$		1,605,440 \$	1,6	\$ 695,619,1	1,645,767	\$ 29,	1,6	ક્ક	1,730,119	\$ 1,744,906	\$ 906	1,819,572
Uses of Funds														
Library Materials	↔	1,081,668 \$		1,081,668 \$	•	1,084,767 \$	1,084,767		\$ 1,084,767	ઝ	1,084,767	\$ 1,084,767	\$ 29	1,084,767
Service/Materials Enhancement		93,691		200,000	7	100,000	100,000	00	100,000		100,000	100,000	000	100,000
Grant Directed Programming		305,183		289,118	5	250,000	250,000	00	250,000		250,000	250,000	000	250,000
2020 Mid-Year Reductions		ı	_	(182,203)					•		1			1
2020 Adjustment to Base		•		129,215					•		-		-	-
Total Uses of Funds	<del>\$</del>	1,480,542 \$		1,517,798 \$	1	,434,767 \$	1,434,767	\$ 29.	1,434,767	S	1,434,767	\$ 1,434,767	\$ 29,	1,434,767
Ending Fund Balance Before Reserves	<del>s</del>	918,256 \$		1,005,898 \$		1,190,699 \$	1,401,699		\$ 1,626,643	<del>s</del>	1,921,994	\$ 2,232,132	32 \$	2,616,937
Reserves														
Operating Reserve	↔	120,678 \$		131,623 \$		132,938 \$	139,577	\$ 22	140,971	↔	148,012	\$ 149,491	\$ 161	156,957
Pay Period 27		' ;		380		380	(,)	380	380		380		34	(312)
PERA Legislative Contingency		33		1					1		Ì			1
Total Reserves	↔	120,711 \$		132,003 \$		133,318 \$	139,957	\$ 29	141,351	<del>so</del>	148,392	\$ 149,525	\$ \$25	156,645
Ending Fund Balance After Reserves	s	797,544 \$		\$ 568'£28		1,057,382 \$	1,261,743	43 \$	1,485,292	s	1,773,602	\$ 2,082,608		\$ 2,460,292

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

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		2019	2020		2021	2022	2023		2024	2025		2026
		Actual	Revised		Approved	Projected	Projected		Projected	Projected	Ā	Projected
Beginning Fund Balance	<b>⇔</b>	2,720,247 \$	3,168,684	684 \$	126,106 \$	126,151	\$ 126,163	63 \$	126,175	126,175 \$ 126,187 \$	<b>↔</b>	126,199
Sources of Funds												
Intergovernmental Revenues	ઝ	1,225,508 \$	999,137	137 \$	\$ 137 \$	\$ 999,137	\$ 999,137	37 \$	999,137	\$ 999,137 \$	€	999,137
Interest Income		53,773	7,	7,975	7,975	7,975	7,975	75	7,975	7,975		7,975
Total Sources of Funds	<del>s</del>	1,279,280 \$	1,007,112	112 \$	1,007,112 \$	\$ 1,007,112 \$	\$ 1,007,112 \$	12 \$	1,007,112	1,007,112 \$ 1,007,112 \$ 1,007,112	\$ 1	,007,112
Uses of Funds												
Capital												
Capital Projects - P & R	s	798,623 \$	725,941	941 \$	428,000 \$	\$ 428,000	\$ 428,000	\$ 00	428,000	\$ 428,000 \$	\$	428,000
Tributary Greenways - Public Works		•	1,744,961	961	151,067	151,100	151,100	00	151,100	151,100	_	151,100
Capital Projects - OSMP		32,221	1,578,789	682	428,000	428,000	428,000	00	428,000	428,000	(	428,000
Total Capital Improvement Program	<del>\$</del>	830,844 \$	4,049,691	\$ 169	1,007,067 \$	\$ 1,007,100 \$	\$ 1,007,100 \$	\$ 00	1,007,100	1,007,100 \$ 1,007,100 \$ 1,007,100	\$ 1	,007,100
Total	6	930 044 &		\$ F03		1 007 007 6 1 007 100 6 1 007 100 6 1 007 100 6 1 007 100	4 007 4	6	4 007 400	4 4 007 400	•	400
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Ending Fund Balance	ક્ર	3,168,684 \$	126,106	106 \$	126,151	126,163	\$ 126,1	126,175 \$	126,187 \$	\$ 126,199 \$	\$	126,211

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		2019 Actual	2020 Revised	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	€	27,306,101 \$	26,506,903 \$	9,197,885 \$	8,144,709 \$	7,330,954 \$	7,886,735 \$	8,087,112 \$	8,328,871
Sources of Funds									
Net Sales Tax Revenue	s	28,394,136 \$	23,269,653 \$	24,457,526 \$	25,787,254 \$	26,918,564 \$	28,101,121 \$	29,047,932 \$	29,778,004
Anticipated FEMA Flood Reimbursement				200,000	200,000	1,000,000	•	•	
Investment Income		466,192	607,147	472,113	475,512	487,400	499,585	512,074	524,876
Miscellaneous Revenue		881,350	2,808,263	1,200,964	1,224,983	1,249,483	1,274,473	1,299,962	1,325,961
Agricultural and Caretaker Leases		183,260	188,758	194,421	198,309	202,276	206,321	210,448	214,656
Total Sources of Funds	s	30,915,061 \$	26,873,821 \$	26,825,024 \$	28,186,059 \$	29,857,722 \$	30,081,500 \$	31,070,416 \$	32,070,498
Uses of Funds									
Office of the Director	ક્ક	1,634,722 \$	1,654,164 \$	1,706,209 \$	1,740,333 \$	1,775,139 \$	1,828,394 \$	1,883,245 \$	1,939,743
Central Services		2,480,188	3,083,172	3,225,397	3,289,905	3,355,703	3,456,375	3,560,066	3,666,868
Community Connections & Partnerships		4,826,801	4,888,324	4,906,018	5,004,138	5,104,221	5,257,348	5,415,068	5,577,520
Resources & Stewardship		4,709,984	4,720,508	5,088,979	5,190,758	5,096,874	5,249,780	5,407,273	5,569,491
Trails & Facilities		5,920,314	4,927,568	5,053,558	5,154,629	5,257,721	5,415,453	5,577,917	5,745,254
Carryover/ATB Operating			12,183,555				•		
Cost Allocation		2,090,102	2,121,454	2,121,454	2,174,490	2,228,853	2,284,574	2,341,688	2,400,230
Capital Improvement Program		6,216,337	8,797,948	4,038,705	4,711,780	4,750,000	5,250,000	5,500,000	5,750,000
Transfer to BMPA		1,153,791	1,153,790	1,084,424	1,084,424	1,084,424	490,769	490,769	490,769
Debt Service - Bonds & Notes		2,682,021	652,356	653,456	649,356	649,006	648,431	652,631	651,494
Total Uses of Funds	s	31,714,259 \$	44,182,839 \$	27,878,199 \$	28,999,814 \$	29,301,941 \$	29,881,123 \$	30,828,657 \$	31,791,370
Ending Fund Balance Before Reserves	s	26,506,903 \$	9,197,885 \$	8,144,709 \$	7,330,954 \$	7,886,735 \$	8,087,112 \$	8,328,871 \$	8,608,000
Reserves									
OSMP Contingency Reserve	ક્ક	5,099,584 \$	4,640,267 \$	4,767,899 \$	4,371,846 \$	4,910,388 \$	4,926,225 \$	5,065,731 \$	5,208,274
OSMP Office Space/Service Center Reserve		•	•	•	•	•	1,000,000	1,500,000	1,500,000
OSMP High Priority Opportunistic Investments				1,000,000	1,000,000	1,000,000	•		
PERA Legislative Contingency		10,816	•				•	•	•
Pay Period 27 Reserve		330,119	330,119	387,038	443,956	500,875	557,794	56,919	113,837
Sick/Vacation/Bonus Reserve		490,000	48,542	49,999	51,499	53,044	54,635	56,274	24,962
FEMA De-obligation Reserve		383,488	383,488	383,488	383,488	383,488	383,488	383,488	383,488
Total Reserves	s	6,314,007 \$	5,402,416 \$	6,588,424 \$	6,250,789 \$	6,847,795 \$	6,922,142 \$	7,062,412 \$	7,263,561
Ending Eural Dalance After December	e	20 402 00E &	2 70E 460 ¢	4 EEC 20E &	4 000 4EE &	4 020 040 &	4 464 074 &	4 9CC 4E0 &	4 244 420

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		2019 Actual	2020 Revised	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	<del>∽</del>	5,276,164 \$	2,913,837 \$	2,872,241 \$	95,541 \$	1,185,567 \$	\$ 20,290 \$	, 223,683	\$ 1,170,500
Sources of Funds									
Property Tax Interest Other Devention	↔	3,255,392 \$76,492	3,553,053 \$ 56,820	3,588,584 \$ 36,477	3,768,013 \$ 688	3,805,693 \$ 8,536	3,995,978 \$ 3,746	4,035,937 1,611	\$ 4,237,734 8,428
Total Sources of Funds	s	3,556,124 \$	3,609,873 \$	3,625,061 \$	3,768,701	3,814,229 \$	3,999,724 \$	, 4,037,548	\$ 4,246,162
llses of Finds									
Planning and Project Management	<del>6</del> 5	506.402 \$	548.605 \$	609.642	634.028	659.389 \$	685.764 \$	713.195	\$ 741.723
Construction and Maintenance Management					538,122	559,647	582,033		
Capital Refurbishment Projects		3,050	200,000	200,000	75,000	75,000	20,000	50,000	50,000
Cost Allocation		125,806	127,694	127,694	131,525	135,471	139,535	143,721	148,032
Excise Tax Collection		•	•	•	•	•	•	•	•
Capital Improvement Program		4,839,298	2,888,318	4,947,000	1,300,000	3,050,000	2,839,000	1,578,500	3,555,000
Adjustment to Base			627,414	•	•	•	•	•	•
COVID-19 Reductions	ę		<b>J</b> I.	Ш		- 001 017 7	Ш		- 000 707 1
lotal Uses of Funds	•	5,918,450 \$	3,651,469 \$	6,401,761 \$	2,678,674	4,479,506	4,296,332 \$	3,090,730	\$ 5,124,282
Ending Fund Balance Before Reserves	so.	2,913,837 \$	2,872,241 \$	95,541 \$	, 1,185,567 \$	520,290	\$ 223,683	\$ 1,170,500	\$ 292,380
Reserves									
Pay Period 27 Reserve	↔	26,695 \$	26,695 \$	30,840 \$	31,985 \$	33,130 \$	34,275 \$	1,145	\$ 2,290
PEKA Legislative Contingency Sick/Vacation/Bonus Reserve		70,268	10,035	10,336	- 10,646	10,966	- 11,295	11,633	11,982
Total Reserves	<del>s</del>	97,711 \$	\$ 08,730	41,176 \$	42,631	\$ 44,096 \$	\$ 45,570 \$	12,778	\$ 14,272
Ending Fund Balance After Reserves	<del>s</del>	2,816,126 \$	2,835,511 \$	54,365 \$	1,142,936 \$	476,194 \$	178,113 \$	, 1,157,722	\$ 278,108

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		Actuals	Revised	Approved	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	<del>⇔</del>	10,493,505 \$	10,920,990 \$	7,301,957 \$	5,277,701 \$	3,905,712 \$	3,207,738	\$ 2,799,826 \$	2,702,919
Sources of Funds									
General Fund Transfer	မှာ	2.210.018 \$	2,284,292 \$	1,961,097 \$	2.019.930 \$	2,280,528 \$	2,548,944	\$ 2,825,412 \$	2,910,174
Restricted Funds' Transfers (Public Works)			1.372.702			1.884.495		1,999,262	2,059,239
Restricted Funds' Transfers (Excise Tay Admin)		78 431	20,284	30.163	31.067	31 999	32 959	33 048	34 967
State Historic Tax Credit		1,401	103,03	5	5	) '	,100,1	5	, 'co';
ו סמוכן וופנטווס ומא סוכמונ		0,000	1	1	1	1 0	1 0	1	
Fees & Permits		9,909,247	7,115,249	6,275,812	7,175,156	7,892,672	8,208,378	8,536,714	8,878,182
merest on investments			730,626			Ш	80,193	08,890	67,07,3
Total Sources of Funds	S	13,712,562 \$	11,060,355 \$	10,218,090 \$	11,187,703 \$	12,187,336 \$	12,811,506	\$ 13,465,331 \$	13,950,135
Uses of Funds									
Admin. Financial & Communications Services	မ	2.461.130 \$	2.769.071 \$	1.954.700 \$	2.003.568 \$	2.053.657 \$	2.104.998	\$ 2.157.623 \$	2.211.564
Information Resources			2 521 915	2,058,798			2 2 1 7 1 0 1	2 272 528	2 329 341
Comprehensive Planning		907 416	870 710	686 194	703.349	720,933	738 956	757 430	776.366
Compromeration		1 821 718	1 969 598	1 635 200	1 676 080	1 717 002	1 760 941	1 804 965	1 850 089
		1,021,710	4 750	1,000,200	1,070,000	1,11,002	7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	1,001,000	1,000,000
Engineering Keview		1,093,390	1,738,902	1,032,015	1,0/2,013	1,7 14,033	1,00,707,1	1,601,439	1,640,473
Bldg Construction, Inspection & Enforcement		2,016,157	2,366,003	2,017,938	2,068,387	2,120,097	2,173,099	2,227,426	2,283,112
Cost Allocation/Transfers		2,224,130	2,257,490	2,257,491	2,325,216	2,394,972	2,466,821	2,540,826	2,617,051
Encumbrances, Carryovers & Adjustments			165,699		-	-	-	-	-
Total Uses of Funds	s	13,285,078 \$	14,679,388 \$	12,242,346 \$	12,559,692 \$	12,885,310 \$	13,219,418	\$ 13,562,237 \$	13,913,998
Ending Fund Balance Before Reserves	<del>⇔</del>	10,920,990 \$	7,301,956.96 \$	5,277,701 \$	3,905,712.10 \$	3,207,738 \$	2,799,826	\$ 2,702,919 \$	2,739,057
Reserves									
Operating	υ	990,925 \$	711,525 \$	627.581 \$	717,516 \$	789.267 \$	820.838	\$ 853.671 \$	887.818
State Historic Tax Credit Fund		13,540	13,540	13,540	13,540	13,540		13,540	13,540
PERA Legislative Contingency		9,015	•	•	•		•	•	•
Pay Period 27		275,393	296,913	318,433	339,953	361,472	382,992	21,520	21,520
Sick/Vacation Accrual		602,738	66,430	68,423	70,476	72,590	74,768	77,011	79,321
Total Reserves	↔	1,891,611 \$	1,088,408	1,027,977 \$	1,141,484 \$	1,236,869 \$	1,292,137	\$ 965,742 \$	1,002,199

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		2019	2020		2021	2022	2023	2024	2025	2026
		Actual	Revised		Approved	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	<b>↔</b>	5,275,904 \$	4,959	4,959,966 \$	4,413,928 \$	3,705,217 \$	3,127,078	\$ 2,609,129 \$	\$ 2,186,910 \$	1,917,913
Sources of Funds								987	0.00	90
Charges to Departments Interest on Investments	↔	2,113,128 \$ 120,998	2,213,502 33,208	13,502 \$ 33,208	2,318,643 \$ 56,057	2,469,355 \$ 26,678	2,654,556 22,515	\$ 2,880,194 \$ 18,786	3,168,213 \$ 15,746	3,263,259
Total Sources of Funds	<del>∽</del>	2,234,126 \$	2,246,710	3,710 \$	2,374,700 \$	2,496,032 \$	3, 2,677,071	\$ 2,898,979 \$	3,183,959 \$	3,277,068
Uses of Funds										
Insurance Premiums:										
Airport	↔	5,649 \$	4	4,221 \$	7,826 \$	8,217 \$	8,628	\$ 090'6 \$	9,513 \$	6,988
Liability		423,251	456	456,709	586,973	616,321	647,137	679,494	713,469	749,142
Crime		13,500	5	13,000	13,500	14,175	14,884	15,628	16,409	17,230
Boiler		45,219	42	42,395	44,700	46,935	49,282	51,746	54,333	57,050
Property		643,650	920	650,000	817,788	858,677	901,611	946,692	994,026	1,043,728
Flood		327,555	307	307,941	323,338	339,505	356,480	374,304	393,019	412,670
Actuarial Valuation Expense and Consulting		100,308	143	143,023	117,323	119,669	122,063	124,504	126,994	122,111
Claims Administration and Payment		561,789	959	656,438	669,565	682,956	696,615	710,548	724,759	739,254
CAO - Internal Legal Consulting		140,520	146	146,938	150,574	155,091	159,743	164,536	169,472	174,556
External Legal Consultation		95,517	36	98,600	100,572	102,583	104,635	106,728	108,862	104,676
Program Administration		193,107	273	273,483	251,253	130,040	133,941	137,960	142,098	159,058
Total Uses of Funds	<del>⇔</del>	2,550,065 \$	2,792,748	2,748 \$	3,083,411 \$	3,074,171 \$	3,195,021	\$ 3,321,199 \$	3,452,955 \$	2,675,654
Ending Fund Balance Before Reserves	<b>↔</b>	4,959,966 \$	4,413,928	3,928 \$	3,705,217 \$	3,127,078 \$	2,609,129	\$ 2,186,910 \$	\$ 1,917,913 \$	2,519,328
Reserves										
Year-end Estimated Liabilities	မာ	853,318 \$	1,145	1,145,059 \$	1,145,059 \$	1,161,237 \$	1,190,049	\$ 1,248,636 \$	1,286,095 \$	1,324,678
City Reserve Policy (@ 80% risk margin)		385,700	517	517,567	517,567	524,879	537,902	564,383	581,315	598,754
PERA Legislative Contingency		1		•	•	1	•	•	•	•
Pay Period 27 Reserve		11,762	11	11,762	11,762	11,762	11,762	11,762	•	'
Total Reserves	₩.	1,250,780 \$	1,674,388	\$ 886't	1,674,388 \$	1,697,878 \$	1,739,713	\$ 1,824,781 \$	\$ 1,867,410 \$	1,923,432
Ending Fund Balance After Reserves	<del>\$</del>	3,709,187 \$	2,739,540	3,540 \$	2,030,829 \$	1,429,200 \$	869,416	\$ 362,128 \$	\$ 50,503 \$	595,896

		2019 Actual	2020 Revised	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	<del>⇔</del>	1,667,351 \$	1,379,911 \$	1,064,006 \$	1,564,873 \$	1,821,447 \$	2,003,924 \$	2,198,944 \$	2,317,931
Sources of Funds									
Recreation Centers	↔	3,033,120 \$	3,339,150 \$	2,897,229 \$	2,955,173 \$	3,014,277 \$	3,104,705 \$	3,166,799 \$	3,277,637
Recreation Programs		1,761,681	1,780,863	1,215,707	1,240,021	1,264,822	1,302,766	1,328,822	1,381,974
Aquatics		491,755	1,050,624	966,618	985,950	1,005,669	1,035,839	1,056,556	1,088,253
Access and Inclusion		533,411	163,200	52,850	22,607	69,128	82,953	99,544	119,453
Golf Revenue		1,323,970	1,514,000	1,321,950	1,348,389	1,375,357	1,416,617	1,444,950	1,488,298
Reservoir Revenue		1,114,344	1,137,000	1,135,000	1,169,050	1,192,431	1,228,204	1,252,768	1,290,351
Sports		1,116,222	1,222,200	972,481	991,931	1,011,769	1,042,122	1,062,965	1,094,854
Misc. Recreation Revenue		(96,778)	12,241	6,000	12,241	12,241	12,241	12,241	12,241
Transfers - General Fund		1,292,210	1,431,609	1,430,954	1,459,573	1,503,360	1,548,461	1,594,915	1,642,762
Transfers - Health and Wellness from GF		115,000	130,857	115,000	130,857	130,857	130,857	130,857	130,857
Adjustments to Base (ATB)		•	175,000	•	•	•	•	•	•
Transfer from the .25 Cent Sales Tax Fund		•	688,062		•	•	•	•	•
Transfers - Transportation Fund		13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
COVID-19 Reductions			(5,067,652)			•	•	•	•
Total Sources of Funds	<del>ss</del>	10,697,934 \$	7,590,154 \$	10,126,789 \$	10,363,792 \$	10,592,911 \$	\$ 797,760	11,163,416 \$	11,539,680
Uses of Funds									
Marketing & Communications	↔	115,963 \$	145,000 \$	125,470 \$	131,744 \$	135,696 \$	139,767 \$	143,960 \$	148,278
Recreation Administration		857,586	906,538	1,069,159	1,122,617	1,156,296	1,190,985	1,226,714	1,263,516
Recreation Centers		2,583,141	2,770,216	2,570,317	2,698,833	2,779,798	2,863,192	2,949,087	3,037,560
Recreation Programs		1,771,296	1,800,354	1,197,727	1,257,614	1,295,342	1,334,202	1,374,228	1,415,455
Aquatics		1,381,337	1,934,487	1,447,937	1,520,334	1,565,944	1,612,922	1,661,310	1,711,149
Access and Inclusion		1,268,865	995,823	604,244	634,456	653,490	673,094	693,287	714,086
Golf		1,442,275	1,418,162	1,209,195	1,269,654	1,307,744	1,346,976	1,387,386	1,429,007
Reservoir		990'696	1,072,795	1,088,347	1,142,764	1,177,047	1,212,358	1,248,729	1,286,191
Sports		595,843	639,504	313,526	329,202	339,079	349,251	359,728	370,520
Adjustments to Base (ATB)			100,000		•	•			1
COVID-19 Reductions		-	(3,876,820)	•	-	•	•	•	•
Total Uses of Funds	<del>s</del>	10,985,374 \$	\$ 650'906'2	9,625,921 \$	10,107,217 \$	10,410,434 \$	10,722,747 \$	11,044,429 \$	11,375,762
Ending Fund Balance Before Reserves	s	1,379,911 \$	1,064,006 \$	1,564,873 \$	1,821,447 \$	2,003,924 \$	2,198,944 \$	2,317,931 \$	2,481,849
Reserves									
PERA Legislative Contingency	↔	4,368 \$	\$	<b>⇔</b>	\$	\$	<b>↔</b>	\$	1
Pay Period 27 Reserve		265,560	278,096	280,826	296,091	311,356	326,622	15,265	30,531
Operating Reserve Sick/Vacation Annual Reserve		756,880,1	731,310	1,058,851	1,212,866 48,716	1,353,356	1,501,185	1,050,064	1,700,364
Total Reserves	s	1,368,465 \$	1,055,326 \$	1,386,975 \$	1,557,673 \$	1,714,890 \$	1,879,490 \$	1,725,164 \$	1,791,726
Canima C. and Dalama Afferd	4		6 0000	417.000	\$ 111 \$	# FCO 000	240 454 &	9 221	007 003
Ending rund Balance After Reserves	<del>o</del>	11,446	e 000,0	e 060'//I	¢ 411,007	289,034 \$	519,454	e 00/'760	690,122

RECREATION ACTIVITY 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	31,623,875 \$	34,708,211	\$ 15,733,898	\$ 15,041,354	\$ 10,653,945	\$ 16,058,990	\$ 16,493,999	\$ 17,192,664
Sources of Funds								
Service Charge Fees \$	12,173,306 \$	12,203,350	\$ 13,083,700	\$ 14,683,051	\$ 16,477,907	\$ 18,492,167	\$ 20,752,649	\$ 21,625,921
Projected Rate Increases		854,235	1.570.044	1,761,966	1,977,349	2,219,060	830,106	865,037
Plant Investment Fees	1,234,181	200,000	100,000	100,000	100,000	100,000	100,000	100,000
Mile High Flood District	61,938	250,000	1,200,000	1,000,000	2,000,000	400,000	400,000	400,000
State and Federal Grants	(480,634)	•		•	•	•	•	
Interest on Investments	584,957	253,798	236,758	225,609	159,798	240,874	247,399	257,879
Rent and other miscellaneous revenue Projected Bonds	49,190	000'6	000'6	000'6	000'6	9,000 92,231,713	000'6	- 000'6
Total Sources of Funds \$	13,622,937	\$13,770,383	\$ 16,199,502	\$17,779,627	\$ 20,724,054	\$ 113,692,813	\$ 22,339,154	\$ 23,257,836
Jses of Funds								
Operating								
Administration	618.555 \$	675.325	\$ 753.747	\$ 776,359	\$ 799.650	\$ 823.640	\$ 848,349	\$ 873.799
Planning and Project Management		_	1.013,907	1.044.324	1.075.653	<u> </u>	_	<u> </u>
Stormwater Contract Management	98.182	96.775	96.775	829,66	102,669	105.749	108,921	112,189
Stormwater Quality and Education	622,902	1,000,539	1,024,535	1,055,271	1,086,929	1,119,537	1,153,123	1,187,716
System Maintenance	1,810,256	2,265,608	2,291,658	2,360,408	2,431,220	2,504,157	2,579,282	2,656,660
Subtotal Operating \$	4,245,538 \$	5,281,535	\$ 5,180,621	\$5,336,040	\$ 5,496,121	\$ 5,661,005	\$ 5,830,835	\$ 6,005,760
Debt	ı	ı	ı	ı	ı	ı	ı	ı
Wonderland Creek 2015 Revenue Bond \$	1,588,638 \$	1,591,688	\$ 1,591,388	\$ 1,590,188	\$ 1,588,088	\$ 1,590,088	\$ 1,591,038	\$ 1,590,938
Projected Bond - South Boulder Creek/Goose Creek 2024	•	•	•	•	•	8,300,854	8,300,854	8,300,854
Subtotal Debt \$	1,588,638 \$	1,591,688	\$ 1,591,388	\$ 1,590,188	\$ 1,588,088	\$ 9,890,942	\$ 9,891,892	\$ 9,891,792
ransfers	ı	ı		ı	ı	ı	ı	
Cost Allocation \$		447,648	\$ 453,648	\$ 499,013	\$ 548,914	\$ 603,805	\$ 664,186	\$ 730,605
Planning & Development Services	191,127	210,105	523,917	539,635	555,824	572,498	589,673	607,363
Fransportation - Admin Support	8,149	8,149	8,149	8,149	8,149	8,149	8,149	8,149
\$	0010	1000		001070	10000777	017 707 7	00000	177 070 7

STORMWATER/FLOOD MANAGEMENT UTILITY 2021 FUND FINANCIAL

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		Actual	_	Revised	Approved		Projected	Projected	ted	Projected	Ā	Projected	Proj	Projected
CONTINUED														
Capital	s	4,063,867		6,950,548	\$9,134,323	က္သ	\$14,194,011	\$7,1	\$7,121,915	\$4,289,691		\$4,655,754	\$6,	\$6,542,118
Projected Bond - South Boulder Creek		•		•			•			91,318,527		•		•
Projected Bond Issuance Costs		•		•			•			913,185		•		•
Encumbrances, Carryover and Adjustments to Base		•	`	18,255,023		-	•					-		•
Total Uses of Funds \$ 10,538,602	\$	10,538,602	Š	\$32,744,696 \$	\$ 16,892,046	91	\$22,167,035 \$ 15,319,010 \$ 113,257,803 \$ 21,640,489 \$ 23,785,786	\$ 15,3	9,010 \$	113,257,803	\$ 2	21,640,489	\$ 23,	785,786
Ending Fund Balance Before Reserves \$ 34,7	\$	34,708,211	÷	15,733,898	\$15,733,898 \$ 15,041,354		\$10,653,945 \$ 16,058,990 \$ 16,493,999 \$ 17,192,664 \$ 16,664,714	\$ 16,0	\$ 066'89	16,493,999	8 1	17,192,664	\$ 16,	664,714
Reserves														
Bond Reserves \$	s	1,987,568	s	1,987,568	\$ 1,987,568	\$ 82	1,987,568	\$ 1,98	\$ 895,786,	10,288,422	s	10,288,422	\$ 10,	10,288,422
Post Flood Property Acquisition		1,050,000		1,050,000	1,050,000	0	1,050,000	1,0	,050,000	1,050,000	_	1,050,000	Ψ,	,050,000
FEMA Deobligation Reserve		41,750		41,750	41,750	0	41,750	•	41,750	41,750	_	41,750		41,750
PERA Legislative Contingency		2,672		•			•			•		•		
Sick/Vacation/Bonus Reserve		132,779		11,060	11,392	32	11,734	•	12,086	12,448		12,822		13,206
Pay Period 27 Reserve		84,165		86,946	89,727	72	92,508	0,	95,289	98,070	_	114,070		130,070
Operating Reserve		1,221,524		1,486,859	1,541,584	<b>4</b>	1,595,709	1,6	,652,252	1,711,364	_	1,773,211	Ψ,	,837,969
Capital Reserve		200,000		200,000	200,000	0	200,000	5	200,000	200,000	_	200,000		200,000
Total Reserves \$		4,720,459	<del>s</del>	4,864,183	\$ 4,922,021	21 \$	4,979,269	\$ 5,0	8,944 \$	5,038,944 \$ 13,402,055	\$ 1	\$ 13,480,274	\$ 13,	13,561,418
Ending Fund Balance After Reserves \$ 29,987,752	\$	29,987,752	÷	10,869,714	\$10,869,714 \$ 10,119,333	33	\$5,674,677 \$ 11,020,045 \$ 3,091,945 \$ 3,712,390 \$ 3,103,296	\$ 11,0	\$ 0,045	3,091,945	<b>⇔</b>	3,712,390	& 3,	103,296

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		2019 Actual	œ	2020 Revised	2021 Approved		2022 Projected	<u> </u>	2023 Projected	2024 Projected	þé	2025 Projected		2026 Projected
Beginning Fund Balance	₩	4,187,220 \$		4,573,429 \$	\$ 19,253	\$ 82	17,772	↔	14,810 \$		10,367 \$	4,443	₩	2,962
Sources of Funds Sugar Sweetened Beverage Tax	ω	5,046,277	69	3,800,000 \$	\$ 000,000 \$	900	3,800,000	မ	3,800,000 \$		3,800,000 \$	\$ 000,000	8	3,800,000
Total Sources of Funds	↔	5,046,277		3,800,000 \$	\$ 3,800,000 \$	\$ 00	3,800,000	s	3,800,000 \$	3,800,000	\$ 000	3,800,000	\$	3,800,000
Uses of Funds														
Finance Oversight	↔	41,906	υ	45,547	\$ 60,556	\$ 99	62,373	εs	64,244	\$ 66	66,171 \$	68,156	<del>(</del> 9	70,201
Human Services Oversight		124,686		272,495	267,425	52	275,448		283,711	292	292,223	300,989	0	310,019
Community Funding and Grants		4,474,698		3,462,898	3,452,959	69	3,442,252		3,431,718	3,420,872	872	3,410,120	_	3,399,046
Carryover remaining fund balance		•		4,554,176			•		•					•
Cost Allocation		18,779		19,060	19,060	30	19,928		20,327	20	20,734	20,734	4	20,734
Total Uses of Funds	\$	4,660,068	<del>\$</del>	8,354,176	\$ 3,800,000	\$ 00	3,800,000	s	3,800,000	\$ 3,800,000	\$ 000	\$ 000,008 \$	\$	3,800,000
Ending Fund Balance Before Reserves	↔	4,573,429	↔	19,253 \$	\$ 19,253	<del>s</del>	17,772	<del>⇔</del>	14,810	\$ 10	10,367 \$	4,443	8	2,962
Reserves														
Pay Period 27	↔		υ	•	\$ 1,481	<del>2</del>	2,962	s	4,443	\$	5,924 \$	1,481	8	2,962
Total Reserves	<del>U</del>		<del>U</del>	•	1 481	*4	2 962	¥	4 443	4	5 924 ¢	1 481	4	2 962

Note: Starting 2019 the revenue cap at \$3.8M was removed based on outcome of 2019 ballot measure.

Ending Fund Balance After Reserves \$ 4,573,429 \$

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		2019 Actual	2020 Revised		2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected		2026 Projected
Beginning Fund Balance	↔	2,283,481 \$	2,587,217	217 \$	586	\$ 2,778,068	28	\$ 2,813,166	\$ 2,815,224	\$ \$	2,803,587
Sources of Funds											
Telecom Phone System User Charges	↔	586,445 \$	530,337	337 \$	391,300	\$ 391,691	\$ 392,083	\$ 392,475	\$ 392,868	\$ 89	393,260
Leader Tiber Maintenance BRAN Maintenance Interest		2,943 91,966 34,670	86, 53,	- 86,250 53,381	- 86,250 34,027	86,250 20,002	- 86,250 20,173	- 86,250 20,255	- 86,250 20,270	' <u>0</u> 2	- 86,250 20,186
Total Sources of Funds	s	716,026 \$	896'699	\$ 896	511,577	\$ 497,943	\$ 498,506	\$ 498,980	\$ 499,387	\$ 28	499,696
Uses of Funds											
Operating Expenses	↔	182,168 \$	392,	392,892 \$	186,000	\$ 229,156	\$ 236,863	\$ 244,956	\$ 253,454	% &	160,792
City Telephone Personnel Expense		85,301	61,	61,549	113,199	130,035	133,936	134,059	138,081		142,223
Telecommunications Fiber Locations & Repair		1,800	Ψ,	1,568	•	•	•	•			•
BRAN Maintenance (Locate & Repair Services)		116,079	8,	94,544	86,250	86,250	86,250	86,250	86,250	20	86,250
Cost Allocation		26,942	27,	27,346	27,346	28,713	30,149	31,656	33,239	39	34,901
Total Uses of Funds	\$	412,291 \$	577,	\$ 868,773	412,795	\$ 474,153	\$ 487,198	\$ 496,922	\$ 511,024	24 \$	424,166
Ending Fund Balance Before Reserves	<del>ss</del>	2,587,217 \$	2,679,286	\$ 982	2,778,068	\$ 2,801,858	\$ 2,813,166	\$ 2,815,224	\$ 2,803,587	\$ 28	2,879,117
Reserves											
Operating PP 27	↔	2,582,845 \$ 4.372	2,675,214	5,214 \$ 4.072	2,773,765 3	\$ 2,797,323 4.535	\$ 2,808,400 \$	\$ 2,810,236 4.988	\$ 2,803,355	355 \$	2,878,654
Total Reserves	s	2,587,217 \$	2,67	\$ 987		\$ 2,801,858		\$ 2,815,224	\$ 2,803,587	\$ 28	2,879,117
Ending Fund Balance After Reserves	s	·		<b>↔</b>	•	<del>σ</del>	· ·	\$	₩.	<b>↔</b>	•

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		2019 Actuals		2020 Revised	Α	2021 Approved		2022 Projected		2023 Projected		2023 Projected		2024 Projected
Beginning Fund Balance	↔	23,930	<del>\$</del>	27,474	₩	32,963	↔	33,715	<del>⇔</del>	31,472	↔	28,994	<del>\$</del>	26,259
Sources of Funds														
Property Tax	ઝ	11,442	₩	11,490	s	11,835	↔	12,190	છ	12,555	ઝ	12,932	↔	13,320
Specific Ownership Tax		440		645		645		645		645		645	↔	664
City of Boulder - ECO Pass Subsidy		4,944		5,092		7,710		4,944		4,944		4,944		4,944
Interest on Investments		13		06		25		25		24		22		20
Total Sources of Funds	s	16,840	\$	17,318	<del>s</del>	20,215	S	17,805	<del>s</del>	18,170	S	18,545	S	18,950
Uses of Funds														
RTD ECO Pass Cost	ઝ	13,004	↔	11,532	↔	19,167	ઝ	19,742	မှ	20,334	ઝ	20,944	↔	21,572
Annual Administration Cost		292		297		297		306		315		335		335
Total Uses of Funds	↔	13,296	<del>s</del>	11,829	<del>s</del>	19,464	S	20,048	s	20,649	S	21,279	S	21,907
Ending Fund Balance	↔	27,474	s	32,963	<del>s</del>	33,715	<del>S</del>	31,472	s	28,994	s	26,259	<del>S</del>	23,302

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		2019		2020	2021		2022		2023	2024		2025		2026
Beginning Fund Balance	↔	Actual 21,871,470 \$	ž	26,004,524	Approved \$ 17,220,179	\$ 62	<b>Projected</b> 18,550,308	\$	<b>Ргојестеа</b> 18,213,195	<b>Projected</b> \$ 18,853,682	82 \$	<b>Projected</b> 19,529,966	<b>.</b>	20,283,917
Sources of Funds														
	6	07 004 DED &	Č	777 077 3			75 442 202	Φ	027 270			700 000 00	6	20.000 760
Sales lax	A	\$ 008,182,12	<b>v</b>	20,413,747	4 23,840,900	900	23, 143, 282	ъ У	20,240,108	4 27,399,012	۰ ۲:	28,322,034	Ð	29,033,702
Highway User's Tax		3,020,875		3,135,149	2,747,486	186	2,802,436		2,886,509	2,973,104	4	3,062,297		3,154,166
City-Auto Registrations		267,269		280,508	253,012	)12	260,602		268,420	276,473	73	284,767		293,310
County Road & Bridge		334,622		339,755	346,550	250	353,481		360,551	367,762	92	375,117		382,619
St. Traffic Control & Hwy Maint. & Landscape		•		389,508	389,508	208	389,508		389,508	389,508	98	389,508		389,508
Reimbursements		105,880		175,000	110,000	000	110,000		110,000	110,000	00	110,000		110,000
External Funding		1,964,294		567,100	789,369	369	813,237	(,)	3,854,711			407,000		
Interest on Investments		445,964		458,944	330,257	257	123,985		231,879	227,665	95	235,671		244,125
Lease Revenue - BTV		85,000		55,000	75,000	000	75,000		75,000	75,000	00	75,000		75,000
Other Miscellaneous		165,395		150,000	170,000	000	200,000		200,000	200,000	00	200,000		200,000
Transfers from Other Funds		40,749		40,750	40,750	750	40,750		40,750	40,750	20	40,750		40,750
Estimated Revenue from ATB's & Carryover		•	<del>-</del>	12,789,707			•		1			•		•
HOP Reimbursement (RTD)		1,899,213		1,458,693	1,500,000	000	1,545,000	`	1,591,350	1,639,091	91	1,688,263		1,738,911
Total Sources of Funds	<del>ss</del>	35,611,221 \$	4	46,253,861	\$ 30,598,897	\$ 268	31,857,281	\$ 36	36,254,846	\$ 33,698,364	84 \$	35,190,408	<del>s</del>	35,662,151
Uses of Funds														
Operating														
Transportation Planning	s	10,389,889 \$	, =	10,825,205	\$ 9,052,169	\$ 691	9,323,734	\$	9,603,446	\$ 9,891,549	49 \$	10,188,296	s	10,493,945
Project Management		750,687		835,352	584,150	150	589,992		595,891	601,850	20	604,869		613,948
Transportation Maintenance		5,152,471	_	6,171,524	5,774,223	223	5,947,450	•	6,125,873	6,309,649	49	6,498,939		6,693,907
Transportation Administration		1,543,109		1,425,249	1,714,661	361	1,766,101	`	1,819,084	1,873,656	26	1,929,866		1,987,762
Other Programs		160,993		375,000	47,382	382	375,000		375,000	375,000	00	375,000		375,000
Subtotal Operating Uses of Funds	<del>\$</del>	\$ 17,997,149 \$	1	19,632,330	\$ 17,172,585	\$ 282	18,002,276	\$ 18	18,519,295	\$ 19,051,706	\$ 90	19,599,970	\$	20,164,561
Transfers														
Cost Allocation	છ	1,680,476 \$	,	1,705,683	\$ 1,705,683	383 \$	1,773,910	` &	1,844,867	\$ 1,918,662	32 \$	1,995,408	s	2,075,224
Forest Glen GID		4,944		5,092	7,7	7,710	5,245		5,402	5,564	94	5,731		5,903
Parks & Recreation		28,000		28,000	28,000	000	28,000		28,000	28,000	8	28,000		28,000
HHS		13,000		13,000	13,0	13,000	13,000		13,000	13,000	8	13,000		13,000
Planning & Development Services Fund		444,616		457,954	629,921	321	642,519		661,795	681,649	49	702,098		723,161
Subtotal Transfers to Other Funds	÷	2,171,036 \$		2,209,730	\$ 2,384,314	314 \$	2,462,675	s	2,553,064	\$ 2,646,875	\$ 92	2,744,237	s	2,845,289

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		Actual	יצי	Revised	٧	Approved	Pro	Projected	Д.	Projected	4	Projected		Projected		Projected
CONTINUED																
Capital Improvements Program	↔	\$ 11,309,982 \$	\$	12,205,312	υ	9,711,869	\$	,729,444		14,542,000	↔	9,711,869 \$ 11,729,444 \$ 14,542,000 \$ 11,323,500 \$	s	12,092,250 \$	s	11,683,500
Encumbrances, Carryovers & Adjustments		•	٠,٨	20,990,834		•		•		'		'		'		•
Total Uses of Funds \$ 31,478,167	S	31,478,167	\$	55,038,206 \$ 29,268,768 \$ 32,194,394 \$ 35,614,359 \$ 33,022,080	\$	29,268,768	\$ 32	,194,394	S	35,614,359	↔	33,022,080	s	34,436,457	s	34,693,350
Ending Fund Balance Before Reserves \$ 26,004,524	<del>s)</del>		\$	\$ 17,220,179 \$ 18,550,308 \$ 18,213,195 \$ 18,853,682 \$ 19,529,966	\$	18,550,308	\$ 18	,213,195	\$	18,853,682	<del>s</del>	19,529,966	s	20,283,917	s	21,252,718
Reserves																
Sick & Vacation Liability Reserve	↔	403,875 \$	s	22,939	↔	23,628	s	24,336	↔	25,067	↔	25,818	မှ	26,593	s	27,391
Operating Reserve		1,008,409		1,092,103		2,933,535	ro	3,069,743		3,160,854		3,254,787		3,351,631		3,451,478
Pay Period 27 Reserve		284,756		290,761		293,372		302,505		311,637		320,769		9,132		18,265
FEMA Reserve		65,242		65,242		65,242		65,242		65,242		65,242		65,242		65,242
PERA Contingency		6,765						•		•		•				•
Total Reserves	S	1,769,047	S	1,471,045	<del>s</del>	3,315,777 \$		3,461,826 \$	<del>s</del>	3,562,800 \$	<del>s</del>	3,666,616	S	3,452,598	s	3,562,376
Ending Fund Balance After Reserves \$ 24,235,477	s		\$	\$ 15,749,134 \$ 15,234,531 \$ 14,751,370 \$ 15,290,883 \$ 15,863,350 \$	<b>⇔</b>	15,234,531	\$ 14	,751,370	S	15,290,883	S	15,863,350	s	16,831,319 \$	s	17,690,342

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		2019 Actuals	2020 Revised	2021 Approved	2022 Projected	2023 Projected	2024 Projected		2025 Projected	2026 Projected	pg Gd
Beginning Fund Balance	<del>\$</del>	5,710,964 \$	6,207,816	\$ 1,701,149 \$	1,837,228	1,898,993	\$ 1,942,613	313 \$	2,017,880	\$ 2,075,231	,231
Sources of Funds											
Transportation Excise Tax	↔	1,002,786 \$		\$ 945,219 \$	0,	0,	\$ 915,219	\$ \$	905,219	\$ 895,	895,219
Transportation Impact Fee		131,453	52,311	52,594	54,172	48,172	42,172	72	36,172	30,	30,172
Interest Income External Eurodina		124,309	75,574	21,605	13,228	13,6/3	13,987	/8/	14,529	14,	14,942
External Puring Reimbursements			20,000	10,000	5,000	5,000	5,0	5,000	5,000	5,(	5,000
Total Sources of Funds	s	1,258,548 \$	987,782	\$ 1,029,418 \$	5,707,619	992,064	\$ 976,378	\$ 82	960,920	\$ 945,333	,333
Uses of Funds											
Operating Expenditures	↔	11,544 \$	75,625	\$ 75,000 \$	3 77,250 \$	3 79,568	\$ 81,955	322 \$	84,413	\$ 86,9	86,946
Cost Allocation		9,388	9,529	9,529	9,529	9,529	9,6	9,529	9,529	6	9,529
Excise Tax Administration		8,305	8,554	8,810	9,075	9,347	9,6	9,627	9,627	6	9,627
Capital Improvement Program Appropriations from ATBs & Carrvover		732,459	800,000	800,000	5,550,000	850,000	800,008	000	800,000	800,000	000,
Total Uses of Funds	s.	761,696 \$	5,494,448	\$ 652,339 \$	5,645,854	948,444	\$ 901,1	11 \$	903,569	\$ 906,102	,102
Ending Fund Balance Before Reserves	s	6,207,816 \$	1,701,149	\$ 1,837,228 \$	1,898,993	1,942,613	\$ 2,017,880	\$ 081	2,075,231	\$ 2,114,462	,462
Reserves											
Designated Reserve	↔	25,000 \$		\$ 85,057 \$			\$ 97,131	31	100,894	\$ 103,	103,762
No. Boulder Undergrounding Pav Period 27 Reserve - 2024		112,860 8,761	112,860	112,860 8,726	112,860 8,726	112,860	112,860	2,860 8,726	112,860		
Total Reserves	s	146,621 \$	431,977	\$ 206,643 \$	3 213,447 \$	3 216,536	\$ 218,717	\$ 11.	213,754	\$ 103,762	,762
Ending Fund Balance After Reserves	S	6,061,195 \$	1,269,173	\$ 1,630,585 \$	1,685,546	1,726,078	\$ 1,799,164	\$ \$	1,861,477	\$ 2,010,700	,700

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		2019 Actuals	۾ ا	2020 Revised	Ap	2021 Approved	ءَ ا	2022 Projected	ة ا	2023 Projected	Pro	2024 Projected	Pro	2025 Projected	2 Pro	2026 Projected
Beginning Fund Balance	<del>\$</del>	84	€	1,036,362	\$	880,168	<del>\$</del>	712,633	€9-	9	₩	734,063	<del>⇔</del>	734,063	<b>∽</b>	728,493
Sources of Funds																
Property Tax	↔		\$	36,427	s	37,520	s	38,646	\$		↔	40,999	↔	40,999	\$	42,229
Ownership Tax		1,622		1,494		1,524		1,554		1,585		1,617		1,617		1,649
Short-Term Parking Revenue		52,344		59,523		85,000		85,850		86,709		87,576		87,576		88,451
Long-Term Parking Revenue		48,476		24,890		37,709		38,086		38,467		38,852		38,852		39,240
Other Parking Products-Meterhoods/Tokens		10,520				•		•								
Interest		16,826		20,209		11,178		5,131		5,246		5,285		5,285		5,245
General Fund Transfer to UHGID		350,000		325,000		250,000		300,000		300,000		300,000		300,000		300,000
Total Sources of Funds	S	512,069	\$	467,543	S	422,931	S	469,267	S	471,812	S	474,328	<del>s</del>	474,328	\$	476,815
Uses of Funds																
Personnel Expenses													ı		ı	ı
Administration	θ.	91.546	€:	53.790	<b>υ</b> :	52.519	θ.	54.095	υ:	55.718	€:	57.389	65	57.389	€:	59.111
Access/Parking/Customer Service	+		<b>.</b>	13,626	<b>.</b>	19,615	<b>+</b>	20,203	<b>.</b>	_	<b>.</b>	21,434	<b>.</b>	21,434	<b>+</b>	22,077
Maintenance	,	144,838		95,807	,	95,636	,	98,505	,	₋Ⅱ		104,504	,	104,504	,	107,639
Sub-Total Personnel	so l		s	163,223	s	167,770	₽	172,803	₩.	177,987	s	183,326	s	183,326	₩	188,826
Operating Expenses	,				,		,							1		1
Access/Parking/Customer Service	₽		₽	96,000	₽	76,636	₽	78,935	₽		₽	83,742	₽	83,742	₽	86,254
Asset Management (Maintenance)		130,718		76,499		78,488		80,843		83,268		85,766		85,766		88,339
District Vitality Activities		13,655		11,479		19,100		19,673		20,263		20,871		20,871		21,497
EcoPass Program				33,805		40,740		41,807				43,941		43,941		44,814
Sub-Total Operating	S	237,202	<del>s</del>	217,783	<del>6</del>	214,964	S	221,258	<del>ss</del>	227,708	<del>s</del>	234,320	<del>s</del>	234,320	<b>⇔</b>	240,905
Capital Improvement Plan																
Annual CIP Projects	မှ	'	s	185,000	s	150,000	မှ	·	s		s		မှာ	ŀ	es es	ľ
Capital Replacement Reserve		•		000'6		000'6		9,000		9,000		000'6		000'6		9,000
Sub-Total Capital	<del>ss</del>	•	<del>s</del>	194,000	\$	159,000	s	9,000	↔	9,000	<del>\$</del>	9,000	\$	9,000	\$	9,000
T-03-05-1													١	ı	١	ı
Cost Allocation	s	48.012	€₽	48.732	s	48.732	s	50,194	s	51.700	€	53.251	s	53.251	υ	54.848
Sub-Total Transfers	S		↔	48,732	₩.	48,732	↔	50,194	↔	51,700	₩.	53,251	<del>s</del>	53,251	s	54,848
Total Uses of Funds	<del>ss</del>	524,891	€	623,738	<b>↔</b>	590,466	↔	453,254	↔	466,395	ss.	479,897	<del>⇔</del>	479,897	s	493,579
Ending Fund Balance Before Reserves	<del>s</del>	1,036,362	<del>s</del>	880,168	<del>s</del>	712,633	s	728,646	<del>s</del>	734,063	<del>s</del>	728,493	s	728,493	s	711,729
Reserves																
Operating	↔		€	104,164	↔	98,608	↔	75,693	↔		€	80,143	↔	80,143	↔	82,428
Sick/Vacation Accrual				1,699		1,750		1,803				1,912		1,970		1,970
Total Reserves	<del>s</del>	280,940	<del>⇔</del>	105,863	<del>⇔</del>	100,358	s	77,496	↔	79,745	<del>⇔</del>	82,055	<del>⇔</del>	82,113	<del>\$</del>	84,398
Ending Fund Balance After Reserves	s	755,423	s	774,305	s	612,275	s	651,149	s	654,318	s	646,439	s	646,381	s	627,331

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	2019 Actual	2020 Revised	2021 Approved		2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	30,262,630	\$ 29,872,000	\$ 13,167,148	,148 \$	8,571,585	\$ 8,899,898	\$ 6,924,429	\$ 6,081,144	\$ 5,546,478
Sources of Funds Sewer Charges to General Customers Projected Rate Increase	21,662,822	\$ 21,899,171 1,094,959	\$ 22,764,188 1,138,209	,,188 \$ 1,209	23,543,861 1,177,193	\$ 24,350,238 1,217,512	\$ 25,184,234 1,259,212	\$ 26,046,794 1,302,340	\$ 26,938,897
COVID-19 Impact Surcharge/ Pretreatment Fees Plant Investment Fees Connection Charges	- 149,543 2,242,328 8 270	(800,000) 142,353 1,270,000	142	- 142,353 ,000,000	- 142,353 700,000 10,000	- 142,353 700,000	- 142,353 700,000 10,000	- 142,353 700,000	- 142,353 700,000 10,000
Special Assessments Interest on Investments Per and other miscellaneous revenue	10,000 10,000 593,096 30,766	25,000 228,288 30,000	32 22 Z	25,000 253,034 30,000	25,000 360,006 30,000	<b>ω</b> ι	25,000 290,825 30,000	25,000 25,000 255,407 30,000	25,000 232,951 30,000
Dong Proceeds  Total Sources of Funds \$	24,696,825	23,899,770	\$ 25,662,784	.,784 \$	75,663,413	\$ 49,371,899	\$ 27,641,624	\$ 28,511,894	\$ 28,887,368
Uses of Funds Operating Administration Planning and Project Management Wastewater Quality & Environmental Svcs System Maintenance Wastewater Treatment Total Operating Uses of Funds \$	987,647 426,213 1,090,826 1,681,603 4,786,483	\$ 1,067,936 435,402 1,314,571 1,730,227 5,123,304 <b>\$ 9,671,440</b>	\$ 1,082,627 415,794 1,172,100 1,683,262 5,121,267 <b>\$ 9,475,050</b>	1,082,627 \$ 415,794 1,172,100 1,683,262 5,121,267 <b>\$ 475,060 \$ 475,060 \$ 475,060 \$ \$ 475,060 \$ \$ 475,060 \$ \$ 475,050 \$ \$ 475,0</b>	1,115,106 428,268 1,207,263 1,733,760 5,274,905 <b>9,759,302</b>	\$ 1,148,559 441,116 1,243,480 1,785,773 5,433,152 <b>\$ 10,052,081</b>	\$ 1,183,016 454,349 1,280,785 1,839,346 5,596,147 <b>\$ 10,353,643</b>	\$ 1,218,506 467,980 1,319,208 1,894,527 5,764,031 <b>\$ 10,664,552</b>	\$ 1,255,062 482,019 1,358,785 1,951,362 5,936,952 <b>\$ 10,984,180</b>
WR leac		3,142,250 671,088 676,131	3,124,750 671,688 677,631	124,750 671,688 677,631	3,127,250 571,838 678,931	3,128,500 571,538 680,581	3,128,500 569,438 676,781	3,128,500 573,188 677,681	571,350 678,131
2015 Sewer Rev Bond Foothills Baseline Sewer Bond 2018 WRRF Nutrient Compliance and Sanitary Sewer Bond 202: Anticipated Bond - Interceptor Replacement 2022 Total Debt Service \$	71,913 - - - 4,748,004	241,306 - - 4,730,775	240,891	240,891 - - <b>714,960 \$</b>	241,268 4,222,375 <b>8,841,662</b>	241,063 1,914,455 4,222,375 <b>\$ 10,758,512</b>	241,190 1,914,455 4,222,375 <b>\$ 10,752,739</b>	241,181 1,914,455 4,222,375 <b>\$ 10,757,380</b>	241,035 1,914,455 4,222,375 <b>\$</b> 7,627,346
Transfers Cost Allocation Planning & Development Services Transportation - Admin Support Total Transfers Out \$	1,045,560 315,013 - 1,360,573	1,044,444 350,952 16,300 <b>\$1,411,696</b>	1,050 306 306 16 <b>\$</b>	1,050,444 306,763 16,300 373,507 \$	1,155,488 315,966 16,789 1,488,243	1,271,037 325,445 17,293 <b>\$ 1,613,775</b>	1,334,589 335,208 17,812 \$ 1,687,609	1,401,318 345,264 18,346 <b>\$ 1,764,928</b>	1,471,384 355,622 18,896 <b>\$ 1,845,902</b>

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WASTEWATER UTILITY 2021 FUND FINANCIAL
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	2019 Actual	2020 Revised	2021 Approved		2022 Projected	2023 Projected	2024 Projected		2025 Projected	2026 Projected
CONTINUED Capital Improvement Program Projected Bond-Interceptor Sanitary Sewer Rehabilitation Bond 2015 Bond Issuance Costs Carryover, Encumbrances and Adjustments to Base	\$ 10,006,107	\$ 9,737,389	\$ 14,694,831	831 \$	5,570,893 49,200,000 - 475,000	\$ 6,400,000 22,300,000 223,000	\$ 5,690,918	918	5,860,000	6,940,000
Total Uses of Funds \$ 25,087,455	\$ 25,087,455	\$ 40,604,622	\$ 30,258,348	↔	75,335,100	\$ 51,347,367	\$ 28,484,909	\$ 606'	\$ 29,046,560	\$ 27,397,428
Ending Fund Balance Before Reserves \$ 29,872,000	\$ 29,872,000	\$13,167,148	\$ 8,571,585	\$ 585	8,899,898	\$ 6,924,429	\$ 6,081,144	,144 \$	5,546,478	\$ 7,036,418
Reserves										
Bond Reserves	\$ 670,139	\$ 670,139	\$ 670	670,139 \$	670,139	\$ 670,139	\$ 670	670,139 \$	670,139	\$ 670,139
FEMA Deobligation Reserve	36,445	36,445	36	36,445	36,445	36,445	36	36,445 \$	36,445	\$ 36,445
Sick/Vacation/Bonus Reserve	304,750	62,004	63	63,864	65,780	67,753	69	98,786	71,880	74,036
PERA Legislative Contingency	4,859	•				•			•	•
Pay Period 27 Reserve	226,024	226,024	226	226,024	226,024	226,024	226	226,024	27,774	28,607
Operating Reserve	2,583,336	2,770,784	2,712,139	139	2,811,886	2,916,464	3,010,313	313	3,107,295	3,207,521
Capital Reserve	500,000	500,000	200	500,000	500,000	500,000	200	500,000	500,000	500,000
Total Reserves \$ 4,325,553	\$ 4,325,553	\$ 4,265,396	\$ 4,208,611	611 \$	4,310,274 \$	\$ 4,416,825 \$	\$ 4,512,707	\$ 202	4,413,533	\$ 4,516,748
Ending Fund Balance After Reserves \$ 25,546,448 \$ 8,901,752 \$	\$ 25,546,448	\$ 8,901,752		\$ 226	4,589,624	4,362,973 \$ 4,589,624 \$ 2,507,604 \$ 1,568,437 \$ 1,169,390 \$ 2,556,116	\$ 1,568	,437 \$	1,169,390	\$ 2,556,116

Note: Operating reserve levels are based on industry standards and are maintained for revenue bonds, revenue fluctuations (weather and water usage impacts) and the capital intensive nature of the utility.

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		2019 Actual	2020 Revised	0 sed	2021 Approved		2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	5
Beginning of Year Fund Balance	↔	40,223,708 \$		42,168,090 \$	28,389,543	<i>\$</i> +	27,883,514	\$28,274,367	\$ 24,276,327	\$ 18,432,957	7 \$ 18,094,480	081
Sources of Funds Sale of Water to General Cust Projected Rate Increase COVID Impact Bulk/Irrigation Water Sales Hydroelectric Revenue Miscellaneous Operating Revenues Plant Investment Fees Connection Charges Interest on Investments Rent, assessments and other misc revenues Transfer from General Fund - Fire Training Center Projected Bond Proceeds  Total Sources of Funds	₩	28,136,276 \$ - 399,444 1,764,680 70,000 6,146,837 221,526 887,373 119,102 92,785		28,895,738 \$ 2,022,702 (1,200,000) 143,050 1,700,000 4,000,000 4,000,000 574,133 20,500 92,785	30,610,336 2,448,827 - 143,051 1,750,850 30,000 130,000 567,791 20,500 92,785	& **	32,729,651 2,618,372 143,050 1,803,226 30,000 2,500,000 130,000 557,670 20,500 92,785 39,977,055	\$ 34,995,623 2,099,737 143,050 1,857,172 30,000 2,500,000 130,000 565,487 20,500 92,785 -	\$ 36,725,487 2,203,529	\$ 38,540,806 1,927,040 1,927,040 143,050 1,969,970 30,000 2,500,000 130,000 368,659 20,500 2,500 \$ 45,630,025	6 \$ 40,064,247 0 1,602,570 - 143,050 0 2,028,919 0 2,500,000 130,000 0 361,890 0 20,500 	247 570 570 919 900 900 500 -
Uses of Funds Operating Administration Planning and Project Management Water Resources and Hydroelectric Operations Water Treatment Water Quality and Environmental Svcs System Maintenance Windy Gap Payment Total Operating Uses of Funds	φ φ	1,605,259 \$ 436,903 3,130,072 4,838,438 1,103,050 3,492,831 659,124 15,265,676 \$	-	1,647,034 \$ 602,122 3,043,741 5,055,167 1,439,542 3,437,263 1,351,124 6,575,993 \$	1,722,157 724,215 724,215 3,287,694 4,998,204 1,078,250 3,424,724 1,351,124	& &	1,773,822 745,941 3,386,325 5,148,150 1,110,598 3,527,466 200,000	\$ 1,827,037 768,319 3,487,915 5,302,595 1,143,916 3,633,290 206,000	\$ 1,881,848 791,369 3,592,552 5,461,673 1,178,233 3,742,288 212,180 <b>\$16,860,143</b>	\$ 1,938,303 815,110 3,700,329 5,625,523 1,213,580 3,854,557 218,545 218,545 <b>\$ 17,365,947</b>	3 \$ 1,996,452 9 839,563 9 3,811,339 3 5,794,289 0 1,249,987 7 3,970,194 5 225,102 7 \$ 17,886,926	563 563 583 589 587 102
Debt Refunding of the 1999 and 2000 Revenue Bonds Lakewood 2001 Rev Bond; Refunded in 2012 Betasso WTP Improvements - 2015 Carter Lake Pipeline - 2018 Projected Bond - Barker/Albian Dam - 2022	<i>φ</i>	1,454,441 \$ 2,087,000 2,255,681 2,402,570 - 8,199,692 \$		2,087,800 2,260,681 2,406,044 -	2,095,600 2,259,981 2,401,909	\$	2,258,681 2,405,771 3,398,050 <b>8,062,502</b>	\$ 2,256,781 2,403,726 3,398,050 \$ \$ 8,058,557	\$ 2,259,281 2,405,999 3,398,050 <b>8,063,330</b>	\$ 2,256,081 2,404,908 3,398,050 <b>\$</b>	- \$	- - 281 165 050
Transfers Cost Allocation Planning & Development Services Transportation - Admin Support  Total Transfers Out	<b>↔</b>	1,692,757 \$ 317,672 16,300 2,026,729 \$	- 2	1,717,381 \$ 353,691 16,300 2,087,372 \$	1,735,381 305,717 16,300 <b>2,057,398</b>	+ > 0 <b>8</b>	1,822,150 314,889 16,789 <b>\$2,153,828</b>	\$ 1,913,258 324,335 17,293 \$ 2,254,885	\$ 2,008,920 334,065 17,811 \$2,360,797	2,109,366 344,087 18,346 \$ 2,471,799	6 2,214,835 7 354,410 6 18,896 <b>9 \$ 2,588,141</b>	335 110 396 <b>41</b>

# WATER UTILITY 2021 FUND FINANCIAL

		2019 Actual		2020 Revised	^	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<b>CONTINUED</b> Capital	↔	9,920,153	↔	12,346,837	₩	13,398,913 \$	14,125,769	\$ 19,749,883	\$ 22,709,930 \$	18,071,716	\$ 10,951,323
Projected Bond - Betasso WTP IMP Projected Bond - Albion Dam: WTP Imp: Meter Vault		480,125					39.577.055				
Projected Bond - Issuance Costs		1,266		•		•	400,000	•	•	•	•
Encumbrances, Carryover and Adjustments to Base		•		12,422,730		•	•	-	-	-	•
Total Uses of Funds	₩.	35,893,641	₩	50,187,456	₩	38,800,169 \$	80,211,455	80,211,455 \$ 46,432,395	\$ 49,994,199 \$	45,968,502	\$ 39,485,185
Ending Fund Balance Before Reserves	↔	42,168,090	<del>s</del>	28,389,543	<del>so</del>	27,883,514	\$28,274,367	\$24,276,327	\$18,432,957 \$	18,094,480	\$ 25,485,471
Reserves											
Bond Reserve	s	2,081,429	υ	2,081,429	s	2,081,429 \$	'	ا چ	\$ '	•	٠
Lakewood Pipeline Remediation Reserve		17,385,876		17,851,867		15,400,000	15,400,000	10,000,000	10,000,000	10,000,000	10,000,000
Carter Lake Pipeline Reserve		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		620,041		65,040		66,991	69,001	71,071	73,203	75,399	77,661
PERA Legislative Contingency		6,933		1		•	•	•	•	•	•
Pay Period 27 Reserve		287,303		288,249		289,195	290,141	291,087	292,033	317,033	342,033
Operating Reserve		4,323,101		4,665,841		4,660,941	4,511,532	4,655,989	4,805,235	4,959,437	5,118,767
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	€	28,323,330	₩.	28,323,330	€	26,117,205 \$	22,358,625	\$ 17,106,098	\$ 17,258,422 \$	17,439,820	\$ 17,626,412
Ending Fund Balance After Reserves	s	\$ 13,844,760	<del>s</del>	66,212	<del>s</del>	1,766,309	\$5,915,742	\$ 7,170,229	\$1,174,535 \$	654,660	\$ 7,859,059

Note: Operating reserve levels are based on industry standards and are maintained for revenue bonds, revenue fluctuations (weather and water usage impacts) and the capital intensive nature of the utility.

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		2019 Actual	2020 Revised	5	Apr	2021 Approved	ه ا	2022 Projected	۵	2023 Projected	Pre	2024 Projected	P	2025 Projected	2026 Projected	26 ected
Beginning Fund Balance	<b>↔</b>	1,857,686 \$	2,710,003	,003	\$	2,991,093	<del>\$</del>	3,398,347	<del>\$</del>	3,700,406 \$		4,010,609	•	4,176,159 \$		4,517,124
Sources of Funds																
Charges to Departments Interest Earnings	↔	2,474,384 \$ 50,826	2,3	93,322 29,823 10,038	8	2,538,150 30,201	↔	2,614,295 30,419	↔	2,767,724 \$ 30,638		2,850,755 9 30,858	€	2,936,278 \$ 31,081		3,024,366 31,304
Total Sources of Funds	<del>⇔</del>	2,526,460 \$	2,4	,182	\$	2,578,490	<del>⇔</del>	2,654,953	↔	2,808,703 \$	(2)		€	\$ 606,776,2	3,0	3,066,326
Uses of Funds																
Insurance Premiums & Consultations	es	177.484 \$		202.479	69	160.578	s	167.001	G	173.681		180.628	69	187.854 \$		195.368
3rd Party Claims Administration			Ψ.	447	_	,653,324		1,814,727							Ψ.	1,945,092
Program Administration		233,593	258	258,093		286,011		294,591		303,429		312,532		321,908	ຸຕ	331,565
Cost Allocation		49,333	20	50,073		50,073		51,575		51,575		53,122		54,716		56,358
Risk Prevention Programs			25	25,000		21,250		25,000		25,000		25,000		25,000		25,000
Total Uses of Funds	s	1,674,143 \$	2,152,092	,092	\$	2,171,236	<b>⇔</b>	2,352,895	<b>⇔</b>	2,498,500 \$		2,726,510 \$	• <del>•</del>	2,636,943	3, 2,5	2,553,383
Ending Fund Balance Before Reserves	<del>⇔</del>	2,710,003 \$	2,991,093	,093	ۍ ج	3,398,347	<del>⇔</del>	3,700,406	<del>⇔</del>	4,010,609 \$		4,176,159	÷	4,517,124 \$		5,030,068
Reserves																
Year-end Estimated Liabilities	↔	2,444,102 \$	2,796,185	,185	3	3,006,257	s	3,240,521	s	3,490,246 \$		3,315,734	υ	3,149,947 \$		2,992,450
Pay Period 27 Reserve		10,980	10	10,980		10,980		10,980		10,980		10,980		•		•
Total Reserves	↔	2,455,082 \$	2,807,165	,165	\$	3,017,237	₩.	3,251,501	₩.	3,501,226 \$		3,326,714	₩.	3,149,947 \$		2,992,450
Ending Flind Balance Affer Recerves	<del>U</del>	254 921	183	183 928	<del>U</del>	384 440	<del>U</del>	448 905	<del>U</del>	509 383 ¢		849 445	¥	1 367 177 \$		2 037 618

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# **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 adopted expenditures for a given period and the adopted 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.

**Dental Self-Insurance Fund** accounts for employee and city premium contributions and claims payments; and facilitates the monitoring of the city's self-insured employee dental plan.

**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.

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 six departments/divisions:

**Climate Initiatives** 

**Community Vitality** 

Finance - Tax & License

Fire-Rescue

**Planning & Development Services** 

**Utilities** 

The information in this section includes what the city charges in 2020, approved 2021 fees, and the % change in the fees, which are effective January 1, 2021 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.

### **CLIMATE INITIATIVES**

Boulder's marijuana industry accounts for 2% of the community's total energy use and results in more than 14,000 metric tons of greenhouse gas (GHG) emissions annually. In an effort to mitigate the environmental impact that this new industry would have on the community's ability to achieve its GHG goals, Boulder Municipal Code sections 6-14-8(i) and 6-16-8(i) were adopted with requirement that cultivation facilities directly offset 100% of their electricity consumption either through on-site solar, subscriptions to solar gardens or an equivalent that is subject to approval by the city. Where they cannot meet this requirement with on-site solar or participation in a solar garden, license holders pay a per kWh fee to the city for energy impact offset. The city intends to use the fees to catalyze projects that reduce and/or offset the marijuana industry's greenhouse gas emissions.

Beginning in 2020, an applicant for a building or demolition permit which requires a deposit under section 3601.2.3 of the City of Boulder Building code or section R328.2.3 of the City of Boulder Residential Code shall pay an administrative fee of \$100.

### **CLIMATE INITIATIVES FEES, RATES, & CHARGES**

FEE PAID BY TYPICAL APPLICANTS						
	 2020 Approved	Red	2021 commended	Units	Percent Change	B.R.C. Section
Energy Impact Offset Fee Annual fee of \$0.0204 per kWh per license	\$ 10,000.00	\$	10,000.00	per year	0.0%	4-20-67
Construction and Demolition Deposit Fee Administrative fee for building or demolition permit	\$ 100.00	\$	100.00	per year	0.0%	

DEPARTMENT REVENUE IMPACT						
			2020 Approved	Re	2021 commended	Percent Change
Climate Initiatives						
Energy Impact Offset Fee		\$	400,000	\$	400,000	0.0%
Construction and Demolition Deposit Fee			11,000		11,000	0.0%
	Total	\$	400,000	\$	400,000	0.0%
	IJIAI	Ψ	400,000	Ψ	<del>4</del> 00,000	

### **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 assesses the Downtown Commercial District (CAGID) and University Hill Commercial District (UHGID) long-term parking rates with private sector rates and makes adjustments in alignment with demand and the market. These rate changes also help CAGID and UHGID keep pace with rising expenses.

For 2021, Downtown garage permits will remain the same rate as 2020. This reflects the impacts from COVID-19 and the assumption that CPI will remain flat from 2020 to 2021. A comprehensive parking pricing strategy will be developed in 2020-2021 to guide the pricing decisions for 2022. University Hill permit costs will not change for 2021.

### **COMMUNITY VITALITY FEES, RATES, & CHARGES**

	Δ.	2020 approved	Rec	2021 commended	Units	Percent Change	B.R.C. Section
Long-Term Parking Permit Fees							
Downtown Garages	\$	465.00	\$	465.00	per quarter	0.0%	
Downtown Surface Lots		270.00		270.00	per quarter	0.0%	
Mall Permits/Fees							
Mobile Vending Carts	\$	2,370.00	\$	2,370.00	per year	0.0%	4-20-11
Ambulatory Vendor Permit (May-Sep)		120.00		120.00	per month	0.0%	4-20-11
Ambulatory Vendor Permit (Oct-Apr)		60.00		60.00	per month	0.0%	4-20-11
Electricity Event Fee		21.00		21.00	per day	0.0%	4-20-11
Entertainment Vending Permit		17.00		17.00	per month	0.0%	4-20-11
Personal Services Vending Permit (May-Sep)		120.00		120.00	per month	0.0%	4-20-11
Personal Services Vending Permit (Oct-Apr)		60.00		60.00	per month	0.0%	4-20-11

DEPARTMENT REVENUE IMPACT					
		2020 Approved	Re	2021 commended	Percent Change
Community Vitality					
Mobile Vending Carts		\$ 29,966	\$	29,966	0.0%
Ambulatory/Personal Service Permit		4,219		4,219	0.0%
Electricity Event Fee		525		525	0.0%
Entertainment Vending Permit		106		106	0.0%
Personal Services Vending Permit		1,539		1,539	0.0%
Downtown garage long term parking permit		3,781,114		3,781,114	0.0%
Downtown lot long term parking permit		257,807		257,807	0.0%
	Total	\$ 4,082,922	\$	4,082,922	0.00%

### **FINANCE - TAX & LICENSE DIVISION**

The Finance Department charges a fee for the following seven city licenses: Auction Licenses; Circus, Carnival and Menagerie Licenses; Hemp Licenses; Itinerant Merchant Licenses; Secondhand Dealer and Pawnbroker Licenses; Mobile Food Vehicle Sales Licenses, and Tobacco Licenses. In 2020, all license fees, except the newest license types of Hemp and Tobacco, are set to increase by the amount of the CPI, rounded up to the nearest whole dollar. For Hemp licenses and Tobacco licenses, it is recommended to keep the license fees the same for the first year of processing to add predictability for license applicants and city staff.

City Licensing has taken on the state's portion of review for local only special event liquor permit processing. For three city licenses, City Licensing has added a necessary fee and now completes the background check work which was 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 on-line background check through the Colorado Bureau of Investigation (CBI), to review for assessment of criminal operation concerns.

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:

**Special Event Liquor Permits and Temporary Modifications** totaled 187 in 2019 with the majority being special event liquor permits for non-profit fundraising. In 2020 due to COVID, most non-profit fundraising events were canceled so only 28 special event liquor permits were processed, although 76 temporary modifications to expand outdoor dining areas for permanent liquor licenses were processed in 2020. Our 2020 total as of August 2020 for temporary alcohol service applications was 104.

**Mobile Food Vehicle (MFV)** licenses decreased in 2020 likely due to COVID, from 75 in 2019, to 50 as of August, 2020. In 2019, City Licensing completed a City Manager Rule so that MFV licenses are valid until March 1 of any given year (to better accommodate licensees for Health Department and Fire Department inspections) and also to set the license fee as to how pro-ration will be calculated.

**Sales and Use Tax city business license applications** declined slightly in 2020, this is due to the cancellation of several of the city's large special events due to the COVID-19 pandemic. This is also a result of the efforts in 2019 to register unlicensed businesses, which inflated 2019 license applications.

As of August 2020, there are 87 **Marijuana Business Licenses** issued. In 2019, there were 89 Marijuana Business Licenses in place. This slight decrease in license numbers is due to surrender of some large recreational grows and some additions of dispensary locations. There are currently fewer pending transfer applications and new license applications in 2020, than in 2019. A large source of unexpected work in 2020 included processing 24 curbside applications for provision of marijuana outside of dispensaries for online and phone orders. In May 2020, staff support began for the new city board, the Cannabis Licensing and Advisory.

For Permanent Liquor Licenses for bars and restaurants, license numbers were in 2019 257 (with 15 license surrenders received thus far in 2020 without licenses replacing at the same location), and as of August 2020 a total of 242. There may be more license surrenders in 2020, but temporary modifications to add outdoor occupancy has been stated to really have helped liquor licensees remain viable. Staff support of the Beverage Licensing Authority as the local liquor licensing authority continues.

Auctions, Carnivals, Itinerant Merchants for Door to Door sales, and Second Hand Dealer license applications all declined precipitously in 2020 due to the required closures to customers of these types of businesses under public health orders. However, Tobacco Retailer and Hemp Cultivator and Extraction license applications will be new license types added in 2020, and a new source of work in future years.

FINANCE - TAX & LICENSE DIVISION FEES, RATES & CHARGES

FEE PAID BY TYPICAL APPLICANTS							
-	-	2020 proved	Red	2021 commended	Units	Percent Change	B.R.C. Section
Auctioneer License Fee Annual fee with license issued each event Total including background checks <sup>1</sup>	\$	91.00 105.00	\$	93.00 107.00	per year per year	2.2% 1.9%	4-20-3 4-20-3
Circus, Carnival, & Menagerie License Fee Cost per event day	\$	470.00	\$	480.00	per day	2.1%	4-20-5
Itinerant Merchant License Fee Annual license fee Total including background checks <sup>2</sup>	\$	62.00 104.00	\$	64.00 106.00	per year per year	3.2% 1.9%	4-20-10 4-20-10
Secondhand Dealer & Pawnbroker License Fee Secondhand Calendar/Renewal Total including background checks <sup>2</sup> Pawn Calendar/Renewal <sup>3</sup> Total including background checks <sup>2</sup>	\$	125.00 167.00 125.00 167.00	\$	128.00 170.00 128.00 170.00	per year per year per year per year	2.4% 1.8% 2.4% 1.8%	4-20-17 4-20-17 4-20-17 4-20-17
Mobile Food Vehicle License Fees MFV License Fee MFV Renewal Fee	\$	262.00 262.00	\$	268.00 268.00	per year per year	2.3% 2.3%	4-20-66 4-20-66
Hemp License Fees Hemp Registration Fee Hemp License Fee	\$	400.00 1,200.00	\$	400.00 1,200.00	per year per year	0.0% 0.0%	
Tobacco License Fees Tobacco New License Fee Tobacco Renewal License Fee	\$	370.00 280.00	\$	370.00 280.00	per year per year	0.0% 0.0%	

### Notes:

<sup>&</sup>lt;sup>3</sup>City of Boulder expects to align definitions of pawnbroker and secondhand dealers with state definitions soon. As a result, has matched pawnbroker to secondhand fees in 2020.

	2020 Approved	2021 Recommended	Percent Change
inance - Tax and License			
Auctioneer License Fees	\$ 210	\$ 214	1.9%
Circus, Carnival, & Menagerie License Fees	940	960	2.1%
Hemp License Fees	10,000	30,000	200.0%
Itinerant Merchant License Fees	832	424	-49.0%
Second Hand Dealer/ Pawnbroker License Fees	3,340	850	-74.6%
Mobile Food Vehicle License/Renewal Fees	21,484	13,400	-37.6%
Tobacco License Fee	20,720	15,680	-24.3%

<sup>&</sup>lt;sup>1</sup>Assumes that two people would require background checks at \$7 each for a typical license.

<sup>&</sup>lt;sup>2</sup>Assumes that six people would require background checks at \$7 each for a typical license.

### 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 type 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 2018 International Fire Code (IFC). 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.

FIRE-RESCUE FEES, RATES, & CHARGES

FEE PAID BY TYPICAL APPLICANTS						
	2020 Approved	Rec	2021 ommended	Units	Percent Change	B.R.C. Section
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 <sup>1</sup> -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 <sup>1</sup> -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 <sup>1</sup> -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

	2020			2021	Percent
		Approved	Reco	mmended	Change
	\$	3,250	\$	1,250	-61.5%
		4,350		1,750	-59.8%
		5,600		6,000	7.1%
Total	\$	15,025	\$	9,000	-40.1%
	Total		Approved \$ 3,250 4,350 5,600	Approved Reco \$ 3,250 \$ 4,350 5,600	Approved         Recommended           \$ 3,250         \$ 1,250           4,350         1,750           5,600         6,000

### PLANNING & 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 2021, 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). The first table demonstrates the impact the changes would have on three types of development scenarios.

**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 3 years (2019 2021) for non-residential development.
- Qualified non-profits are eligible for reduced rates beginning in 2019.
- Developments that propose affordable commercial space are eligible for reduced rates beginning in 2019.

Starting on Jan 1, 2019, impact fees for affordable housing increased and the rate changes were phased in over three years (see table below).

# IMPACT FEE RATES PER SQUARE FOOT OF NONRESIDENTIAL FLOOR AREA

	A	2019 Approved		2020 Approved	2021 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	

### PLANNING & DEVELOPMENT SERVICES FEES, RATES, & CHARGES

FEE PAID BY TYPICAL PROJECT						
	 2020 Approved	Re	2021 commended	Units	Percent Change	B.R.C. Section
Single Family Residential (3,000 sq. ft)					-	
Capital Facility Impact Fees	\$ 10,171.00	\$	10,302.00	per application	1.3%	4-20-62
Transportation Excise Taxes	3,833.64		3,910.31	per application	2.0%	3-8-3
Multifamily Residential (10 units)						
Capital Facility Impact Fees	\$ 66,890.00	\$	67,755.00	per application	1.3%	4-20-62
Transportation Excise Taxes	27,813.70		28,370.00	per application	2.0%	3-8-3
Non-residential (7,500 sq. ft. retail)						
Capital Facility Impact Fees <sup>1</sup>	\$ 17,700.00	\$	17,925.00	per application	1.3%	4-20-62
Affordable Housing Linkage Fee	120,675.00		150,000.00	per application	24.3%	4-20-62
Transportation Excise Taxes <sup>2</sup>	18,600.00		18,600.00	per application	0.0%	3-8-3
Leases for Point-to-Point Telecommunications	\$ 17.67	\$	18.44	per lineal foot	4.4%	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

	2020 Approved	Rec	2021 ommended	Percent Change
Planning & Development Services				
Capital Facility Impact Fees	\$ 558,866	\$	578,708	3.6%
Affordable Housing Linkage Fee	565,132		525,000	-7.1%
Transportation Excise Taxes	837,587		945,219	12.9%
Transportation Impact Fee	52,311		52,594	0.5%
Leases for Point-to-Point Telecommunications Conduit Crossings	1,600		1,600	0.0%
Total	\$ 2,015,496	\$	2,103,121	4.3%

<sup>&</sup>lt;sup>1</sup>The difference between the non-residential and residential Capital Facility Impact (CFI) fee 'Percentage Change' is due to rounding.

<sup>&</sup>lt;sup>2</sup>The non-residential Transportation Excise Tax rate is at its maximum.

### **UTILITIES DEPARTMENT**

**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 percent 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" meter, 412,000 gallons of annual consumption, and 7,000 square feet of impervious area; and
- **Inside City Commercial Hotel** with a 3" meter, 3,200,000 gallons of annual consumption, and 153,000 square feet of impervious area.

UTILITY BILL FOR TYPICAL ACCOUNT					
	2020 Approved	2021 Recommended	Units	Percent Change	B.R.C. Section
Water Utility Bill					
Residential Use	41.72	45.06	per month	8.0%	4-20-25
Commercial Use - Restaurant	130.54	140.98	per month	8.0%	4-20-25
Commercial Use - Hotel	1,235.85	1,334.72	per month	8.0%	4-20-25
Wastewater Utility Bill					
Residential Use	37.45	39.32	per month	5.0%	4-20-28
Commercial Use - Restaurant	232.05	243.65	per month	5.0%	4-20-28
Commercial Use - Hotel	1,803.90	1,894.10	per month	5.0%	4-20-28
Stormwater/Flood Management Utility Bill					
Residential Use	17.54	19.64	per month	12.0%	4-20-45
Commercial Use - Restaurant	34.24	38.35	per month	12.0%	4-20-45
Commercial Use - Hotel	744.72	834.09	per month	12.0%	4-20-45

### **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.

### **UTILITIES FEES, RATES, & CHARGES**

CHARGE FOR TYPICAL CUSTOMER						
	 2020 Approved	Re	2021 commended	Units	Percent Change	B.R.C. Section
Utility Specific Service Charges						
Meter Installation - 3/4 inch meter	\$ 599.00	\$	344.00	per occurrence	-42.6%	4-20-23
Meter Installation - 2 inch meter	2,831.00		1,206.00	per occurrence	-57.4%	4-20-23
Water Tap Fee - 3/4 inch tap	280.00		248.00	per occurrence	-11.4%	4-20-23
Water Tap Fee - 2 inch tap	688.00		392.00	per occurrence	-43.0%	4-20-23
Wastewater Tap Fee - 4 inch tap	189.00		173.00	per occurrence	-8.5%	4-20-27

PLANT INVESTMENT FEES						
	 2020 Approved	R	2021 ecommended	Units	Percent Change	B.R.C. Section
Water Plant Investment Fee (PIF)						
Single Family Residential Outdoor (first 5,000 sq. ft. of irrigable area)	\$ 2.94	\$	2.98	per sq. ft. irrigated area	1.3%	4-20-26
Single Family Residential Indoor	12,606.05		12,769.93	single unit dwelling	1.3%	4-20-26
Wastewater Plant Investment Fee (PIF)	\$ 4,916.89	\$	4,980.81	single unit dwelling	1.3%	4-20-29
Stormwater / Flood Management Plant Investment Fee (PIF)	\$ 2.26	\$	2.29	per sq. ft. impervious area	1.3%	4-20-46

DEPARTMENT REVENUE IMPACT				
	2020 Approved	R	2021 ecommended	Percent Change
Public Works - Utilities  Water Utility Rates <sup>1</sup> Wastewater Utility Rates <sup>1</sup> Stormwater / Flood Management Utility Rates Water Utility Specific Service Charges Wastewater Utility Specific Service Charges	\$ 32,950,440 22,994,129 13,057,585 251,050 10,000	\$	32,951,163 23,902,397 14,653,744 251,050 10,000	0.0% 3.9% 12.2% 0.0% 0.0%
Total	\$ 69,263,204	\$	71,768,354	3.6%

<sup>&</sup>lt;sup>1</sup>Billed usage revenue is dependent on multiple factors including indoor usage efficiencies and weather affection outdoor watering. In 2021, Water and Wastewater revenue is adjusted for decreased usage.

### **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: <u>City Charter Article VI Finance and Record</u>. The Boulder Revised Code can be found at: <u>Boulder Revised Code</u>.

### **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 adopted budget, the budget preparation process is not prescribed. The preparation process is developed by the City Manager with input from the City Council.

### 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-rage 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.
- Adopted 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

- Adopted 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.

### 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 adopted 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.

### 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.

### 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 adopted 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 adopted 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.

### **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.

### 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.

Category	Purpose	Current Reserve Target	2021 Projected Amount	Reserve Target Met (Yes/No)	Percent of Reserve
GENERAL					
Emergency/ Stabilization		Reserve goal is to hold an amount equal to 20% of ongoing expenditures (Uses of Funds)	24,565,416	No	<b>141,516,432</b> 17.4%
.25 CENT SAL	••	experiences (0303 of Funds)			
	Is per Reserve Target				5,712,454
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.	869,536	Yes	15%
AIRPORT	Is per Reserve Target				1,798,033
Emergency/ Stabilization	This is an unappropriated reserve for	5% of Fund's beginning balance.	89,902	Yes	5%
BOULDER JU	INCTION GENERAL IMPROVEMENT DISTRICT	- PARKING			
Uses of Fund	ls per Reserve Target				300,646
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	16.7% of Fund's total uses.	50,208	Yes	16.7%
	INCTION GENERAL IMPROVEMENT DISTRICT Is per Reserve Target	- TDM			361,792
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	16.7% of Fund's total uses.	60,419	Yes	16.7%
CAPITAL DEV					
Uses of Fund	ls per Reserve Target	Current reserve policy designates			1,020,262
		Current reserve policy designates			
	Reserve was established to cover emergencies and revenue fluctuations.	\$500,000 to cover the purposes of the fund.	500,000	Yes	N/A
Stabilization  CLIMATE ACT	and revenue fluctuations.  TION PLAN	· ·	500,000	Yes	
Stabilization  CLIMATE ACTUSES of Fund	and revenue fluctuations.  TION PLAN Is per Reserve Target	· ·	500,000	Yes	N/A 2,030,752
Stabilization  CLIMATE ACTUSES of Fund  Emergency/	and revenue fluctuations.  TION PLAN	· ·	500,000	Yes	
Stabilization  CLIMATE ACTUSES of Fund  Emergency/ Stabilization  DOWNTOWN	and revenue fluctuations.  TION PLAN Is per Reserve Target Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.  COMMERCIAL DISTRICT	the fund.			<b>2,030,752</b> N/A
Stabilization  CLIMATE ACTUSES of Fund  Emergency/ Stabilization  DOWNTOWN	and revenue fluctuations.  TION PLAN Is per Reserve Target Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.  COMMERCIAL DISTRICT Is per Reserve Target	the fund.			2,030,752
Stabilization  CLIMATE AC Uses of Fund Emergency/ Stabilization  DOWNTOWN Uses of Fund  Emergency/	and revenue fluctuations.  TION PLAN Is per Reserve Target Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.  COMMERCIAL DISTRICT	Reserve is currently set at \$50,000.			<b>2,030,752</b> N/A
Emergency/ Stabilization  DOWNTOWN Uses of Fund  Emergency/ Stabilization	and revenue fluctuations.  TION PLAN  Is per Reserve Target  Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.  COMMERCIAL DISTRICT  Is per Reserve Target  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	Reserve is currently set at \$50,000.	50,000	Yes	2,030,752 N/A 7,791,574

Category	Purpose	Current Reserve Target	2021 Projected Amount	Reserve Target Met (Yes/No)	Percent of Reserve
OPEN SPACE Uses of Funds	s per Reserve Target				23,839,494
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.	4,767,899	Yes	20%
	ID DEVELOPMENT SERVICES s per Reserve Target				0.047.000
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.	604,796	Yes	<b>6,047,962</b> 10%
RECREATION					
Jses of Funds	s per Reserve Target				9,625,921
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.	1,058,851	Yes	11%
	R/FLOOD MANAGEMENT UTILITY				
	s 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%
TRANSPORTA					
	s per Reserve Target				19,556,899
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	operating budget.	2,933,535	Yes	15%
	TION DEVELOPMENT				
Jses of Funds	s per Reserve Target  This is an unappropriated reserve for operating				1,701,149
Emergency/ Stabilization	and capital emergencies and revenue shortfalls.	5% of Fund's beginning balance.	85,057	Yes	5%
JNIVERSITY H	IILL COMMERCIAL DISTRICT				
Jses of Funds	s per Reserve Target				590,466
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.	98,608	Yes	16.7%
WASTEWATER	R UTILITY s per Reserve Target				10,848,557
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	25% of Fund's operating budget (including transfers).	2,712,139	Yes	25%
WATER UTILIT					
	s per Reserve Target				18,643,766
Emergency/	This is an unappropriated reserve for operating	25% of Fund's operating budget	4,660,941	Yes	25%

### **DEBT POLICY**

As stated in the Financial and Management Policies, 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), certificates of participation, 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, 2019.

SUMMARY OF OUTSTANDING DEBT (in \$1,000s)										
	(	Government		Business		Total				
General Obligations Payable	9	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				
Subtot	al \$	112,811	\$	138,405	\$	251,216				
Compensated Absences	5	10,747	\$	978	\$	11,725				
Estimated Claims Payable-Risk Mgmt		3,761		-		3,761				
Tot	al \$	127,319	\$	139,383	\$	266,702				

The Combined Schedule of Long-Term Debt Payable and the current debt schedules by fund for 2020-2026 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 percent 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.

E		2020	2	2021	2	2022		2023		2024		2025	2026		
Fund/Debt Issues	1	Actual	App	oroved	Pro	jected	Pr	ojected	Pr	ojected	Р	rojected	Pr	ojected	
neral Fund															
nds															
General Obligation Waste Reduc		,			•										
Principal	\$	330	\$	325	\$	335	\$	340	\$	345	\$	355	\$	36	
Interest		62		64		57		51		44		37		3	
Subtotal	\$	392	\$	389	\$	392	\$	391	\$	389	\$	392	\$	39	
Гахаble Pension Obligation - Вог	nds S	eries 2010	- final	paymen	t occu	rs in 203	)								
Principal	\$	425	\$	500	\$	515	\$	525	\$	535	\$	540	\$	55	
Interest		262		94		82		74		65		56		4	
Subtotal	\$	687	\$	594	\$	597	\$	599	\$	600	\$	596	\$	59	
General Fund Bonds - Capital Im	nrove	mont Proi	ooto	Ponds S	rioc 1	2012 fin	ıl nav	mont occ	ırc iı	2021					
Principal	\$	2,080		2,165		2,250		2,340		2.435	\$	2,530	\$	2,63	
Interest	φ	1.251	Φ	1,168	φ	1,081	φ	991	φ	897	φ	800	φ	2,00 69	
	•	, -	*		*		*		*		•		<b>*</b>		
Subtotal	<b>,</b>	3,331	\$	3,333	Þ	3,331	Þ	3,331	Þ	3,332	\$	3,330	\$	3,3	
General Fund Bonds - Hogan-Pai Principal	ncost \$	Land Acq 532		n ( <b>A + B)</b> 565		d Series 599		- final pay 313		t occurs in	<b>202</b> \$	:3 -	\$	_	
General Fund Bonds - Hogan-Par Principal Interest Subtotal	\$	-	\$			599 42	\$					23 - -	\$ <b>\$</b>	- -	
Principal Interest	\$   <b>\$</b>	532 109	\$ <b>\$</b>	565 76	\$ <b>\$</b>	599	\$ <b>\$</b>	313 7	\$ <b>\$</b>		\$ <b>\$</b>	-		4,33	
Principal Interest Subtotal	\$   <b>\$</b>	532 109 <b>641</b> <b>5,051</b>	\$ \$	565 76 <b>641</b> <b>4,957</b>	\$ <b>\$</b>	599 42 <b>641</b>	\$ <b>\$</b>	313 7 <b>320</b>	\$ <b>\$</b>	-	\$ <b>\$</b>	-	\$	4,32	
Principal Interest Subtotal Total pital Improvement - Community,	\$   <b>\$</b>	532 109 <b>641</b> <b>5,051</b>	\$ \$	565 76 <b>641</b> <b>4,957</b>	\$ <b>\$</b>	599 42 <b>641</b>	\$ <b>\$</b>	313 7 <b>320</b>	\$ <b>\$</b>	-	\$ <b>\$</b>	-	\$	4,32	
Principal Interest  Subtotal  Total pital Improvement - Community, te	\$ S Cultu	532 109 641 5,051 ure, Safety	\$ \$ Tax F	565 76 <b>641</b> <b>4,957</b> und	\$ \$	599 42 <b>641</b> <b>4,961</b>	\$ \$	313 7 <b>320</b> <b>4,641</b>	\$ \$	- - 4,321	\$ \$	-	\$	4,32	
Principal Interest  Subtotal  Total  pital Improvement - Community, te  CCS Sales and Use Tax Rev. Note	\$ S Cultu	532 109 641 5,051 ure, Safety	\$ \$ Tax F	565 76 <b>641</b> <b>4,957</b> und	\$ \$ \$ ects -	599 42 <b>641</b> <b>4,961</b> Series 20	\$ \$ \$ 119 - 1	313 7 <b>320</b> <b>4,641</b>	\$ \$	- - 4,321	\$ \$	-	\$	4,32	
Principal Interest  Subtotal  Total pital Improvement - Community, te	\$ S Cultures - C	532 109 641 5,051 ure, Safety	\$ \$ Tax F	565 76 <b>641</b> <b>4,957</b> und	\$ \$ \$ ects -	599 42 <b>641</b> <b>4,961</b>	\$ \$ \$ 119 - 1	313 7 <b>320</b> <b>4,641</b> Final paym	\$ \$ ent c	4,321 occurs in 2	\$ \$ 022	-	\$	4,32	
Principal Interest  Subtotal  Total  pital Improvement - Community, te  CCS Sales and Use Tax Rev. Note  Principal	\$ Cultures - C	532 109 <b>641</b> <b>5,051</b> <b>ire, Safety</b> 2 apital Imp 1,993	\$ \$ Tax F	565 76 <b>641</b> <b>4,957</b> <b>und</b> <b>ent Proje</b> 2,055	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	599 42 <b>641</b> <b>4,961</b> <b>Series 20</b> 2,119	\$ \$ 119 - 1	313 7 <b>320</b> <b>4,641</b> Final paym	\$ \$ ent c	4,321 occurs in 2	\$ \$ 022	-	\$	- - 4,33	
Principal Interest  Subtotal  Total  pital Improvement - Community, te  CCS Sales and Use Tax Rev. Note  Principal Interest	\$   \$   Cultures - Co	532 109 641 5,051 sire, Safety capital Imp 1,993 190	\$ \$ Tax F rovem \$	565 76 <b>641</b> <b>4,957</b> <b>und</b> <b>eent Proje</b> 2,055 128	\$ \$ cts - \$	599 42 <b>641</b> <b>4,961</b> <b>Series 20</b> 2,119 65	\$ \$ \$ 119 - 1	313 7 <b>320</b> <b>4,641</b> Final paym	\$ \$ \$ ent c	4,321 occurs in 2	\$ \$ 022 \$	-	\$ \$	4,3	
Principal Interest  Subtotal  Total  pital Improvement - Community, te  CCS Sales and Use Tax Rev. Note Principal Interest  Subtotal	\$   \$   Cultures - Co	532 109 641 5,051 ure, Safety Capital Imp 1,993 190 2,183	\$ \$ Tax F rovem \$	565 76 641 4,957 und eent Proje 2,055 128 2,183	\$ \$ cts - \$	599 42 <b>641</b> <b>4,961</b> <b>Series 20</b> 2,119 65 <b>2,184</b>	\$ \$ \$ 119 - 1	313 7 <b>320</b> <b>4,641</b> Final paym	\$ \$ \$ ent c	4,321 occurs in 2	\$ \$ 022 \$	-	\$ \$ \$	- - - 4,33	
Principal Interest  Subtotal  Total  pital Improvement - Community, te  CCS Sales and Use Tax Rev. Note  Principal Interest  Subtotal  Total	\$   \$   Cultures - Co	532 109 641 5,051 ure, Safety Capital Imp 1,993 190 2,183	\$ \$ Tax F rovem \$	565 76 641 4,957 und eent Proje 2,055 128 2,183	\$ \$ cts - \$	599 42 <b>641</b> <b>4,961</b> <b>Series 20</b> 2,119 65 <b>2,184</b>	\$ \$ \$ 119 - 1	313 7 <b>320</b> <b>4,641</b> Final paym	\$ \$ \$ ent c	4,321 occurs in 2	\$ \$ 022 \$	-	\$ \$ \$	- - - 4,33	
Principal Interest  Subtotal  Total  pital Improvement - Community, te  CCS Sales and Use Tax Rev. Note Principal Interest  Subtotal  Total  en Space Fund	\$   \$   Cultures - Co	532 109 641 5,051 sepital Imp 1,993 190 2,183 2,183	\$ \$ Tax F rovem \$ \$	565 76 641 4,957 und eent Proje 2,055 128 2,183 2,183	\$	599 42 641 4,961 Series 20 2,119 65 2,184 2,184	\$ \$ \$ 119 - 1	313 7 <b>320</b> <b>4,641</b> Final paym	\$ \$ \$ ent c	4,321 occurs in 2	\$ \$ 022 \$	-	\$ \$ \$	4,3:	
Principal Interest  Subtotal  Total  pital Improvement - Community, te  CCS Sales and Use Tax Rev. Note Principal Interest  Subtotal  Total  en Space Fund  nd	\$   \$   Cultures - Co	532 109 641 5,051 sepital Imp 1,993 190 2,183 2,183	\$ \$ Tax F rovem \$ \$ \$	565 76 641 4,957 und eent Proje 2,055 128 2,183 2,183	\$	599 42 641 4,961 Series 20 2,119 65 2,184 2,184	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	313 7 <b>320</b> <b>4,641</b> Final paym	\$ \$ \$ ent c	4,321 occurs in 2	\$ \$ 022 \$	-	\$ \$ \$	- - - - - - -	
Principal Interest  Subtotal  Total  pital Improvement - Community, te  CCS Sales and Use Tax Rev. Note Principal Interest  Subtotal  Total  en Space Fund  nd  Open Space Acquisition Bonds S	\$ Cultures - C	532 109 641 5,051 sire, Safety capital Imp 1,993 190 2,183 2,183	\$ \$ Tax F rovem \$ \$ \$	565 76 641 4,957 und eent Proje 2,055 128 2,183 2,183	\$	599 42 641 4,961 Series 20 2,119 65 2,184 2,184	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	313 7 320 4,641 Final paym	\$	- - 4,321 occurs in 2 - - -	\$ \$ 0222 \$ \$	- - 4,318 - - - -	\$ \$ \$ \$	- - -	
Principal Interest  Subtotal  Total  pital Improvement - Community, te  CCS Sales and Use Tax Rev. Note Principal Interest  Subtotal  Total  en Space Fund  nd  Open Space Acquisition Bonds Serincipal Interest	\$ Culture \$ Culture \$ \$ \$ \$ \$ \$	532 109 641 5,051 ire, Safety capital Imp 1,993 190 2,183 2,183	\$ \$ Tax F rovem \$ \$ \$ \$	565 76 641 4,957 und eent Proje 2,055 128 2,183 2,183	\$	599 42 641 4,961 Series 20 2,119 65 2,184 2,184	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	313 7 320 4,641 Final paym - - - -	\$	- - - 4,321 Deccurs in 2 - - -	\$ \$ 0222 \$ \$	- - - 4,318 - - - -	\$ \$ \$ \$	- - -	
Principal Interest  Subtotal  Total  pital Improvement - Community, te  CCS Sales and Use Tax Rev. Note Principal Interest  Subtotal  Total  en Space Fund  nd  Open Space Acquisition Bonds Serincipal	\$ Culture \$ Culture \$ \$ \$ \$ \$ \$	532 109 641 5,051 ire, Safety capital Imp 1,993 190 2,183 2,183 2014 - fina 445 207	\$ \$ Tax F rovem \$ \$ \$	565 76 641 4,957 und eent Proje 2,055 128 2,183 2,183 ment occ 455 198	\$	599 42 641 4,961 Series 20 2,119 65 2,184 2,184 2034 460 189	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	313 7 320 4,641 Final paym - - - - - - 470 179	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	- - - 4,321 Deccurs in 2 - - - - - - - - - -	\$ \$ 0222 \$ \$	- - - 4,318 - - - - - - - - - - - - - - - - - - -	\$ \$ \$ \$ \$	- - - - 5	

Fund/Dabt lagge		2	2020		2021		2022		2023		2024		2025		2026
Fund/Debt Issue	S	Α	ctual	Ар	proved	Pi	rojected	P	rojected	Р	rojected	Р	rojected	Pr	ojecte
ater Utility Fund															
nds															
Water and Sewer Reven	ue Refund	ling B \$			<b>2011 - fina</b> 2.015		yment occi	ırs II \$	n 2021	\$		\$		\$	
Principal		Ф	1,930	Ф	,	Ф	-	Ф	-	Ф	-	Ф	-	Ф	-
Interest	Subtotal	¢	158 <b>2.088</b>	\$	2.096	\$	-	\$	-	\$	-	\$	-	\$	
		Ŧ	_,	•	,	•		Ψ	-	Ψ	-	Ψ	-	Ψ	-
Water and Sewer Reven	ue Bonds							•	4.005	•	4 000	•	4 000	•	4 7
Principal		\$	1,535	\$	1,565	\$	1,595	\$	,	\$	1,660	\$	1,690	\$	1,7
Interest			726		695		664		632		599		566		5
	Subtotal	\$	2,261	\$	2,260	\$	2,259	\$	2,257	\$	2,259	\$	2,256	\$	2,2
Water and Sewer Reven	ue Bonds	- Seri	es 2018 -	final	payment	occu	ırs in 2038								
Principal		\$	1,350	\$	1,386	\$	1,431	\$	1,472	\$	1,518	\$	1,563	\$	1,6
Interest			1,056		1,016		975		931		887		842		7
	Subtotal	\$	2,406	\$	2,402	\$	2,406	\$	2,403	\$	2,405	\$	2,405	\$	2,4
	Total	\$	6,755	\$	6,758	\$	4,665	\$	4,660	\$	4,664	\$	4,661	\$	4,6
astewater Utility Fund															
nds															
Water and Sewer Reven	ue Bonds	- Seri	es 2010 -	final	navment	occu	ırs in 2030								
Principal		\$	480	\$	465		485	\$	495	\$	500	\$	510	\$	5
•		Ψ.		Ψ											
Interest			191		86	*	65	Ψ	58	Ψ	51	*	44	Ψ.	-
Interest	Subtotal	\$	191 <b>671</b>	\$		,						\$		\$	
		•	671	•	86 <b>551</b>	\$	65 <b>550</b>	\$	58 <b>553</b>		51	\$	44	•	
Water and Sewer Reven		ing B	671 onds - S	eries	86 <b>551</b> <b>2012 - fin</b> a	\$ al pay	65 <b>550</b> yment occi	\$ urs i	58 <b>553</b> n <b>2025</b>	\$	51 <b>551</b>	•	554	\$	
Water and Sewer Reven		•	671 onds - Se 2,350	eries	86 <b>551</b> <b>2012 - fina</b> 2,450	\$ al pay	550 yment occu 2,575	\$ urs i	58 553 n 2025 2,705	\$	51 <b>551</b> 2,820	•	44 <b>554</b> 2,945	•	5
Water and Sewer Reven	ue Refund	ing B \$	671 Sonds - So 2,350 792	eries	86 <b>551</b> <b>2012 - fina</b> 2,450 675	\$ al pay \$	65 <b>550</b> yment occi 2,575 552	\$ urs i	58 553 n 2025 2,705 423	<b>\$</b>	51 <b>551</b> 2,820 288	\$	2,945 147	<b>\$</b>	
Water and Sewer Revent Principal Interest	ue Refund	ling B	671 conds - Sc 2,350 792 3,142	eries:	86 <b>551</b> <b>2012 - fina</b> 2,450 675 <b>3,125</b>	\$ pay	65 550 yment occi 2,575 552 3,127	\$ urs i	58 553 n 2025 2,705	<b>\$</b>	51 <b>551</b> 2,820	\$	44 <b>554</b> 2,945	<b>\$</b>	
Water and Sewer Revent Principal Interest Water and Sewer Revent	ue Refund	ling B \$ \$ - Seri	671 conds - Sc 2,350 792 3,142 es 2015 -	eries \$ \$ final	86 <b>551</b> <b>2012 - fina</b> 2,450 675 <b>3,125</b> <b>payment</b>	\$ al pay \$ \$ occu	65 550 yment occi 2,575 552 3,127 urs in 2035	\$ urs i	58 553 n 2025 2,705 423 3,128	\$ \$	51 551 2,820 288 3,108	\$	2,945 147 3,092	\$ \$	-
Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal	ue Refund	ling B	671 onds - Sc 2,350 792 3,142 es 2015 - 425	eries:	86 551 2012 - fina 2,450 675 3,125 payment 435	\$ al pay \$ \$ occu	550 yment occi 2,575 552 3,127 urs in 2035 445	\$ urs i	58 553 n 2025 2,705 423 3,128	<b>\$</b>	51 551 2,820 288 3,108	\$	2,945 147 3,092	<b>\$</b>	- - - -
Water and Sewer Revent Principal Interest Water and Sewer Revent	ue Refund Subtotal ue Bonds	\$ \$ - Seri	671 onds - Sc 2,350 792 3,142 es 2015 - 425 251	\$ \$ final	86 551 2012 - fina 2,450 675 3,125 payment 435 243	\$ s s s s s s s s s s s s s s s s s s s	550 yment occi 2,575 552 3,127 urs in 2035 445 234	\$ urs ii \$	58 553 n 2025 2,705 423 3,128 460 221	\$ \$ \$	51 551 2,820 288 3,108 470 207	\$ \$	2,945 147 3,092 485 193	\$ \$ \$	- - - 5 1
Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal	ue Refund	\$ \$ - Seri	671 onds - Sc 2,350 792 3,142 es 2015 - 425	\$ \$ final	86 551 2012 - fina 2,450 675 3,125 payment 435	\$ s s s s s s s s s s s s s s s s s s s	550 yment occi 2,575 552 3,127 urs in 2035 445	\$ urs ii \$	58 553 n 2025 2,705 423 3,128	\$ \$	51 551 2,820 288 3,108	\$	2,945 147 3,092	\$ \$	5 - - - 5 1
Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal	ue Refund Subtotal ue Bonds Subtotal	\$ s - Seri	671 conds - Se 2,350 792 3,142 es 2015 - 425 251 676	\$ \$ final \$	86 551 2012 - fina 2,450 675 3,125 payment 435 243 678	\$ sl pay \$ coccu	65 550 yment occu 2,575 552 3,127 urs in 2035 445 234 679	\$ urs ii \$	58 553 n 2025 2,705 423 3,128 460 221	\$ \$ \$	51 551 2,820 288 3,108 470 207	\$ \$	2,945 147 3,092 485 193	\$ \$ \$	
Water and Sewer Revent Principal Interest Water and Sewer Revent Principal Interest	ue Refund Subtotal ue Bonds Subtotal	\$ s - Seri	671 conds - Se 2,350 792 3,142 es 2015 - 425 251 676	\$ \$ final \$	86 551 2012 - fina 2,450 675 3,125 payment 435 243 678	\$ sl pay \$ coccu	65 550 yment occu 2,575 552 3,127 urs in 2035 445 234 679	\$ urs il \$ \$ \$	58 553 n 2025 2,705 423 3,128 460 221	\$ \$ \$	51 551 2,820 288 3,108 470 207	\$ \$ \$	2,945 147 3,092 485 193	\$ \$ \$	5 - - - 5 1
Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest	ue Refund Subtotal ue Bonds Subtotal	s \$ - Seri \$ - Seri	671 onds - S 2,350 792 3,142 es 2015 - 425 251 676 es 2018 -	\$ \$ final \$	86 551 2012 - fina 2,450 675 3,125 payment 435 243 678 payment	\$ slipay \$ coccus	550 yment occu 2,575 552 3,127 urs in 2035 445 234 679 urs in 2038	\$ urs il \$ \$ \$	58 553 n 2025 2,705 423 3,128 460 221 681	\$ \$ \$	51 551 2,820 288 3,108 470 207 677	\$ \$ \$	44 554 2,945 147 3,092 485 193 678	\$ \$ \$	5 5 1 6
Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal	ue Refund Subtotal ue Bonds Subtotal	\$ - Seri	671 sonds - Se 2,350 792 3,142 es 2015 425 251 676 es 2018	\$ \$ final \$	86 551 2012 - fina 2,450 675 3,125 payment 435 243 678 payment 139	\$ slipay \$ coccus	65 550 syment occu 2,575 552 3,127 urs in 2035 445 234 679 urs in 2038 143	\$ urs il \$ \$ \$	58 553 n 2025 2,705 423 3,128 460 221 681	\$ \$ \$	51 551 2,820 288 3,108 470 207 677	\$ \$ \$	44 554 2,945 147 3,092 485 193 678	\$ \$ \$	5 - - - 5 1 6
Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal	Subtotal ue Bonds Subtotal ue Bonds	s s - Seri s - Seri	671 conds - Sc 2,350 792 3,142 es 2015 - 425 251 676 es 2018 - 135 106	\$ \$ final \$ final \$	86 551 2012 - fina 2,450 675 3,125 payment 435 243 678 payment 139 102	\$ slipay \$ soccus \$ soccus \$	65 550 yment occi 2,575 552 3,127 urs in 2035 445 234 679 urs in 2038 143 98	\$ s s s	58 553 n 2025 2,705 423 3,128 460 221 681 148 93	\$ \$ \$ \$ \$	51 551 2,820 288 3,108 470 207 677 152 89	\$ \$ \$ \$	44 554 2,945 147 3,092 485 193 678	\$ \$ \$ \$ \$ \$ \$ \$ \$	5 - - - 5 1 6
Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest	Subtotal ue Bonds Subtotal ue Bonds Subtotal Total	s s - Seri s - Seri s	671 conds - Sc 2,350 792 3,142 es 2015 - 425 251 676 es 2018 - 135 106 241 4,730	\$ \$ final \$ final \$	86 551 2012 - fina 2,450 675 3,125 payment 435 243 678 payment 139 102 241	\$ slipay \$ soccus \$ soccus \$	550 yment occi 2,575 552 3,127 urs in 2035 445 234 679 urs in 2038 143 98 241	\$ s s s	58 553 n 2025 2,705 423 3,128 460 221 681 148 93 241	\$ \$ \$ \$ \$	51 551 2,820 288 3,108 470 207 677 152 89 241	\$ \$ \$ \$	44 554 2,945 147 3,092 485 193 678 157 84 241	\$ \$ \$ \$ \$ \$ \$ \$ \$	5 - - - 5 1 6
Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal	Subtotal ue Bonds Subtotal ue Bonds Subtotal Total	s s - Seri s - Seri s	671 conds - Sc 2,350 792 3,142 es 2015 - 425 251 676 es 2018 - 135 106 241 4,730	\$ \$ final \$ final \$	86 551 2012 - fina 2,450 675 3,125 payment 435 243 678 payment 139 102 241	\$ slipay \$ soccus \$ soccus \$	550 yment occi 2,575 552 3,127 urs in 2035 445 234 679 urs in 2038 143 98 241	\$ s s s	58 553 n 2025 2,705 423 3,128 460 221 681 148 93 241	\$ \$ \$ \$ \$	51 551 2,820 288 3,108 470 207 677 152 89 241	\$ \$ \$ \$	44 554 2,945 147 3,092 485 193 678 157 84 241	\$ \$ \$ \$ \$ \$ \$ \$ \$	5 - - - 5 1 6
Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest	Subtotal ue Bonds Subtotal ue Bonds Subtotal Total	s - Seri \$ - Seri \$ ty Fui	671 conds - Sc 2,350 792 3,142 es 2015 - 425 251 676 es 2018 - 135 106 241 4,730	s final s s	86 551 2012 - fina 2,450 675 3,125 payment 435 243 678 payment 139 102 241 4,595	\$ soccus \$ s	65 550 yment occi 2,575 552 3,127 urs in 2035 445 234 679 urs in 2038 143 98 241 4,597	\$ s s s s	58 553 n 2025 2,705 423 3,128 460 221 681 148 93 241	\$ \$ \$ \$ \$	51 551 2,820 288 3,108 470 207 677 152 89 241	\$ \$ \$ \$	44 554 2,945 147 3,092 485 193 678 157 84 241	\$ \$ \$ \$ \$ \$ \$ \$ \$	5 - - - 5 1 6
Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest	Subtotal ue Bonds Subtotal ue Bonds Subtotal Total	s - Seri \$ - Seri \$ ty Fui	671 conds - Sc 2,350 792 3,142 es 2015 - 425 251 676 es 2018 - 135 106 241 4,730	s final s s	86 551 2012 - fina 2,450 675 3,125 payment 435 243 678 payment 139 102 241 4,595	\$ shill pay \$ soccus	65 550 yment occi 2,575 552 3,127 urs in 2035 445 234 679 urs in 2038 143 98 241 4,597	\$ s \$ \$ \$ \$ \$ 035	58 553 n 2025 2,705 423 3,128 460 221 681 148 93 241	\$ \$ \$ \$ \$ \$ \$	51 551 2,820 288 3,108 470 207 677 152 89 241	\$ \$ \$ \$ \$	44 554 2,945 147 3,092 485 193 678 157 84 241	\$ \$ \$ \$ \$ \$ \$ \$	55 
Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest  Water and Sewer Revent Principal Interest  Ormwater/Flood Manage ands Storm Water & Flood Re	Subtotal ue Bonds Subtotal ue Bonds Subtotal Total	\$ \$ - Seri \$ \$ ty Full	671 conds - Sc 2,350 792 3,142 es 2015 - 425 251 676 es 2018 - 135 106 241 4,730 and Series 20	s final s s	86 551 2012 - fina 2,450 675 3,125 payment 435 243 678 payment 139 102 241 4,595	\$ shill pay \$ soccus	65 550 yment occu 2,575 552 3,127 urs in 2035 445 234 679 urs in 2038 143 98 241 4,597	\$ s \$ \$ \$ \$ \$ 035	58 553 n 2025 2,705 423 3,128 460 221 681 148 93 241 4,603	\$ \$ \$ \$ \$ \$ \$	51 551 2,820 288 3,108 470 207 677 152 89 241 4,577	\$ \$ \$ \$ \$	44 554 2,945 147 3,092 485 193 678 157 84 241 4,565	\$ \$ \$ \$ \$ \$ \$ \$	5 5 1 6 1 2 1,4

Fund/Debt Issues		2	2020		2021		2022		2023		2024		2025		2026
Fulld/Debt issues		Α	ctual	A	proved	Pro	ojected	Pr	ojected	Pı	ojected	P	rojected	Pr	ojected
owntown Commercial Distri	ict Fund	k													
onds															
CAGID Refunding - Bonds	Series 2											_		_	
Principal		\$	740	\$	765	\$	790	\$	820	\$	-	\$	=	\$	-
Interest			93		71		48		25		-		-		
	Total	\$	833	\$	836	\$	838	\$	845	\$	-	\$	-	\$	-
oulder Municipal Property A	Authorit	y (BN	/IPA) Fund	t											
ease Purchase Revenue Not	tes														
his debt is paid with base rent	tals tran	sferre	ed from var	rious	funds as in	dicate	ed in the al	ove o	debt servic	e scł	nedules.				
2005C Luchetta Properti	es Inc	- fins	al navmon	ıt oc	rure in 202	n									
Principal	es, iiic.	\$		\$	-	\$	_	\$	_	\$	_	\$	_	\$	_
Interest		Ψ	3	Ψ	_	Ψ	_	Ψ	_	Ψ	_	Ψ	_	Ψ	
	ubtotal	\$	69	\$	-	\$	-	\$	-	\$	-	\$	-	\$	
2012A E D.T.I. final no	umant a		n in 2022							•		•			
2013A E.R.T.L final pay Principal	yment c	\$	523	\$	540	\$	557	\$	575	\$		\$		\$	
Interest		φ	71	φ	54	φ	37	φ	19	φ	-	φ	-	φ	
	ubtotal	\$	594	\$	594	\$	594	\$	594	\$	-	\$	-	\$	
	abtotu.	Ψ	004	Ψ	004	Ψ	004	Ψ	004	Ψ		Ψ		Ψ	
2018 Lippencott Property		•	055	•	004	•	074	•	000	•	000	•	000	•	_
Principal		\$	255	\$	264	\$	274	\$		\$	293	\$	303	\$	
Principal Interest	ıhtotal		236		227		217		208		198		188		1
Principal Interest	ubtotal			\$ <b>\$</b>		\$ <b>\$</b>								\$ <b>\$</b>	3 1 <b>4</b>
Principal Interest	ubtotal		236		227		217		208		198		188		1
Principal Interest Su Fertificates of Participation		\$	236 <b>491</b>	\$	227 <b>491</b>	\$	217 <b>491</b>		208		198		188		1
Principal Interest Surertificates of Participation Taxable Certificates of Par		\$ on - S	236 <b>491</b> Series 201	\$ 5 - fi	227 <b>491</b> nal payme	\$ nt in 2	217 <b>491</b> 2035	\$	208 <b>491</b>	\$	198 <b>491</b>	\$	188 <b>491</b>	\$	1
Principal Interest Su Pertificates of Participation Taxable Certificates of Participal		\$	236 <b>491</b> Series 201 1,575	\$ 5 - fi	227 491 nal payme 1,625	\$ nt in 2	217 <b>491</b> 2035 1,670	\$	208 <b>491</b> 1,725	\$	198 <b>491</b> 1,780	\$	188 <b>491</b> 1,840		1,9
Principal Interest Su ertificates of Participation Taxable Certificates of Participal Interest	ticipatio	\$ on - S	236 <b>491</b> Series 201 1,575 1,247	\$ 5 - fi	227 491 nal payme 1,625 1,200	\$ nt in 2	217 491 2035 1,670 1,151	\$	208 <b>491</b> 1,725 1,097	<b>\$</b>	198 <b>491</b> 1,780 1,041	<b>\$</b>	188 <b>491</b> 1,840 983	<b>\$</b>	1,9
Principal Interest Su ertificates of Participation Taxable Certificates of Participal Interest		\$ on - S	236 <b>491</b> Series 201 1,575	\$ 5 - fi	227 491 nal payme 1,625	\$ nt in 2	217 <b>491</b> 2035 1,670	\$	208 <b>491</b> 1,725	<b>\$</b>	198 <b>491</b> 1,780	<b>\$</b>	188 <b>491</b> 1,840	\$	1,9
Principal Interest  Su ertificates of Participation Taxable Certificates of Participal Interest  Su	ticipatio ubtotal	\$ on - S \$	236 491 Series 201 1,575 1,247 2,822	\$ 5 - fi	227 491 nal payme 1,625 1,200 2,825	\$ nt in 2 \$	217 491 2035 1,670 1,151 2,821	\$	1,725 1,097 2,822	<b>\$</b>	198 <b>491</b> 1,780 1,041	<b>\$</b>	188 <b>491</b> 1,840 983	<b>\$</b>	1,9
Principal Interest  Supertificates of Participation Taxable Certificates of Participal Interest  Supertificates of Participal Interest  Broadband - Taxable Certificates	ticipatio ubtotal	\$ on - S \$ of Pa	236 491 Series 201 1,575 1,247 2,822 rticipation	\$ 5 - fil \$ \$	227 491 nal payme 1,625 1,200 2,825 pries 2019	\$ nt in 2 \$ \$	217 491 2035 1,670 1,151 2,821 payment	\$ \$ \$ in 20	208 491 1,725 1,097 2,822	\$	198 491 1,780 1,041 2,821	\$	1,840 983 2,823	\$	1,9
Principal Interest  Supertificates of Participation Taxable Certificates of Participal Interest  Supertificates of Participal Interest  Broadband - Taxable Certificates	ticipatio ubtotal	\$ on - S \$	236 491 Series 201 1,575 1,247 2,822 rticipation 740	\$ 5 - fi	227 491 nal payme 1,625 1,200 2,825 eries 2019 810	\$ nt in 2 \$	217 491 2035 1,670 1,151 2,821 payment 825	\$ \$ \$ in 20	208 491 1,725 1,097 2,822 39	\$	198 491 1,780 1,041 2,821	<b>\$</b>	1,840 983 2,823	<b>\$</b>	1,9 9 <b>2,8</b>
Principal Interest  Su ertificates of Participation Taxable Certificates of Part Principal Interest  Su Broadband - Taxable Certif Principal Interest	ticipatio ubtotal	\$ on - S \$ s of Pa	236 491 Series 201 1,575 1,247 2,822 rticipation	\$ 5 - fil \$ \$	227 491 nal payme 1,625 1,200 2,825 pries 2019	\$ nt in 2 \$ \$	217 491 2035 1,670 1,151 2,821 payment	\$ \$ \$ in 20	208 491 1,725 1,097 2,822	\$	198 491 1,780 1,041 2,821	\$	1,840 983 2,823	\$	1,5 5 2,8
Principal Interest  Summer of Participation Taxable Certificates of Participal Interest  Summer of Participal Interest  Broadband - Taxable Certificates Interest  Principal Interest	ubtotal ficates o	\$	236 491 5eries 201 1,575 1,247 2,822 rticipation 740 567 1,307	\$ 5 - fil \$ \$ 1 - Se \$ \$	227 491 nal payme 1,625 1,200 2,825 eries 2019 810 500 1,310	\$ nt in 2 \$ \$ - final \$	217 491 2035 1,670 1,151 2,821 payment 825 482 1,307	\$ \$ in 20 \$	208 491 1,725 1,097 2,822 39 845 464 1,309	\$ \$ \$	198 491 1,780 1,041 2,821 865 445 1,310	\$ \$ \$	1,840 983 2,823 885 425 1,310	\$ \$ \$	1,9 9 2,8 9 4
Principal Interest  Supertificates of Participation Taxable Certificates of Participal Interest  Supertificates of Participal Interest  Broadband - Taxable Certificates Principal Interest  Supertificates Supertificat	ubtotal  ubtotal  ubtotal	\$	236 491 Series 201 1,575 1,247 2,822 rticipation 740 567	\$ 5 - fil \$ \$ 1 - Se \$ \$	227 491 nal payme 1,625 1,200 2,825 eries 2019 810 500	\$ nt in 2 \$ \$ - final \$	217 491 2035 1,670 1,151 2,821 payment 825 482	\$ \$ in 20 \$	208 491 1,725 1,097 2,822 39 845 464	\$ \$ \$	198 491 1,780 1,041 2,821 865 445	\$ \$ \$	1,840 983 2,823	\$ \$ \$	1,5 5 2,8 9 4
Principal Interest  Supertificates of Participation Taxable Certificates of Participal Interest  Broadband - Taxable Certificates of Participal Interest  Supertificates of Participal Interest	ubtotal  ubtotal  ubtotal	\$	236 491 5eries 201 1,575 1,247 2,822 rticipation 740 567 1,307	\$ 5 - fil \$ \$ 1 - Se \$ \$	227 491 nal payme 1,625 1,200 2,825 eries 2019 810 500 1,310	\$ nt in 2 \$ \$ - final \$	217 491 2035 1,670 1,151 2,821 payment 825 482 1,307	\$ \$ \$ in 20 \$	208 491 1,725 1,097 2,822 39 845 464 1,309	\$ \$ \$	198 491 1,780 1,041 2,821 865 445 1,310	\$ \$ \$	1,840 983 2,823 885 425 1,310	\$ \$ \$	1,5 5 2,8 9 4
Principal Interest  Supertificates of Participation Taxable Certificates of Participal Interest  Broadband - Taxable Certificates of Participal Interest  Supertificates of Participal Interest  Supertificates of Participal Interest  Supertificates of Participal Interest  Supertificates of Participation & Replace Interest  acility Renovation & Replace Interest  applied Leases	ubtotal ficates of ubtotal Total ement f	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	236 491 5eries 201 1,575 1,247 2,822 rticipation 740 567 1,307 5,283	\$ 5 - fi \$ \$ 1 - S6 \$ \$ \$	227 491 nal payme 1,625 1,200 2,825 eries 2019 810 500 1,310 5,220	\$ s s s s s s s s s s s s s s s s s s s	217 491 2035 1,670 1,151 2,821 payment 825 482 1,307 5,213	\$ \$ \$ in 20 \$ \$ \$	208 491 1,725 1,097 2,822 39 845 464 1,309 5,216	\$ \$ \$ \$ \$ \$ \$	198 491 1,780 1,041 2,821 865 445 1,310	\$ \$ \$	1,840 983 2,823 885 425 1,310	\$ \$ \$	1,9 9 2,8
Principal Interest  Supertificates of Participation Taxable Certificates of Participal Interest  Broadband - Taxable Certificates of Participal Interest  Supertificates of Participal Interest  Broadband - Taxable Certificates of Participal Interest  Supertificates of Participation Interest  Supertificates Interest	ubtotal ficates of the state of	\$ \$ \$ \$ \$ \$ Fund	236 491 5eries 201 1,575 1,247 2,822 rticipation 740 567 1,307 5,283	\$ 5 - fil \$ \$ 1 - Se \$ \$ \$ \$	227 491 nal payme 1,625 1,200 2,825 eries 2019 810 500 1,310 5,220	\$ s s -final s s americ	217 491 2035 1,670 1,151 2,821 payment 825 482 1,307 5,213	\$ \$ \$ in 20 \$ \$ \$ \$ g and	208 491  1,725 1,097 2,822  39 845 464 1,309 5,216  Capital, L	\$ \$ \$ \$ \$ \$ LC	198 491 1,780 1,041 2,821 865 445 1,310	\$ \$ \$ \$	1,840 983 2,823 885 425 1,310	\$ \$ \$	1,9 9 2,8 9 4
Principal Interest  Supertificates of Participation Taxable Certificates of Participal Interest  Broadband - Taxable Certificates of Participal Interest  Broadband - Taxable Certificates of Participal Interest  Supertificates of Participal Interest  Broadband - Taxable Certificates of Participal Interest  Supertificates of Participation & Replaces applied Leases  Energy Efficiency Improve Principal	ubtotal ficates of the state of	\$ \$ \$ \$ \$ \$ Fund	236 491 5eries 201 1,575 1,247 2,822 rticipation 740 567 1,307 5,283	\$ 5 - fil \$ \$ 1 - Se \$ \$ \$ \$	227 491 nal payme 1,625 1,200 2,825 eries 2019 810 500 1,310 5,220 n Banc of A	\$ s s -final s s americ	217 491 2035 1,670 1,151 2,821 payment 825 482 1,307 5,213 ca Leasing	\$ \$ in 20 \$ \$ \$ g and	208 491 1,725 1,097 2,822 39 845 464 1,309 5,216  Capital, L	\$ \$ \$ \$ \$ \$ LC	198 491 1,780 1,041 2,821 865 445 1,310	\$ \$ \$	1,840 983 2,823 885 425 1,310	\$ \$ \$	1,5 5 2,8 9 4
Principal Interest  Summarized Participation  Taxable Certificates of Participal Interest  Broadband - Taxable Certificates of Participal Interest  Summarized Principal Interest  Summarized Principal Interest  Summarized Principal Interest  Energy Efficiency Improved Principal Interest	ubtotal ficates of ubtotal Total ement from the second temporal from th	\$ \$ \$ fried and the second sec	236 491 5eries 201 1,575 1,247 2,822 rticipation 740 567 1,307 5,283	\$ 5 - fi	227 491 nal payme 1,625 1,200 2,825 eries 2019 810 500 1,310 5,220 n Banc of A 139 19	\$ s -final \$ \$ american	217 491 2035 1,670 1,151 2,821 payment 825 482 1,307 5,213  ca Leasing 146 12	\$ \$ in 20 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	208 491 1,725 1,097 2,822 39 845 464 1,309 5,216  Capital, L 153 5	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	198 491 1,780 1,041 2,821 865 445 1,310	\$ \$ \$ \$	1,840 983 2,823 885 425 1,310	\$ \$ \$ \$	1,5 5 2,8 9 4
Principal Interest  Summarization  Taxable Certificates of Participal Interest  Broadband - Taxable Certificates of Participal Interest  Summarization & Replacion Accidity Renovation & Renovation	ubtotal ficates of ubtotal Total ement French Property	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	236 491 5eries 201 1,575 1,247 2,822 rticipation 740 567 1,307 5,283 4 - Phase I 133 26 159	\$ 5 - fil \$ \$ 1 - Se \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	227 491 nal paymer 1,625 1,200 2,825 eries 2019 810 500 1,310 5,220 n Banc of A 139 19 158	\$ s s final s s s americ s	217 491 2035 1,670 1,151 2,821 payment 825 482 1,307 5,213 ca Leasing 146 12 158	\$ \$ \$ in 20 \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	208 491  1,725 1,097 2,822 39 845 464 1,309 5,216  Capital, L 153 5 158	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	198 491  1,780 1,041 2,821  865 445 1,310  4,622	\$ \$ \$ \$	1,840 983 2,823 885 425 1,310	\$ \$ \$	1,5 5 2,8 9 4
Principal Interest  Summarization  Taxable Certificates of Participation  Taxable Certificates of Participal Interest  Broadband - Taxable Certificates  Principal Interest  Summarization & Replace Interest  Summarization & Replace Interest  Energy Efficiency Improve Interest  Summarization & Replace Interest Interest  Summarization & Replace Interest Inter	ubtotal ficates of ubtotal Total ement French Property	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	236 491 5eries 201 1,575 1,247 2,822 rticipation 740 567 1,307 5,283 4 - Phase I 133 26 159 4 - Phases	\$ 5 - fil \$ \$ 1 - Se \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	227 491 nal paymer 1,625 1,200 2,825 eries 2019 810 500 1,310 5,220 n Banc of A 139 19 158 nd Ill with \$	\$ \$ - final \$ \$ \$ Suntroin	217 491 2035 1,670 1,151 2,821 payment 825 482 1,307 5,213 ca Leasing 146 12 158 ust Equipri	\$ \$ \$ in 20 \$ \$ \$ \$ ment	208 491 1,725 1,097 2,822 39 845 464 1,309 5,216 Capital, L 153 5 158 Finance &	\$ \$ \$ \$ \$ LC \$ Lea	198 491  1,780 1,041 2,821  865 445 1,310  4,622	\$ \$ \$ \$ \$	1,840 983 2,823 885 425 1,310 4,624	\$ \$ \$ \$ \$	1,5 2,8 2,8 4 1,3
Principal Interest  Summarization Taxable Certificates of Participal Interest  Broadband - Taxable Certificates of Participal Interest  Broadband - Taxable Certificates of Participal Interest  Summarization & Replaction & Repl	ubtotal ficates of ubtotal Total ement French Property	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	236 491 1,575 1,247 2,822 rticipation 740 567 1,307 5,283 1 - Phase I 133 26 159 1 - Phases 665	\$ 5 - fil \$ \$ 1 - Se \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	227 491 nal paymer 1,625 1,200 2,825 eries 2019 810 500 1,310 5,220 n Banc of A 139 19 158 nd III with S 721	\$ \$ - final \$ \$ \$ Suntroin	217 491 2035 1,670 1,151 2,821 payment 825 482 1,307 5,213 ca Leasing 146 12 158 ust Equipr 780	\$ \$ \$ in 20 \$ \$ \$ \$ ment	208 491 1,725 1,097 2,822 39 845 464 1,309 5,216 Capital, L 153 5 158 Finance & 843	\$ \$ \$ \$ \$ LC \$ Lea	198 491  1,780 1,041 2,821  865 445 1,310  4,622  sing Corp. 910	\$ \$ \$ \$ \$	1,840 983 2,823 885 425 1,310 4,624	\$ \$ \$ \$ \$	1,5 5 2,8 9 4
Principal Interest  Summarization  Principal Exprincipation  Taxable Certificates of Participal Interest  Broadband - Taxable Certificates  Principal Interest  Summarization & Replacation  Summarization & Replacation  Summarization & Replacation  Principal Interest  Summarization  Energy Efficiency Improver  Principal Interest  Summarization  Summarization  Summarization  Summarization  Principal Interest	ubtotal ficates of ubtotal Total ement French Property	\$ \$ \$ \$ \$ \$ \$ \$ Frund  roject \$	236 491 5eries 201 1,575 1,247 2,822 rticipation 740 567 1,307 5,283 4 - Phase I 133 26 159 4 - Phases	\$ 5 - fi	227 491 nal paymer 1,625 1,200 2,825 eries 2019 810 500 1,310 5,220 n Banc of A 139 19 158 nd Ill with \$	\$ s final \$ \$ S Guntru \$	217 491 2035 1,670 1,151 2,821 payment 825 482 1,307 5,213 ca Leasing 146 12 158 ust Equipri	\$ \$ \$ in 20 \$ \$ \$ \$ ment \$	208 491 1,725 1,097 2,822 39 845 464 1,309 5,216 Capital, L 153 5 158 Finance &	\$ \$ \$ \$ \$ LC \$ \$ Lea \$	198 491  1,780 1,041 2,821  865 445 1,310  4,622	\$ \$ \$ \$ \$	1,840 983 2,823 885 425 1,310 4,624	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	1,5 2,8 2,8 5 4,6

### LEASE-PURCHASE OBLIGATIONS (in \$1,000s)

Item		Estimated	nount to be uring 2021	E	xpended	Remaining Lifetime Obligation 2022 & Beyond							
Real Property													
		Principal	Interest		Total		Principal		Interest		Total		
Open Space Properties	5	804	\$ 281	\$	1,085	\$	7,341	\$	2,190	\$	9,531		
	Subtotal	804	\$ 281	\$	1,085	\$	7,341	\$	2,190	\$	9,531		

Leasehold Improvements								
		Principal	Interest	Total		Principal	Interest	Total
Facilities Asset Management	\$	860	\$ 169	\$ 1,029	\$	4,529	\$ 380	\$ 4,909
Subtota	ıl \$	860	\$ 169	\$ 1,029	\$	4,529	\$ 380	\$ 4,909
Tota	ıl \$	1,664	\$ 450	\$ 2,114	\$	11,870	\$ 2,570	\$ 14,440

Represented are all lease/purchase obligations known or predictable at the time of the production of the 2021 budget.

COMPUTATION OF I			-							· ····································	44					
		2011		2012		2013		2014		2015		2016	2017	2018	2019	2020
Total Assessed Value (Prio	r Ye	ar Assesse	ed \	/alue for Cu	rre	nt Year Coll	ect	tions - Estim	ate	ed)						
	\$	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	\$ 4,028,405
Debt Limit - 3% of Total Ass	sess	ed Value														
	\$	76,981	\$	74,943	\$	75,021	\$	77,024	\$	77,981	\$	94,409	\$ 110,011	\$ 109,790	\$ 126,851	\$ 120,852
Amount of Debt Applicable	to [	Debt Margin	1													
Total bonded debt	\$	41,747	\$	87,242	\$	77,024	\$	77,981	\$	70,793	\$	37,071	\$ 30,806	\$ 24,326	\$ 20,531	\$ 20,462
Less deductions allowed by o	hart	ter:														
Self-supporting GO bonds	\$	41,747	\$	87,242	\$	77,024	\$	77,981	\$	70,793	\$	37,071	\$ 30,806	\$ 24,326	\$ 20,531	\$ 20,462
Total Deductions	\$	41,747	\$	87,242	\$	77,024	\$	77,981	\$	70,793	\$	37,071	\$ 30,806	\$ 24,326	\$ 20,531	\$ 20,462
Debt Applied to Debt Marg	in															
	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -	\$ -	\$ -	\$ •
Legal Debt Margin	\$	76.981	\$	74.943	\$	75.021	\$	77.024	\$	77.981	\$	94,409	\$ 110.011	\$ 109.790	\$ 126.851	\$ 120.852

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)

STATE OF COLORADO	)
	)
COUNTY OF BOULDER	) SS
	)
CITY OF BOULDER	)

### **ORDINANCE NO. 8428**

I, Elesha Johnson, City Clerk of Boulder, Colorado, do hereby certify that the attached document is a true and correct copy of **Ordinance** 8428, "ORDINANCE APPROPRIATING MONEY TO DEFRAY EXPENSES AND LIABILITIES OF THE CITY OF BOULDER, COLORADO, FOR THE 2021 FISCAL YEAR OF THE CITY OF BOULDER, AND SETTING FORTH RELATED DETAILS", passed and adopted by the Boulder City Council on the 20<sup>th</sup> day of October 2020.

I further certify that the original is on file in the Municipal Building, Office of Central Records, 1777 Broadway, Boulder, Colorado 80306.

Dated this  $18^{\text{th}}$  day of December 2020.



Elesha Johnson City Clerk

2		
3	AN ORDINANCE APPROPRIATING MONEY DEFRAY EXPENSES AND LIABILITIES OF T	
4	CITY OF BOULDER, COLORADO, FOR THE 2 FISCAL YEAR OF THE CITY OF BOULDER, A	
5	SETTING FORTH RELATED DETAILS.	
6	BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY	OF BOULDER,
7	COLORADO, that;	
8	Section 1. The following appropriations are made for the City of	of Boulder's 2021
9	fiscal year for payment of 2021 city operating expenses, capital improv	ements, and
10	general obligation and interest payments:	
11	General Fund	\$ 146,937,662
12	Governmental Capital Fund	9,714,872
	.25 Cent Sales Tax Fund	8,423,320
13	Affordable Housing Fund	2,919,288
14	Airport Fund	371,990
15	Boulder Junction Improvement Fund	500,000
16	Capital Development Fund	1,020,262
17	Capital Improvement - Community, Culture, Safety Tax Fund	5,435,466
18	Climate Action Plan Tax Fund	2,030,752
19	Community Development Block Grant Fund	824,551
20	Community Housing Assistance Program Fund	3,059,469
21	Compensated Absences Fund	743,660
	Computer Replacement Fund	5,595,121
22	Dental Self Insurance Fund	885,800
23	Equipment Replacement Fund	654,242
24	Facility Renovation and Replacement Fund	3,299,079
25	Fleet Operations and Replacement Fund	7,055,788
26	HOME Investment Partnership Grant Fund	1,186,669

2	Open Space Fund	27,878,199
3	Permanent Park and Recreation Fund	6,401,761
4	Planning and Development Services Fund	12,242,346
	Property and Casualty Insurance Fund	3,083,411
5	Recreation Activity Fund	9,625,921
6	Stormwater/Flood Management Utility Fund	16,892,046
7	Sugar-Sweetened Beverage Distribution Tax Fund	3,800,000
8	Telecommunications Fund	412,795
9	Transportation Fund	29,268,768
10	Transportation Development Fund	893,339
11	Wastewater Utility Fund	30,258,348
12	Water Utility Fund	38,800,169
13	Worker's Compensation Insurance Fund	2,171,236
	TOTAL	\$ 384,828,164
14		

Section 2. Appropriations for individual capital projects or encumbrances in the above mentioned funds for fiscal year 2021 shall not lapse at year end but continue until the project is completed or cancelled.

Section 3. The Council may transfer unused balances appropriated for one purpose to another purpose.

Section 4. These appropriations are necessary for the protection of the public peace, property, and welfare of the residents of the city, and cover matters of local concern. Pursuant to Section 18 of the Boulder City Charter, this ordinance shall take effect immediately upon publication after final passage.

2	ORDERED PUBLISHED BY TITLE ONLY this 6th day of October 2020.
3	1 1075
4	Mayor
5	Attest:
6	
7	City Clerk
8	
9	READ ON SECOND READING, PASSED AND ADOPTED, this 20th day of
10	October 2020.
11	1 12
12	Mayor
13	Attest:
14	
15	City Clerk
16	City Cicik
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