

2021 Council Action Guide

Prepared for the Boulder City Council



DECEMBER 2020



2020

CITY OF BOULDER ACCOMPLISHMENTS



Latest information on the status of major projects.

LIVABLE

High-performing, safe, well-maintained and attractive buildings and infrastructure that accommodate a diverse set of community needs for working, playing and living.



- In partnership with Boulder Housing Partners, 120 affordable homes are under construction 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.
- Implemented the recently adopted Manufactured Housing Strategy and adopted local ordinances that further Boulder Valley Comprehensive Plan policies.
- Completed and opened the new Visitor Service Center at the Boulder Reservoir. 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.
- Developed teams to respond to increased open space visitation resulting from COVID-19, including installing more than 500 signs to educate visitors of public health guidance; prioritizing staff and volunteer efforts to provide visitors with information about public health guidelines; implementing several pilot projects to minimize visitor interactions; and collaborating with other Front Range open space agencies to address and respond to increasing visitation.
- Deconstructed the interior of the Boulder Community Health Hospital and the Pavilion Medical Office building at Alpine-Balsam.

LIVABLE

High-performing, safe, well-maintained and attractive buildings and infrastructure that accommodate a diverse set of community needs for working, playing and living.



- Construction on the Broadband project began in March. Completed nearly 60,000 linear feet of boring (17% of the overall total) and began the network design work with Boulder Housing Partners to bring Internet connectivity to BHP facilities.
- Continued work to advance a preliminary design for the South Boulder Creek Flood Mitigation project, including extensive public outreach and direction from City Council on a design configuration. Phase II geotechnical field investigations were also completed.
- Made progress on council priority initiatives, including: use table and community benefit code changes, the East Boulder Subcommunity plan, and completion of the mid-term update to the Boulder Valley Comprehensive Plan.
- Managed the 2019-2020 snow and maintenance season, which had the most precipitation of any year on record in Boulder.

ECONOMICALLY VITAL

All residents and businesses can access and benefit from a healthy and sustainable economy that is innovative, diverse and collaborative.



- Co-facilitated alliance partnership efforts monitoring and effectively responding to COVID-19 pandemic impacts on local businesses and workers through: Impact surveys; resource summaries/awareness outreach; bilingual safe visitation and safe operations campaigns; outdoor dining/winter pivot; Retail and Restaurant S.O.S. programs; and several rounds of grants providing support for nonprofit/for-profit businesses, workers, arts organizations, and solopreneurs in the community.
- Implemented the Boulder Business Recovery Program to allow restaurant and retail businesses to expand into public and private outdoor space during the pandemic.
- Worked to complete outreach and engagement related to council's consideration of the sale of the Pleasant Street Lot affording the possibility of development of a Hill Hotel project.
- Completed citywide retail study and developed strategy for council consideration which seeks to enhance the inclusiveness, operating experience, performance and sustainability of retailers in the community providing goods and services to the community and generating sales tax revenue utilized to support may city-provided services in Boulder.
- Completed Community Vitality Strategic Plan, staff organizational structure alignment, fund financial updates and capital plans informing the next several years of department efforts.
- Developed and implemented \$3:3:3 parking program and online renewal processes offered by the city to customers.

ENVIRONMENTALLY SUSTAINABLE

A sustainable, thriving and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth's resources; and cares for ecosystems.



- Helped the community achieve a 21% reduction in greenhouse gas emissions and more than 60 MW of local renewable generation through efficiency, local generation and electrification.
- Advanced zero waste and circular economy work, including achieving a 50% waste diversion rate in the community, launching programming to reduce waste from demolition projects, and identifying key areas to support a more circular economy in Boulder.
- Expanded solar in Boulder, including installing more than 2MW on city facilities, developing solar gardens to provide clean energy and lower utility bills for community members with low incomes and offering solar grants to eligible customers.
- Charted a new path for the city's energy future through an innovative partnership with Xcel Energy that seeks to achieve the city's energy, equity and resilience goals.
- Developed key infrastructure to support adoption of electric vehicles, including installing fast chargers at downtown parking garages and city facilities, piloting new bidirectional charger technology and participating in state regulatory processes to advance EV infrastructure across the state.
- Completed a project at the Water Resources and Recovery Facility that will redefine beneficial use and resource recovery of biogas, by converting wastewater-derived biogas into a renewable natural gas for vehicle fuel.
- Coordinated with the Mile High Flood District to lead efforts to restore a section of Goose Creek between Junction Place and Foothills Parkway.
- Completed three Integrated Site Projects to help improve open space visitor experiences and protect wildlife, plant and water ecosystems.

HEALTHY AND SOCIALLY THRIVING

All Boulder residents enjoy high levels of physical and mental well-being and abundant recreational, cultural and educational opportunities in an environment where human rights are respected.



- Amid the pandemic, provided 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.
- Created 277 new low/moderate/middle income permanently affordable homes this year. 8.4% of homes in the city are now permanently affordable, making progress toward the goal of 15% of homes by 2035.
- Extended new and 100%-free financial aid to make sure everyone in the community has access to healthy recreation opportunities, funded by Boulder's Health Equity Fund.
- Successfully petitioned the Boulder County District Court judges to encourage mediation prior to any eviction filing.
- Helped 228 adults exit homelessness between January and November 2020, including the provision of housing for 112 people, family reunification services for 28 people, diversion services for 78 people and participation opportunities in treatment or other programs for 10 people.
- Reopened the library with limited services by assigning staff from several library teams to offer on-site 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 for virtual schooling and other internet connectivity needs.
- Established the "Creative Neighborhoods: Work Projects" initiative to pay artists financially impacted by the pandemic to create public art to help their neighbors reconnect and recover.

HEALTHY AND SOCIALLY THRIVING

All Boulder residents enjoy high levels of physical and mental well-being and abundant recreational, cultural and educational opportunities in an environment where human rights are respected.



- Kicked off the One Book One Boulder program. This year's program featured the book "So You Want To Talk About Race" by Ijeoma Oluo and there have been 3,000 program participants to date, including English and Spanish speakers.
- Created hundreds of interactive and recorded virtual events and programs on the Library's YouTube page that includes how-to videos, tech help, reading recommendations and storytimes.
- After a three-year process, installed the monumental public sculpture: 55 Degrees by Adam Kuby in the Civic Area.
- Supported nonprofit stabilization during the pandemic through the Colorado Arts and Culture Relief Fund. The city's 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.
- Kicked off the Boulder Parks and Recreation Master Plan Update, which will include significant community engagement over the course of the project.

SAFE

A welcoming and inclusive community that fosters personal and community safety and ensures that all residents are secure and cared for during emergencies and natural disasters.



- Altered public safety operations to safely and effectively serve the community, while protecting personnel, during COVID-19.
- Partnered with the City of Longmont and Boulder County to operate the COVID-19 Recovery Center to house and care for people experiencing homelessness with symptoms of the virus.
- Launched Emergency Response Connectors and continued the development of resident community connectors. Successfully completed the first-ever activation of the Emergency Operations Center Emergency Support Function (ESF) 23 (Community Engagement).
- Successful crisis communication and partner organization support, including participation in ESF-15 – Public Information for wildfires in Boulder County and the COVID-19 pandemic.
- Provided mutual aid in responding to the CalWood Fire and other wildfires in Colorado.
- Completed multi-year application and review process and received fire-rescue department accreditation from the Center for Public Safety Excellence.
- Finalized Fire Master Plan and received council acceptance, and began update of the 2013 Police Department Master Plan to support public safety services and provide a framework for reforming policing in Boulder.
- Implemented the Strategic Action Plan on a path to reform.
- 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.
- Implemented the ICAT Model (Integrating Communications Assessment and Tactics) for defusing critical incidents involving people who are unarmed or armed with weapons other than firearms.

SAFE

A welcoming and inclusive community that fosters personal and community safety and ensures that all residents are secure and cared for during emergencies and natural disasters.



- 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.
- Provided mutual aid to the City of Lafayette to help the city recovery from a major cyber security incident.
- Hired a new police strategic data and policy analyst to begin to move the department toward improved data-driven decision making, including tactical analysis of crime data.
- Successful recruitment of the city's first Independent Police Monitor.
- Completed the \$6 million new radio system infrastructure project, which will provide a redundant and modern radio system for emergency response and other critical service responses.

ACCESSIBLE AND CONNECTED

A safe, accessible and sustainable multi-modal transportation system that connects people with each other and where they want to go. Innovation, inclusivity and open access to information fosters connectivity and promotes community engagement.



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- Started implementation of the Transportation Master Plan Update following passage in late 2019.
 - Completed the Foothills/Colorado Bicycle and Pedestrian Underpass project.
 - Supported the creation of Shared Streets in commercial areas and neighborhoods to provide safer spaces for outdoor recreation and social distancing during the COVID-19 pandemic.
 - Received \$4 million in grant funds for electrification of HOP bus fleet, Vision Zero and Pedestrian improvements.
 - Received \$1.35 million from Denver Regional Council of Governments to fund upgrade to city's traffic signal infrastructure.
 - City Council passed the "20 is Plenty" speed ordinance for all neighborhood streets.
 - Launched the Vision Zero Innovation Program to install innovative, quick-build safety improvements on city streets and accelerate progress toward achieving our Vision Zero goal.
 - Began a new initiative to incorporate Vision Zero bicycle lane improvements into annual street pavement resurfacing work.
 - Received Gold Level rating from Walk Friendly Communities.

RESPONSIBLY GOVERNED

A local government that provides an excellent customer experience, responsibly manages the city's assets and makes data-driven decisions informed by community engagement.



- Led a citywide effort to identify revenue impacts of the public health and economic crisis resulting from the COVID-19 pandemic and identify expenditure reductions or sources of funds to balance the 2020 budget and develop a fiscally conservative proposed 2021 budget.
- Supported the new city council advisory committee, the Financial Strategy Committee, regarding budget development and implementation with an overall focus on a budget that promotes equity across the community, as well as short and long-term financial policies and planning to achieve financial sustainability across future years.
- Coordinated COVID disaster reimbursement project through CARES and/or FEMA funding sources.
- Rapid and seamless transition to virtual work for city employees during the pandemic, including the implementation of new technology.
- Moved city services online during the pandemic, including implementing a fully online and electronic application process, new virtual building and utility inspection system, and video conferencing for Municipal Court hearings.
- Developed a bilingual, multi-faceted COVID-19 information strategy and successfully implemented regular multi-channel campaigns geared toward public safety and community support.
- Launched the City of Boulder beta website, a major milestone in the Website Redesign Project, and began coordinated transition of content.
- As awarded by Google, co-lead citywide staff team and Google volunteers to develop Boulder4Me, an online tool to improve resident awareness of and access to services provided by the City of Boulder.

RESPONSIBLY GOVERNED

A local government that provides an excellent customer experience, responsibly manages the city's assets and makes data-driven decisions informed by community engagement.



- Launched new initiatives to better communicate and engage with our Spanish-speaking community, including the launch of a Spanish Facebook page, a weekly Spanish TV news program, a Spanish podcast pilot, and Spanish interpretation at COVID community briefings, COVID updates at council meetings and a KGNU Chat with Council event.
- The City Manager's Office (CMO) helped draft and pass two bills at the legislature that brought 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.
- Based on the Government Alliance on Race and Equity teachings, most city council members and over 350 city staff from all city departments participated in racial equity training. Council and staff presented council's Racial Equity Resolution at the Spring CU Diversity summit.
- Implementation and training on a Racial Equity Instrument 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 Q1 of 2021.
- Completed development and testing of new electronic petition system.
- Transitioned to new Open Data Catalog Hub, maximizing investment in existing tools for more interactive community use of city data.

RESPONSIBLY GOVERNED

A local government that provides an excellent customer experience, responsibly manages the city's assets and makes data-driven decisions informed by community engagement.



- Created more customized opportunities for volunteer communication through a Volunteer Management Software 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.
- Launched a market-based and equitable citywide job classification and compensation structure.
- Completed a multi-year planning and readiness phase in preparation for a two-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.
- Successfully created the following departments through mergers to more effectively serve our community: Communication & Engagement; Planning & Development Services; and Facilities & Fleet Department.
- 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.

SUSTAINABILITY AND RESILIENCE FRAMEWORK OBJECTIVES

LIVABLE



- Promotes and sustains a secure, clean and attractive place to live, work and play.
- Provides a variety of housing types with a full range of affordability.
- Provides appropriate regulation of development and high-performing, well-maintained public infrastructure.
- Encourages sustainable development of infrastructure and buildings supported by reliable, affordable city services.
- Supports and enhances neighborhood livability and walkability for all members of the community

ECONOMICALLY VITAL



- Supports an environment for creativity, innovation and entrepreneurship.
- Promotes a well-educated, skilled and diverse work force that meets employers' needs.
- Fosters a collaborative and resource rich regional business climate.
- Attracts, sustains and retains a diverse mix of businesses, entrepreneurs and jobs that support the needs of all community members.
- Supports financial security, economic opportunity and social mobility for all.

ENVIRONMENTALLY SUSTAINABLE



- Rapidly transitions from fossil fuels to clean, renewable energy.
- Ensures the efficient use of natural resources in a manner that does not deplete them over time.
- Protects and enhances the biodiversity and productivity of ecological systems.
- Enhances the ability of urban, wildland and agricultural ecosystems to capture and stabilize atmospheric carbon and provide critical buffering against climate extremes.

RESPONSIBLY GOVERNED



- Models stewardship and sustainability of the city's financial, human, information and physical assets.
- Supports strategic decision-making with opportunities for engagement and timely, reliable and accurate data and analysis.
- Enhances and facilitates transparency, accuracy, efficiency, effectiveness and quality customer service in all city business.
- Supports, develops and enhances relationships between the city and community/ regional partners.
- Provides assurance of regulatory and policy compliance.

SAFE



- Enforces the law while considering the needs of individuals and community values.
- Plans for and provides equitable, timely and effective services and responses to emergencies and natural disasters.
- Fosters a climate of safety for individuals in homes, businesses, neighborhoods, streets, sidewalks, bike lanes and public places.
- Encourages shared responsibility, provides education on personal and community safety and fosters an environment that is welcoming and inclusive.

ACCESSIBLE AND CONNECTED



- Offers and encourages a variety of safe, comfortable, affordable, reliable, convenient and clean mobility options.
- Supports a balanced transportation system that reflects effective land use, manages congestion and facilitates strong regional multimodal connections.
- Provides effective infrastructure and services that will encourage diverse populations to connect to nature and the larger community.
- Provides open access to information, encourages innovation, enhances communication and promotes community engagement

HEALTHY AND SOCIALLY THRIVING



- Cultivates a wide-range of recreational, cultural, educational, civic and social opportunities for all socioeconomic and age groups.
- Supports the physical and mental well-being of its community members.
- Fosters inclusion, diversity and equity

Racial Equity in the Council Workplan

The city is committed to continuing the efforts to incorporate the racial equity instrument in city work. Through consultation with the Racial Equity Guiding Coalition and the Retreat Subcommittee, the city's Community Connectors-in-Residence (CCIRs) are preparing to review the outcomes of the midterm check-in retreat. The intention is to leverage the CCIRs to share and gather feedback on the retreat outcomes which can help inform the annual work planning and prioritization process. This process will be described further through a brief presentation on January 23 during the midterm check-in.

Community Connector-In-Residence Questions

- Of the top workplan priorities identified by council, which topics may have the most direct positive impact on communities of color?
- What feedback, lived experience, or data could be shared to illustrate what you've heard from community members about these topics?
- Which identified 2021 Next Steps would you recommend that city staff consider applying the Racial Equity Instrument to?

2020-2021 Council Priorities & Key Actions

For more information on the status of these priorities and their Key Actions,
please visit the online [Council Action Guide](#).

Major Priorities	Key Council Actions
Advancing Racial Equity	Adopt Racial Equity Plan
Boulder – Xcel Energy Partnership	Boulder – Xcel Energy Partnership
Climate Mobilization Action Plan	Adopt Climate Mobilization Action Plan
Community Benefits Phase II	Adopt Phase II Community Benefits & Site Review Criteria
East Boulder Subcommunity Plan	Adopt East Boulder Sub-Community Plan
Financial Strategy Study Committee	Launch Financial Strategy Committee
Homelessness	<p>Evaluate complementary approaches to the Homeless Strategy that further housing, diversion and supportive services</p> <p>Proposed new language: Evaluate and enhance services to further the Homeless Strategy for housing, diversion and supportive services</p>
Housing	<p>Adopt ordinances related to Manufactured Housing Strategy</p> <p>Proposed new language: Update ordinance related to Manufactured Housing Strategy and further support approaches to security of keeping people housed</p>
Police Oversight	Implement Police Oversight
South Boulder Creek Flood Mitigation/CU South	Establish an annexation framework, including a plan and schedule for CU South. Select a project concept and level of flood protection for South Boulder Creek flood mitigation so that project design, permitting and approvals can proceed.
Use Tables and Standards	Adopt Phase II of Use Tables & Standards Revisions
Vision Zero	Review Residential Speed Limit

Summary of Council Priorities

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Advancing Racial Equity

The City of Boulder's partnerships with community groups, organizations and individuals committed to advance racial equity in Boulder.

2020-2021 Key Council Action

Adopt Racial Equity Plan **on track**

COVID-19 impacts on work: Low

Summary

The City of Boulder has an important role to play in welcoming, supporting and serving people of diverse backgrounds in our community and in government processes. The city's draft racial equity outline to be released in early 2020, stems from the city's recent work with the Government Alliance on Race and Equity (GARE).

Through this continued work there are several components that will involve partnerships with community groups, organizations and individuals committed to ending racism in Boulder.

COVID-19 impacts on work: Community engagement has taken on more of a virtual space rather than the robust internal options previously planned

2020 Milestones

- Bias and Microaggression Training begins for city staff, council, boards and commissions.
- Police Oversight Implementation Committee.
- Racial Equity Plan Outline study session - December 8, 2020.

2021 Next Steps

- Continued roll-out for Bias and Microaggression Training for all city staff, council, boards and commissions.
- Adopt Draft Racial Equity Plan.
- Begin Implementation of actions outlined in Racial Equity Plan.

Anticipated Council Action

- Council adoption of Racial Equity Plan scheduled for February 2021.
- Participation in Bias and Microaggression Workshop.

Contact Information

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Boulder – Xcel Energy Partnership

Working with Xcel Energy to execute key partnership projects such as undergrounding, distribution system planning, and strategies focused on achieving Boulder’s 100% renewable electricity target.

2020-2021 Key Council Action

Boulder - Xcel Energy Partnership

on track

COVID-19 impacts on work: N/A

Summary

The municipalization/local power project began in 2010 to examine options that could provide Boulder residents, businesses and institutions with electricity that is increasingly clean, reliable and competitively priced while allowing for more local decision-making, control and reinvestment of revenues into the local system.

In July, the city reached a settlement with Xcel Energy to enter into a franchise agreement along with a partnership agreement facilitating the city’s participation in electrical system planning, collaboration on projects and a commitment to help achieve the city’s goal of 100% renewable energy by 2030. The community voted on November 3 to enter into the franchise and partnership agreement with Xcel, shelving the municipalization effort.

2020 Milestones

- Reached settlement agreement with Xcel Energy that created new pathways to reach the city’s energy goals and halted the city’s decade-long municipalization effort.
- Filed a Federal Energy Regulatory Commission (FERC) 210 Application seeking for FERC to issue an order directing Xcel Energy to establish interconnections on just, reasonable and non-discriminatory terms and conditions between its transmission system and the electric load for the city’s distribution system consistent with Xcel’s Facilities Studies for each substation.
- Received separation construction cost estimates from Xcel Energy.
- Finalized distribution engineering designs for the separation plan.
- Received Xcel’s substation and transmission designs and estimates.
- Issued an RFP and received bids for power supply and financing options.
- Managed media and stakeholder outreach to improve community understanding of the ongoing condemnation process, FERC application and negotiations with Xcel Energy, held one Local Power update in January, and four virtual town halls for the community to provide feedback on negotiations with Xcel Energy.

2021 Next Steps

- Complete the organization and archival of municipalization documents, research and analysis that have been developed in pursuit of municipalization.
- Implementation of the partnership agreement with Xcel Energy including starting regular meetings with the partnership executive team, project oversight team and the establishment of the partnership advisory panel.

- Begin collaborative work with Xcel on distribution system planning, overhead to underground conversion and data transfers. Additionally, working through the project oversight team evaluate and begin work on select projects to further the city's goals.

Anticipated Council Actions

- In early March staff will present the close-out of the municipalization financial records and a new proposed budget for the extended and repurposed UOT.

Contact Information

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Climate Commitment/Climate Mobilization Action Plan (CMAP)

A community-based process to update the community climate action plan, focusing on five major action areas: energy, ecosystems, circular economy, land use, and financial systems.

2020-2021 Key Council Action

Adopt revised climate goals and targets

off track

COVID-19 impacts on work: Medium

Summary

The city has launched a community-based process to update the Boulder community climate action plan. It is currently focusing on five major action areas: energy, ecosystems, circular economy, land use, and financial systems. All action areas are expected to integrate equity, resilience and economic recovery into their short- and long-term planning efforts.

COVID-19 impacts on work: The limitations associated with in-person community engagement have impacted the planned timeline to complete the next iteration of the community's climate plan. In addition, the pandemic has exposed new community risks and impacts prioritizing the need to integrate equity, community resilience and economic recovery more effectively.

2020 Milestones

- Supported the community in achieving a 21% reduction in greenhouse gas emissions through efficiency, local generation, and electrification from a 2005 baseline even as the city's population and GDP grew.
- Achieved Boulder's local renewable energy generation target (50 megawatts by 2020), by facilitating the installation of a total of 61 megawatts of local renewable generation capacity.
- Recognized as a global leader on environmental action and transparency in climate reporting by the carbon Disclosure Project (CDP), an international nonprofit that collects environmental data.
- Participated in the drafting and passage of 12 climate-related Legislative Bills.
- Invested in three local solar garden projects to support low-income residents.
- Installed more than 2MW of solar on city facilities.
- Launched a new refundable Deconstruction Deposit program to increase waste diversion.
- Negotiated contract and launched kick-off event 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.

- Initiated Boulder’s first vehicle-to-building electric vehicle charging project to test the ability to reduce building energy costs.

2021 Next Steps

- Continue the design and roll-out of the Updated Climate Action Plan including:
 - Community adoption of updated science-based climate goals and targets.
 - Complete the design and implement key short-term climate actions.
 - Revise local climate action strategies as necessary to coordinate with broader community recovery efforts.
 - Formalize sequestration strategy on open space lands and urban ecosystems.
 - Continued deployment of local community solar gardens to serve low-income customers.
 - Advance a circular economy roadmap, focusing on reuse and repair, food systems, packaging. Researching consumption-based emissions reporting and identifying new circular economy metrics.
 - Expand work in the ecosystems and financial systems areas.
 - Work to pilot new financing options to improve the affordability and increase access to clean energy technologies for all community members.
 - Select three pilot neighborhoods and hold climate action forums through work with ANCA.
- Continue progress toward the community’s greenhouse gas reduction goals including:
 - Complete lighting upgrades and retro-commissioning studies for commercial buildings over 50,000 square feet.
 - Enforce and track construction waste recycling and reuse activities.
 - Develop and pilot new programs to deliver energy services to the community.
- Advocate for 2021 state legislative action on priority bills such as removal of the 120% limit on distributed solar, beneficial electrification in buildings and mobility, low-emission vehicles, energy storage, energy choice, building energy use, single-use disposables; and pesticide preemption rules; and continue advocacy efforts at state regulatory agencies such as the Public Utilities Commission, Air Quality Control Commission and the Colorado Department of Public Health and Environment.

Anticipated Council Actions

- Update to Council on updated climate-related goals and targets and updated climate action strategies scheduled for Q2 2021.

Contact Information

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Community Benefits Phase II

The community benefits program will include a suite of regulations and incentives that tie specific community benefits to requests for additional development rights.

2020-2021 Key Council Action

Adopt Phase II Community Benefits & Site Review Criteria **on track**

COVID-19 impacts on work: Low

Summary

The community benefits program will include a suite of regulations and incentives that tie specific community benefits to requests for additional development rights (such as building height, floor area and residential density). The program will identify the specific amount and type of community benefit required with specific development requests. The project scope also includes updates to the Site Review criteria related to the community benefits program and enhancing the criteria to better achieve city goals.

COVID-19 impacts on work: The originally planned in-person outreach meetings like open houses have not been viable this year. Remote adjustments include an online Community Information session, Be Heard Boulder questions and focus groups with stakeholders which have been routinely held. Additional outreach is being done to specific interest groups to hold online meetings. At this time, it appears that this level of outreach has been effective and in person outreach may not be necessary. Finally, one staff member working on the project has left the organization and that has created some delays in the timeline.

2020 Milestones

- Spring check-in and discussion with Council on the priority of the project and timeline reassessment.
- Significant outreach to interested groups, creation of different focus groups, Be Heard Boulder questionnaires developed and posted.
- Continued refinement of potential code amendment options informed by feedback.
- Securing a contract with an economic analyst to access code amendment options.
- Community Benefit/Site Review Criteria study session - August 2020.

2021 Next Steps

- At present, the work is on schedule to have ordinances in development in Q4 of 2020 with decisions by Planning Board and City Council by Q1 of 2021, with a desired project completion date of May 31, 2021.
- Ordinance drafts will be informed by council input at the study session, further public feedback and the advice of the consultant economist.
- Implement the new changes and inform the community of new regulations and effective date.
- Following completion of Phase 2, consider hire of consultant and scope of work to explore new regulations related to protecting views of the mountains from public spaces as this was one of the more complex goals of the project that still need to be addressed.

Anticipated Council Actions

- Public Hearing scheduled for Q1 2021 to discuss potential draft ordinances to enact the changes.
- Council adoption scheduled for Q1 or Q2 of 2021.

Contact Information

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East Boulder Subcommunity Plan

The East Boulder Subcommunity Plan will set the stage for evolution and innovation in East Boulder to achieve citywide goals and celebrate the subcommunity's unique identity.

2020-2021 Key Council Action

Adopt a subcommunity plan for East Boulder

on track

COVID-19 impacts on work: High

Summary

A Subcommunity Plan is a tool for residents, landowners, business owners, city officials and city staff that communicates expectations about the future of a subcommunity and guides decision-making about subcommunity resilience and evolution into the future. The East Boulder Subcommunity Plan will set the stage for evolution and innovation in East Boulder to achieve citywide goals and celebrate the subcommunity's unique identity.

COVID-19 impacts on work: Due to the budget impacts of the COVID crisis on the Comprehensive Planning division budget, much of the funding for this project has been eliminated. The department's budget constraints also resulted in staff reductions.

2020 Milestones

- Focus group sessions were held in late 2019 and early 2020 to gather feedback from the community about their visions for the future of East Boulder.
- Hosted a series of work sessions with the East Boulder Working Group to iterate Vision Statements.
- Currently developing "alternative future" test concepts that integrate potential changes to land use and mobility networks.
- Identify key sites in the subcommunity for catalytic change and the potential for 15-minute neighborhood development.
- Engage City Council and the Planning and Transportation Advisory Boards to discuss land use test concepts to be evaluated as part of the Scenario Testing phase of work.
- Ask community members to weigh in on the East Boulder alternative future concepts and indicate preferences for trade-offs and impacts that could result from changing land uses.

2021 Next Steps

- Use community feedback to develop preferred alternative land use and transportation/mobility concepts for the subcommunity.
- Review policy, program and project recommendations.
- Review 60% Draft Plan.
- Review 90% Draft Plan.

Anticipated Council Actions

- Adopt East Boulder Subcommunity Plan

Contact Information

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Financial Strategy Study Committee

Several council members proposed a focused examination on the city's long-term financial strategy and applying a racial equity lens to the various financial processes.

2020-2021 Key Council Action

Launch Financial Strategy Committee

on track

COVID-19 impacts on work: None

Summary

In the past two years City Council approved a Library Master Plan, Open Space and Mountain Parks Master Plan, Transportation Master Plan and Fire Master Plan and several more master plans are underway including Police, Parks and Recreation, and Facilities and Asset Management. These master plans identify significant unfunded needs related to taking care of our existing assets and providing essential services. Acknowledging there are limited resources that cannot meet all of the city's needs – identified through master plans or other processes, the Financial Strategy Committee was formed to focus and identify strategies to enhance the city's long-term financial sustainability and to advance racial equity through resource policies and allocations.

2020 Milestones

- Council committee kicked off in January 2020.
- Provided guidance through the 2020 Budget reduction and 2021 Budget development processes.

2021 Next Steps

- Council committee will continue to meet through 2021.
- Discuss and provide guidance regarding financial strategies including:
 - Community, Culture & Safety Tax renewal – potential ballot issue
 - Library districting – potential ballot issue
 - Master plan process – revisit three tiers
 - Transportation maintenance fee
 - Next phase of Budgeting for Resilience
 - Next phase of integrating racial equity into resource decision making

Anticipated Council Actions

- Potentially referring ballot issues.
- Annual budget actions.

Contact Information

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Homelessness

Expanding housing opportunities and homelessness prevention initiatives, maximizing system and client efficiency, expanding information about homelessness, and creating safe public spaces.

2020-2021 Key Council Action

Evaluate complementary approaches to the Homeless Strategy that further housing, diversion and supportive services **on track**

Proposed new Key Action language: Evaluate and enhance services to further the Homeless Strategy for housing, diversion and supportive services

COVID-19 impacts on work: High

Summary

The Homelessness Strategy (approved in 2017) is a City of Boulder specific plan to address homelessness and complement other regional homelessness efforts. The vision for this strategy is achieved by expanding housing opportunities and homelessness prevention initiatives, maximizing system and client efficiency and effectiveness through partnerships, expanding public information about homelessness, and creating safe and welcoming public spaces.

COVID-19 impacts on work:

- Limitations for in-person services, specifically with leasing and mental health services, which disproportionately impacts the most vulnerable clients (and who are targeted for Permanent Supportive Housing). This also impacted Coordinated Entry and Diversion Services, which were conducted via telephone.
- Closure of city, faith-based, and nonprofit buildings, creating a variety of needs such as restrooms, day services, water, etc.
- Changes to Federal, State, and regional prioritization processes for permanent housing placement due to high levels of spread in other communities.
- CDC requirements for congregate shelter spacing, leading to reorganization of sheltering programs, temporary lower Boulder Shelter for the Homeless capacity, and the use of hotels for high-risk shelter residents.
- Protection needs for a high vulnerability population, requiring the establishment of the COVID-19 Recovery Center (CRC) and the associated shelter screening program, mask distribution programs, and screening processes for the unsheltered.
- Higher levels of disengaged, unsheltered persons in public spaces and coupled with lowered jail populations, requiring higher levels of enforcement, outreach, and engagement.
- Increased need for households requiring rent support to remain in housing and to prevent an increase in homelessness.

2020 Milestones

- Deployment of the COVID-19 Recovery Center for unhoused individuals.

- Joint meeting in June of the Housing Advisory Board and Human Relations Commission to discuss potential updates to the strategy and the creation of a joint committee.
- Establishing the Diversion Program in February 2020.
- Creation of the BTHHERE (Boulder Targeted Homeless Engagement and Referral Effort) program in Fall 2020 to increase outreach and referral in targeted areas of the city.
- Consolidation of sheltering services to Boulder Shelter for the Homeless in June 2020.
- Exited 228 people from homelessness between January and November 2020.
- Construction of Coordinated Entry at Age Well West (9th and Arapaho) in the fall to provide a central location for the intake of unhoused individuals seeking services.

2021 Next Steps

- Housing and Human Services continues to pursue housing opportunities and increase service partnerships for people experiencing homelessness, including exploring options for people who are addicted to methamphetamine and those who are high utilizers of the justice system.

Anticipated Council Actions

- Review of 2020-2021 severe weather services – January 2021.
- Annual Update of homelessness services – July 2021.

Contact Information

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Housing

The city adopted a goal that 15% of all housing be permanently affordable to low- and moderate-income households.

2020-2021 Key Council Actions

Implement Middle Income Down Payment Program	on hold
Adopt ordinances related to Manufactured Housing Strategy	on track
Proposed new language: Update ordinance related to Manufactured Housing Strategy and further support approaches to security of keeping people housed	

COVID-19 impacts on work: High

Summary

To ensure that Boulder provides families and individuals with safe and affordable places to live, the city adopted a goal that 15% of all housing be permanently affordable to low-, moderate-, and middle-income households by 2035. To accomplish it, the City develops and implements multiple programs and policies to increase access to affordable housing options.

COVID-19 impacts on work: The Middle Income Down Payment Assistance Program has been put on hold. Due to the housing market volatility and the city's financial uncertainty created by COVID-19 council determined that implementation of this program should be delayed. While housing development was not curtailed by the pandemic, HHS did prioritize the meeting of basic needs (e.g., rental assistance, community mediation, eviction protections) to ensure Boulder residents maintain safe and stable housing.

2020 Milestones

- In 2020, 262 new permanently affordable units were created. This year was the third most productive year in the number of affordable homes created in the history of the program.
- At 30Pearl, 120 affordable homes are under construction and the remaining quadrants were sold to a private developer to help fund the affordable units.
- Through the direction of the adopted Manufactured Home Strategy, the mobile home ordinance was adopted in September.
- Approximately \$600,000 was provided to housing providers and community agencies to ensure residents impacted by COVID-19 were able to remain housed.
- To augment the financial resources provided to ensure housing stability, Housing and Human Services provided approximately \$1.2 million in COVID-19 funding to local government and non-profit agencies, for basic needs assistance and navigation services necessary to support low-income individuals and families (e.g., food assistance, financial assistance, health services, childcare, etc.).

2021 Next Steps

- Housing and Human Services will continue to pursue opportunities to create new affordable homes and preserve existing affordable homes with our local and regional partners.

- Funding has been identified to continue to support residents impacted by COVID-19 to sustain safe and stable housing.

Anticipated Council Actions

- Second reading mobile home ordinance follow-up – January 2021.

Contact Information

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Police Department Oversight

Council made police oversight a priority as a result of community demand for improvement in civilian oversight of the Boulder Police Department.

2020-2021 Key Council Action

Implement Police Oversight on track

COVID-19 impacts on work: Low

Summary

Council established police oversight as a priority during the spring of 2019 as a result of community demand for improvement in civilian oversight of the Boulder Police Department. This demand was largely in response to the March 1, 2019 incident between Boulder Police and Zayd Atkinson, an incident which garnered national attention. City Council created a Police Oversight Task Force that was asked to “study different models of police department oversight boards which are comprised exclusively or largely of community members in order to determine which models or aspects of such boards are most appropriate for the city of Boulder.”

Based on the Task Force’s research, diligent analysis, and final report; council passed an ordinance to establish a hybrid auditor/monitor model with police oversight panel during the October 29, 2019 regular meeting. The work to finalize all of the operational details of this new model of oversight is continuing through 2021 and beyond with the assistance of an implementation team, comprised of Task Force Members who have volunteered to continue their service in partnership with City Manager’s Office and Police Department staff.

COVID-19 impacts on work: Meetings have occurred remotely instead of in person every two weeks since March 2020, however, the shift to virtual engagement has not significantly impacted the project.

2020 Milestones

- The implementation team met biweekly to finalize detailed recommendations and refine Ordinance 8361.
- The city hired its first Independent Police Monitor.
- The City Council unanimously passed Ordinance 8430, finalizing the creation of the city’s first all civilian Police Oversight Panel.
- The Panel Selection Committee was formed to interview and select prospective panel members.

2021 Next Steps

- The Panel Selection Committee will conduct applicant interviews in January 2021.
- City Council vote to approve selected panel members will occur in February 2021.
- Seating and onboarding of Oversight Panel members.
- Full implementation of process as outlined in the ordinance.
- Police policy and procedure training for panel members.

- Continued community engagement.

Anticipated Council Actions

- Council to vote on selected panel members in Q1 of 2021.

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South Boulder Creek Flood Mitigation/CU South

Project to protect city and county residents from future flooding through flood mitigation.

2020-2021 Key Council Actions

Establish an annexation framework, including a plan and schedule	on track
Select a project concept and level of flood protection	on track

COVID-19 impacts on work: None

Summary

The South Boulder Creek (SBC) Flood Mitigation Project is intended to protect city and county residents from future flooding through flood mitigation. The project involves collaboration with local, state and federal agencies to avoid and minimize environmental impacts to open space lands and environmental resources. The project would include use of land to be donated by the university to the City as part of the CU South Annexation.

The purpose of the CU South Annexation process is to define the conditions of annexation for CU South under which the University of Colorado Boulder's South Campus would fulfill both the desires of the University system and meet the goals of the City of Boulder.

2020 Milestones

- Flood mitigation - City Council voted unanimously in June 2020 to move forward with the 100-year Boulder Creek Flood Mitigation project.
- Public engagement held with boards and the community from March-April.
- A Community Information Session was held in an online meeting format. City staff presented key findings from its recent flood design analysis and discuss Be Heard Boulder themes. Staff also provided an update on the related annexation process.
- Annexation – With the benefit of council's decision on flood mitigation, the city is working to determine the conditions of annexation for "CU South" under which the University of Colorado's South Campus would fulfill both the desires of the University system and meet the goals of the City of Boulder as guided by the 2017 Boulder Valley Comprehensive Plan CU South guiding principles for the project

2021 Next Steps

- Continue work on preliminary design and permitting for the Variant 1, 100-yr flood mitigation preliminary design.
- Develop an annexation agreement for council action, including public engagement.

Anticipated Council Actions

- CU South Annexation Update – Q1 2021.
- SBC Flood Update – January 5, 2021.

Contact Information

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Use Tables and Standards – Phase II

The project seeks to bring the Use Table and Standards into greater alignment with the Boulder Valley Comprehensive Plan policies to enable desired development outcomes.

2020-2021 Key Council Action

Adopt Phase II of Use Tables & Standards Revisions

off track

COVID-19 impacts on work: High

Summary

The project seeks to bring the Use Table and Standards into greater alignment with the Boulder Valley Comprehensive Plan (BVCP) policies and the city's priorities, to better enable desired development outcomes throughout the city and more effectively support the BVCP goals and outcomes by:

- Simplifying the Use Table and streamlining the regulations where possible, making the Use Standards and Table more understandable and legible;
- Creating more predictability and certainty in Chapter 9-6 Use Standards of the Land Use Code;
- Aligning the Use Table and permitted uses with the BVCP goals, policies and land use designations; and
- Identifying community-desired land use gaps in the Use Standards and Table, and better enable desired land uses in the identified neighborhoods and in commercial/industrial districts.

COVID-19 impacts on work: At this time, it is not viable to hold in-person outreach meetings like open houses. To make up for this the department has conducted a Community Information session, Be Heard Boulder questionnaire, and subcommittee meetings have been routinely held with members of the public present. Additional outreach is being done with specific interest groups to see if online meetings are needed. At this time, it appears that this level of outreach has been effective and in-person outreach may not be necessary. Some code changes may require more intensive outreach to specific neighborhoods depending on public, board and council feedback that would be more ideally done in person rather than on-line.

Additionally, staff reductions have decreased the department's capacity to progress with this project as originally scheduled. Depending on the staff time needed, the complexity of changes for completion and the progress of the East Boulder Subcommunity Plan, the timeline of this project might be pushed further into 2021 than originally anticipated.

2020 Milestones

- Completed over 15 meetings with the Planning Board subcommittee and members of the public to create a list of considerations for potential code changes consistent with the goals of the project.
- May 2020 discussion with City Council on the priority of the project where council wanted it kept on the original timeline.

- Be Heard Boulder questionnaires developed and posted, outreach to interested groups as may be needed.
- Continued refinement of potential code amendment options informed by feedback.
- Use Tables & Standards Study Session - August 2020.

2021 Next Steps

- As stated above, the original completion date of the project was targeted for the end of 2020; however, it's anticipated the code changes will proceed through at least 2021 in batches as noted below, given the potential need for more in-person community engagement for more complex changes, and our existing staffing resources.
 - Technical changes suggested by the Planning Board subcommittee and updates to neighborhood center uses (less intensive community outreach);
 - 15-minute neighborhoods and creative/compatible mixed-use (significant community outreach anticipated), and
 - Changes to industrial zones dovetailing with implementation of the East Boulder Subcommunity Plan.

Anticipated Council Actions

- Public Hearings – Q2/Q3 2021.
- Council adoption in 2021, depending on complexity of changes.

Contact Information

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Vision Zero

The bold goal to eliminate all severe traffic crashes involving people using all modes of travel.

2020-2021 Key Council Action

Residential Speed Limit Review

on track

COVID-19 impacts on work: Low

Summary

Vision Zero Boulder is the bold goal to eliminate all severe (serious injury and fatal) traffic crashes involving people using all modes of travel. Protecting the health of our community members means addressing risky behaviors through the 4 E's— Engineering, Education, Enforcement, and on-going Evaluation—to design, operate and maintain a transportation system focused on travel safety.

Vision Zero employs both a location-specific and a systemwide approach that is targeted, responsive, and proactive through a transformative set of actions that prioritizes travel safety for everyone. This approach also focuses on our community's perception of travel safety and comfort with the idea that no one should be discouraged from traveling by any mode because of fears about safety.

COVID-19 impacts on work: Staff had recommended a process involving data collection, analyses and a robust public process occurring over the course of 2020 and costing approximately \$140,000. City Council had concerns about the cost (during constrained COVID funding), the challenges of public process during COVID and the overall time that staff's recommendation would take. Consequently, Council directed staff to implement the 20-mph default speed limit for local, residential streets along a much quicker timeline which would require considerably less funding. Council adopted the Ordinance change in May, 2020. Staff developed a new "Vision Zero – 20 mph" speed limit sign, and this sign replaced the previously neighborhood speed limit sign of 25 mph at 465 locations. All signs were installed prior to the end of June 2020.

2020 Milestones

- Developed and implemented evaluation and public process for residential speed limit review (20 is Plenty).
- City Council Passed #20IsPlenty - effective June 18, the default speed limit in the City of Boulder is 20 mph and, where signed, all 25 mph speed limits on residential, local streets will be lowered to 20 mph.

2021 Next Steps

- As 2021 funding allows, staff will evaluate the effectiveness of lowered speed limits on key residential streets (for which there is already speed data under a 25-mph speed limit) and report back the findings to City leadership.

Anticipated Council Actions

- No additional City Council action is anticipated on this topic prior to the 2021 City Council retreat.

Contact Information

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2021 Department Major Workplan Items

The following pages include the top 3-5 major 2021 workplan items for each department, as well as cross-departmental coordination for each item. By request of the Retreat Subcommittee, department teams have also indicated their capacity to take on additional workplan items in 2021. Colored banners at the beginning of each department section are coded as: Red = No Availability; Yellow = Limited Availability; Green = Availability.

It is recognized that many departments have more priorities than this, but with the city's limited resources department leaders aimed to prioritize and focus responses to their top 3-5 major items.

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Climate Initiatives (CI)

1. Fully Implement Xcel Partnership in Support of City Broader Energy Goals

- a. Advance the city's energy-related climate goals with a priority focus on lowering the energy burden for those most in need while achieving 100% renewable electricity supply and dramatically reducing fossil fuel consumption in building and transportation. Support advancement of these goals through multiple strategies, including implementation of a new partnership agreement with Xcel Energy, with projects such as undergrounding, distribution system planning, and strategies focused on achieving Boulder's 100% renewable energy target.
- b. Coordinated with City Attorney's Office, Communications and Engagement, Community Vitality, Facilities and Fleet, Finance, Planning and Development Services, Transportation and Mobility, Utilities, Housing and Human Services.

2. Climate Mobilization Action Plan

- a. Update the Boulder community climate action plan through a community-based process, including an update to the existing community climate goals and targets. The plan is currently focusing on five major action areas: energy, ecosystems, circular economy, land use, and financial systems. All action areas are expected to integrate a key focus on equity, community resilience and economic recovery.
- b. Coordinated with City Attorney's Office, Community Vitality, Facilities and Fleet, Open Space and Mountain Parks, Planning and Development Services, Transportation and Mobility.

3. Materials and Resources

- a. Create a new circular economy framework that builds on the 2019 Circular Boulder research, and partnerships with community organizations, to evolve Boulder's focus on waste management into a new focus on the circular materials economy. This work includes creation of an equity-focused repair and reuse strategy; development of a circular innovation hub at 6400 Arapahoe; private development construction waste requirements, and city facilities' deconstruction and sustainable redevelopment; and legislative and/or fee development work to curtail single use disposable items.
- b. Coordinated with City Attorney's Office, Community Vitality, Facilities and Fleet, Finance, Housing and Human Services, Planning and Development Services.

4. Ecosystems

- a. Develop carbon management plans and analysis tools on both urban and agricultural/open space lands. This work will require a coordinated expansion of nature-based carbon drawdown actions in both urban and agricultural lands; assessment and feasibility analysis of bioenergy-biochar integrated with sequestration or "recarbonization" of forest and soil systems; and continued coordination and dissemination of carbon drawdown strategies to other cities and Counties through USDN and other city networks.
- b. Coordinated with Open Space and Mountain Parks, Parks and Recreation, Planning and Development Services.

City Manager's Office (CMO)

1. COVID-19 Response and Recovery Coordination

- a. Continue to support public health goals and align the organization to adapt to changes brought about by the COVID-19 pandemic.
- b. Coordinated with all departments.

2. Police Oversight Implementation

- a. Creation of Policy and Procedure Guidebooks for both the Oversight Panel as well as the Independent Police Monitor. Guidebooks will serve as standard operating procedures, outline the criteria and process for reviewing cases as well as the specific duties, working relationships and each party's responsibilities in relation to the organization and other structures. The Monitor will also develop and administer a Training Program for panel members and will cover critical topics such as use of force, search and seizure laws, arrest procedure, and the history of policing and oversight.
- b. Coordinated with Police, City Attorney's Office.

3. Advancing Racial Equity

- a. The City of Boulder has an important role to play in welcoming, supporting and serving people of diverse backgrounds in the community and in government processes. Guided by the city's anticipated Racial Equity Plan, there are several components that will involve partnerships with community groups, organizations and individuals committed to ending racism in Boulder.
- b. Coordinated with all departments.

4. Integrate City Clerk's Office and Central Records into the Department

- a. Continue to work collaboratively to unite the Clerk's Office and Central Records with the City Manager's Office to create one department. This transition will require focus on change management and cultural alignment, identifying and pursuing process improvements, and implementation of online petitioning and direct election of mayor ballot measure.
- b. Coordinated with Human Resources, Finance, City Attorney's Office.

5. Onboard New City Manager

- a. Following an extensive national search process guided by a third part hiring firm, Boulder will welcome a new city manager in mid-2021. The selection will require substantial community engagement, and after selection there will be a series of thorough onboarding activities designed to brief and prepare the candidate for leading the organization.
- b. Coordinated with Human Resources, Communications and Engagement.

Communications and Engagement (C&E)

1. Continued COVID-Related Messaging and Partnering with Others to Envision Post-COVID Engagement

- a. Even with the vaccinations beginning, the department anticipates there will be significant updates needed related to COVID and its impacts on the Boulder community. The Communications Team will need to cut through “the noise” and make sure our community is informed. Additionally, as operations return to a post-COVID world, engagement will look very different. Community members will expect likely in-person, online and hybrid experiences.
- b. Coordinated with City Manager’s Office, Police, Fire-Rescue, Facilities and Fleet, Innovation and Technology, City Attorney’s Office.

2. Increased Support for Inclusive and Bi-Lingual Communication and Engagement

- a. By the end of 2021, the city will have a language access strategic plan, which sets out short-, mid- and long-term goals related to meeting the community’s Spanish language needs. Second, the Engagement Team will continue to build on the success of the Community Connectors model, piloting a new, more intensive and two-way relationship with eight Connectors-In-Residence. Lastly, the department intends to model the commitments and work plan items in the city’s Racial Equity Plan.
- b. Coordinated with City Manager’s Office.

3. Complete Transition of Content to the City’s New Website and Update Branding Guide

- a. Switch from beta site to live full city website with all relevant and helpful content moved over and easily available for the community. This transition will include an update to the city’s branding guide to reflect changes in font, colors and other elements.
- b. Coordinated with Innovation and Technology.

Community Vitality (CV)

1. Economic/Business Response and Recovery

- a. In continued partnership with Alliance partners, consider and implement strategies to ensure recovery of local economy as impacted by the COVID-19 pandemic. Efforts include local business retention/support initiatives, ensuring inclusive awareness of and access to pandemic-related relief for businesses and workers and explore partnerships to aid in bridging the digital divide as well as other programs.
- b. Coordinated with Communications and Engagement, Innovation and Technology, Finance, Housing and Human Services, City Manager's Office.

2. AMPS Implementation (Neighborhood Parking Permit and Parking Pricing)

- a. Benchmark, conduct community engagement and implement changes enhancing the effectiveness of the Neighborhood Parking Program and Parking Pricing strategies toward achievement of city access, district vibrancy, cost recovery and climate-related goals. Develop recommendations which, in concert with the city's Parking Code Update, will be considered by Council and implemented as resources allow.
- b. Coordinated with Transportation and Mobility, Communications and Engagement, Planning and Development Services.

3. Parking and Access System Upgrades & Efficiencies

- a. Pay station Replacement Project (Capital): As part of taking care of what we have, develop and award competitive process to replace aged pay station infrastructure (144 pay stations throughout the CAGID and UHGID districts) improving access, sustainability, service performance in accordance with the approved capital plans (include relevant community outreach and customer service efforts).
 - i. Coordinated with Finance, City Attorney's Office.
- b. Expanded on-line parking product offerings: In response to the COVID-19 pandemic, the Community Vitality Customer Service team will continue to move more operations on-line including parking permit purchase and renewal and waitlist requests and monitoring. It is anticipated that these efforts will make it easier to obtain parking permits and also generate higher turnover of underutilized permits.
- c. Remote garage monitoring: With the entire lot attendant team having been laid-off in 2020 as a result of budget reductions, the Customer Service Team will re-orient the remaining Lead Lot Attendant job functions to monitor city garages remotely in order to ensure efficient gate operations once parking activity begins approaching pre-COVID levels.

Facilities and Fleet (F&F)

1. Alpine-Balsam Implementation Project

- a. As part of the council adopted Alpine-Balsam Area Plan, the city is deconstructing the main hospital building and simultaneously, preparing for infrastructure improvements (in areas such as flood and energy), analyzing housing financing scenarios and starting the design of the Pavilion office building renovation and making zoning changes identified in the Area Plan. The goal is to prepare as much of the site as possible to be ready for redevelopment when the hospital deconstruction is complete.
- b. Coordinated with Housing and Human Services, Planning and Development Services, Climate Initiatives, Finance, Transportation and Mobility, Utilities, Parks and Recreation.

2. Facilities Master Plan

- a. 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. The master plan will also guide a strategic implementation plan and capital investment strategy.
- b. Coordinated with all departments.

3. Workplace Transformation

- a. Support the transformation of the city's workplace into new ways of working as the city consolidates services between the western and eastern city hubs to improve customer service and experience. COVID has provided an opportunity to accelerate some of this work and it has created an opportunity to learn and test ideas before implementing further across the city organization.
- b. Coordinated with all departments.

Finance

1. Implement Budgeting for Resilience for the 2021 Budget Implementation and 2022 Budget Development Process

- a. Finance will lead the organization in next steps to implement budgeting for resilience through training and developing data to use the budget request/reduction evaluation rubric recommended in the Budgeting for Community Resilience final report (2019). Finance will balance current revenue instability due to Covid-19 as well as work with the Equity Program Manager and team to refine the process for advancing racial equity through the annual budget process.
- b. Coordinated with all departments.

2. No Eviction Without Representation (NEWR) Tax Collection

- a. It has not been determined at this date which department will be responsible for collection of the NEWR tax, however, it is highly likely this will become Finance's responsibility. Many details need to be determined including, but not limited to, when and how often will the tax be collected, what system will be utilized to collect the tax, how will the data be maintained, how will compliance work, etc.
- b. Coordinated with Housing and Human Services, Planning and Development Services, City Attorney's Office, Innovation and Technology.

3. Workday (HR and Payroll) Implementation

- a. The city will be implementing a new Human Resource Information System and Finance will be responsible for implementing the payroll portion of this system.
- b. Coordinated with Human Resources, Innovation and Technology.

4. Develop Underserved Business Program

- a. As part of the Purchasing Data Project, develop a data collection method to measure the city's purchases from vendors who self-report themselves as a member of the underserved business community. This will be used to establish baseline data and create organization-wide goals in the future.
- b. Coordinated with all departments.

5. Capital (CCS) Tax Renewal

- a. The Community, Culture, and Safety Tax (CCS Tax) is 0.3 cent sales and use tax that was approved by the voters in 2014 and renewed in 2017. The CCS Tax is set to expire at the end of 2021. Staff will work with the Financial Strategy Committee to bring a recommendation to Council for Council consideration as a possible 2021 ballot item. The recommendation will include items including, but not limited to use and term of tax, debt issuance and public process.
- b. Coordinated with all departments.

Fire-Rescue (BFR)

- 1. Advanced Life Support (ALS)/Patient Transport Contract RFP, Bid, and Award**
 - a. Revision of the existing contract to incorporate reduced ALS response time goals, a living wage requirement, and longer-term masterplan goals for fire-based ALS.
 - b. Coordinated with Police, Finance.
- 2. Regional Response Agreements for Specialized Response (Water Rescue, Technical Rescue, Wildfire)**
 - a. Pursue formal agreements with regional responders (Mountain View Fire Protection District, Longmont, county sheriff) for specialty teams that are too expensive for one department to fund and operate.
 - b. Coordinated with Open Space and Mountain Parks, Police.
- 3. Detailed Home Wildfire Assessments**
 - a. Ensure that at least 10% of Boulder homes in the wildland urban interface receive a detailed home assessment.
 - b. No other departments necessary for coordination.
- 4. Fire Station 3**
 - a. Finalize the design for fire station 3 on 30th Street.
 - b. Coordinated with City Manager's Office, Finance, Facilities and Fleet, Planning and Development Services.
- 5. New Labor Agreement with International Association of Fire Fighters**
 - a. Conduct negotiations and finalize a labor agreement with Local 900.
 - b. Coordinated with City Manager's Office, Finance, Human Resources.

Housing and Human Services (HHS)

1. Keeping Boulder Housed (Implementation of Ballot Item 2B – No Eviction Without Representation)

- a. Implement the ballot measure passed by voters in 2020 to provide free legal representation and rental assistance to individuals and families experiencing housing insecurity.
- b. Coordinated with City Attorney's Office, Finance, Planning and Development Services.

2. Implementation of Behavioral Health Co-Responder Program

- a. Hire and onboard behavioral health clinicians, establish policies and procedures, and launch new city program pairing clinicians with police officers for response to calls involving behavioral health crisis.
- b. Coordinated with Police.

3. Ponderosa Community Stabilization / Modular Housing Construction Facility

- a. Continue to create long term stability for community residents by preserving affordability, replacing outdated infrastructure, and reducing flood risk to the community. The modular construction facility would be a partnership between the school district, Habitat for Humanity, and the city to build fixed foundation homes in a modular factory to replace the existing deteriorating mobile homes.
- b. No other departments necessary for coordination.

4. Accessory Dwelling Unit (ADU) Evaluation

- a. Evaluate the effectiveness of changes to the ADU regulations adopted in 2018 by surveying all applicants and interviewing staff involved in the review process. This effort may result in proposing minor code amendments as needed.
- b. Coordinated with Planning and Development Services.

5. Regional Housing Strategy Implementation (Ballot Measure)

- a. Continue to partner with Boulder County jurisdictions to implement the Regional Housing Strategy including the possibility of a future ballot measure to generate funding to support housing activities pursuing the Partnership's commitment to secure 12% of all housing as permanently affordable.
- b. No other departments necessary for coordination.

Human Resources (HR)

1. Labor Union Negotiations

- a. Negotiate employment policies for International Association of Fire Fighters, Boulder Police Officers Association, Boulder Municipal Employees Association.
- b. Coordinated with Fire, Police, Finance, City Manager's Office.

2. Compensation Structure Implementation

- a. Attract, engage, and retain talent through organizational compensation policies, consistent job classification, and a modernized job and salary structure design.
- b. Coordinated with all departments

3. Workday (HR and Payroll) Implementation

- a. Transform the employee experience through technology that offers simplified Human Resources processes and self-service tools.
- b. Coordinated with City Manager's Office, Innovation and Technology, Finance.

Innovation and Technology (IT)

1. Enterprise Data Platform Design & Implementation

- a. Design and implementation of a new, enterprise data warehouse and associated data management standards that enables enterprise business intelligence and data science applications to drive decision-making, optimize processes, and support transparent community engagement. This work includes a multi-year plan of designing, building, testing, maturing, and scaling the platform through quick-win, proof of concept deployments focused on top city priorities.
- b. Top candidates for initial implementation include Police, Fire-Rescue, Open Space and Mountain Parks, Housing and Human Services, Muni Court, City Manager's Office, Transportation and Mobility.

2. Workday (HR and Payroll) Implementation

- a. This internal system transformation will enable greater HR and payroll operational excellence for the entire city - saving thousands of hours of administrative time and administrative errors. Through this implementation the department will reduce the number of HR/Payroll application from 11 to 2 and will standardize citywide processes related to benefits, time entry, compensation, learning, hiring, payroll, performance development, and succession planning.
- b. Coordinated with Human Resources, Finance, City Manager's Office.

3. Community Broadband Fiber Phase 2.0 Planning

- a. As construction progresses on the broadband fiber backbone into 2021, Innovation and Technology and its partners will begin strategic planning for Phase 2.0: how best to coordinate fiber to the premises (FTTP), "light up" and operate fiber service for use by the community, and prioritize city departments' use of the new infrastructure.
- b. Coordinated with Planning and Development Services, City Manager's Office, Housing and Human Services, Community Vitality, Transportation and Mobility.

4. On-premise to Cloud Transition

- a. To support these and other enterprise technology initiatives and support other technology support priorities, Innovation and Technology needs to move toward a more sustainable, cloud-based architecture. This is a major initiative that will provide greater security, reduce cost, and add resiliency to the city's data infrastructure.
- b. No other departments necessary for coordinating.

Library and Arts (L&A)

1. Library District Discussion & Public Hearing

- a. A Council Discussion and Public Hearing was scheduled for March 17th, 2020 and deferred when the COVID closures occurred. City Attorney's Office, Finance and Library are preparing a study session "refresher" for Council in Q1 of 2021 in advance of a public hearing tentatively scheduled for early Q2 of 2021.
- b. Coordinated with City Manager's Office, City Attorney's Office, Finance.

2. New NoBo Library Construction

- a. The need for a full-service library in north Boulder has long been identified as a goal for the community and is a primary goal of the 2018 Library Master Plan. Construction is anticipated to begin late in the first quarter of 2021, with completion projected for 2022.
- b. Coordinated with Transportation and Mobility, Utilities, Parks and Recreation, Facilities and Fleet, Planning and Development Services.

3. Public Art Permitting Efficiencies

- a. In collaboration with the Planning and Development Services Department, staff will explore options to adjust the process to permit works of public art. This will solve critical problems in the public art process due to a gap in permitting criteria and definitions that causes delays and other significant problems in meeting recommendations for the public art program in the Community Cultural Plan.
- b. Coordinated with Planning and Development Services, City Attorney's Office, Finance.

4. Alpine Balsam Public Art Project Phase One

- a. For the first step in bringing public art to the new city functions at the Alpine Balsam site, a series of temporary projects will be commissioned with the specific goal to serve as "research and engagement" through interactive projects involving the neighbors and the entire community. From what the artists help us learn, staff will be able to affect the future of the site as well as a permanent public art project in the years ahead.
- b. Coordinated with Facilities and Fleet, Planning and Development Services, City Attorney's Office, Communications and Engagement.

5. Create and Expand COVID Pandemic and Recession Relief

- a. Working with the Boulder Arts Commission, Create Boulder, and other partners in the community, staff will manage new and continuing COVID response programs including a temporary shift in the focus of cultural grants, completing funding for a second round of the Creative Neighborhoods: COVID Work Projects, supporting regional efforts such as Arts Through it All and the second phase of the Arts and Culture Relief Fund, helping artists and nonprofits with access to state and Federal resources, and more.
- b. Coordinated with Community Vitality, City Manager's Office, City Attorney's Office, Communications and Engagement.

Municipal Court

1. Community Court Grant Implementation

- a. The Municipal Court will use funding received from a federal grant to implement a Community Court. Its focus will be on finding creative ways to engage with homeless offenders and assist them with needed services and documentation; for many, the long-term goal will be housing.
- b. Coordinated with City Attorney's Office, Police, Housing and Human Services.

Open Space and Mountain Parks (OSMP)

1. Taking Care of What We Have: Maintaining and Stewarding the Open Space System

- a. In 2021 OSMP will invest in many projects under this theme including, but not limited to, monitoring and improving forest health and accelerating fire mitigation projects; developing a plan to address the new presence of the invasive New Zealand Mudsail in parts of South Boulder Creek; inspecting and maintaining irrigation infrastructure; repairing and maintaining historic agricultural structures on OSMP; performing major maintenance projects at select trailheads.
- b. Coordinated with Fire-Rescue.

2. Master Plan Tier 1 Strategy: Preserve and Restore Important Habitat Blocks and Corridors

- a. 2021 actions include but are not limited to, implementing Tall Oatgrass Control Strategy; improving habitat for native amphibians and fish; restoring wetlands and native vegetation at best opportunity areas along Boulder and South Boulder Creeks; continue monitoring and reducing undesignated (social) trails on OSMP; improving the Gunbarrel trail complex to increase habitat block size in this area.
- b. No other departments necessary for coordinating.

3. Master Plan Tier 1 Strategy: Reduce Trail Maintenance Backlog

- a. 2021 actions include but are not limited to, conducting one or more “maintenance sweeps” and monitor/document trail conditions of the trail system; prioritize and undertake more substantial trail repairs that will include the Royal Arch trail re-route and repair and construction of a more sustainable Anemone Trail loop.
- b. No other departments necessary for coordinating.

4. Master Plan Tier 1 Strategies: Address Conflicts between Agriculture and Prairie Dogs; and Increase Soil Health and Resilience

- a. 2021 actions include but are not limited to: continuing the city’s long-standing prairie dog conservation work, including implementation of significant aspects of the Prairie Dog Working Group recommendations; begin implementing the council-approved Preferred Alternative to help maintain the viability of agricultural operations by reducing conflicts with prairie dogs and regenerating soil health on degraded irrigated fields; continue work on completing a Baseline Soil Health Assessment across the OSMP system.
- b. Coordinated with Parks and Recreation, Planning and Development Services.

5. Master Plan Tier 1 Strategy: Welcome Diverse Backgrounds and Abilities

- a. 2021 actions include but are not limited to: initiating a long-term planning process for Fort Chambers/Poor Farm property; continuing leadership with the city’s Tribal Relations work; connecting a diversity of youth to the outdoors through Youth Service-Learning Initiatives and Education program; improving hiring practices for the Junior Ranger program to increase diversity in the workforce.
- b. Coordinated with City Manager’s Office.

Parks and Recreation (P&R)

1. Boulder Parks and Recreation (BPR) Master Plan Update

- a. This initiative will be a priority for Parks and Recreation throughout 2021 and 2022 and provides a comprehensive update to the department's 2014 master plan. The final plan will guide the delivery of services and capital investments in alignment with the community's values and priorities for the next 5-7 years.
- b. Coordinated with cross-departmental master planning team.

2. Responsive and Equitable Service Delivery

- a. Parks and Recreation services in 2021 will be focused on restoring and creating services that can be delivered safely within public health guidelines. Community benefit programming that serves youth, individuals with disabilities, and under-resourced community members will be prioritized.
- b. Coordinated with Housing and Human Services, Open Space and Mountain Parks.

3. BPR Resource Allocation: Responsible and Adaptive Resource Allocation

- a. Ensuring services are delivered within limited and evolving financial and human constraints will require intense budget execution and adaptive work planning – more so than is required in a more static environment. This effort will ensure that all services delivered align with the 2021 budget and staffing allocations and that the department is able to evolve as resources do as ably and responsively as possible.
- b. Coordinated with Finance, Human Resources, City Manager's Office.

Planning and Development Services (P&DS)

1. East Boulder Subcommunity Plan

- a. The EBSPP will establish a future vision for the long term redevelopment of East Boulder that is based on community goals and values.
- b. Coordinated with Transportation and Mobility, Housing and Human Services, Community Vitality, Open Space and Mountain Parks, Parks and Recreation, Climate Initiatives, Utilities.

2. Use Tables & Standards – Phase II

- a. The project seeks to bring the Use Table and Standards (Chapter 9-6 Use Standards, B.R.C. 1981) into greater alignment with the Boulder Valley Comprehensive Plan (BVCP) policies and the city’s priorities, to better enable desired development outcomes throughout the city and more effectively support the BCVP goals and outcomes.
- b. Coordinated with City Attorney’s Office, Transportation and Mobility, Housing and Human Services.

3. Community Benefit & Site Review Criteria Amendments – Phase II

- a. The community benefits program will include a suite of regulations and incentives that tie specific community benefits to requests for additional development rights (such as building height, floor area and residential density). The program will identify the specific amount and type of community benefit required with specific development requests. The project scope also includes updates to the Site Review criteria that relate to the community benefits program as well as enhancing the criteria to better achieve city goals.
- b. Coordinated with City Attorney’s Office, Community Vitality.

4. P&DS Business Process Improvements and PUD Rectification Project (“The Big Project”)

- a. In early 2019, the city retained Team Tipton to develop a strategic plan focused on streamlining/automating Planning and Development Services business processes, including technical improvements, to advance operational excellence, all through the lens of customer experience (The “Big Project”). In order to advance this work, Planning and Development Services will need to undertake several foundational changes in 2021 to our current business processes, technology, and culture.
- b. In order to full implement the “Big Project” recommendations to streamline processes and optimize customer self-service, PUD overlays will need to be removed and rezoned. This is the most foundational element to the implementation of the plan and must be addressed before the Planning and Development Services Business model can be improved.
- c. Coordinated with Innovation and Technology, City Attorney’s Office.

5. Parking Code Changes

- a. A comprehensive update to the city’s off-street parking standards, which determines the number of parking spaces required and minimum design standards,

has not been done in many years. An evaluation of standards has been undertaken as a part of the [Access Management Parking Strategy \(AMPS\) project](#). The parking supply and demand data that has been gathered since 2014 speaks to necessary adjustments to off-street parking requirements to reflect the city's current parking needs.

- b. Coordinated with City Attorney's Office, Community Vitality.

Police (BPD)

1. The Police Master Plan Process

- a. The Master Plan is intended to guide the department for the next 5 years in addressing the business operations of police service delivery in a manner that meets the community standards and sustainability goals. The Police Department will collaborate with numerous community groups and several city departments for successful implementation and conclusion.
- b. Coordinated with Communication and Engagement, City Manager's Office.

2. Commission on Accreditation for Law Enforcement Agencies (CALEA)

- a. Third party auditing of BPD's policies, procedure, and guidelines. The timeline for the accreditation process usually takes 3-4 years. The process is very resource intense and requires a top to bottom review of police operations and processes. The certification is considered a best-practice in policing and is internationally recognized.
- b. No other departments necessary for coordinating.

3. Homelessness/Encampments

- a. Continue to research best practices on how to effectively address public safety and health concerns of this vulnerable population. The Boulder Community will also continue to be a major partner in this project guiding potential responses and solutions. This issue continues to be a major area of community concern/complaints.
- b. Coordinated with Parks and Recreation, Housing and Human Services, City Manager's Office, City Attorney's Office, Utilities, Transportation and Mobility, Planning and Development Services, Community Vitality, Municipal Court.

4. Technology Integration and Data Portal Development

- a. Enhance the department's understanding of traffic data, crime and disorder issues, temporal and spatial analysis capacity, and develop real-time dashboards for officers, supervisors, command staff, and the executive team see all data points in real time. The dashboard will also include officer performance metrics.
- b. Coordinated with Innovation and Technology.

Transportation and Mobility (T&M)

1. Vision Zero

- a. The department will build upon the success of the “20 is Plenty” initiative, Vision Zero Innovations fund, and Neighborhood Speed Mitigation, as well as and identify and evaluate potential additional opportunities to implement Shared Streets and intersection improvements.
- b. Coordinated with Police, City Manager’s Office, Communications and Engagement.

2. Smart City - Transportation

- a. Upgrade the traffic signal communication infrastructure along key corridors to fiberoptic, install main street advance detection and monitoring equipment, install automated traffic signal performance measures and retime existing timing plans. Develop a strategy to address autonomous vehicle and electric vehicle needs.
- b. Coordinated with Innovation and Technology, Community Vitality, Facilities and Fleet, Climate Initiatives.

3. Infrastructure Improvements

- a. The Transportation and Mobility Department is responsible for planning for and constructing infrastructure improvements to enhance mobility in the community. Among the key projects and initiatives are work on North Broadway; 30th and Colorado; 19th Street.; University of Colorado South transportation planning; protected bike lane being constructed on Folsom during our resurfacing efforts; planning for future projects; and working with local and regional partners to identify new funding opportunities.
- b. Coordinated with Finance, City Manager’s Office, City Attorney’s Office, Utilities, Communications and Engagement.

4. “Keeping the Lights On”

- a. Continue to implement the core functions of the department, including: snow and ice removal; filling potholes; maintaining traffic signals; signage; street sweeping; and continued access to commute option programs through coordination with the Regional Transportation District, including micromobility, and transit. Ensure access to and continuity of operations at the Boulder Airport.
- b. Coordinated with Utilities, Finance, Facilities and Fleet, Communications and Engagement.

5. Design the Future

- a. Continue to work collaboratively to implement the recommendations from the Tipton report through the Design the Future initiative to effect organizational cultural change and process improvement.
- b. Coordinated with Utilities, Facilities and Fleet, Planning and Development Services, Human Resources, Innovation and Technology, Communications and Engagement, City Manager’s Office.

Utilities

1. Aging Infrastructure and Capital Improvement Projects

- a. Utilities is responsible for maintaining and operating \$1.7 billion of infrastructure across the water, wastewater and stormwater and flood utilities. Major 2021 projects include continued progress on the Barker Gravity source water pipeline, replacement of wastewater trunk sewers and interceptor sewer and continued design and permitting for South Boulder Creek flood mitigation.
- b. Coordinated with Open Space and Mountain Parks, Planning and Development Services, Transportation and Mobility.

2. Comprehensive Flood and Stormwater (CFS) Master Plan Update

- a. The existing Comprehensive Flood and Stormwater Master Plan (2004) is the policy document that guides flood management, stormwater drainage and stormwater quality in the city and will be updated in 2021 and 2022. The CFS update will focus on policy and program review and equitable prioritization of future flood and stormwater projects.
- b. Coordinated with Planning and Development Services, Transportation and Mobility, City Manager's Office, Housing and Human Services, Open Space and Mountain Parks, Parks and Recreation.

3. Drought Plan Update

- a. Boulder's existing Drought Plan provides guidance for drought recognition and response related to Boulder's water supply. The drought plan update will focus on equitable response strategies to manage water supply gaps and financial impacts during significant droughts.
- b. Coordinated with Transportation and Mobility, Communication and Engagement, Parks and Recreation, Climate Initiatives.