

FISCAL YEAR 2022
**APPROVED
BUDGET**

Service Excellence for an Inspired Future.



2022 APPROVED BUDGET



The Government Finance Officers Association of the United States and Canada (GFOA) is in the review process for the City of Boulder's annual budget for the fiscal year beginning January 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The city has received this award annually since 1995 and believes the 2022 budget conforms to program requirements, as such will submit it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Boulder
Colorado**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morrill

Executive Director

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CITY OF BOULDER CITY COUNCIL



Council Member
Mary D. Young

Council Member
Bob Yates

Mayor Pro Tem
Junie Joseph

Council Member
Rachel Friend

Council Member
Adam Swetlik

Mayor
Sam Weaver

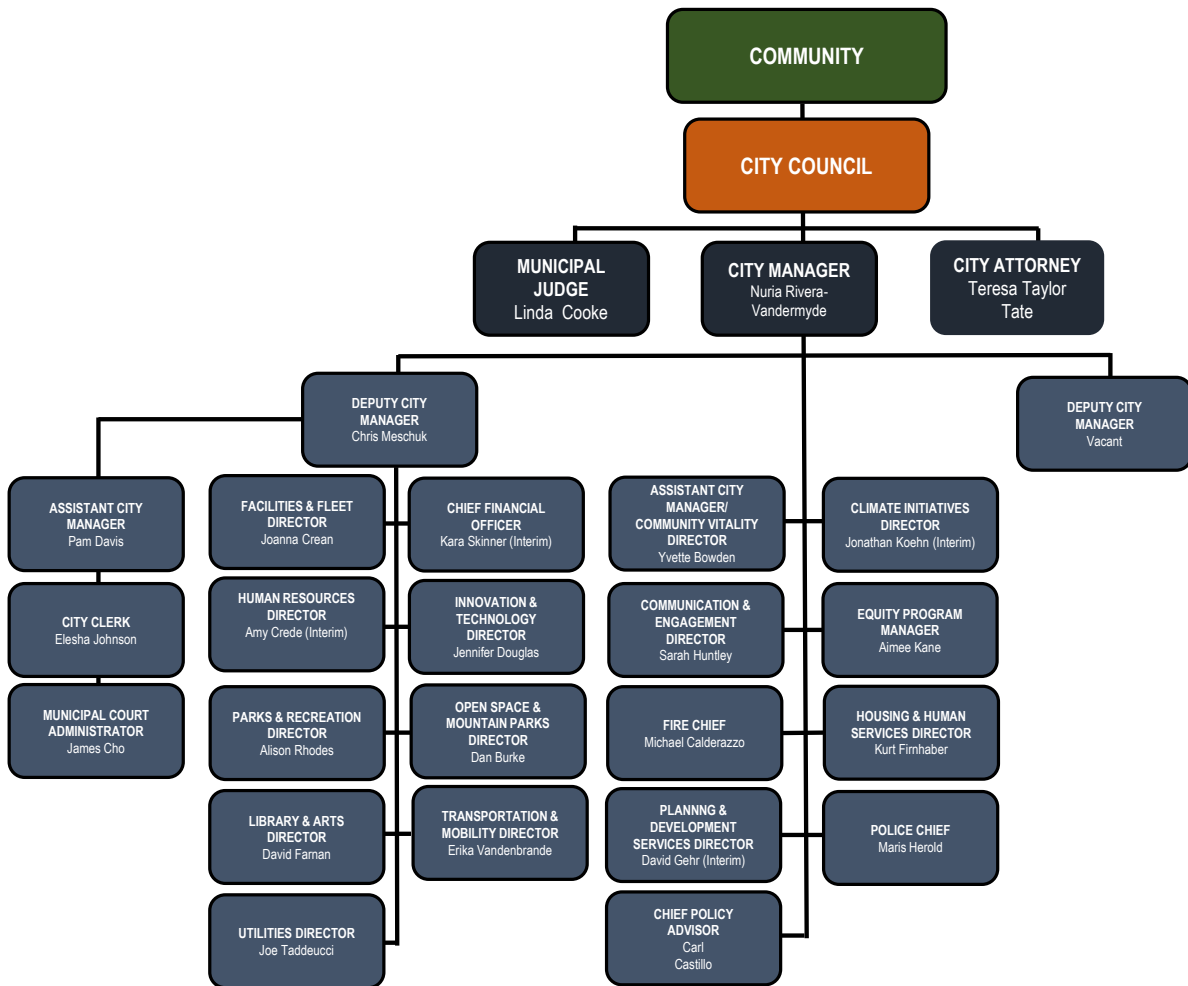
Council Member
Mirabai Kuk Nagle

Council Member
Aaron Brockett

Council Member
Mark Wallach



CITY OF BOULDER 2022 ORGANIZATIONAL CHART



CITY OF BOULDER LEADERSHIP STAFF

City Manager.....	Nuria Rivera-Vandermyde
Deputy City Manager	Chris Meschuk
Deputy City Manager	Vacant
Assistant City Manager	Yvette Bowden
Assistant City Manager	Pamela Davis
Chief Policy Advisor.....	Carl Castillo
City Attorney	Teresa Taylor Tate
City Clerk.....	Elesha Johnson
Climate Initiatives Director	Jonathan Koehn, Interim
Communication and Engagement Director	Sarah Huntley
Community Vitality Director.....	Yvette Bowden
Facilities and Fleet Director.....	Joanna Crean
Chief Financial Officer	Kara Skinner, Interim
Fire Chief.....	Michael Calderazzo
Housing and Human Services Director.....	Kurt Firnhaber
Human Resources Director.....	Amy Crede, Interim
Innovation and Technology Director	Jennifer Douglas
Library and Arts Director	David Farnan
Municipal Judge.....	Linda P. Cooke
Municipal Court Administrator.....	James Cho
Open Space and Mountain Parks Director	Dan Burke
Director of Parks and Recreation Director.....	Alison Rhodes
Planning and Development Services Director	David Gehr, Interim
Police Chief.....	Maris Herold
Transportation & Mobility Director	Erika Vandenbrande
Utilities Director.....	Joe Taddeucci

CITY OF BOULDER BUDGET STAFF

Central Budget Staff

Chief Financial Officer	Kara Skinner, Interim
Senior Budget Manager.....	Mark Woulf
Principal Budget Analyst.....	Charlotte Huskey
Principal Budget Analyst.....	Zachary Walsh
Senior Budget Analyst	James Bohannan

Department Analysts

City Attorney's Office.....	Sarah Bennett
City Clerk's Office/City Council/City Manager's Office	Amy McMahon
Communication & Engagement.....	Karl Watkins
Community Vitality.....	Elliott LaBonte
Climate Initiatives.....	Heidi Joyce
Facilities & Fleet	Raphael Tingley
Finance	Erin Kintzle
Fire-Rescue	Teresa Flanagan
Human Resources	Alexa Han-Dunn
Housing & Human Services	Tip-arpar Karasudhi
Innovation & Technology	Beth Lemur
Library & Arts.....	Justin Greene
Municipal Court.....	Jean Grill
Open Space & Mountain Parks.....	Sam McQueen & Cole Moffatt
Parks & Recreation.....	Jackson Hite & Stacie Hoffmann
Planning & Development Services.....	Ken Baird
Police.....	Gina Coluzzi
Transportation & Mobility.....	Gastonia Anderson
Utilities.....	Graham Clark

Special Thank You in Preparing the 2022 Budget and Budget Book

Business Services Manager	Gina Coluzzi
Senior Budget Analyst	Justin Greene
Risk Specialist.....	Alyssa Liddle
Tax & Special Projects Manager	Joel Wagner
City Planner and CIP Coordinator	Chris Ranglos

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HOW TO USE THIS DOCUMENT

The 2022 City of Boulder Approved Budget contains a detailed description of how the city plans to invest available resources into city operations in 2022. The 2022 Approved Budget has seven main parts:

1 | CITY MANAGER'S BUDGET MESSAGE

The City Manager's Budget Message is a transmittal letter to Boulder's City Council and community that summarizes the contents of the 2022 Approved Budget. The transmittal letter includes a comprehensive list of 2022 Significant Budget Changes.

2 | CITYWIDE CONTEXT & STRATEGY

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

3 | SOURCES & USES

The Sources & Uses section contains summary information of the 2022 Approved Budget, projected revenues, and budgeted expenditures. It shows all anticipated sources (revenues) by type and fund, provides information on tax rates, shows budgeted uses (expenditures) by fund, and lists all interfund transfers.

4 | DEPARTMENT OVERVIEWS

Department Overviews describe the city's operational structure and function, 2021 accomplishments, and 2022 key initiatives for each of the city's individual departments. It includes details on significant changes between the 2021 and 2022 operating budgets, as well as the detailed program budget for each department.

5 | CAPITAL IMPROVEMENT PROGRAM

The City of Boulder's 2022-2027 Capital Improvement Program (CIP) contains information on how the city plans to invest available resources into key infrastructure and facilities between 2022 and 2027. The 2022-2027 CIP has four main parts: Introduction, Funding Summaries, Capital Project Overviews, and CEAP (Community & Environmental Assessment Process).

6 | FUND FINANCIALS

The Fund Financials section provides tables detailing the sources and uses of each of the city's 41 funds, for 2020 actual, 2021 revised, 2022 approved, and 2023-2027 projected amounts.

7 | APPENDIX

The Appendix section contains supplemental information to the 2022 Approved Budget, including:

- Budget Terms;
- Fund Definitions;
- Codified Fees, Rates, & Charges, which summarizes adopted adjustments to city fees and the effect on revenues;
- Budget Policies, which provides an overview of the city's financial and reserve policies;
- Debt Service, which lists the city's debt service payments from 2022 to 2027, provides a combined schedule of long-term debt, and provides computation of the legal debt margin for the last 10 years.

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CITY MANAGER'S MESSAGE

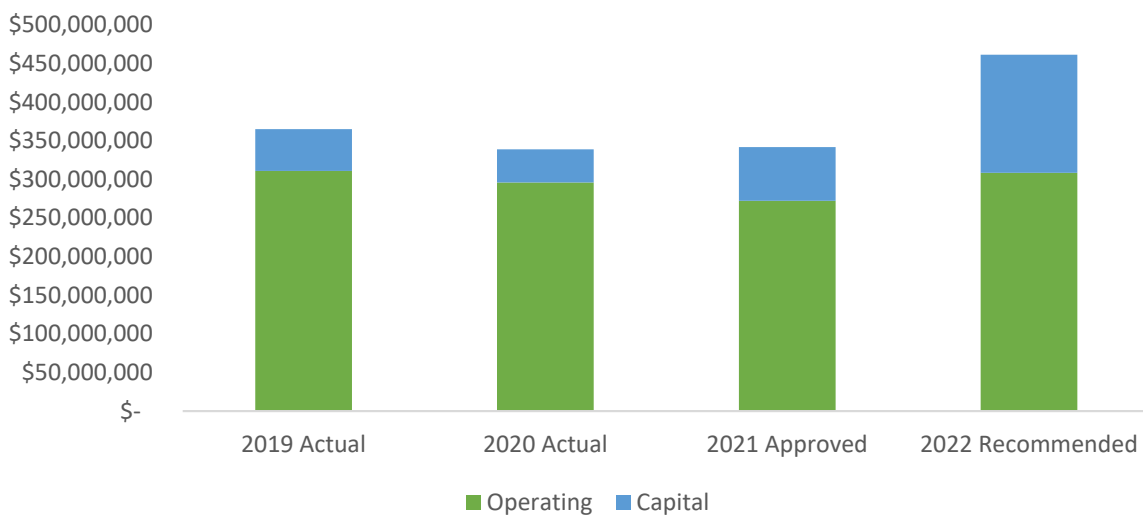
Dear City Council and Boulder Community,

The past 18 months have tested governments and communities around the world. The combination of a dramatic reduction in resources with increased needs has been painful for us all. Worse yet, the stakes have been among the highest imaginable: the lives and ongoing health of community members, a risk to economic livelihood, challenges for families and individuals to keep a roof overhead, disruptions in schooling for our young people, and more.

Today, however, with profound gratitude for our collective resilience, I present a recommended budget that is cautiously optimistic about improving conditions. This budget prioritizes renewal and restoration, with a goal of bringing relief to a weary community and stretched employees. It seeks to return the services that have the highest impact on those who live, work and visit Boulder and draws on valuable lessons we've learned about the importance of the core functions of government. At the same time, this budget attempts to honor the entrepreneurship that drives our local economy and makes Boulder a recognized leader in so many areas.

The City Manager's 2022 Recommended Budget, presented to you for your review and consideration, is \$462.5 million. The budget is comprised of an operating budget of \$300.1 million, which represents a 10% increase, and a capital budget of \$162.4 million, which represents a 134% increase, compared to 2021. The capital budget increase is largely due to a planned Utilities Fund bond issuance. This spending plan is based upon an expectation that many revenue sources are trending up, including retail sales tax, which is forecast to reach a level that is a modest increase from pre-pandemic levels. The sales and use tax increase is due, in part, to receiving tax revenue from online marketplace retail sales.

ALL FUNDS BUDGET 2019-2022



CITY MANAGER'S MESSAGE

This budget also leverages the city's American Rescue Plan Act (ARPA) funding allocation. In alignment with peer cities, the city is targeting 20% of ARPA local relief funds, roughly \$4 million, to address immediate needs, including some service restorations. A portion of this funding will be made available as soon as this fall. Decisions about how best to leverage the remaining ARPA funds (\$16 million) to address larger needs in support of city organization, community and economic recovery will occur later and will include input from City Council and the community. As I'm sure you'll agree, this funding must be allocated in a fiscally responsible way as this appropriation is intended to span five years, must meet specific criteria for use, and is limited to one-time funding.

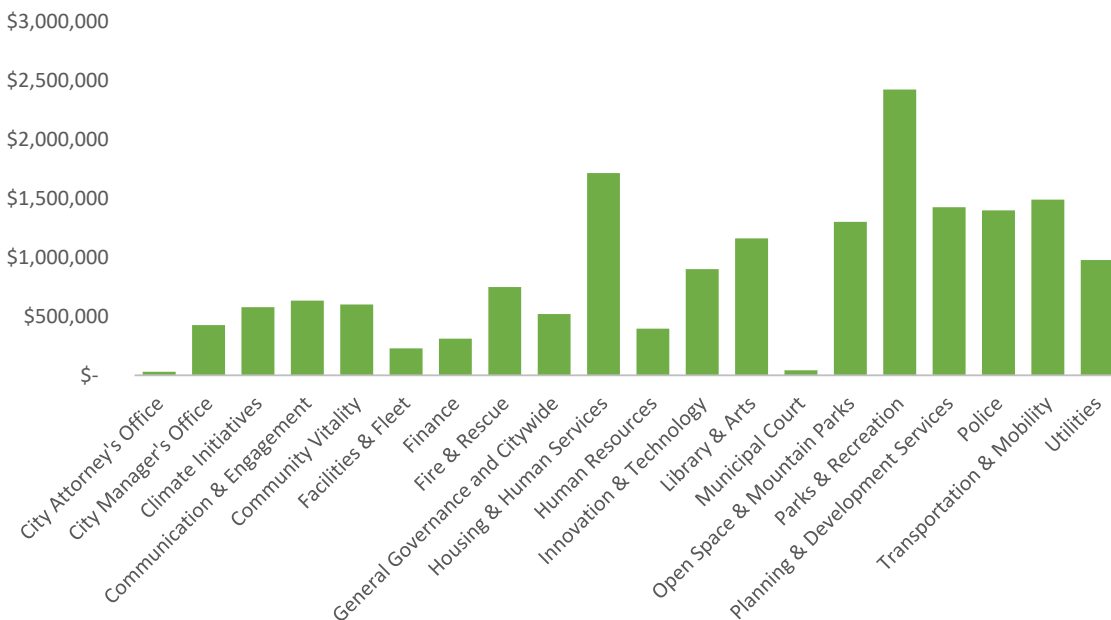
RESTORATION OF SERVICES

First and foremost, this budget seeks to restore the most critical programs and service levels that were suspended during the COVID-19 pandemic. While we understand the instinct to return to life as it was, what was needed prior to 2020 might be different from what is needed today. This is, in large part, due to the agility departments exhibited in shifting many of their service offerings online.

As a result, the city took a strategic look at all requests for service restoration. Consistent with the city's recently adopted Racial Equity Plan, departments were required to articulate who would benefit from a service being restored and who would be hurt if a program remained unfunded. The budget team prioritized requests that address the needs of community members of color and others who have had disproportionate and negative impacts during this time of crisis.

The following chart shows significant budget changes (including restorations as well as new appropriations, by city department):

2022 RECOMMENDED BUDGET SIGNIFICANT CHANGES BY DEPARTMENT



CITY MANAGER'S MESSAGE

This budget proposes restoring services in the following areas:

- Staffing to support important community gathering places and beloved services. These appropriations include:
 - Library staff so the George Reynolds Branch, Meadows Branch and the North Boulder Corner Library can resume services for nearby neighborhoods.
 - Housing and Human Services staff to support increased hours of services and programming at the West Age Well Center. The mission of Older Adult Services is to inspire and empower older adults to age well through community connection, learning and play. Older Adult Services also provides case management and services to meet comprehensive needs, including safety and quality of life.
 - Continuation of the downtown ambassador and encampment clean-up staffing that was approved by City Council in 2021 to address the proliferation encampments and support safety in public spaces.
 - Planning and Development Services customer service and intake staff to support effective permitting and compliance, address community concerns about onerous processes and advance council priorities.
 - Human Resources talent acquisition partners to ensure that the city attracts, hires and retains top-notch, creative and engaged professionals at all levels.
 - A Housing and Human Services full-time coordinator to reinvigorate Youth Opportunity Program programs and the Youth Opportunities Advisory Board. These programs cultivate leadership skills in high school students, lifting their voices in grant and policy decisions that impact their lives and contribute to positive outcomes.
- Programmatic funding for:
 - Recreation center operations, EXPAND and other inclusive programs that bring the benefits of fitness, fun, teaming and belonging to our whole community.
 - Cultural grants, recognizing the role that the arts play in building community, sparking creativity, and supporting healing in challenging times.
 - Engagement and outreach to under-served communities, expanding efforts to reduce barriers to access to services, demystify government and promote meaningful participation in decision-making.
 - HOP bus service, offering an environmentally friendly, convenient and affordable transit option along the city's major corridors.
 - The flexible rebate program to retain small businesses and primary employers as we work together to recover from the economic impacts of the pandemic.
 - A Family Resource Schools contract with Mental Health Partners to provide individual, in-person therapy to elementary students and support effective suicide assessments and interventions.
 - Police vehicles, recognizing that fleet replacement was suspended entirely in 2021; returning to the planned fleet replacement schedule per best practices will minimize long-term costs and ensure safety and reliability.

CITY MANAGER'S MESSAGE

RECOMMITMENT TO INNOVATION AND SERVICE EXCELLENCE

Though the pandemic sometimes required a shift in focus, the city remains committed to innovation, data-informed decision-making, and continued efforts to improve service to our community.

The 2022 Recommended Budget will allow Boulder to continue to be a leader in many of the areas our residents care most about. These include:

- Reinforcing our commitment to basic human needs, including housing, health and availability of clean water and food; and building on award-winning, outcomes-based programs that help individuals and families out of homelessness
- Striking a careful balance between supporting the health, well-being and dignity of unsheltered individuals while creating safe and welcoming public spaces for all to enjoy
- Developing effective strategies that support more affordable housing options for lower and middle-income individuals and families
- Prioritizing the continuation of innovative COVID-19 response programs for as long as they are needed
- Addressing issues related to policing, with an eye toward reform, improved oversight, engagement, workforce wellness, and increased collaboration with other city departments, specifically around supporting individuals with mental health and substance abuse issues
- Maintaining our critical infrastructure, making roads and paths safer and more accessible and providing multi-modal options to help relieve congestion and contribute positively to our climate goals
- Caring for Boulder's extensive open spaces, parks, libraries, and recreational amenities, recognizing more than ever the importance of these community assets in overall health and well-being
- Lifting arts and culture, consistent with a desire to cultivate creativity, create community and promote joy in public spaces

INVESTMENT IN EMPLOYEES

Another focus of this budget is ensuring that Boulder continues to be an employer of choice, with talented, innovative and well-resourced employees. This proposal adds 58.5 FTE (Full-Time Equivalent) standard positions and extends 18 current fixed-term positions – recognizing the staggering impact staffing reductions in 2020 and 2021 had on the ability of the city to serve the community. As a reminder, the city furloughed 741 employees and laid off or ended employment for 148 at the height of the public health and economic crisis. These represented a mix of seasonal, temporary and regular employees. Fifteen additional standard positions were eliminated as result of restructuring.

Some of the proposed FTEs for 2022 will support a return of functions that existed previously, including those described more fully in the previous section outlining restorations; others reflect the changed and emerging needs of our community.

The new positions will allow us to achieve a variety of goals, including:

- Supporting the implementation of the city's first-ever racial equity plan, including helping staff across the organization understand and dismantle systems and policies that perpetuate oppression
- Improving rental assistance programming in a time of tremendous housing stress in our community and country

CITY MANAGER'S MESSAGE

- Assisting individuals achieve affordable home ownership with an additional coordinator position, who will help potential buyers navigate affordable housing eligibility; educate the public about programs and homeownership opportunities; assist program participants with real estate transactions; and provide guidance and information regarding financing requirements
- Addressing staffing challenges in the Fire Department, recognizing the importance of effective risk mitigation and timely response, especially in the face of increased wildfire danger
- Coordinating and tracking citywide energy reduction efforts to better support our bold and urgent climate goals
- Ensuring that our new website follows best practices and offers our community an accurate, engaging, easy-to-use platform for civic information

Hiring new employees is not enough in this competitive and challenging environment. To remain an employer of choice, we must do all we can to retain the tremendous talent we have in our current workforce. To that end, I intend to reinstate merit increases in 2022 for Boulder Municipal Employees Association (BMEA) and non-union employees. Employees with the International Association of Firefighters (IAFF) and the Boulder Police Officers Association (BPOA) are also scheduled to receive a general salary increase in 2022 in accordance with their contracts.

Employees and the city will share the responsibility for a 6.8 percent increase in medical premiums in 2022; however, the city plans to take initial steps to move toward a self-insured medical plan to better control costs and have more flexibility in healthcare benefits in upcoming years.

The 2022 Recommended Budget also reflects the dramatic workplace transformation that occurred in March 2020, when some of the city's workforce left their offices and began working virtually from home. Not surprisingly, our employees demonstrated an impressive ability to serve the community and perform their work under these new circumstances. Guided by input from employees, we anticipate that many of those who were able to telework will return this fall with hybrid schedules. This approach will allow some work to be performed in city facilities and other work to be performed from employees' homes or other in-state locations. This shift will save the city in annual lease costs, but the 2022 Recommended Budget also includes one-time funding for equipment, technology and reconfiguration of office space to promote shared and flexible workspaces.

FOCUS ON CAPITAL AND MAINTENANCE NEEDS

A well-rounded budget must include adequate resources to maintain what we have and ensure the city can cover anticipated capital needs. Overall, the 2022 Capital Improvement Program budget is nearly \$158 million across all funds, with \$120 million for the utility funds and \$38 million across all other funds, including the Transportation fund, and Open Space & Mountain Parks fund. In addition, Parks & Recreation, Open Space & Mountain Parks and Transportation & Mobility are restoring funding in support of ongoing maintenance.

The following are a few highlights of the 2022 capital spending plan:

- Parks & Recreation will restore urban parks and urban forest maintenance, support recreation facilities maintenance, and fund a project to enhance the East Boulder Recreation Center pool.
- Open Space & Mountain Parks (OSMP) will revisit deferred service area projects and programs. The department will prioritize efforts that advance each of the service areas identified by its recent Master Plan and provide inclusive and enjoyable opportunities for an increasing number of visitors.

CITY MANAGER'S MESSAGE

- Transportation & Mobility has nearly \$5 million dedicated to the pavement management program, in addition to approximately \$1.4 million for multi-use path and sidewalk maintenance, pedestrian facilities repair, ADA compliance, and safer traffic signals. Another \$5.7 million will fund protected bike lanes and/or multi-modal enhancements on segments of 30th and 28th streets.
- To protect lives and property, the city has several key flood mitigation projects budgeted for 2022 including for the Alpine-Balsam area, South Boulder Creek, and Gregory Creek.

CLOSING

I appreciate the opportunity to summarize and proudly advance this recommended budget. This document – and the deep thinking that went into it – reflects collaboration across all parts of our organization. It seeks to solidify our ability to meet the community's needs in times of crisis and beyond. It shows that we value our public servants and envision a future – hopefully in the near term – that promotes health, well-being and prosperity for all. It balances optimism and fiscal stewardship by restoring programs, services and staffing in ways that leverage lessons learned through the pandemic while continuing to invest in both our staff and our facilities. Most importantly I believe this budget reflects our city's continued commitment to advance the values contained within our Sustainability and Resilience Framework in responsible and equitable ways.

Regards,

A handwritten signature in black ink, appearing to read 'NVR', followed by a horizontal line.

Nuria Rivera-Vandermyde

2022 BUDGET CHANGES BY TYPE

SUMMARY BY TYPE OF REQUEST	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Restoration of City Services	\$ 1,064,713	-	\$ 8,343,929	34.00
City Council	\$ -	-	\$ 34,053	-
Restore Operating Budget	-	-	34,053	-
City Manager's Office/City Clerk	\$ -	-	\$ 84,593	1.00
Restore Operating Budget - City Clerk	-	-	18,500	-
Restore Administrative Assistant II	-	-	66,093	1.00
Climate Initiatives	\$ 232,000	-	\$ 67,196	1.00
Restore Administrative Assistant II	-	-	67,196	1.00
Reinstate Climate Action Plan Tax Funding	232,000	-	-	-
Communication & Engagement	\$ -	-	\$ 175,648	1.00
Restore Outreach Communications & Promotion of Services to the Underserved	-	-	11,000	-
Restore Engagement Manager	-	-	164,648	1.00
Community Vitality	\$ -	-	\$ 140,000	-
Restore Flexible Rebate Program - Small Business Retention	-	-	100,000	-
Partial Restore General Fund Transfers to University Hill General Improvement District	-	-	40,000	-
Finance	\$ 30,000	-	\$ 163,012	1.00
Restore Internal Audit Consultant	30,000	-	-	-
Restore Training Budget for Purchasing Division	-	-	2,500	-
Restore Financial Analyst	-	-	127,512	1.00
Restore Audit and Tax Operating Budget	-	-	33,000	-
Fire-Rescue	\$ 36,000	-	\$ 65,000	-
Restore Equipment Replacement Fund	-	-	35,000	-
Restore Cancer Trust and Peer Support Program	36,000	-	30,000	-
Housing & Human Services	\$ 85,686	-	\$ 180,099	0.50
Restore and Enhance Older Adult Services Administrative Specialist II	-	-	26,099	0.50
Restore Family Resource School contract for therapy with Mental Health Partners	-	-	33,000	-
Restore Human Services Fund Operating Budget	-	-	121,000	-
Restore Youth Opportunities Program (YOP)/Youth Opportunities Advisory Board (YOAB)	85,686	-	-	-
Innovation & Technology	\$ -	-	\$ 298,000	2.00
Restore Data Analyst to Support Citywide Analyses	-	-	139,000	1.00
Restore GIS Enterprise Administrator	-	-	159,000	1.00
Library & Arts	\$ -	-	\$ 1,157,545	10.25
Partial Restore Boulder Arts Week Operating Budget	-	-	10,000	-
Restore Cultural Grants	-	-	157,250	-
Restore Services to Main Library and Three Branches	-	-	645,969	8.25
Restore Operating Budget for Canyon Theater & Boulder Public Library Makerspace	-	-	138,658	1.00
Restore Library Substitute Worker Budget	-	-	101,432	-
Restore Systemwide Library Operations Resources Manager	-	-	104,236	1.00
Municipal Court	\$ -	-	\$ 42,000	-
Restore Lease Budget for the Municipal Court with Boulder County	-	-	33,500	-
Partial Restore Operating Budget for Costs of Collections	-	-	8,500	-
Open Space & Mountain Parks	\$ -	-	\$ 1,301,000	-
Restore COVID-19 Personnel and Operating Budget	-	-	1,301,000	-
Parks & Recreation	\$ 681,027	-	\$ 1,614,416	7.25
Rebuild Revenue Generating Programs for Recreation Activity Fund	62,527	-	534,954	3.25
Restore Urban Parks Funding	-	-	360,535	1.00
Restore Citywide Forestry Services	18,500	-	176,427	1.00
Restore .25 Sales Tax Maintenance Program and Operating Budget	-	-	326,284	1.00
Restore Community Events and Reactivate Public Spaces	-	-	101,225	-
Restore Recreation Staffing and Service Levels: EXPAND/Inclusion	-	-	114,992	1.00
Restore Recreation Sustainability - One-Time Increase to General Fund Subsidy	600,000	-	-	-
Planning & Development Services	\$ -	-	\$ 935,756	7.50
Restore Comprehensive Planning Manager	-	-	167,046	1.00
Restore Customer Service and Intake Team	-	-	263,369	3.00
Restore Deputy Director	-	-	190,757	1.00
Restore Civil Engineer II and Planner II positions for Development Review Support	-	-	259,325	2.00
Restore Software Support Staffing	-	-	55,260	0.50

2022 BUDGET CHANGES BY TYPE

SUMMARY BY TYPE OF REQUEST	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Police	\$ -	-	\$ 1,121,610	2.50
Restore Accident Report Specialist	-	-	96,404	1.00
Restore Property & Evidence Technician	-	-	80,000	1.00
Restore Greenwood Wildlife Rehab Center Contract	-	-	24,000	-
Restore Process Server for Photo Enforcement Program	-	-	54,809	0.50
Restore Fleet Replacement Budget	-	-	866,397	-
Transportation & Mobility	\$ -	-	\$ 964,000	-
Restore Transportation Operating Budget to Accomplish Master Plan Goals	-	-	244,000	-
Restore HOP Service	-	-	353,000	-
Restore Fleet Replacement and Design Construction Standards Citywide Initiative Funding	-	-	152,000	-
Restore Staff Training/Certification and Funding for Removal of Emerald Ash Borer Affected Trees	-	-	215,000	-
New/Enhanced Services	\$ 996,142	-	\$ 7,178,780	42.50
City Attorney's Office	\$ 30,000	-	\$ -	-
Outside Counsel - Additional Legal Support	30,000	-	-	-
City Manager's Office/City Clerk	\$ 48,000	-	\$ 258,468	1.00
Equity Liaison	-	-	229,468	1.00
Increase Fees for Federal Lobbying Services Contract Smith, Dawson & Andrews (SDA)	38,000	-	-	-
Increase Fees to State Lobbying Services Contract	10,000	-	-	-
Police Oversight Operating Budget and Summer Intern	-	-	23,500	-
Printing Costs of Legal Ordinances and Agenda Materials	-	-	5,500	-
Climate Initiatives	\$ -	-	\$ 277,695	2.25
Convert Energy Strategy Coordinator and Electrical Engineer II Fixed-Term to Standard Positions	-	-	236,285	2.00
Convert Standard Energy Code Coordinator from Fixed-Term to Standard Position	-	-	26,410	0.25
Ongoing Appropriation of Administrative Fees and Forfeited Deposits Collected per Ordinance 8366, Chapter 36 Commercial Construction Waste Recycling, Section 3601.2.3	-	-	15,000	-
Communication & Engagement	\$ -	-	\$ 457,409	3.00
Convert Climate Initiatives Communication Specialist from Fixed-Term to Standard Position	-	-	134,752	1.00
Transfer of Engagement Specialist - Planning & Development Services to Communication & Engagement	-	-	65,410	0.50
Digital Content Specialist	-	-	130,000	0.50
Convert Language Access Program Manager from Fixed-Term to Standard Position	-	-	127,247	1.00
Community Vitality	\$ 200,000	-	\$ 260,641	1.00
Access Management and Parking Strategy (AMPS) Implementation	-	-	215,641	1.00
Solar Panel Operating Costs	-	-	45,000	-
University Hill 14th Lot Development	200,000	-	-	-
Facilities & Fleet	\$ -	-	\$ 228,658	3.00
Additional Facility Project Manager	-	-	138,375	1.00
Custodial Lead - Implementation of Quality Assurance and Quality Control Programs	-	-	90,283	1.00
Repurpose of Center Green Lease Budget - 19 Electric Vehicle Chargers	-	-	-	-
Repurpose of Center Green Lease Budget - Alpine-Balsam Garage Operation & Maintenance Funding	-	-	-	-
Repurpose of Center Green Lease Budget - Continued Workplace Transformation Funding	-	-	-	-
Repurpose of Center Green Lease Budget - Custodial Budget Increase	-	-	-	-
Repurpose of Center Green Lease Budget - Custodial Services for Fire Station #8/Fire Training Center	-	-	-	-
Repurpose of Center Green Lease Budget - Electric Vehicle Charging Station Maintenance	-	-	-	-
Repurpose of Center Green Lease Budget - Energy Manager - Maximize City's Energy Portfolio	-	-	-	1.00
Repurpose of Center Green Lease Budget - Facility Space Use Studies	-	-	-	-
Finance	\$ 5,500	-	\$ 112,309	1.00
External Auditor Contract Cost Increase	-	-	5,000	-
Revenue Modeling - University of Colorado Contract	-	-	25,000	-
Underserved Business Program Support	5,500	-	82,309	1.00
Fire-Rescue	\$ 133,450	-	\$ 513,800	4.00
Administrative Personnel Development	12,500	-	12,500	-
Target Solutions Software and Alerting System Maintenance	-	-	29,600	-
Emergency Operations: Three Permanent Firefighter Overhires	64,200	-	287,184	3.00
Initiation of EMS Manager and Program Funding	56,750	-	184,516	1.00
General Governance and Citywide	\$ 44,692	-	\$ 1,199,000	-
Old Hire Police and Fire Pension Supplemental Payment Increase	44,692	-	-	-
Workers' Comp and Property/Casualty Insurance Premium Increase	-	-	375,000	-
Increased Legal Expenses for Anticipated Increase in Litigation Costs	-	-	75,000	-
Office of Disaster Management Increase	-	-	24,000	-
Transfer Classification and Compensation Implementation Budget from Human Resources to General Fund Citywide	-	-	725,000	-

2022 BUDGET CHANGES BY TYPE

SUMMARY BY TYPE OF REQUEST	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Housing & Human Services	\$ 30,000	-	\$ 1,418,672	3.50
Additional Cost to Custodial Services	-	-	54,000	-
Database Consultant and Salesforce License Budget Increase	-	-	13,000	-
HOA Special Assessment Grant Pilot	30,000	-	-	-
Housing Investments and Compliance Specialist	-	-	97,579	1.00
Homeownership Program Coordinator	-	-	105,727	1.00
Eviction Prevention and Rental Assistance Services (EPRAS)	-	-	858,115	1.00
Customer Service Representative for Older Adult Services	-	-	40,252	0.50
Substance Education and Awareness Fund (Vape Tax)	-	-	250,000	-
Human Resources	\$ -	-	\$ (329,185)	2.00
Talent Acquisition Positions	-	-	263,600	2.00
Department Restructure	-	-	132,215	-
Transfer of Classification and Compensation Implementation Budget to Citywide	-	-	(725,000)	-
Innovation & Technology	\$ 400,000	-	\$ 202,258	1.50
Axon Records Management System Implementation	400,000	-	-	-
GIS Analyst for Citywide Analyses	-	-	129,000	1.00
Digital Content Specialist	-	-	73,258	0.50
Open Space & Mountain Parks	\$ -	-	\$ -	4.00
Convert Prairie Dog, Soil Health, and Wildlife Ecology Positions From Fixed-Term to Standard Positions	-	-	-	3.00
Convert GIS/Human Dimension Position From Fixed-Term to Standard Position	-	-	-	1.00
Parks & Recreation	\$ 24,500	-	\$ 457,529	1.00
Improve Working Conditions for Construction and Natural Lands	18,100	-	4,000	-
Improve Maintenance Sustainability	-	-	253,529	1.00
Stabilize the Non-Standard Workforce	-	-	200,000	-
Add WiFi to P&R Construction Team Office	6,400	-	-	-
Planning & Development Services	\$ -	-	\$ 423,592	4.25
Convert Energy Code Coordinator from Fixed-Term to Standard Position	-	-	79,231	0.75
Convert Land Use Code Update Position from Fixed-Term to Standard Position	-	-	94,313	1.00
Eviction Prevention and Rental Assistance Services (EPRAS) Administrative Assistant	-	-	76,050	1.00
P&DS Records Coordinator	-	-	147,566	1.00
Project Coordinator	-	-	91,842	1.00
Transfer of Engagement Specialist - Planning & Development Services to Communication & Engagement	-	-	(65,410)	(0.50)
Police	\$ 30,000	-	\$ 246,022	-
Tactical Analytics and Leadership Information (TALI) Dashboard	-	-	4,400	-
Axon OSP 7+ Package (Tasers, Body-Worn and In-Car Cameras, Data Storage)-Contractual Increase	-	-	241,622	-
Executive Leadership Training to Address Professional Police Reform	30,000	-	-	-
Transportation & Mobility	\$ 50,000	-	\$ 475,000	1.00
Core Service Program Improvements - Snow Removal and Material Storage	50,000	-	200,000	-
Convert Transportation GIS Analyst from Fixed-Term to Standard	-	-	75,000	1.00
Transportation Operations - Signals Maintenance & Upgrades	-	-	200,000	-
Utilities	\$ -	-	\$ 976,910	10.00
Convert Four Encampment Clean-Up Positions from Fixed-Term to Standard and Add Program Costs	-	-	325,572	4.00
Storm Contract Management Increase	-	-	30,000	-
Stormwater, Floodway, and Greenway Restructure and Additional Personnel	-	-	355,512	3.00
Convert Utilities GIS Analysts from Fixed-Term to Standard Positions	-	-	265,825	3.00

2022 BUDGET CHANGES BY DEPARTMENT

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
City Attorney's Office	\$ 30,000	-	\$ -	-
New/Enhanced Services				
Outside Counsel - Additional Legal Support	30,000	-	-	-
City Council	\$ -	-	\$ 34,053	-
Restoration of City Services				
Restore Operating Budget	-	-	34,053	-
City Manager's Office/City Clerk	\$ 48,000	-	\$ 343,062	2.00
Restoration of City Services				
Restore Operating Budget - City Clerk	-	-	18,500	-
Restore Administrative Assistant II	-	-	66,093	1.00
New/Enhanced Services				
Equity Liaison	-	-	229,468	1.00
Increase Fees for Federal Lobbying Services Contract Smith, Dawson & Andrews (SDA)	38,000	-	-	-
Increase Fees to State Lobbying Services Contract	10,000	-	-	-
Police Oversight Operating Budget and Summer Intern	-	-	23,500	-
Printing Costs of Legal Ordinances and Agenda Materials	-	-	5,500	-
Climate Initiatives	\$ 232,000	-	\$ 344,892	3.25
Restoration of City Services				
Reinstate Climate Action Plan Tax Funding	232,000	-	-	-
Restore Administrative Assistant II	-	-	67,196	1.00
New/Enhanced Services				
Convert Standard Energy Code Coordinator from Fixed-Term to Standard Position	-	-	26,410	0.25
Ongoing Appropriation of Administrative Fees and Forfeited Deposits Collected per Ordinance 8366, Chapter 36 Commercial Construction Waste Recycling, Section 3601.2.3	-	-	15,000	-
Convert Energy Strategy Coordinator and Electrical Engineer II Fixed-Term to Standard Positions	-	-	236,285	2.00
Communication & Engagement	\$ -	-	\$ 633,057	4.00
Restoration of City Services				
Restore Outreach Communications & Promotion of Services to the Underserved	-	-	11,000	-
Restore Engagement Manager	-	-	164,648	1.00
New/Enhanced Services				
Convert Climate Initiatives Communication Specialist from Fixed-Term to Standard Position	-	-	134,752	1.00
Convert Language Access Program Manager from Fixed-Term to Standard Position	-	-	127,247	1.00
Digital Content Specialist	-	-	130,000	0.50
Transfer of Engagement Specialist - Planning & Development Services to Communication & Engagement	-	-	65,410	0.50
Community Vitality	\$ 200,000	-	\$ 400,641	1.00
Restoration of City Services				
Restore Flexible Rebate Program - Small Business Retention	-	-	100,000	-
Partial Restore General Fund Transfers to University Hill General Improvement District	-	-	40,000	-
New/Enhanced Services				
Access Management and Parking Strategy (AMPS) Implementation	-	-	215,641	1.00
Solar Panel Operating Costs	-	-	45,000	-
University Hill 14th Lot Development	200,000	-	-	-
Facilities & Fleet	\$ -	-	\$ 228,658	3.00
New/Enhanced Services				
Additional Facility Project Manager	-	-	138,375	1.00
Custodial Lead - Implementation of Quality Assurance and Quality Control Programs	-	-	90,283	1.00
Repurpose of Center Green Lease Budget - 19 Electric Vehicle Chargers	-	-	-	-
Repurpose of Center Green Lease Budget - Alpine-Balsam Garage Operation & Maintenance Funding	-	-	-	-
Repurpose of Center Green Lease Budget - Continued Workplace Transformation Funding	-	-	-	-
Repurpose of Center Green Lease Budget - Custodial Budget Increase	-	-	-	-
Repurpose of Center Green Lease Budget - Custodial Services for Fire Station #8/Fire Training Center	-	-	-	-
Repurpose of Center Green Lease Budget - Electric Vehicle Charging Station Maintenance	-	-	-	-
Repurpose of Center Green Lease Budget - Energy Manager - Maximize City's Energy Portfolio	-	-	-	1.00
Repurpose of Center Green Lease Budget - Facility Space Use Studies	-	-	-	-

2022 BUDGET CHANGES BY DEPARTMENT

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Finance	\$ 35,500	-	\$ 275,321	2.00
Restoration of City Services				
Restore Internal Audit Consultant	30,000	-	-	-
Restore Training Budget for Purchasing Division	-	-	2,500	-
Restore Financial Analyst	-	-	127,512	1.00
Restore Audit and Tax Operating Budget	-	-	33,000	-
New/Enhanced Services				
External Auditor Contract Cost Increase	-	-	5,000	-
Revenue Modeling - University of Colorado Contract	-	-	25,000	-
Underserved Business Program Support	5,500	-	82,309	1.00
Fire-Rescue	\$ 169,450	-	\$ 578,800	4.00
Restoration of City Services				
Restore Equipment Replacement Fund	-	-	35,000	-
Restore Cancer Trust and Peer Support Program	36,000	-	30,000	-
New/Enhanced Services				
Administrative Personnel Development	12,500	-	12,500	-
Target Solutions Software and Alerting System Maintenance	-	-	29,600	-
Emergency Operations: Three Permanent Firefighter Overhires	64,200	-	287,184	3.00
Initiation of EMS Manager and Program Funding	56,750	-	184,516	1.00
General Governance and Citywide	\$ 44,692	-	\$ 1,199,000	-
New/Enhanced Services				
Old Hire Police and Fire Pension Supplemental Payment Increase	44,692	-	-	-
Workers' Comp and Property/Casualty Insurance Premium Increase	-	-	375,000	-
Increased Legal Expenses for Anticipated Increase in Litigation Costs	-	-	75,000	-
Office of Disaster Management Increase	-	-	24,000	-
Transfer Classification and Compensation Implementation Budget from Human Resources to General Fund Citywide	-	-	725,000	-
Housing & Human Services	\$ 115,686	-	\$ 1,598,771	4.00
Restoration of City Services				
Restore and Enhance Older Adult Services Administrative Specialist II	-	-	26,099	0.50
Restore Family Resource School contract for therapy with Mental Health Partners	-	-	33,000	-
Restore Human Services Fund Operating Budget	-	-	121,000	-
Restore Youth Opportunities Program (YOP)/Youth Opportunities Advisory Board (YOAB)	85,686	-	-	-
New/Enhanced Services				
Additional Cost to Custodial Services	-	-	54,000	-
Database Consultant and Salesforce License Budget Increase	-	-	13,000	-
HOA Special Assessment Grant Pilot	30,000	-	-	-
Housing Investments and Compliance Specialist	-	-	97,579	1.00
Homeownership Program Coordinator	-	-	105,727	1.00
Eviction Prevention and Rental Assistance Services (EPRAS)	-	-	858,115	1.00
Customer Service Representative for Older Adult Services	-	-	40,252	0.50
Substance Education and Awareness Fund (Vape Tax)	-	-	250,000	-
Human Resources	\$ -	-	\$ (329,185)	2.00
New/Enhanced Services				
Talent Acquisition Positions	-	-	263,600	2.00
Department Restructure	-	-	132,215	-
Transfer of Classification and Compensation Implementation Budget to Citywide	-	-	(725,000)	-
Innovation & Technology	\$ 400,000	-	\$ 500,258	3.50
Restoration of City Services				
Restore Data Analyst to Support Citywide Analyses	-	-	139,000	1.00
Restore GIS Enterprise Administrator	-	-	159,000	1.00
New/Enhanced Services				
Axon Records Management System Implementation	400,000	-	-	-
GIS Analyst for Citywide Analyses	-	-	129,000	1.00
Digital Content Specialist	-	-	73,258	0.50

2022 BUDGET CHANGES BY DEPARTMENT

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Library & Arts	\$ -	-	\$ 1,157,545	10.25
Restoration of City Services				
Partial Restore Boulder Arts Week Operating Budget	-	-	10,000	-
Restore Cultural Grants	-	-	157,250	-
Restore Services to Main Library and Three Branches	-	-	645,969	8.25
Restore Operating Budget for Canyon Theater & Boulder Public Library Makerspace	-	-	138,658	1.00
Restore Library Substitute Worker Budget	-	-	101,432	-
Restore Systemwide Library Operations Resources Manager	-	-	104,236	1.00
Municipal Court	\$ -	-	\$ 42,000	-
Restoration of City Services				
Restore Lease Budget for the Municipal Court with Boulder County	-	-	33,500	-
Partial Restore Operating Budget for Costs of Collections	-	-	8,500	-
Open Space & Mountain Parks	\$ -	-	\$ 1,301,000	4.00
Restoration of City Services				
Restore COVID-19 Personnel and Operating Budget	-	-	1,301,000	-
New/Enhanced Services				
Convert Prairie Dog, Soil Health, Wildlife Ecology Positions From Fixed-Term to Standard Positions	-	-	-	3.00
Convert GIS/Human Dimension Position From Fixed-Term to Standard Position	-	-	-	1.00
Parks & Recreation	\$ 705,527	-	\$ 2,071,945	8.25
Restoration of City Services				
Rebuild Revenue Generating Programs for Recreation Activity Fund	62,527	-	534,954	3.25
Restore Urban Parks Funding	-	-	360,535	1.00
Restore Citywide Forestry Services	18,500	-	176,427	1.00
Restore .25 Sales Tax Maintenance Program and Operating Budget	-	-	326,284	1.00
Restore Community Events and Reactivate Public Spaces	-	-	101,225	-
Restore Recreation Staffing and Service Levels: EXPAND/Inclusion	-	-	114,992	1.00
Restore Recreation Sustainability - One-Time Increase to General Fund Subsidy	600,000	-	-	-
New/Enhanced Services				
Improve Working Conditions for Construction and Natural Lands	18,100	-	4,000	-
Improve Maintenance Sustainability	-	-	253,529	1.00
Stabilize the Non-Standard Workforce	-	-	200,000	-
Add WiFi to P&R Construction Team Office	6,400	-	-	-
Planning & Development Services	\$ -	-	\$ 1,359,348	11.75
Restoration of City Services				
Restore Comprehensive Planning Manager	-	-	167,046	1.00
Restore Customer Service and Intake Team	-	-	263,369	3.00
Restore Deputy Director	-	-	190,757	1.00
Restore Civil Engineer II and Planner II positions for Development Review Support	-	-	259,325	2.00
Restore Software Support Staffing	-	-	55,260	0.50
New/Enhanced Services				
Convert Energy Code Coordinator from Fixed-Term to Standard Position	-	-	79,231	0.75
Convert Land Use Code Update Position from Fixed-Term to Standard Position	-	-	94,313	1.00
Eviction Prevention and Rental Assistance Services (EPRAS) Administrative Assistant	-	-	76,050	1.00
P&DS Records Coordinator	-	-	147,566	1.00
Project Coordinator	-	-	91,842	1.00
Transfer of Engagement Specialist - Planning & Development Services to Communication & Engagment	-	-	(65,410)	(0.50)
Police	\$ 30,000	-	\$ 1,367,632	2.50
Restoration of City Services				
Restore Accident Report Specialist	-	-	96,404	1.00
Restore Property & Evidence Technician	-	-	80,000	1.00
Restore Greenwood Wildlife Rehab Center Contract	-	-	24,000	-
Restore Process Server for Photo Enforcement Program	-	-	54,809	0.50
Restore Fleet Replacement Budget	-	-	866,397	-
New/Enhanced Services				
Tactical Analytics and Leadership Information (TALI) Dashboard	-	-	4,400	-
Axon OSP 7+ Package (Tasers, Body-Worn and In-Car Cameras, Data Storage)-Contractual Increase	-	-	241,622	-
Executive Leadership Training to Address Professional Police Reform	30,000	-	-	-

2022 BUDGET CHANGES BY DEPARTMENT

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Transportation & Mobility	\$ 50,000	-	\$ 1,439,000	1.00
Restoration of City Services				
Restore Transportation Operating Budget to Accomplish Master Plan Goals	-	-	244,000	-
Restore HOP Service	-	-	353,000	-
Restore Fleet Replacement and Design Construction Standards Citywide Initiative Funding	-	-	152,000	-
Restore Staff Training/Certification and Funding for Removal of Emerald Ash Borer Affected Trees	-	-	215,000	-
New/Enhanced Services				
Core Service Program Improvements - Snow Removal and Material Storage	50,000	-	200,000	-
Convert Transportation GIS Analyst from Fixed-Term to Standard	-	-	75,000	1.00
Transportation Operations - Signals Maintenance & Upgrades	-	-	200,000	-
Utilities	\$ -	-	\$ 976,910	10.00
New/Enhanced Services				
Convert Four Encampment Clean-Up Positions from Fixed-Term to Standard and Add Program Costs	-	-	325,572	4.00
Storm Contract Management Increase	-	-	30,000	-
Stormwater, Floodway, and Greenway Restructure and Additional Personnel	-	-	355,512	3.00
Convert Utilities GIS Analysts from Fixed-Term to Standard Positions	-	-	265,825	3.00

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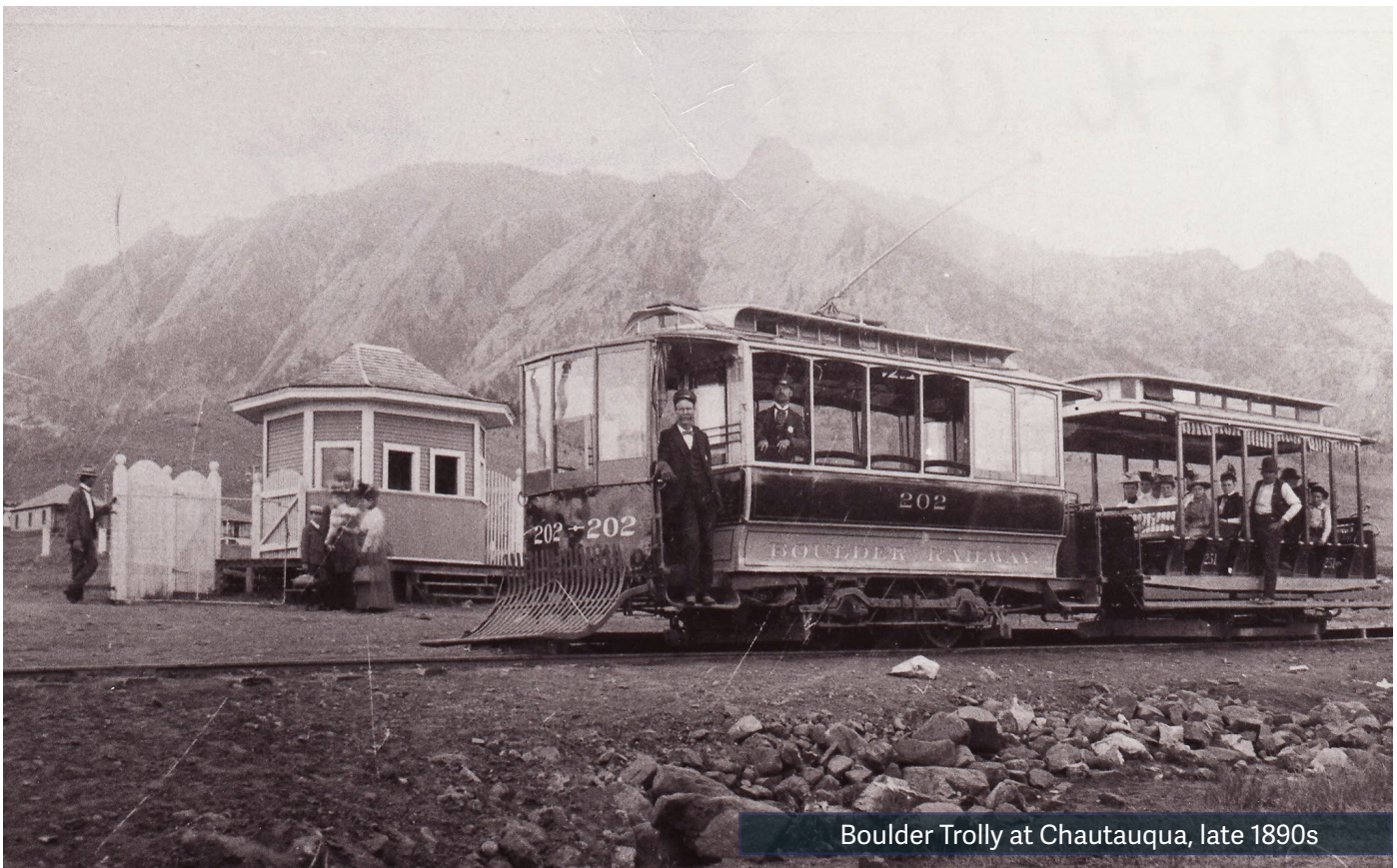
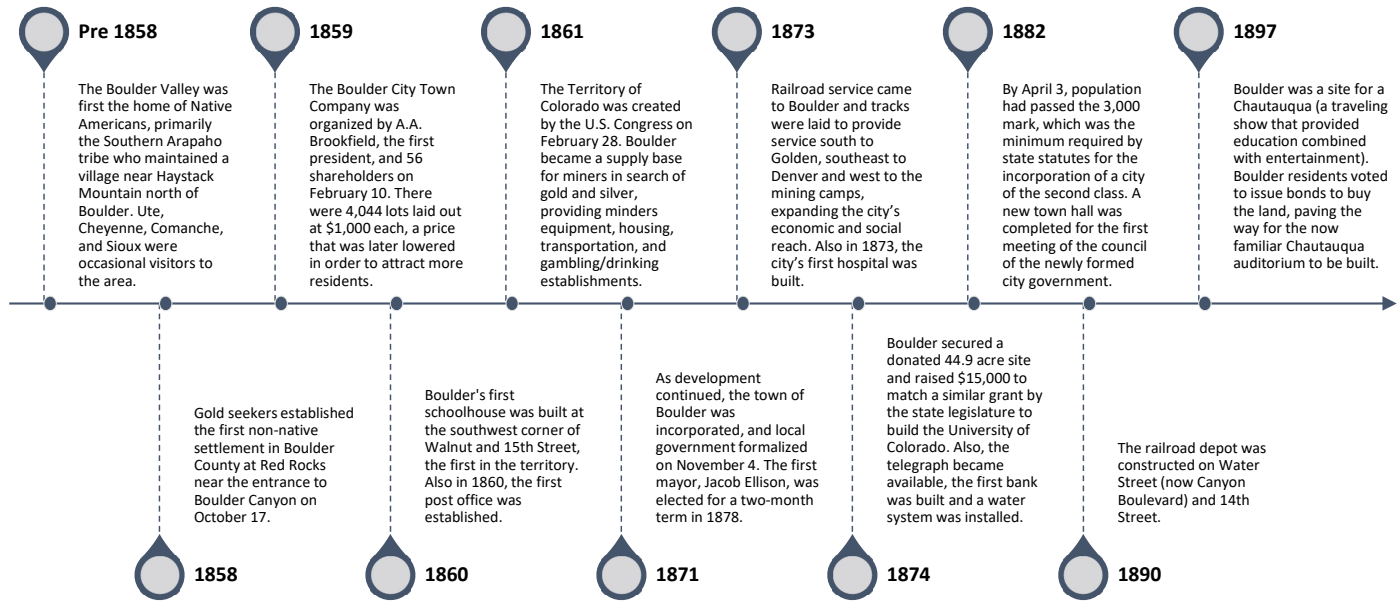
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ABOUT BOULDER

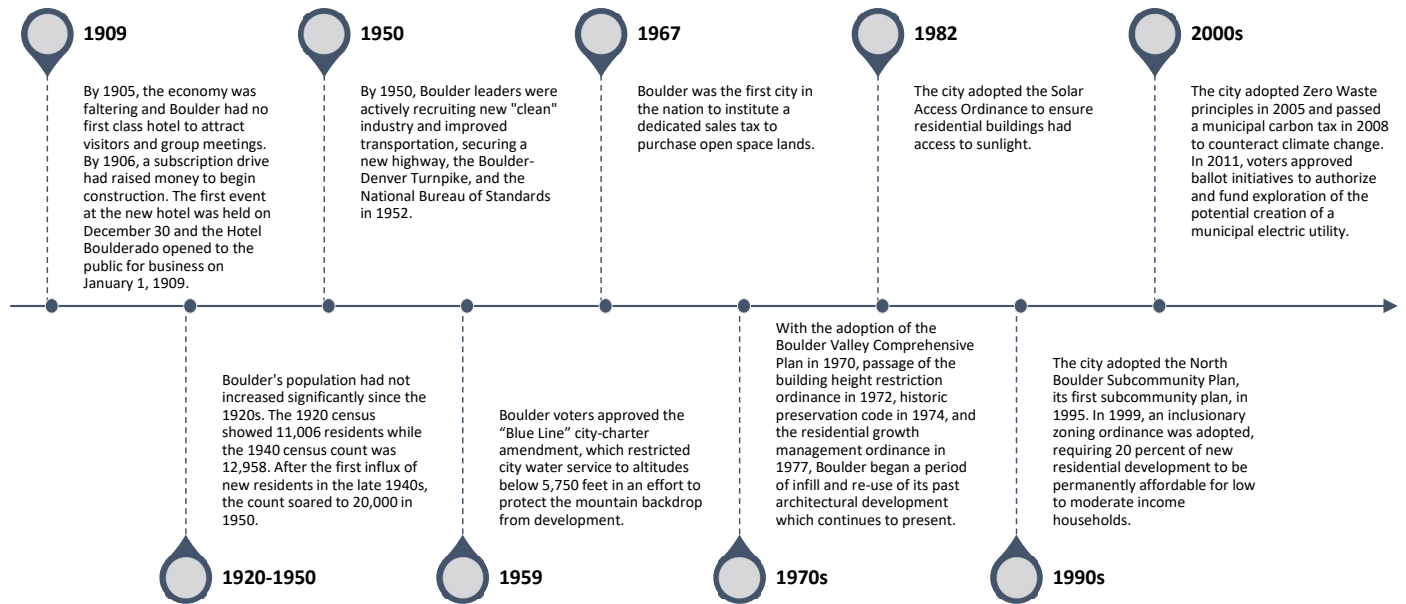
HISTORY OF BOULDER & CITY GOVERNMENT



Boulder Trolly at Chautauqua, late 1890s

ABOUT BOULDER

HISTORY OF BOULDER & CITY GOVERNMENT



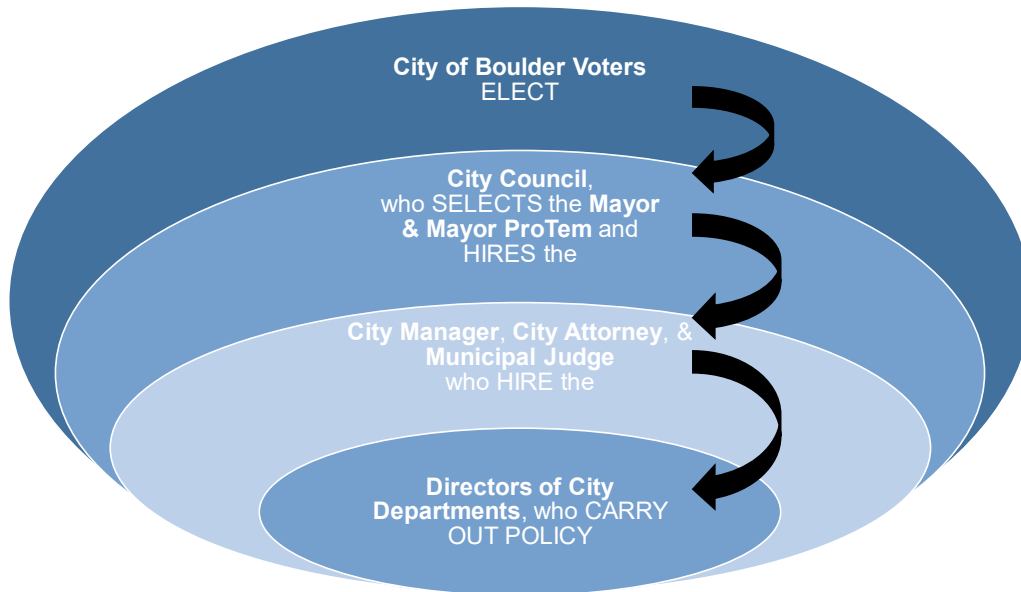
Hotel Boulderado, early 1900s

ABOUT BOULDER

BOULDER GOVERNMENT TODAY

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

Council-Manager Form of Government



WHAT MAKES BOULDER, BOULDER?

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

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

The city is currently home to major federal labs, a world-class research university, a highly educated population, and a strong entrepreneurial force that creates a vibrant and sustainable economy. Major industries include aerospace, bioscience, software, natural products, renewable energy, and tourism. This diversity has contributed to Boulder's relatively robust local economy. However, this economy proved vulnerable during the pandemic with university activities closed and the collapse of tourism. The area's unemployment rate trends lower than the state and national rates and local real estate values have remained stable through previous national downturns and particularly strong in the current market.

ABOUT BOULDER

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

- #1 Best Place to Live in the U.S. - U.S. News & World Report, 2021-2022
- Outstanding Achievement in Local Government Innovation - Alliance for Innovation, July 2020
- What Works Cities Silver Certification 2020 - What Works Cities, June 2020
- America's 10 Best Small Cities for 2020 - Travel Pulse, June 2020
- Gold-level Walk Friendly Community - Walk Friendly Communities, May 2020
- America's Best Bike Networks - People for Bikes, May 2020

Demographic Characteristics

Population	105,670	(1)
Median Age	28.9	(1)
Education	78.8% with Bachelor's degree or +	(1)
Median Family Income	\$127,023	(1)
Median Household Income	\$74,900	(1)
Per Capita Income	\$42,203	(1)
Median Sales Price - Single Family Home	\$1,432,500	(2)
Median Gross Rent	\$1,659	(1)
% of Population in Poverty	20.4%	(1)
Unemployment Rate	6.2%	(3)

(1) Boulder Economic Council, US Census 2019 American Community Survey (ACS)

(2) Boulder Area Realtor Association (March 2021)

(3) Bureau of Labor Statistics (June 2021)

BUDGET PHILOSOPHY & PROCESS

BUDGET PHILOSOPHY

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

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

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

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

BUDGETING FOR COMMUNITY RESILIENCE

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

The city is in the early phases of implementing this new, innovative approach to budgeting to incorporate better performance metrics, higher levels of collaboration, and a more transparent approach to the budget as it aligns with community goals.

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

The city then began classifying programs and services into the four Budgeting for Community Resilience categories: essential, important, helpful and amenity for the 2020 mid-year budget reduction process as well as the 2021 Budget development process. Through this, the organization prioritized funding on essential and important services and learned there is continued work and discussion that must happen to understand and define services and service levels. This work will continue as the organization recovers from the financial crisis caused by the COVID pandemic.

BUDGET PHILOSOPHY & PROCESS

BUDGET BASIS

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

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

BUDGET PROCESS

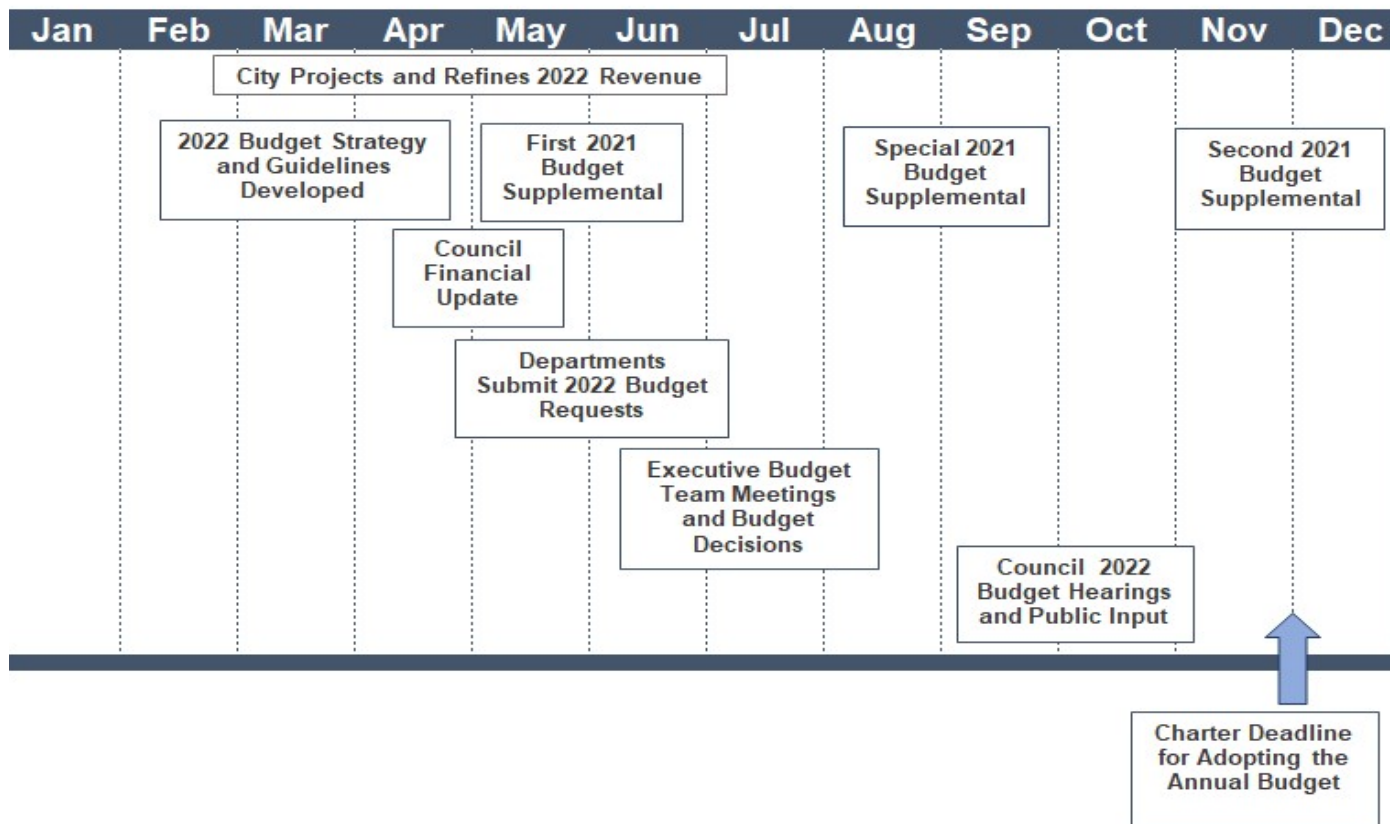
The city operates on an annual budget process with a fiscal year running in tandem with the calendar year. The coming year's budget is adopted by December 1, as provided by the City Charter. In years where new initiatives are launched and other unique circumstances become apparent after annual budget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

BUDGET PHILOSOPHY & PROCESS

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

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

SCHEDULE OF BUDGET PROCESS BY MONTH



BUDGET PHILOSOPHY & PROCESS

BUDGET AMENDMENTS

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

FUND ACCOUNTING

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

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

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

BUDGET PHILOSOPHY & PROCESS

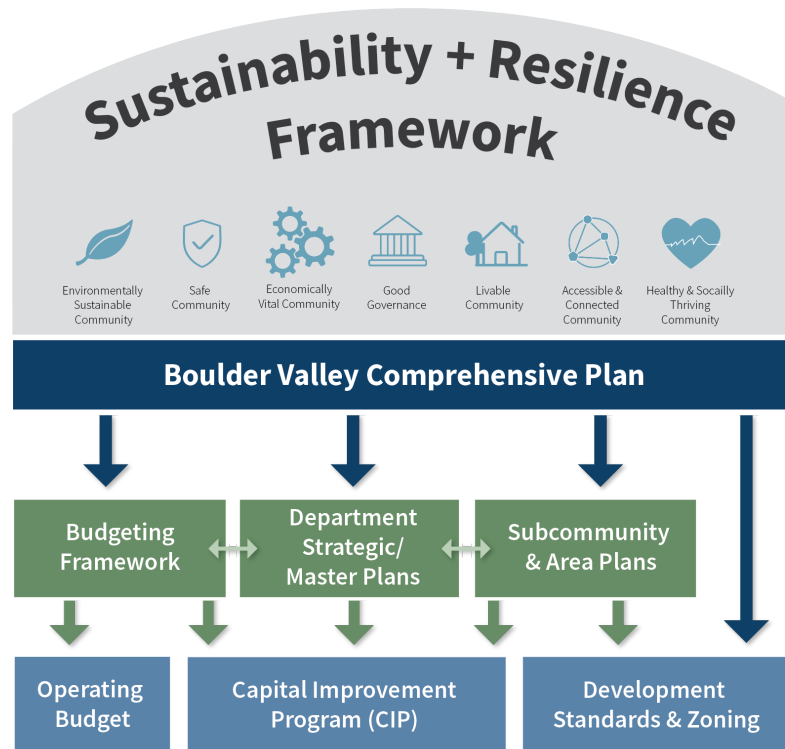
City of Boulder Fund Accounting

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

STRATEGIC & LONG-TERM PLANNING

STRATEGIC PLANNING

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



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

LONG-TERM FINANCIAL PLANNING

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

STRATEGIC & LONG-TERM PLANNING

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

- Appointed two Blue Ribbon Commissions to study and make recommendations regarding revenue and expenditure policy issues.
- Formed internal cross-departmental teams to study revenue and expenditure issues and trends.
- Approved robust financial management policies including:
 - Developing and adhering to specific reserve policies and targets for all funds to help fund core services during economic downturns and recovery from natural disasters;
 - Developing and adhering to a policy to ensure ongoing expenses are funded with ongoing revenues and not one-time revenues; and
 - Ensuring ongoing operating costs associated with new capital projects can be absorbed with current revenues, or if significant, a new source of revenue is secured to fund the ongoing costs.
- Asked for and received voter approval to:
 - Remove Taxpayer Bill of Rights (TABOR) limitations on all general city revenue (General Improvement Districts continue to have this limitation);
 - Renew expiring taxes. In November 2021, voters will be asked to renew the expiring 0.3% Community, Culture and Safety tax as the Community, Culture, Resilience, and Safety tax for a period of 15 years;
 - Implement new taxes dedicated to high priority capital needs and projects;
 - Leverage existing revenue streams and issue debt to fund high-priority capital needs.
- Assessed and adjusted development taxes and fees to ensure growth pays its own way.
- Initiated a class & compensation study for all standard management non-union and Boulder Municipal Employee Association Employees to implement a new internally equitable and externally competitive compensation structure.
- Strategically redesigned employee benefits plans, with an increased emphasis on employee wellness and employee cost sharing.
- Dedicated resources to resiliency and process improvement efforts.

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

SOURCES & USES

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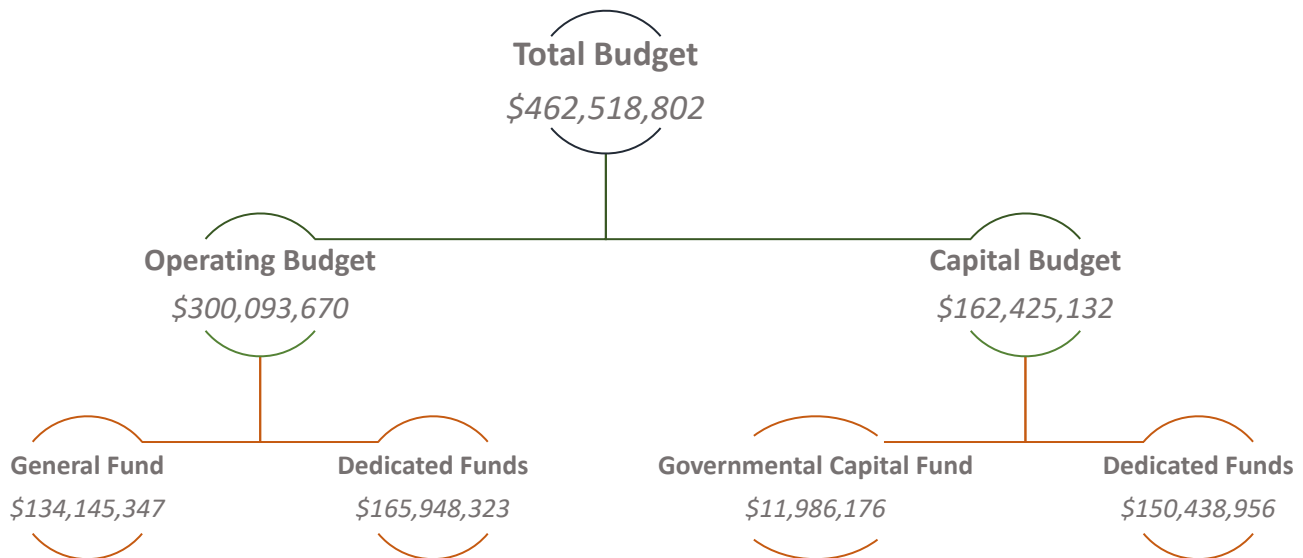
CITYWIDE SUMMARY OF SOURCES & USES

CITYWIDE SUMMARY OF SOURCES & USES

The 2022 Approved Budget totals \$462.5 million and represents a 35% increase over the 2021 Budget for all funds, including Governmental, Enterprise, Internal Service, and Capital Improvement funds. The primary factor in this \$120.8 million budget increase from 2021 can be attributed to an increase in capital costs from dedicated funds, including Water Utility and Wastewater. The 2022 Operating Budget of \$300.1 million represents a 10% increase compared to 2021, mainly due to restoring city services and programs to pre-COVID-19 pandemic levels. In addition, the 2022 Capital Budget of \$162.4 million represents a 134% increase compared to 2021, primarily due to a Utilities revenue bond issuance of \$92.3 million to fund major water and wastewater capital projects.

2022 Approved Budget

(excluding transfers and internal services)



The Funds Summary table on the following page provides an executive summary of all city funds, drawing from projected January 1, 2022 beginning and December 31, 2022 ending balances. Most funds that use fund balance to budget for 2022 expenses have purposely set aside reserves to fund capital projects, as seen within the furthest column to the right.

The total budget above differs from the total uses within the Funds Summary and Combined Budget Summary tables on the following two pages because the above total does not include Internal Services funds and transfers between funds. These amounts are removed to avoid double counting expenditures in originating and receiving funds. Thus, the above chart reflects the total anticipated expenses of performing city services for the 2022 fiscal year. The figures on this page, however, do include three transfers from the General Fund that are not captured in the uses of the receiving funds so must be captured here to give a complete picture. Those include: the transfer from the General Fund to the new Medical Self-Insurance Fund to begin to build a reserve and the transfers to the Police and Fire Pension Funds that are fiduciary funds and not annually appropriated. However, the total appropriation for the 2022 Approved Budget includes this amount.

CITYWIDE SUMMARY OF SOURCES & USES

FUNDS SUMMARY

Fund	As of 1/1/2022	Estimated Sources	Uses	As of 12/31/2022	(Draw From)/ Contribution To Fund Balance
General	\$ 39,609,665	\$ 166,602,128	\$ 164,657,129	\$ 41,554,664	\$ 1,944,999
Governmental Capital	9,818,360	12,964,021	11,986,176	10,796,205	977,845
.25 Cent Sales Tax	3,708,740	9,870,737	9,765,397	3,814,079	105,339
Affordable Housing	6,576,826	8,880,959	3,090,387	12,367,398	5,790,572
Airport	1,048,765	726,819	391,350	1,384,234	335,469
Boulder Junction Access GID TDM	713,931	712,000	371,082	1,054,849	340,918
Boulder Junction GID Parking	364,578	590,388	514,417	440,549	75,971
Boulder Junction Improvement	7,638,098	566,798	400,000	7,804,897	166,799
Boulder Municipal Property Authority	457,749	5,218,873	5,218,873	457,749	-
Capital Development	13,699,851	1,581,371	120,870	15,160,351	1,460,500
Climate Action Plan	668,221	2,056,930	2,559,236	165,916	(502,305)
Community, Culture & Safety Tax	7,216,589	-	5,367,069	1,849,520	(5,367,069)
Community Development Block Grant (CDBG)	-	844,606	844,606	-	-
Community Housing Assistance Program	15,491	3,365,887	3,365,887	15,491	-
Compensated Absences	1,684,498	879,834	743,117	1,821,215	136,717
Computer Replacement	7,208,297	3,240,279	3,241,116	7,207,461	(836)
Dental Self Insurance	517,796	1,227,886	1,112,400	633,282	115,486
Downtown Commercial District	14,473,564	9,112,000	8,365,353	15,220,212	746,648
Equipment Replacement	7,033,218	1,928,771	1,184,853	7,777,137	743,919
Eviction Prevention & Rental Assistance	211,170	1,500,000	1,277,498	433,672	222,502
Facility Renovation and Replacement	6,329,099	3,185,301	3,875,890	5,638,510	(690,589)
Fleet Operations and Replacement	22,662,284	9,589,582	8,982,964	23,268,902	606,618
HOME Investment Partnership Grant	-	1,174,519	1,174,519	-	-
Library	1,210,069	1,688,485	1,443,103	1,455,451	245,382
Lottery	242,012	1,007,112	1,007,100	242,024	12
Medical Self Insurance	-	17,477,616	16,645,349	832,267	832,267
Open Space	8,639,866	31,230,868	30,562,582	9,308,151	668,285
Permanent Park and Recreation	258,852	3,783,967	2,715,526	1,327,293	1,068,441
Planning and Development Services	11,456,320	12,216,646	13,277,347	10,395,651	(1,060,669)
Property and Casualty Insurance	3,366,177	2,983,963	3,638,446	2,711,694	(654,483)
Recreation Activity	1,491,343	9,926,814	10,768,314	649,843	(841,500)
Stormwater/Flood Management Utility	18,231,205	17,875,390	17,665,375	18,441,218	210,013
Sugar Sweetened Beverage Distribution Tax	37,119	3,800,000	3,800,000	37,119	-
Telecommunications	2,667,562	120,128	226,409	2,561,280	(106,282)
Transit Pass GID (Forest Glen)	40,268	21,148	19,454	41,962	1,694
Transportation	14,545,785	37,149,998	35,378,067	16,317,716	1,771,931
Transportation Development	2,278,731	5,715,864	5,593,289	2,401,306	122,575
University Hill Commercial District	3,565,717	390,345	680,092	3,275,971	(289,746)
Wastewater Utility	8,664,464	77,192,315	76,105,627	9,751,153	1,086,689
Water Utility	32,405,008	82,170,162	81,115,462	33,459,709	1,054,701
Worker's Compensation Insurance	3,374,026	2,468,193	2,376,269	3,465,950	91,924
Totals	\$ 264,131,314	\$ 553,038,703	\$ 541,628,000	\$ 275,542,051	\$ 11,410,738

Further budget detail on these funds can be found in the Fund Financials section of this document, including a six-year projection for each fund, in addition to 2020 actual and 2021 revised budget amounts. Moreover, emergency reserve policies, definitions, and projected reserve amounts for each fund are summarized in the Appendix section.

CITYWIDE SUMMARY OF SOURCES & USES

COMBINED BUDGET SUMMARY

Sources	2020 Actual	2021 Approved	2022 Approved ¹
Sales and Use Taxes	\$ 135,123,739	\$ 125,244,442	\$ 141,001,909
Charges for Services	78,518,295	87,835,578	93,474,010
Property Tax	49,469,870	50,267,372	53,116,630
Intergovernmental Revenues	8,428,790	9,715,985	15,285,634
Franchise Taxes	12,596,391	13,010,003	12,334,085
Licenses, Permits & Fines	12,662,035	11,320,124	13,962,525
Development & Impact Fees	16,819,271	9,979,197	14,521,764
Accommodation-Admission Taxes	4,035,212	6,770,251	8,838,844
Other Revenues	17,763,367	8,278,219	11,170,311
Specific Ownership & Tobacco Tax	2,699,601	2,473,204	2,993,454
Leases, Rents & Royalties	7,923,697	7,056,334	8,588,875
Interest & Investment Earnings ²	9,087,193	4,245,428	96,367,208
Development Excise Taxes	2,453,488	2,227,666	2,272,033
Grant Revenues	11,268,234	3,411,412	3,067,473
Misc Sales of Materials & Goods	2,249,722	2,264,268	2,216,162
Intragovernmental Charges	20,346,690	23,613,694	24,391,043
Interfund Transfers, Cost Allocation	31,161,415	30,486,987	49,436,744
Total Sources	\$ 422,607,010	\$398,200,164	\$ 553,038,704

Uses	2020 Actual	2021 Approved	2022 Approved
Personnel	\$ 149,197,364	\$ 150,562,205	\$ 170,749,460
Operating	133,362,290	93,910,336	112,458,377
Capital	42,858,794	69,425,769	152,961,256
Debt Service	13,361,106	27,842,664	25,135,426
Subtotal	338,779,554	341,740,974	461,304,519
Transfers	36,337,567	30,505,627	38,296,668
Internal Services	22,193,670	25,560,913	42,026,813
Total Uses	\$ 397,310,791	\$ 397,807,514	\$ 541,628,000

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

¹ 2022 Approved revenue does not include the extension of the 0.3% Community, Culture, Resilience and Safety sales and use tax.

² 2022 Interest and Investment Earnings includes \$92,320,000 in Wastewater and Water Utility bond proceeds.

CITYWIDE SUMMARY OF SOURCES & USES

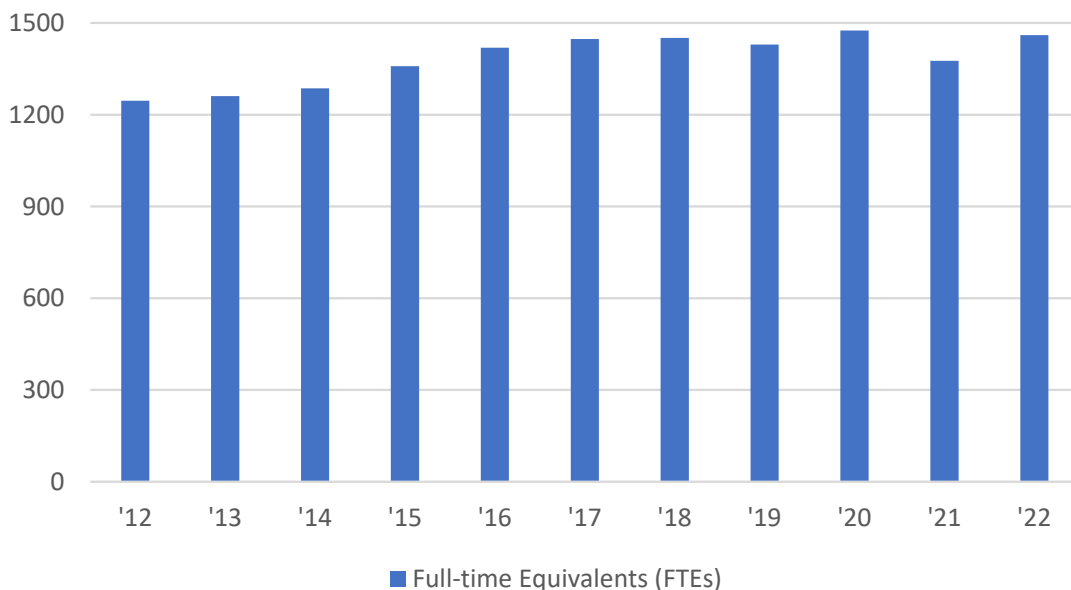
KEY BUDGET ASSUMPTIONS

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

KEY ASSUMPTIONS	
	Rate of Change
Revenues	
Retail Sales Tax	8.80%
Property Tax	6.10%
Water Rates	7.00%
Wastewater Rates	5.00%
Stormwater/Flood Management Rates	12.00%
Most Codified Fees for Service	CPI
Expenses	
Non-Personnel Budgets, Rate of Increase	0.00%
Management/Non-union Employees	3.00%
Boulder Municipal Employees Association	3.00%
Fire Union Employees	3.25%
Police Union Employees	2.50%

HISTORICAL STAFFING LEVELS

One measure of personnel cost pressure is the size of city staff, which is measured by standard full-time equivalents (FTEs). The 2022 Approved Budget includes a citywide staffing level of 1,460.71 FTEs. As seen in the chart below, the city manages staffing levels in connection with changing economic conditions and revenue projections.



CITYWIDE SUMMARY OF SOURCES & USES

STAFFING LEVELS BY DEPARTMENT

The 2022 Approved Budget includes a total city staffing level of 1,460.71 FTEs. In 2020 and 2021, several positions were eliminated and/or reduced to address the economic impact of the COVID-19 pandemic. The 2022 Approved Budget includes a total of 30.50 reinstated FTEs that were reduced in 2021. In addition, the 2022 Approved Budget includes 28.00 new ongoing FTEs and the extension of 18.00 fixed-term FTEs to meet changing service-level needs. A calculated estimate of 157.89 non-standard staff, or seasonal and temporary employees, is included in the 2022 Approved Budget. Non-standard staff provide a needed supplement to standard staff on a seasonal basis, largely in the summer.

STAFFING LEVELS BY DEPARTMENT

	2021 Revised Staffing ¹	2022 Transfers Between Departments	2022 Standard New ²	2022 Standard Reinstated ³	2022 Approved Staffing	2022 Fixed-Term Extensions ⁴	2022 Approved Non-Standard Staffing ⁵
City Attorney's Office	24.00				24.00		0.98
City Council	1.00				1.00		
City Manager's Office	15.73		1.00	1.00	17.73		
Climate Initiatives	18.00			1.00	19.00	2.25	1.63
Communication & Engagement	17.50	1.50	0.50	1.00	20.50	2.00	
Community Vitality	40.88		1.00		41.88		
Facilities & Fleet	39.19		3.00		42.19		
Finance	43.00		1.00	1.00	45.00		
Fire-Rescue	130.00	(1.00)	4.00		133.00		
General Governance	0.00				0.00		
Housing & Human Services	45.10		3.25	0.75	49.10		0.57
Human Resources	22.00		2.00		24.00		
Innovation & Technology	43.00		1.50	2.00	46.50		
Library & Arts	67.50		0.00	10.25	77.75		2.75
Municipal Court	16.35				16.35		
Open Space & Mountain Parks	126.35		1.00		127.35	3.00	67.73
Parks & Recreation	125.75		1.25	7.00	134.00		72.86
Planning & Development Services	89.36	(6.50)	5.50	4.00	92.36	2.75	
Police	286.40			2.50	288.90		
Transportation & Mobility	79.02	2.50			81.52	1.00	3.18
Utilities	172.07	3.50	3.00		178.57	7.00	8.20
Totals	1,402.20	0.00	28.00	30.50	1,460.71	18.00	157.89

¹Includes 2021 adjustment to base FTE increases.

²New standard FTEs.

³Restored FTEs that were reduced during 2021 COVID reduction decisions.

⁴Fixed-term FTEs with 2021 expiration dates approved to continue in 2022.

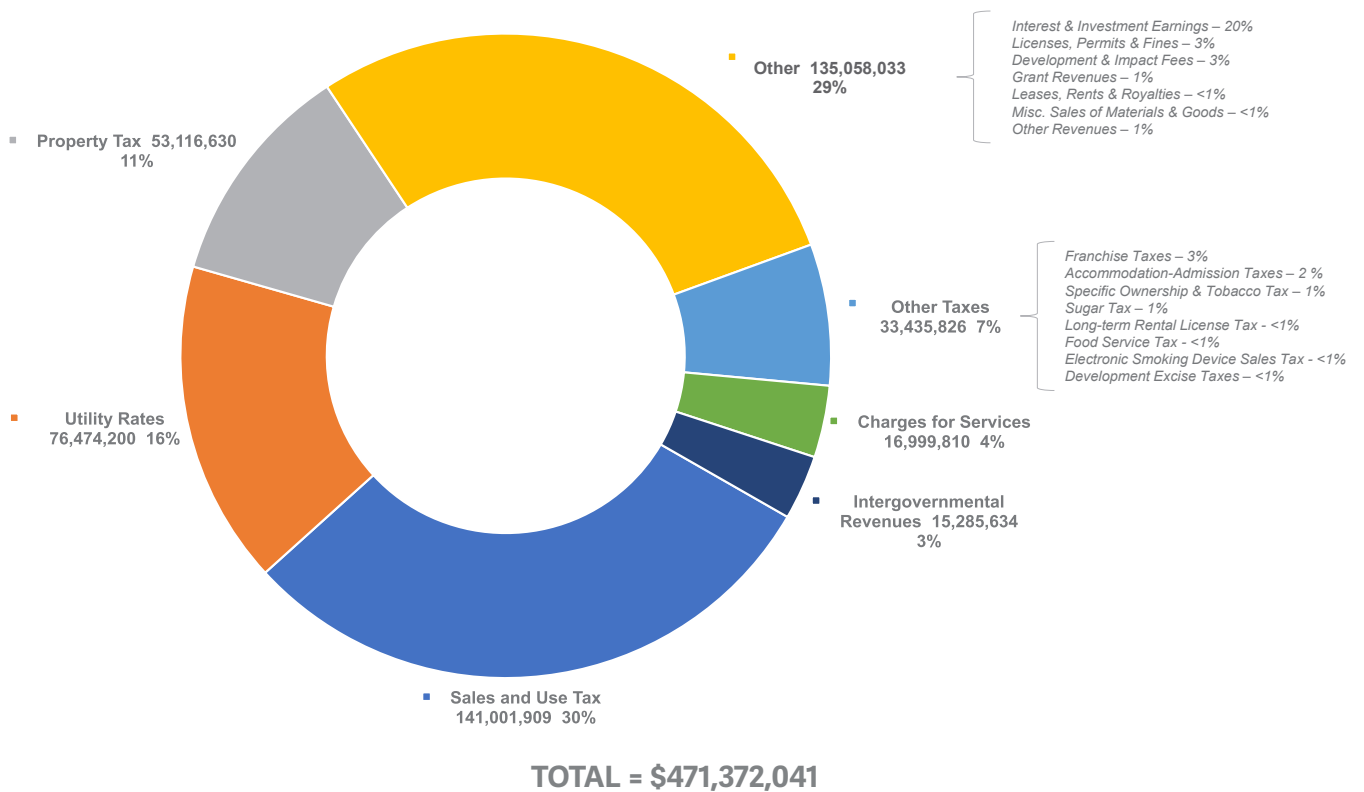
⁵Seasonal and temporary FTEs calculated based on average of \$19.00 per hour over 2080 working hours per year. These are equivalency estimates and do not reflect actual number of staff.

CITYWIDE SOURCES (REVENUES)

CITYWIDE SOURCES (REVENUES)

The 2022 Approved Budget is based on projected citywide revenues of \$471.4 million, representing a 39.6% increase from the total revenues approved for the 2021 budget. This is primarily due to expected increases in sales and use taxes as the economy recovers from the COVID-19 pandemic. In addition, anticipated Utilities revenue bond proceeds, which is categorized in Other in the chart below, contribute significantly to the increase in revenues 2022. These bond proceeds will fund capital projects such as the 63rd Water Treatment Project, Betasso Treatment Plant Facility Project, and the Main Sewer Improvements Project. The largest revenue source for the city is sales and use taxes, representing a 13% year-over-year projected increase for 2022.

CITYWIDE SOURCES (REVENUES) FOR 2022

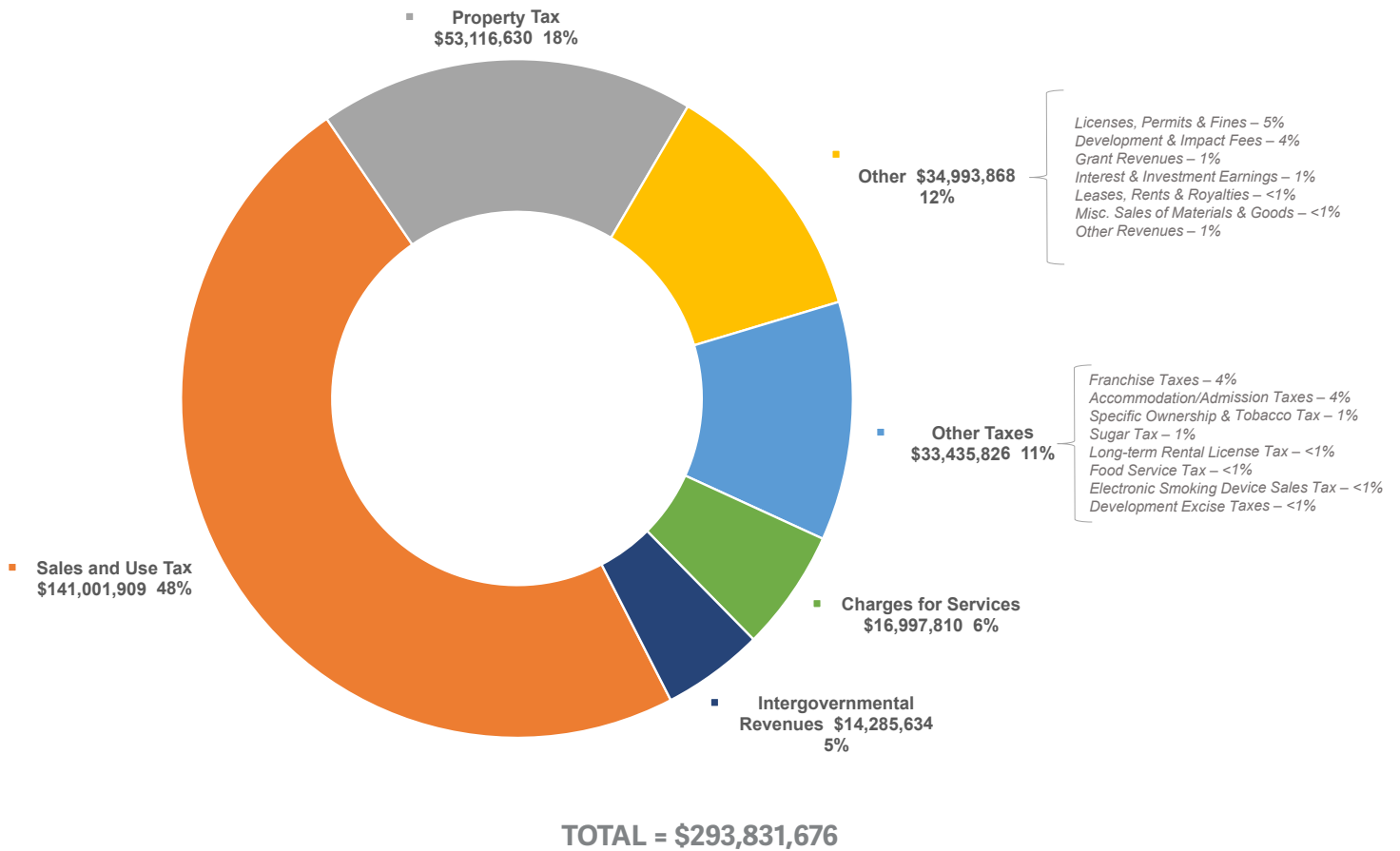


CITYWIDE SOURCES (REVENUES)

CITYWIDE SOURCES, EXCLUDING UTILITIES

The figure below represents citywide revenue sources without Water, Wastewater, or Stormwater/Flood Management Utilities Funds. Utility rates are based on use of the systems and are not reflective of economic conditions. Excluding Utilities, the two largest revenue sources are sales and use taxes and property tax, representing 66% of total revenues for the 2022 Approved Budget.

CITYWIDE SOURCES (REVENUES) FOR 2022, EXCLUDING UTILITIES

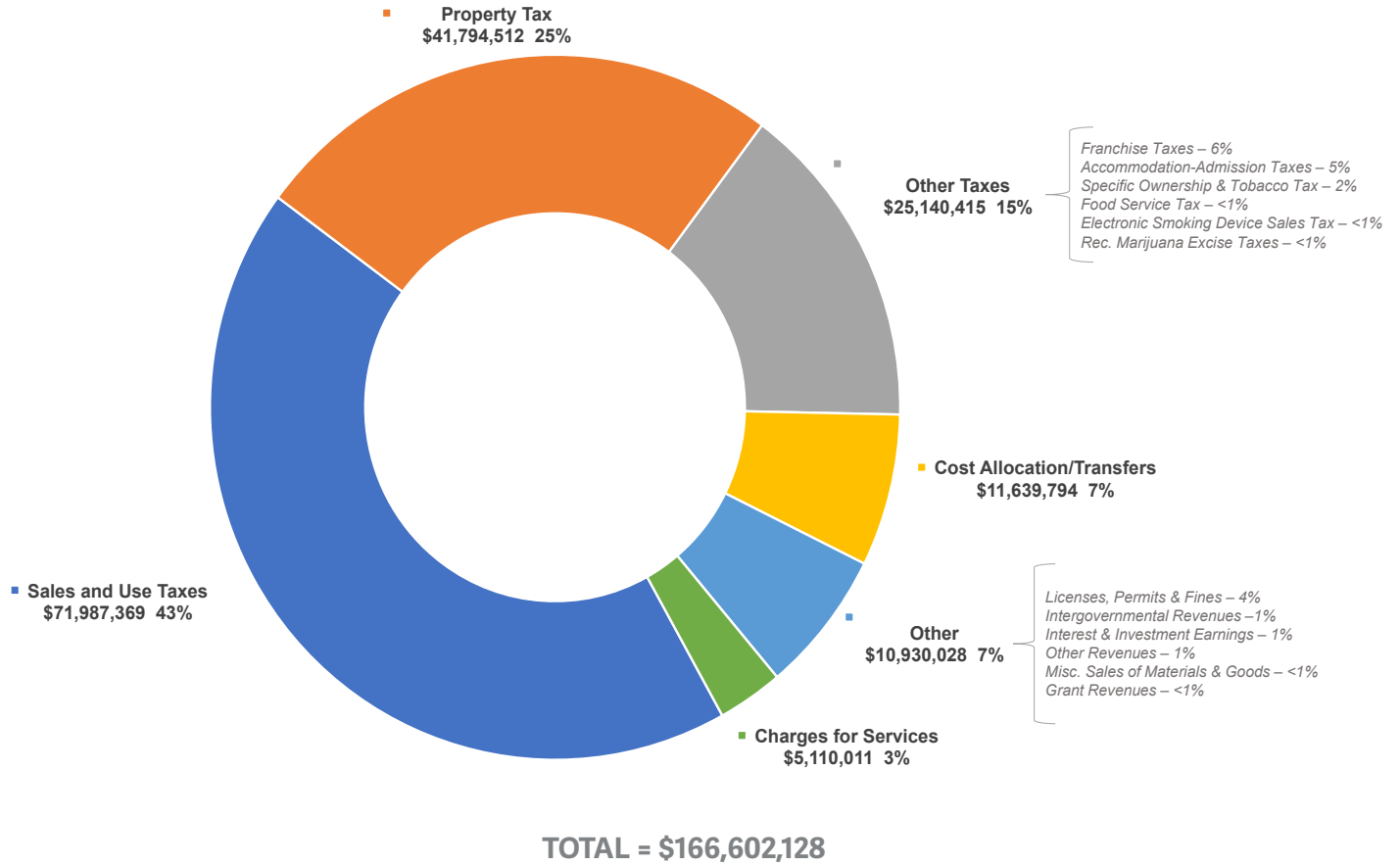


CITYWIDE SOURCES (REVENUES)

GENERAL FUND SOURCES (REVENUES)

The 2022 Approved Budget is based on projected General Fund revenues of \$166.6 million, which represents a 13.1% increase from total revenues approved in the 2021 Budget. This increase is largely due to the anticipated increase in sales and use taxes as the economy recovers from the COVID-19 pandemic. Property tax continues to be a stabilizing force in 2022 that provides steady revenues for the city, which comprises 25% of all General Fund revenues.

GENERAL FUND SOURCES (REVENUES) FOR 2022

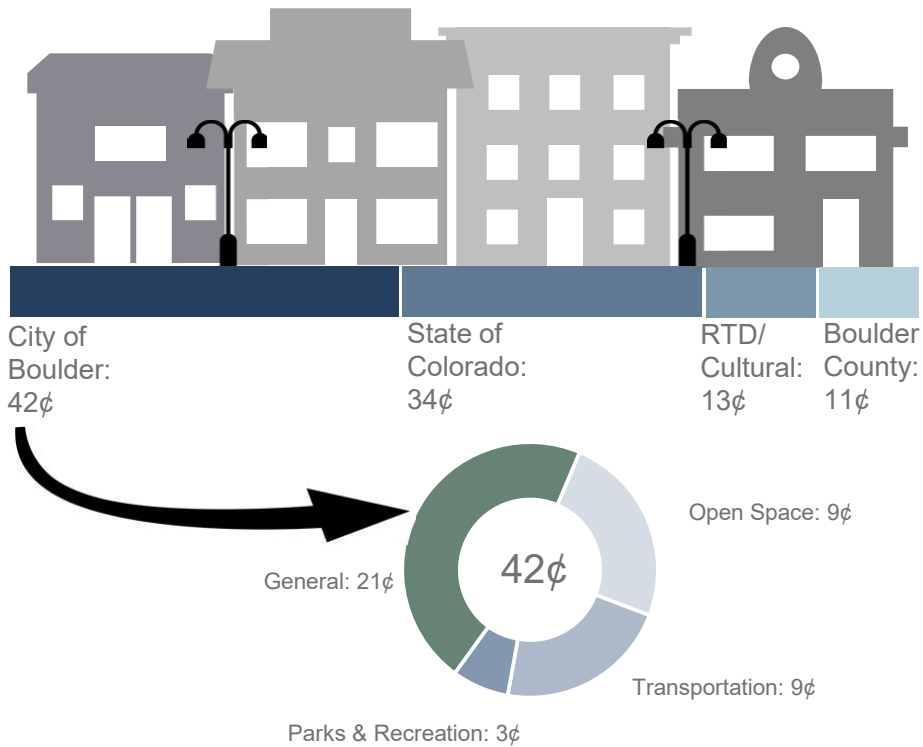


CITYWIDE SOURCES (REVENUES)

SALES & USE TAX REVENUE

Sales and use taxes comprise 30% of the city's total revenues, including utility revenues. Sales and use taxes are transaction taxes levied on all sales, purchases, and leases of tangible personal property and taxable services sold or leased by persons engaged in business in the city. The tax is collected by the vendor or lessor and remitted to the city. For every retail tax dollar collected in Boulder, the city retains 44 cents, which is distributed across the city's General Fund, Open Space Fund, Transportation Fund, .25 Cent Sales Tax Fund (which supports Parks & Recreation), and the Community, Culture, and Safety Tax Fund (which supports capital infrastructure).

For every retail sales tax \$ collected in Boulder

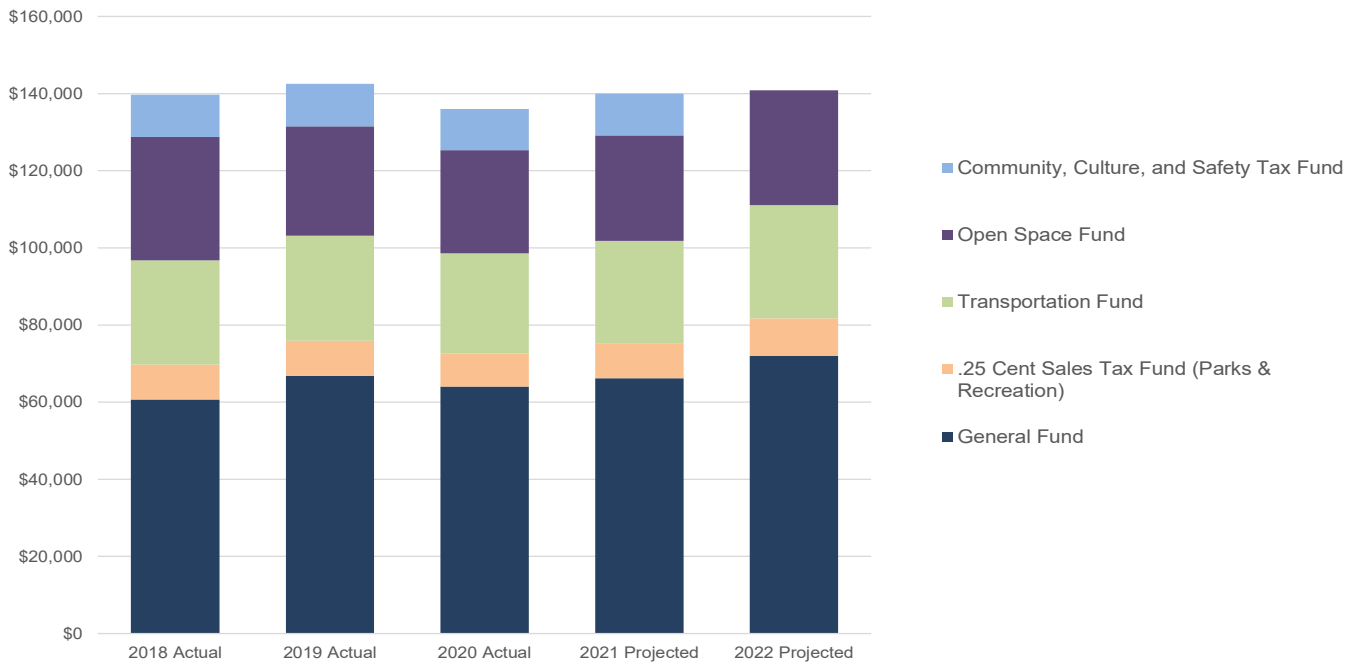


CITYWIDE SOURCES (REVENUES)

SALES & USE TAX REVENUE, CONTINUED

Projected sales and use tax revenues total \$141.0 million in the 2022 Approved Budget, including revenues within the General Fund, Open Space Fund, Transportation Fund, and .25 Cent Sales Tax Fund. In addition, the General Fund total includes revenues received from the 3.50% recreational marijuana sales and use tax. The Community, Culture, and Safety Tax Fund revenues are not included in the 2022 Approved Budget given that Boulder residents will vote on a 15-year extension of this 0.3% sales tax in November 2021. Even so, projected sales and use tax revenues in the 2022 Approved Budget exceed 2021 projected revenues given the anticipated recovery from the pandemic.

SALES TAX REVENUES 2018-2022 (in 1,000s)



CITYWIDE SOURCES (REVENUES)

SALES & USE TAX REVENUE, CONTINUED

SALES & USE TAX COMPONENTS IN 2022

	Rate	Original Start Date	Last Renewed Date	Expiration Date
.25 Cent Sales Tax Fund (Parks and Recreation)	0.25%	January 1, 1996	January 1, 2016	December 31, 2035
General Fund	1.00%	January 1, 1964	N/A	None
General Fund [1]	0.38%	January 1, 1988	January 1, 2009	None
General Fund [2]	0.15%	January 1, 1993	January 1, 2010	None
General Fund [3]	0.15%	January 1, 2005	N/A	December 31, 2024
General Fund [4]	0.11%	January 1, 2019	N/A	None
<i>General Fund Subtotal</i>	<i>1.79%</i>			
Open Space Fund	0.40%	January 1, 1967	January 1, 1974	None
Open Space Fund [4]	0.22%	January 1, 1990	January 1, 2014	None
Open Space Fund [5]	0.15%	January 1, 2004	January 1, 2020	December 31, 2039
<i>Open Space Subtotal</i>	<i>0.77%</i>			
Transportation Fund	0.60%	January 1, 1967	January 1, 1974	None
Transportation Fund [5]	0.15%	January 1, 2004	January 1, 2014	December 31, 2039
<i>Transportation Subtotal</i>	<i>0.75%</i>			
2022 Total	3.56%			

ADDITIONAL SALES & USE TAX

	Rate	Start Date	Last Renewed Date	Expiration Date
Recreational Marijuana Sales and Use Tax	3.50%	January 1, 2014	N/A	None

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

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

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

[4] In 2013, voters approved the extension of this 0.33% Sales and Use Tax as follows: 0.33% for Open Space from 2014 through 2018; 0.22% for Open Space and 0.11% for General Fund purposes from 2019 through 2034; 0.10% for Open Space and 0.23% for General Fund purposes starting in 2035 and beyond.

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

CITYWIDE SOURCES (REVENUES)

SALES & USE TAX REVENUE, CONTINUED

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

2022: Boulder residents vote on a potential 15-year extension of the Community, Culture, and Safety Tax in November 2021. If unapproved, the overall sales and use tax rate declines by 0.3% due to the expiration of the tax.

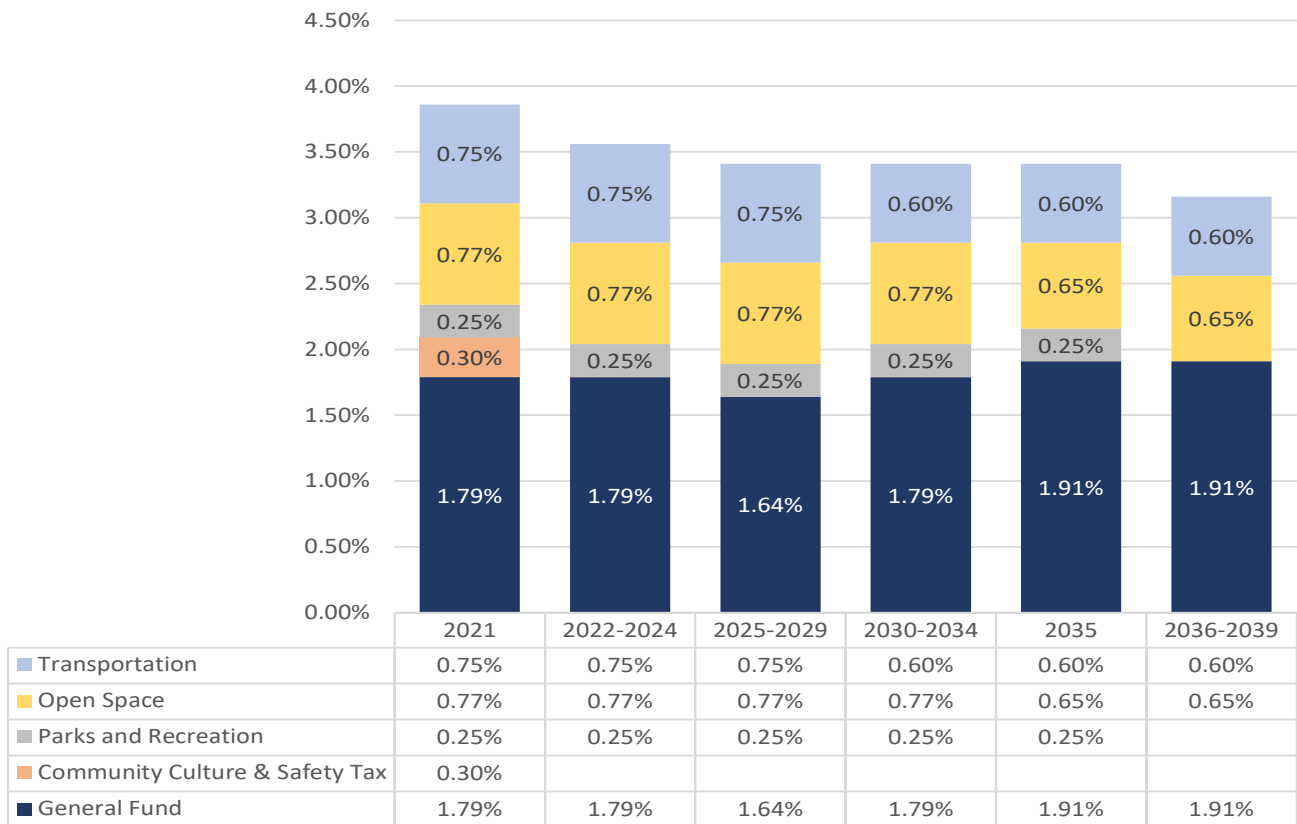
2025: Overall sales and use tax rate declines due to expiration of a portion of General Fund tax.

2030: Portion of transportation tax shifts to General Fund.

2035: Overall sales and use tax rate declines due to expiration of the .25 cent tax supporting Parks & Recreation.

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

APPROVED SALES & USE TAXES 2021-2039



*Does not include additional 3.5% Recreational Marijuana

CITYWIDE SOURCES (REVENUES)

PROPERTY TAX REVENUE

Given property values are reassessed in odd years, 2021 was a reassessment year. With the 2020 voter approval of Amendment B, the Gallagher Amendment was repealed. With that repeal, the residential assessment rate did not change for the 2021 reassessment and remains at 7.15%. The assessment rate for commercial and industrial property is 29%. Property tax revenue estimates for 2021 taxes payable in 2022 are based upon the city's current mill levy and preliminary 2021 assessed values from the Boulder County Assessor's Office. Overall, the citywide assessed value increased 6.1% with residential property values increasing nearly 12% and all other taxable property values remaining nearly flat.

The calculation of property tax is:

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

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

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

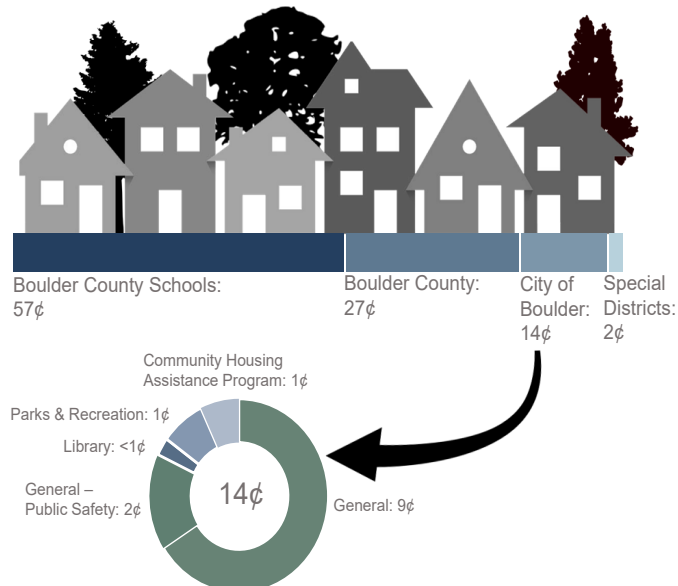
$$\$100,000 \times 7.15\% \times 0.011981 = \$85.66$$

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

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

For every dollar of property tax collected in Boulder through the general citywide tax rate, the city receives 14 cents. Of these 14 cents, 9 cents goes to general city operations, 2 cents go to Public Safety, less than one cent goes to the Library, 1 cent goes to Parks & Recreation and 1 cent goes to the Community Housing Assistance Program.

For every property tax \$ collected in Boulder:



CITYWIDE SOURCES (REVENUES)

PROPERTY TAX REVENUE, CONTINUED

In addition to the general citywide property tax, which is paid by every taxable property in the city, there are several special districts within the community that levy a separate mill rate. The revenue received from the Downtown Commercial District and the University Hill Commercial District are still restricted to the Denver-Boulder Consumer Price Index (CPI) and a local growth factor, as provided by the Taxpayers' Bill of Rights (TABOR) Amendment to the Colorado Constitution. In the November 4, 2008 election, city voters approved the removal of the remaining TABOR restriction on the general property tax with a phase-in period and without any specific restriction on the use of the "de-Bruced" funds. Forest Glen Special District supports Eco Passes for residents of that district and collects only enough to pay for that program.

MILL LEVIES & PROJECTED REVENUE

Taxing Entity	Tax Year	Revenue Year	Projected Temporary Credit	Projected Adjusted Mill Levy	2022 Projected Revenue
	2021	2022			
General Citywide	11.981	-		11.981	\$ 50,336,089
<i>General Fund - General Purposes</i>	7.948			7.948	\$ 33,392,528
<i>General Fund - Public Safety</i>	2.000			2.000	\$ 8,401,984
<i>Community Housing Assistance Program (CHAP) Fund</i>	0.800			0.800	\$ 3,361,171
<i>Library Fund</i>	0.333			0.333	\$ 1,399,088
<i>Permanent Parks Fund</i>	0.900			0.900	\$ 3,781,318
Downtown District (CAGID)*	9.990	TBD		3.460	\$ 1,526,294
University Hill District (UHGD)*	4.984	TBD		1.719	\$ 38,646
Boulder Junction - Parking	10.000	-		10.000	\$ 484,900
Boulder Junction - Transportation**	5.000	-		5.000	\$ 694,939
Transit Pass GID (Forest Glen)	2.310	TBD		1.383	\$ 15,583

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

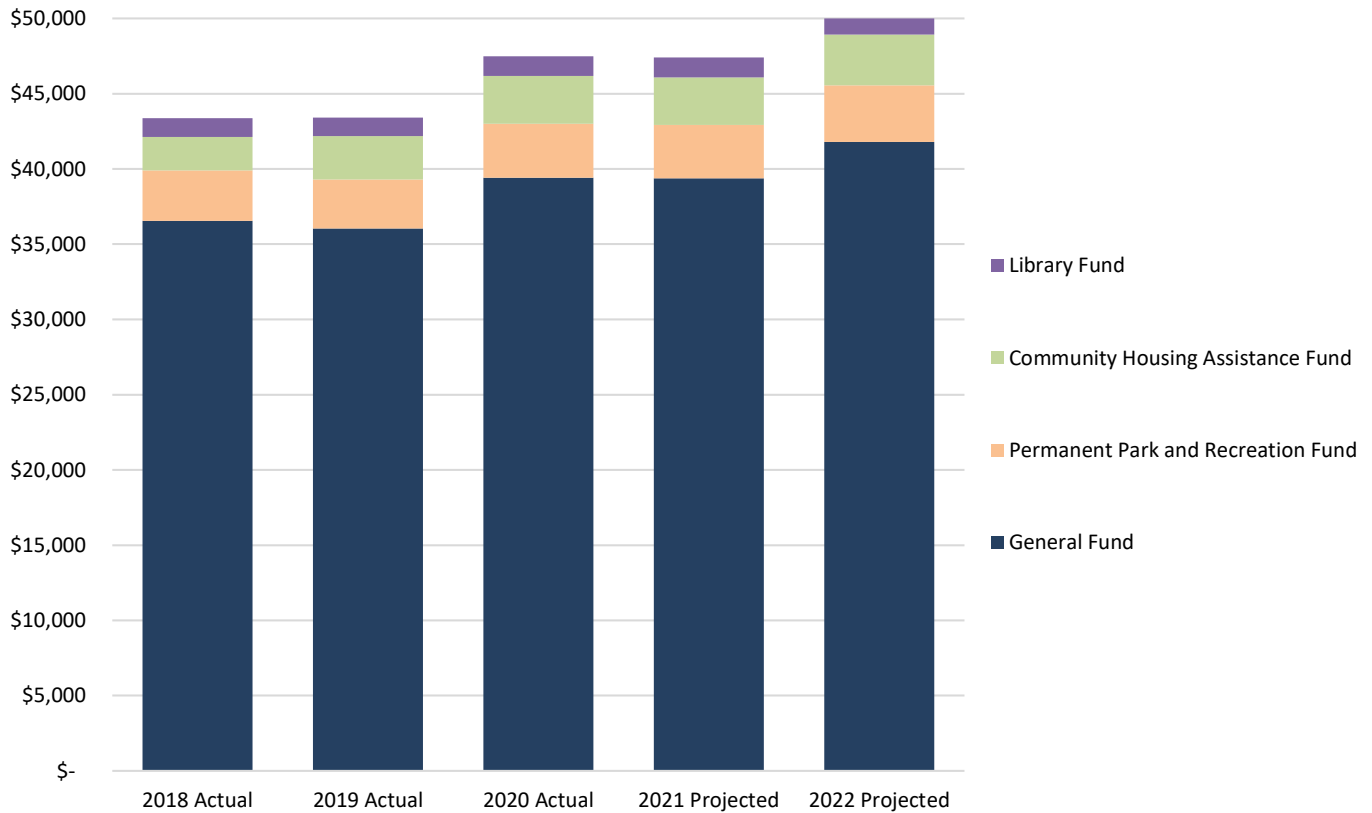
** This estimate includes payment in lieu of property taxes.

CITYWIDE SOURCES (REVENUES)

PROPERTY TAX REVENUE, CONTINUED

The approved citywide mill levy rate for 2022 is the same as in 2021. The property tax chart below shows the past five years of actual revenue collected.

PROPERTY TAX REVENUES 2018-2022 (in 1,000s)

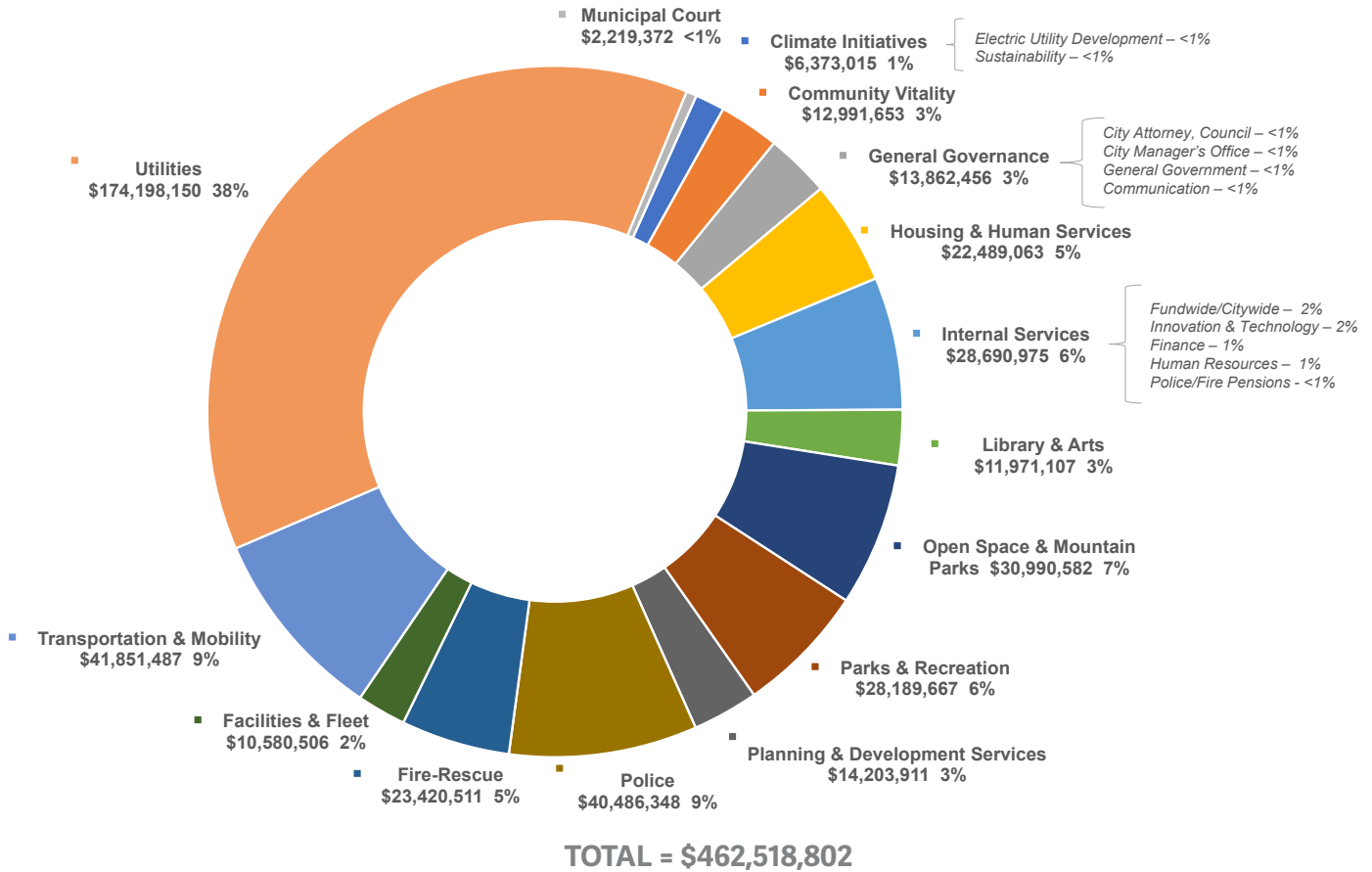


CITYWIDE USES (EXPENDITURES)

CITYWIDE USES (EXPENDITURES)

The 2022 Approved Budget is based on projected citywide expenditures of \$462.5 million, representing a 35% increase from the total expenditures in the 2021 Budget. This is primarily due to restorations of city programs back to pre-pandemic levels and an increase in capital expenditures.

CITYWIDE USES (EXPENDITURES) FOR 2022

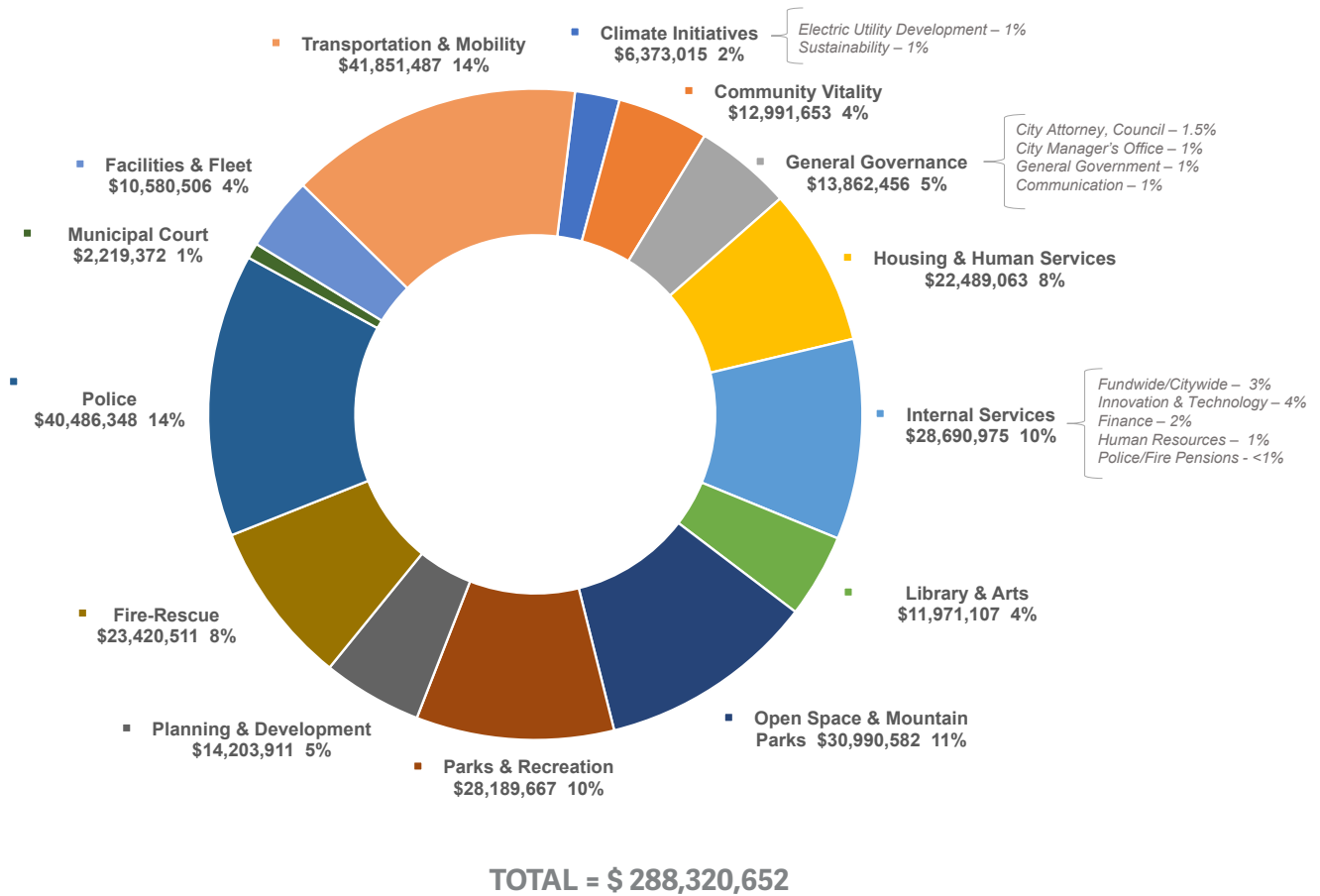


CITYWIDE USES (EXPENDITURES)

CITYWIDE USES (EXPENDITURES), EXCLUDING UTILITIES

The 2022 Approved Budget, excluding Utilities, totals \$288.3 million, representing an 12.2% increase from the 2021 Budget. The figure below represents citywide expenditures without Water, Wastewater, or Stormwater/Flood Management Utilities Funds, which are supported through user fees.

CITYWIDE USES (EXPENDITURES) FOR 2022, EXCLUDING UTILITIES

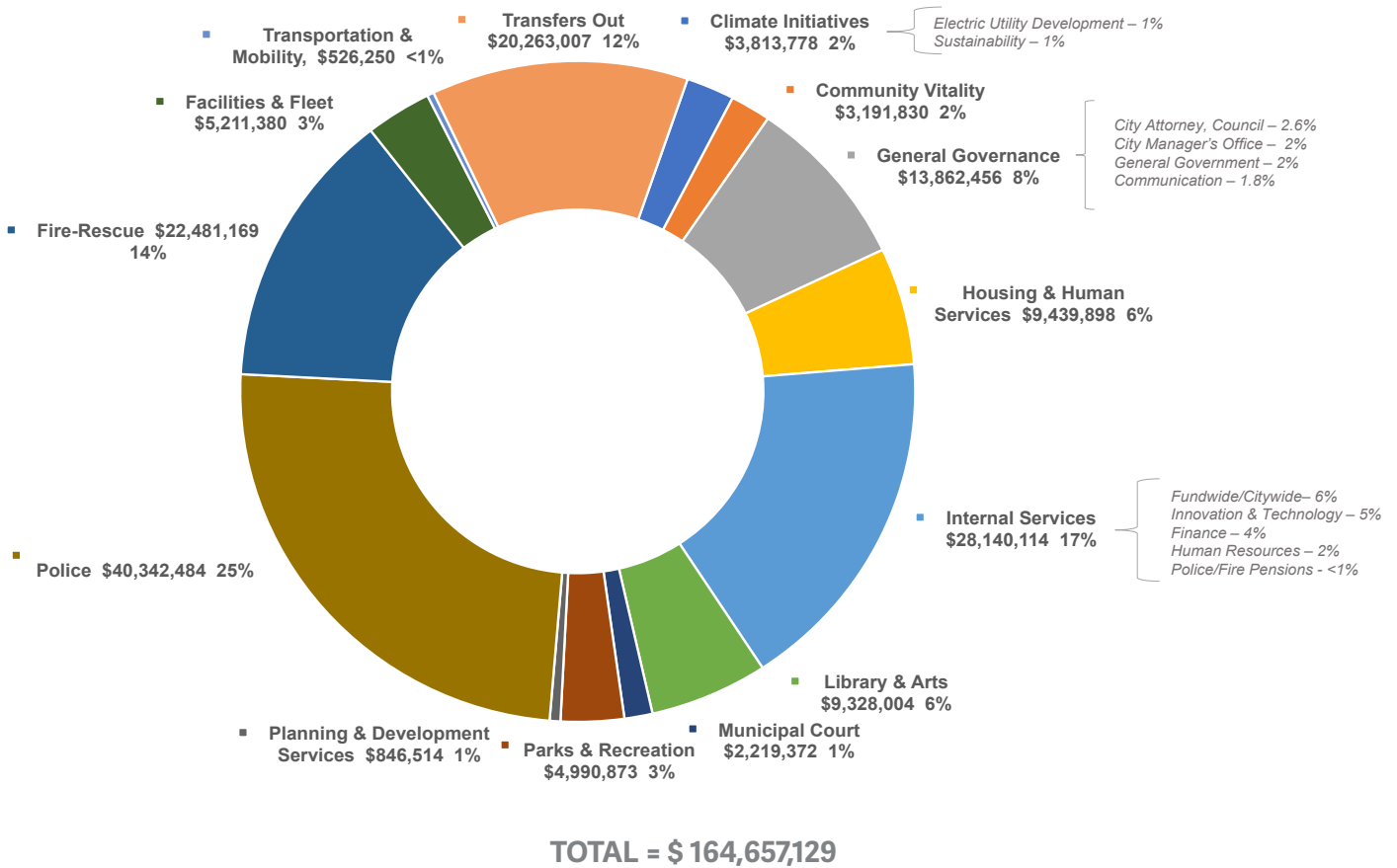


CITYWIDE USES (EXPENDITURES)

GENERAL FUND USES (EXPENDITURES)

The 2022 Approved Budget is based on projected General Fund expenditures of \$164.7 million, representing a 12.1% increase from total General Fund expenditures in the 2021 Budget. The majority of this increase is attributed to partial restoration of city services and programs to pre-COVID-19 pandemic levels.

GENERAL FUND USES (EXPENDITURES) FOR 2022



CITYWIDE USES (EXPENDITURES)

INTERFUND TRANSFERS

<i>Originating Fund</i>				
Receiving Fund	Purpose	2020 Actual	2021 Approved	2022 Approved
General Fund Total		\$ 17,819,477	\$ 14,835,949	\$ 20,263,007
Planning and Development Services	Subsidy	\$ 2,284,292	\$ 1,961,097	\$ 2,015,469
Affordable Housing	Subsidy	1,136,741	1,005,959	1,005,959
Governmental Capital Fund	General Capital Funding	11,142,223	8,866,184	12,964,021
Recreation Activity	Subsidy	1,549,466	1,545,954	2,145,954
Meidcal Self Insurance	Reserve	-	-	800,000
Water Utility	Wells Property	92,785	92,785	92,785
Downtown Commercial District	Parking Meter Revenue	1,143,819	968,819	968,819
University Hill Commercial District	Parking Meter Revenue	325,000	250,000	270,000
Fleet Replacement Fund	Valmont Butte Loan Repayment	145,151	145,151	-
.25 Cent Sales Tax Fund Total		\$ 814,323	\$ 564,323	\$ 545,700
General	Cost Allocation	\$ 564,323	\$ 564,323	\$ 545,700
Recreation Activity	Subsidy	250,000	-	-
Affordable Housing Fund Total		\$ 147,330	\$ 147,362	\$ 142,535
General	Cost Allocation	\$ 146,272	\$ 146,272	\$ 141,445
Planning and Development Services	Impact Fee Administration	1,058	1,090	1,090
Airport Fund Total		\$ 45,234	\$ 45,234	\$ 43,741
General	Cost Allocation	\$ 45,234	\$ 45,234	\$ 43,741
Boulder Junction GID-Parking Fund Total		\$ 31,250	\$ 131,250	\$ 228,009
General	Cost Allocation	\$ 28,965	\$ 28,965	\$ 28,009
General	Loan Repayment	-	100,000	200,000
Downtown Commercial District (CAGID)	Loan Repayment	2,285	2,285	-
Boulder Junction GID-TDM Fund Total		\$ 180,445	\$ 5,445	\$ 5,265
General	Cost Allocation	\$ 5,445	\$ 5,445	\$ 5,265
Boulder Junction GID-Parking	Operating Transfer	175,000	-	-
Capital Development Fund Total		\$ 19,672	\$ 20,262	\$ 20,870
Planning and Development Services	Excise Tax Collection Costs	\$ 19,672	\$ 20,262	\$ 20,870
Climate Action Plan Tax Fund Total		\$ 129,752	\$ 129,752	\$ 125,471
General	Cost Allocation	\$ 129,752	\$ 129,752	\$ 125,471
Community Housing Assistance Program Fund Total		\$ 106,080	\$ 106,080	\$ 102,580
General	Cost Allocation	\$ 106,080	\$ 106,080	\$ 102,580
Community Development Block Grant (CDBG) Fund Total		\$ 26,618	\$ 26,618	\$ 25,740
General	Cost Allocation	\$ 26,618	\$ 26,618	\$ 25,740
Compensated Absences Fund Total		\$ 16,460	\$ 16,460	\$ 15,917
General	Cost Allocation	\$ 16,460	\$ 16,460	\$ 15,917
Computer Replacement Fund Total		\$ 52,898	\$ 2,052,898	\$ 51,152
General	Cost Allocation	\$ 52,898	\$ 52,898	\$ 51,152
Governmental Capital Fund	HRIS Replacement	-	2,000,000	-
Downtown Commercial District Fund Total		\$ 335,218	\$ 335,218	\$ 324,155
General	Cost Allocation	\$ 335,218	\$ 335,218	\$ 324,155
Equipment Replacement Fund Total		\$ 6,994	\$ 6,994	\$ 6,763
General	Cost Allocation	\$ 6,994	\$ 6,994	\$ 6,763
Eviction Prevention and Rental Assistance Services Fund Total		\$ -	\$ -	\$ 343,333
General	Repayment	\$ -	\$ -	\$ 343,333
Facility Renovation and Replacement Fund Total		\$ 50,201	\$ 205,879	\$ 48,544
General	Cost Allocation	\$ 50,201	\$ 50,201	\$ 48,544
General	Muni Court FR&R Reduction	-	155,678	-

CITYWIDE USES (EXPENDITURES)

INTERFUND TRANSFERS

<i>Originating Fund</i>				
Receiving Fund	Purpose	2020 Actual	2021 Approved	2022 Approved
<i>Fleet Operations and Replacement Fund Total</i>		\$ 323,330	\$ 393,278	\$ 312,661
General	Cost Allocation	\$ 323,330	\$ 323,330	\$ 312,661
General	HHS Fleet Reduction	-	69,948	-
<i>HOME Investment Partnership Grant Fund Total</i>		\$ 11,205	\$ 11,205	\$ 10,836
General	Cost Allocation	\$ 11,205	\$ 11,205	\$ 10,836
<i>Open Space Fund Total</i>		\$ 2,121,454	\$ 2,121,454	\$ 2,051,446
General	Cost Allocation	\$ 2,121,454	\$ 2,121,454	\$ 2,051,446
<i>Permanent Park and Recreation Fund Total</i>		\$ 127,694	\$ 127,694	\$ 123,480
General	Cost Allocation	\$ 127,694	\$ 127,694	\$ 123,480
<i>Planning and Development Services Fund Total</i>		\$ 2,257,491	\$ 2,257,491	\$ 2,182,995
General	Cost Allocation	\$ 2,257,491	\$ 2,257,491	\$ 2,182,995
<i>Stormwater/Flood Management Utility Fund Total</i>		\$ 665,902	\$ 985,715	\$ 857,958
General	Cost Allocation	\$ 447,648	\$ 453,648	\$ 432,875
Planning and Development Services	Departmental Cost Allocation	210,105	523,917	416,933
Transportation	Departmental Cost Allocation	8,149	8,150	8,150
<i>Sugar-Sweetened Beverage Tax Fund Total</i>		\$ 19,060	\$ 19,060	\$ 18,431
General	Cost Allocation	\$ 19,060	\$ 19,060	\$ 18,431
<i>Telecommunications Fund Total</i>		\$ 27,346	\$ 27,346	\$ 26,444
General	Cost Allocation	\$ 27,346	\$ 27,346	\$ 26,444
<i>Transit Pass GID Fund Total</i>		\$ 297	\$ 297	\$ 287
General	Cost Allocation	\$ 297	\$ 297	\$ 287
<i>Transportation Fund Total</i>		\$ 2,209,729	\$ 2,381,696	\$ 2,097,243
General	Cost Allocation	\$ 1,705,683	\$ 1,705,683	\$ 1,649,395
General	Housing and Human Services	28,000	28,000	47,687
Planning and Development Services	Departmental Cost Allocation	457,954	629,921	382,069
Recreation Activity	Expand Program	13,000	13,000	13,000
Transit Pass General Improvement District	Subsidy	5,092	5,092	5,092
<i>Transportation Development Fund Total</i>		\$ 18,083	\$ 18,339	\$ 18,289
General	Cost Allocation	\$ 9,529	\$ 9,529	\$ 9,214
Planning and Development Services	Excise Tax Admin	8,554	8,810	9,075
<i>University Hill Commercial District Fund Total</i>		\$ 48,732	\$ 48,732	\$ 47,124
General	Cost Allocation	\$ 48,732	\$ 48,732	\$ 47,124
<i>Wastewater Utility Fund Total</i>		\$ 1,411,696	\$ 1,373,507	\$ 1,219,541
General	Cost Allocation	\$ 1,044,444	\$ 1,050,444	\$ 1,009,977
Planning and Development Services	Subsidy	350,952	306,763	193,264
Facility Replacement	Facility Replacement	16,300	-	-
Transportation	Departmental Cost Allocation	-	16,300	16,300
<i>Water Utility Fund Total</i>		\$ 2,087,371	\$ 2,057,398	\$ 1,865,476
General	Cost Allocation	\$ 1,717,380	\$ 1,735,381	\$ 1,660,708
Planning and Development Services	Departmental Cost Allocation	353,691	305,717	188,468
Transportation	Departmental Cost Allocation	16,300	16,300	16,300
<i>Workers' Compensation Insurance Fund Total</i>		\$ 50,073	\$ 50,073	\$ 48,421
General	Cost Allocation	\$ 50,073	\$ 50,073	\$ 48,421
Totals		\$ 31,161,415	\$ 30,503,009	\$ 33,173,414

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DEPARTMENT OVERVIEWS

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CITY ATTORNEY'S OFFICE BUDGET



2022 Approved Budget
\$ 3,938,066

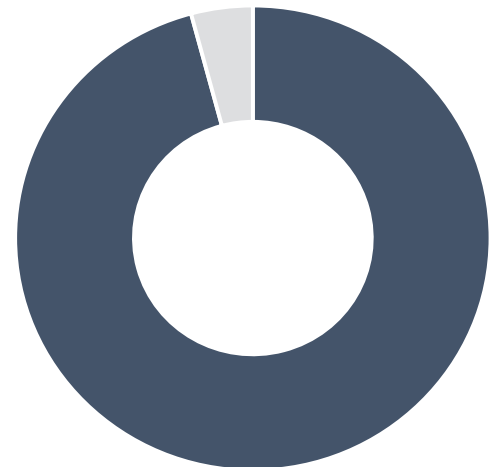
Department Divisions

- City Attorney's Office
- Administration
- Consultation and Advisory
- Prosecution and Civil Litigation

2022 Key Initiatives

- Continue to support the City Council's initiatives.
- Continue to support department working groups and plans.
- Defend all litigation brought against the City.
- Support boards and commissions.
- Continue to coordinate and respond to various CORA requests.

Department Funding



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



24.00 FTE

CITY ATTORNEY'S OFFICE BUDGET

DEPARTMENT MISSION

The City Attorney's Office is the legal advisor to the City Council, the city's boards and commissions, and all city officials. The City Attorney's Office also represents the city in civil litigation and prosecutes violations of the municipal code. The City Attorney's Office reviews and approves the form of all city contracts, works with Risk Management on insurance and claims and provides legal advice to all city departments.

DEPARTMENT OVERVIEW

ADMINISTRATION

Provides supervisory, secretarial, administrative, and budget support for the Consultation and Advisory Services area and the Prosecution and Litigation Service area, including file maintenance and reporting, updating the Boulder Municipal Code, and development of the department budget. This area also funds required continuing legal education, bar license fees, and bar dues fees for staff attorneys, all equipment replacement, and law library and electronic legal research resources.

CONSULTATION & ADVISORY

Provides legal support for the City Council and the city's advisory boards and commissions. Provides general legal support for the operating departments, including but not limited to, compliance with the Colorado Open Records Act, elections law, Council agenda support, bond finance and tax matters, water rights defense, conflict of interest advice, the city's legislative agenda, and legal maintenance of the city's real estate and affordable housing portfolios.

PROSECUTION & CIVIL LITIGATION

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

2021 ACCOMPLISHMENTS

- Provided legal support for the settlement with Xcel and subsequent franchise agreement with Xcel.
- Provided legal support for the joint development of 30 Pearl with Boulder Housing Partners and Morgan Creek Ventures. The final quadrant was transferred to the developer on June 29, 2021.
- Provided significant legal support in response to the pandemic including but not limited to emergency rules, orders, and ordinances, an assigned attorney to provide legal support to the City's COVID Operations Recovery Team, and additional prosecution of health order violations.
- Provided support to the city's boards and commissions including providing attorney staffing at City Council, the Planning Board, the Landmarks Board, the Beverage Licensing Authority, the Board of Zoning Adjustments, and the Cannabis Licensing and Advisory Board on a regular basis. Also, as needed, provided support at the Open Space Board of Trustees, the Parks and Recreation Advisory Board, the Human Relations Commission, and the Transportation Advisory Board.
- Represented the city in a wide range of litigation including personal injury claims against the city, first amendment auditors' challenges, and civil rights litigation.

Attorneys in the CAO are required to take 45 credit hours of Continuing Legal Education each year to promote and sustain competence and professionalism, and to ensure that they remain current on the law, law practice management, and technology.

CITY ATTORNEY'S OFFICE BUDGET

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
City Attorney's Office	\$ 30,000	-	\$ -	-
New/Enhanced Services				
Outside Counsel - Additional Legal Support	30,000	-	-	-

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration	1.50	\$ 278,607	0.50	\$ 485,330	0.50	\$ 382,060	-	\$ (103,270)
Consultation and Advisory	16.25	2,122,097	15.25	2,192,208	13.75	2,300,106	(1.50)	107,898
Prosecution and Civil Litigation ¹	7.75	820,103	8.25	827,205	9.75	1,255,899	1.50	428,694
Total	25.50	\$ 3,220,808	24.00	\$ 3,504,743	24.00	\$ 3,938,066	-	\$ 433,323
EXPENDITURE BY CATEGORY								
Personnel		\$ 3,079,769		\$ 3,191,619		\$ 3,606,045		\$ 414,425
Operating		74,625		250,476		269,373		18,897
Interdepartmental Charges		66,413		62,648		62,648		-
Total		\$ 3,220,808		\$ 3,504,743		\$ 3,938,066		\$ 433,322
STAFFING AND EXPENDITURE BY FUND								
General	24.50	\$ 3,073,555	23.00	\$ 3,354,171	23.00	\$ 3,773,097	-	\$ 418,926
Property and Casualty Insurance	1.00	147,253	1.00	150,573	1.00	164,969	-	14,396
Total	25.50	\$ 3,220,808	24.00	\$ 3,504,743	24.00	\$ 3,938,066	-	\$ 433,322

Note:

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

Performance Measure: In 2021, the City Attorney's Office diverted approximately 400 low-level cases involving unhoused individuals from the criminal justice system. To earn this diversion, these individuals participated in Boulder's Community Court which connected them with available resources and case-management with the goal of helping them obtain long-term stability and ultimately reduce interaction with the criminal justice system. Since inception of the diversion program, the Community Court has diverted twice as many cases compared to prior years.

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CITY COUNCIL BUDGET



2022 Approved Budget
\$462,034

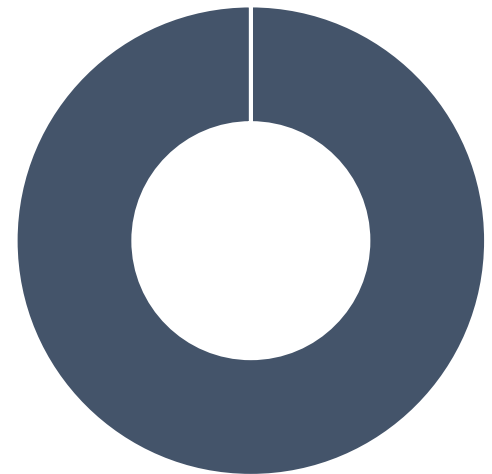
Department Divisions

- City Attorney
- City Manager
- Municipal Judge

2022 Key Initiatives

- Identify priorities and execute key council actions for the 2022-2023 council term.

Department Funding



■ General Fund 100%



1.00 FTE

CITY COUNCIL BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

CITY ATTORNEY

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

MUNICIPAL JUDGE

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

CITY MANAGER

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

2021 ACCOMPLISHMENTS

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

- Advancing Racial Equity
- Boulder – Xcel Energy Partnership
- Climate Mobilization Action Plan
- COVID-19 Pandemic Response and Recovery
- Community Benefits - Phase II
- East Boulder Subcommunity Plan
- Financial Strategy Study Committee
- Homelessness
- Housing
- Police Oversight
- South Boulder Creek Flood Mitigation/University of Colorado South Annexation
- Use Tables and Standards – Phase II
- Vision Zero

In 2021 City Council appointed a new City Manager and a new City Attorney.

CITY COUNCIL BUDGET

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
City Council	\$ -	-	\$ 34,053	-
Restoration of City Services				
Restore Operating Budget	-	-	34,053	-

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
EXPENDITURE BY PROGRAM								
City Council	-	\$ 350,039	1.00	\$ 409,250	1.00	\$ 462,034	-	\$ 52,784
Total	-	\$ 350,039	1.00	\$ 409,250	1.00	\$ 462,034	-	\$ 52,784
EXPENDITURE BY CATEGORY								
Personnel		\$ 187,856		\$ 316,773		\$ 330,004		\$ 13,231
Operating		161,457		87,717		120,934		33,217
Interdepartmental Charges		726		4,760		11,096		6,336
Total		\$ 350,039		\$ 409,250		\$ 462,034		\$ 52,784
STAFFING AND EXPENDITURE BY FUND								
General	-	\$ 350,039	1.00	\$ 409,250	1.00	\$ 462,034	-	\$ 52,784
Total	-	\$ 350,039	1.00	\$ 409,250	1.00	\$ 462,034	-	\$ 52,784

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

<https://bouldercolorado.gov/elections>

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CITY MANAGER'S OFFICE BUDGET

2022 Approved Budget
\$3,447,440

Department Divisions

- Administration
- Chief Policy Advisor/
Intergovernmental Affairs
- Volunteer Services
- Equity
- Independent Police
Monitor
- City Clerk
- Central Records

2022 Key Initiatives

- Oversight of department initiatives to ensure alignment with council priorities.
- Executive leadership on ongoing telework and workplace transformation initiatives.
- Continued Roll-out of mandatory Bias and Microaggression Training to all city staff, boards, commissions, and council utilizing in-house staff facilitators.
- Initiate implementation of a racial equity assessment of departments to better understand how to apply a racial equity tools and instruments to programs, policies and budget decisions.
- Establish accountability mechanism for participation in racial equity workshops.
- Revise and implement an organizational court ordered volunteer program, increase organizational capacity through expanded utilization of volunteer programs and continue implementing work items outlined in the Volunteer Cooperative Strategic Plan.
- Implement the city's 2022 Policy Statement on Regional, State, and Federal Issues.
- Continue leading the cross-departmental COVID-19 recovery process.
- Electronic petition system improvements and upgrades go live.
- Annual Boards and Commissions Recruitment with increased focus on embedding Equity, Diversity and Inclusion into these processes.

Department Funding



■ General Fund 100%



17.73 FTE

CITY MANAGER'S OFFICE BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

CITY MANAGER'S OFFICE ADMINISTRATION & OPERATIONS

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

CHIEF POLICY ADVISOR / INTERGOVERNMENTAL AFFAIRS

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

VOLUNTEER SERVICES

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

EQUITY

The city is committed to advancing racial equity to ensure all Boulder residents, business owners, and visitors enjoy high levels of physical and mental well-being with abundant recreational, cultural, and educational opportunities in an environment where all human rights are respected. City staff and leadership are building capacity around the role government plays in creating institutional and structural racism. Simultaneously, they are aligning resources, applying tools, and employing best practices when implementing programs, policies, or making budgetary decisions to ensure a person's race or ethnicity does not negatively impact any community member's experience.

INDEPENDENT POLICE MONITOR

Boulder's first Independent Police Monitor was hired in July 2020 to install an auditor-monitor model to monitor complaints against police officers and staff. The newly adopted monitor model enlists a new police oversight panel whose role will be to review internal affairs investigations, conduct community engagement and evaluate the Independent Police Monitor.

CITY MANAGER'S OFFICE BUDGET

CITY CLERK

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

CENTRAL RECORDS

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

2021 ACCOMPLISHMENTS

- The City Manager's Office provided leadership to all city departments during a period of transition to a new City Manager and amidst the COVID-19 pandemic. During uncertain times, the city leaders continued to administer and execute council objectives and provide needed support for departments. The department took an active leadership role in the response and recovery of COVID-19 with frequent communications and virtual employee town halls.
- The city's 2021 intergovernmental efforts resulted in passage of several important laws that furthered Boulder's interest. Among those that the city most influenced were: SB21-262 (limiting use by metro districts of dominant eminent domain against municipalities); HB21-1071 (allowing municipalities to coordinate with counties to conduct instant runoff voting elections); SB21-261 (removing barriers on customer-sited generation of renewable energy); SB21-238 (creation of a Front Range Passenger Rail Taxing District which incorporates the Northwest Rail alignment); SB21-199 (removing barriers on the ability of local governments to provide public services to undocumented immigrants); SB21-256 (allowing local governments to regulate firearms), and; SB21-260 (increasing fees to fund the state's transportation system).
- Volunteer Services has been happy to reinstate some of the volunteer programs that were put on hold in 2020 like One Day Projects, EXPAND's volunteer run adaptive skiing program, bookstore volunteers, summer reading volunteers, etc. Volunteer Coordinators with the Volunteer Cooperative continued to adapt and work safety with volunteers during the ongoing pandemic to create volunteer opportunities which are posted on the Count Me In platform. Volunteers finished their work with the COVID-19 Recovery Center this spring while other programs created in response to the pandemic are continuing in 2021, the ambassador programs, Park Champs, and Community Connectors. Volunteers also came to the aid of our community to assist and secure items at the King Soopers Memorial. We hosted a virtual volunteer appreciation for volunteer appreciation week and created volunteer appreciation banners at some of our high traffic city facilities and in the civic area. Boulder's renewed Service Enterprise certification proves our commitment to being a city of service.
- Based on the Government Alliance on Race and Equity (GARE) teachings, most city council members and over 500 city staff from all city departments participated in Advancing Racial Equity: The Role of Government, an opportunity to understand institutional and structural racism and the role government plays in creating racial inequities through its policy, program and budget decisions.

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

CITY MANAGER'S OFFICE BUDGET

2021 ACCOMPLISHMENTS, CONTINUED

- To date 265 staff members, 8 council members and 10 board and commission members have participated in the city's Bias and Microaggression Workshop with an additional 70 city colleagues registered for upcoming sessions. This two-part training is an extension of the city's work to dismantle systemic racism and inequities at various levels including the interpersonal level. The training begins to address the core of these feelings at the personal level by engaging individuals in committing to lifelong training while learning to have courageous conversations about race and equity.
- Five Council priority areas were selected for application of the city's racial equity instrument including:
 - Advancing Racial Equity
 - COVID Recovery
 - Homelessness
 - Housing
 - Police Oversight
- Initiated Boards & Commissions Recruitment and Retention Project to embed Equity, Diversity, and Inclusion Practices.
- Implemented the Boulder Direct Democracy online petition system (first in the country) and continued work on development and upgrades to the system.
- 2021 Council Candidate Election – 5 vacancies for Council Members. After the election City Manager's Office will hold orientation and onboarding of new Council Members.
- Three citizen-initiated petitions were processed for the 2021 ballot.
- Successful onboarding of a new City Clerk and Deputy City Clerk.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
City Manager's Office/City Clerk	\$ 48,000	-	\$ 343,062	2.00
Restoration of City Services				
Restore Operating Budget - City Clerk	-	-	18,500	-
Restore Administrative Assistant II	-	-	66,093	1.00
New/Enhanced Services				
Equity Liaison	-	-	229,468	1.00
Increase Fees for Federal Lobbying Services Contract Smith, Dawson & Andrews (SDA)	38,000	-	-	-
Increase Fees to State Lobbying Services Contract	10,000	-	-	-
Police Oversight Operating Budget and Summer Intern	-	-	23,500	-
Printing Costs of Legal Ordinances and Agenda Materials	-	-	5,500	-

CITY MANAGER'S OFFICE BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
City Manager and Support Services								
City Administration / Operations	8.00	\$ 1,100,317	6.00	\$ 1,078,555	7.00	\$ 1,424,174	1.00	\$ 345,619
Policy Advisor / Intergovernmental Relations Equity ¹	1.00	268,826	1.00	276,555	1.00	332,059	-	55,504
Independent Police Monitor	-	306,208	1.00	257,408	2.00	495,310	1.00	237,902
Volunteer Services	-	109,028	1.00	180,537	1.00	232,973	-	52,436
Citywide Projects	1.00	90,151	-	48,250	-	63,875	-	15,625
	1.00	54,024	-	-	-	-	-	-
City Clerk and Support Services								
Conduct of Elections Incl. Campaign Finance Reform/Matching Funds Admin.	0.30	\$ 112,275	0.30	\$ 386,053	0.30	\$ 126,166	-	\$ (259,887)
Board and Commission Administration	0.20	8,462	0.20	15,381	0.20	15,989	-	608
General Administration	3.40	278,063	3.40	401,494	3.40	478,284	-	76,790
Sister City Administration	0.10	2,838	0.10	5,875	0.10	1,336	-	(4,539)
Central Records	2.50	243,251	2.50	263,901	2.73	277,273	0.23	13,372
Electronic Signatures & Petitioning Software	-	100,000	-	150,000	-	-	-	(150,000)
Total	17.50	\$ 2,673,444	15.50	\$ 3,064,010	17.73	\$ 3,447,440	2.23	\$ 383,430
EXPENDITURE BY CATEGORY								
Personnel ²		\$ 2,009,378		\$ 2,057,104		\$ 2,653,187		\$ 596,083
Operating ³		510,220		781,781		733,823		(47,958)
Interdepartmental Charges		53,846		75,125		60,430		(14,695)
Governmental Capital		100,000		150,000		-		(150,000)
Total		\$ 2,673,443		\$ 3,064,010		\$ 3,447,440		\$ 383,430
STAFFING AND EXPENDITURE BY FUND								
General	17.50	\$ 2,573,444	15.50	\$ 2,914,010	17.73	\$ 3,447,440	2.23	\$ 533,430
Governmental Capital	-	100,000	-	150,000	-	-	-	(150,000)
Total	17.50	\$ 2,673,444	15.50	\$ 3,064,010	17.73	\$ 3,447,440	2.23	\$ 383,430

Note:

¹ Citywide Projects was eliminated from the budget in 2020

² City Clerk moved to CMO in 2021

³ Central Records moved to CMO in 2021

Performance Measure: In 2021, the city implemented a policy to mandate COVID-19 vaccinations for all city employees, with exemptions in only very specific cases. At the time of the policy taking effect, 95.43% of all city employees have provided proof of vaccination against COVID-19, helping to protect the entire community.

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CLIMATE INITIATIVES BUDGET

2022 Approved Budget
\$6,373,014

Department Divisions

- City-Xcel Energy Partnership
- Climate Sustainability & Resilience
- Circular Economy

2022 Key Initiatives

- Climate Action Plan
 - This work will focus on implementation of strategies in support of new climate mitigation and adaptation goals. This will include continued integration of resilience and equity design principles, strengthening organizational coordination and preparedness on climate resilience, and increasing regional sustainability focus in preparation for 2022 and 2023 legislative sessions.
 - Climate Initiatives will be exploring investment strategies for the future of climate action work. The CAP tax sunsets in 2023 so this will involve evaluating tax options and preparing for the 2022 ballot.
 - Climate Action work will continue focusing on energy systems, ecosystems, and circular materials economy.
- City-Xcel Energy Partnership
 - This Xcel Energy partnership with the city will include extensive community engagement through an Advisory Panel and Working Groups. Additionally, work will focus on the Alpine-Balsam and Chautauqua energy infrastructure, closing the goal gap on the community's renewable electricity goals, streetlight acquisition and system undergrounding.

Department Funding



- General Fund 60%
- Climate Action Plan Fund 40%



19.00 FTE

CLIMATE INITIATIVES BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

The City of Boulder is deeply committed to addressing the global challenge of climate change and has been taking meaningful actions since 2006 when our first Climate Action Plan was completed, and Boulder voters approved the nation's first local carbon tax to fund emission reducing strategies. The Climate Initiatives department supports our community's values and adopted policy goals by designing strategies and programs that improve community health, implement climate action planning and reporting, increase recycling and waste diversion, move our community toward a more circular economy, coordinate municipal sustainability activities, undertake environmental data management, and that increase resilience and climate justice. Climate Initiatives generally focuses on local climate action strategies guided by the longer-term goal of net-zero emissions by 2035. Since 2005 (based on 2019 data), the city has reduced its greenhouse gas (GHG) emissions by 21% and diverted 53% of its waste from landfills. Climate Initiatives implements its mission through strategic investment in a combination of regulatory and voluntary programs and in facilitating broad community and stakeholder engagement.

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

In 2022, Climate Initiatives will continue to work with the community to implement a revised set of climate action targets, goals and strategies to address the current accelerated urgency of a changing climate, as detailed in the city's Declaration on the Climate Crisis and supported by the most recent reports from the International Panel on Climate Change (IPCC). In addition to the many existing mitigation (emissions reduction) efforts, the focus on adaption (resilience) will be more central. All the work will have the design principle of equity and climate justice at the center.

XCEL ENERGY PARTNERSHIP: UTILITY OCCUPATION TAX

Since 2010, the city has focused on decarbonizing its electricity supply, which continues to rely on fossil fuels as the primary source of energy. For ten years, the city pursued a strategy of creating a locally owned and controlled electric utility (Local Power Initiative). On Nov. 3, 2020, after many months of negotiations between the city and Xcel Energy, voters approved a settlement agreement, signaling the community's desire to pause municipalization efforts and instead focus on partnering with Xcel Energy to advance Boulder's clean energy and climate goals.

In 2020 the City of Boulder worked to help reduce the financial impact of COVID-19 on the restaurant community and the impact of increased food takeout container waste by funding a Sustainable Takeout Items Subsidy. The program provided \$1,000 worth of compostable and recyclable food service ware items to 87 restaurants.

CLIMATE INITIATIVES BUDGET

Core to the new relationship between Boulder and Xcel Energy is the energy partnership, an attachment to the settlement agreement between Xcel Energy and the City of Boulder. It lays out the city's and Xcel Energy's mutual commitment to achieving the community's clean energy goals, including its goal of achieving 100% renewable electricity by 2030. The overarching goal of the city's energy partnership with Xcel Energy (partnership) is to reduce greenhouse gas emissions associated with gas and electricity consumption, electrify, and boost resilience and equity in Boulder. Specifically, Boulder and Xcel will work together to achieve 100% renewables by 2030 and eliminate electricity-sector emissions.

When voters passed the settlement agreement in November 2020, they also approved the extension and repurpose of the Utility Occupation Tax to fund the partnership, previously used for the Local Power Initiative. This funding is positioned to carry out the goals of the partnership, including implementation of projects that improve the distribution system in Boulder and allow for the deployment of innovative solutions and pilots that further the city's energy and equity goals, including achieving the community's goals of 100% renewable electricity and 100 MW of local generation by 2030.

CLIMATE, SUSTAINABILITY, & RESILIENCE (CAP TAX, GENERAL FUND, ENERGY IMPACT OFFSET AND MARIJUANA LICENSING FEES, SOLAR GRANT AND SALES TAX REBATES)

Climate, Sustainability and Resilience efforts entail working with Boulder businesses, residents, and key partners to reduce greenhouse gas emissions through energy efficiency, local renewable energy development and building and transportation electrification using a combination of education, incentives, technical assistance, and regulatory requirements. Existing strategies are designed to support residents' and businesses' ability to reduce environmental impact, reduce costs, become more resilient to the impacts felt from a changing climate and become more inclusive and equitable.

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

2022 efforts will continue to focus on mitigating the community's contributions to global climate change through adoption of clean technologies for buildings and transportation. Work will also focus on expanding ecosystems (including carbon sequestration) and financial systems efforts. Prioritized investments will be made in accelerating weatherization and solar programs that reduce the energy burden, percentage of household income that goes toward energy costs, for those community members most at risk. This will include continued investment of the Energy Impact Offset Fund and the Solar Grant in making solar energy more accessible in the community.

CIRCULAR ECONOMY (TRASH TAX, DISPOSABLE BAG FEE)

The Circular Economy (CE) team works with key partners, the Boulder community and city departments to reduce the generation of waste and change the system of consumption. This is done through a combination of policy development, education, pilot programs, incentives, investments in zero waste facilities, and technical assistance. In addition, the CE team completed the Circular Boulder study, an urban metabolism analysis that quantified materials flowing into and out of the Boulder region. The study helped develop a vision for moving toward a more circular materials economy, quantified the impacts of consumption and identified hotspots, opportunities, and other strategies to create a more.

The city's innovative bi-directional electric car charger at the North Boulder Recreation Center won an award from International Data Corporation (IDC).

CLIMATE INITIATIVES BUDGET

DEPARTMENT OVERVIEW, CONTINUED

The overall objective of the CE team is to achieve a thriving local economy that designs out waste and pollution, keeps materials in use as long as possible, and regenerates natural systems. In addition to the established goal of diverting 85% of the waste stream away from landfill, new targets include minimizing waste production per capita, enabling more repair and reuse, increasing circular practices in building construction and demolition, and reducing the carbon footprint of production cycles we have the greatest ability to influence. Current communitywide waste diversion is 53%.

Circular Economy efforts are supported by the city's Trash Tax, which was first instituted in 1989 (without a vote); renewed by voter approval in 1994; and in 2009, increased (by council action) to the voter-approved maximum (\$3.50/household and \$0.85/yard for commercial trash).

2022 efforts will focus on evolving our programs and strategies towards systems change that fosters movement toward a circular economy – so the easiest, least expensive consumer choice will be the most sustainable and “circular” choice as well.

2021 ACCOMPLISHMENTS

- Launched the Xcel Energy Partnership, including standing up the Advisory Panel and Community Working Groups
- Completed the first 1% (fund) undergrounding project of our energy distribution system
- Scoped, planned, and began implementation of new energy partnership projects
- Assessed streetlight acquisition
- Supported new legislation (120% rule)
- Key Climate Action milestones and new goal adoption
- Supported several successful climate bills during the 2021 legislative session – beneficial electrification, building performance, single use plastics, others
- Completed Alpine-Balsam energy services study
- Completed construction on first municipally owned solar garden and invested in 3 others (benefit goes to low-income residents)
- Launched economic forum
- Developed circular economy framework and strategies for Climate Mobilization Action Plan
- Finalized new deconstruction & demolition waste recycling requirements in 2020 Energy Conservation Code
- Supported hospital deconstruction project
- Launched pilot equity-centered CHaRM pickup at Ponderosa Mobile Home Park
- Finalized scoping and plan/pitch deck for future Innovation Hub development at 6400 Arapahoe
- Consolidated solar grants program with other rebate programs
- Contributed to multiple state bills including those supporting building performance, electrification, clean fuel standards
- Supported cross-organization systems level work, partner organization initiatives

CLIMATE INITIATIVES BUDGET

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Climate Initiatives	\$ 232,000	-	\$ 344,892	3.25
Restoration of City Services				
Reinstate Climate Action Plan Tax Funding	232,000	-	-	-
Restore Administrative Assistant II	-	-	67,196	1.00
New/Enhanced Services				
Convert Standard Energy Code Coordinator from Fixed-Term to Standard Position	-	-	26,410	0.25
Ongoing Appropriation of Administrative Fees and Forfeited Deposits Collected per Ordinance 8366, Chapter 36 Commercial Construction Waste Recycling, Section 3601.2.3	-	-	15,000	-
Convert Energy Strategy Coordinator and Electrical Engineer II Fixed-Term to Standard Positions	-	-	236,285	2.00

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Local Power - Xcel Partnership								
Local Power - Electric Utility Development	6.80	\$ 3,726,728	4.05	\$ 2,071,985	-	\$ -	(4.05)	\$ (2,071,985)
Boulder- Xcel Energy Partnership	-	-	-	-	5.00	2,076,181	5.00	2,076,181
Subtotal	6.80	\$ 3,726,728	4.05	\$ 2,071,985	5.00	\$ 2,076,181	0.95	\$ 4,196
Climate, Sustainability, and Resilience								
Administration, Regional Sustainability	2.15	\$ 519,117	1.65	\$ 295,494	2.05	\$ 376,536	0.40	\$ 81,042
Climate, Sustainability, & Resilience	5.05	1,910,633	6.10	1,901,000	5.75	2,433,765	(0.35)	532,765
Circular Economy	7.00	1,426,693	6.20	1,359,469	6.20	1,361,061	-	1,592
Subtotal	14.20	\$ 3,856,444	13.95	\$ 3,555,963	14.00	\$ 4,171,362	0.05	\$ 615,399
Cost Allocation								
Cost Allocation		\$ 129,752		\$ 129,752		\$ 125,471		\$ (4,281)
Subtotal		\$ 129,752		\$ 129,752		\$ 125,471		\$ (4,281)
Total	21.00	\$ 7,712,924	18.00	\$ 5,757,700	19.00	\$ 6,373,014	1.00	\$ 615,314
EXPENDITURE BY CATEGORY								
Personnel		\$ 2,379,243		\$ 2,495,824		\$ 2,503,301		\$ 7,477
Operating		5,333,681		3,261,876		3,869,713		607,837
Total		\$ 7,712,924		\$ 5,757,700		\$ 6,373,014		\$ 615,314
STAFFING AND EXPENDITURE BY FUND								
General Fund	15.95	\$ 5,672,538	11.90	\$ 3,726,948	13.25	\$ 3,813,778	1.35	\$ 86,830
Climate Action Plan Tax	5.05	2,040,385	6.10	2,030,752	5.75	2,559,236	(0.35)	528,484
Total	21.00	\$ 7,712,924	18.00	\$ 5,757,700	19.00	\$ 6,373,014	1.00	\$ 615,314

To support and promote collaboration between businesses that value the circular economy and zero waste efforts, members of the Circular Economy Team facilitated the formation of a Thrift Store Working Group in partnership with Boulder County's Partners for a Clean Environment (PACE) and the Boulder Chamber of Commerce last year.

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COMMUNICATION & ENGAGEMENT BUDGET

2022 Approved Budget
\$ 2,915,794

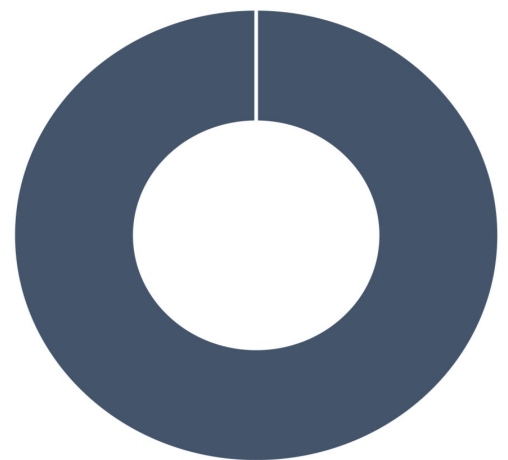
Department Divisions

- Media/External Communication
- Video Services/Channel 8
- Internal Communication
- Web Content/Social Media
- Engagement
- Neighborhood Services
- Language Access (new service area started in mid-2020)
- Graphic Design (new service area started in mid-2021)

2022 Key Initiatives

- Complete draft language access plan, solicit staff and public input on it and present it to city leadership for adoption, with the goal of beginning a multi-year, phased implementation in 2022.
- Provide quality communication counsel and support.
- In partnership with IT, evaluate data and user feedback to assess the performance of the new city website against key benchmarks to identify iterative improvements.
- Continue to pivot to meet evolving meeting and engagement needs, including online, in-person and hybrid meetings.
- Continue to partner with city colleagues, community members and organizations to increase engagement by those with less access to, and influence with, decision-makers and their local government.
- Support the development of, and engagement around, master planning and other high-priority city initiatives, including the Police Master Plan and cross-departmental approaches to addressing issues associated with encampments and/or homelessness.
- Supplement printed community newsletter frequency with electronic newsletters and more strategic utilization of redesigned digital newsroom on new city website.
- Reinstate neighborhood grant funding and Neighborhood Services programming that supports community-building, as public health guidance allow.

Department Funding



■ General Fund 100%



20.50 FTE

COMMUNICATION & ENGAGEMENT BUDGET

DEPARTMENT MISSION

Guided by a North Star of Creating Connections for a Thriving Community and Democracy, the Communication and Engagement Department provides both strategic and tactical communication and engagement support to departments, the organization as a whole and City Council.

Our work is driven by a set of clear objectives. These are to:

Strengthen democracy for the people

- Support effective government so everyone in our community thrives.
- Advance equity, embrace inclusivity and eliminate barriers.
- Elevate democracy and enhance public participation in decision-making.

Build trust

- Listen actively and ensure voices of community members are heard, including underrepresented groups.
- Be honest and provide transparency.
- Provide impartial, compassionate public service.

Share stories and information

- Tell clear, objective and compelling stories that echo the city's values.
- Understand, translate and communicate complex issues, with life-safety as our highest priority.
- Be creative and embrace new approaches to sharing information.

Foster connection

- Improve access to and awareness of city services, helping people navigate government.
- Connect people to each other, our staff and our amazing community.
- Build connections across city departments and work groups, serving the needs of our organization and ensuring communication and engagement coordination to advance a One Boulder approach.

DEPARTMENT OVERVIEW

The department utilizes a centralized approach with some staff embedded within city work groups to cover a variety of functions.

MEDIA / EXTERNAL COMMUNICATION

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

VIDEO SERVICES / CHANNEL 8

Video Services produces weekly newscasts and informative, compelling videos to share information, updates and inspiration with the community. Leveraging Channel 8 and broadcast capabilities, the team also provides live and on-demand coverage of City Council and some boards and commission, as well government-access programming on Comcast Cable Channels 8 and 880. Content is also shared on the city's website, through Vimeo and YouTube channels, and on various social media platforms. The team also supports some high-profile internal communications needs with quality video production.

COMMUNICATION & ENGAGEMENT BUDGET

INTERNAL COMMUNICATION

Internal Communication conveys organizational information to all City of Boulder employees. Topics include changes in employee benefits, city compensation systems, significant city projects, professional development and training, city policies, updates on council work plans, new staff, and in the past year, in particular, pandemic and workplace transformation news.

WEB CONTENT / SOCIAL MEDIA

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

ENGAGEMENT

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

NEIGHBORHOOD SERVICES

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

LANGUAGE ACCESS

The city now has a language access program manager who provides some translation and interpretation support while building out short-, mid- and long-term strategies and practices designed to move the city from a primarily monolingual information source/service provider to one that offers the most critical and relevant information in English and Spanish.

GRAPHIC DESIGN (NEW SERVICE AREA STARTED IN MID-2021)

This focus area, staffed with one FTE, strives to coordinate graphic design work performed across the city and by external contractors to ensure effective visual storytelling, best practices related to design and adherence to branding guidelines. This individual also designs the print edition city newsletter and other high-profile, citywide materials.

Performance Measure: Pages, on average, load 40% faster on the new city website and users reporting being able to find what they are looking for 68% of the time, up from 64% on the old city website. The figure is expected to improve even more over time.

COMMUNICATION & ENGAGEMENT BUDGET

2021 ACCOMPLISHMENTS

- Successfully merged staffs and culture for two previously distinct areas of focus: communication and engagement; completed visioning process that took into account current and emerging needs of the community we serve, as well as internal partners and customers.
- Led crisis communication and engagement efforts in response to the March 22 shooting, including the coordination of a multi-agency joint information center. This included providing updates on the investigation; coordination with public information officers for families of victims; promotion of community mental health resources; coordination of community and employee vigils; development of a community-wide, socially distanced memorial event; creation of a Boulder Strong memorial campaign; and engagement and communication related to short- and long-term memorial and community healing efforts.
- Continued to lead crisis communication and engagement efforts related to COVID-19, including public awareness campaigns, supporting and publicizing walk-in and mobile vaccine clinics with a specific goal of reaching unhoused individuals, Latino community members, young people ages 12-17 and other audience groups and others with barriers to vaccination. Team efforts led to approximately 700 doses of vaccine being administered at city-hosted clinics.
- Launched new city website, in partnership with IT, based on years of user research, testing and input. Initial performance data showed the new website is faster and easier for the public to use, with more users reporting they are able to find what they are looking for.
- Developed and rolled out new citywide brand guidelines that complement the brand of the new city website. Brand guidelines have been shared with departments for feedback, with the goal of formally implanting the guidelines later this year in conjunction with the rollout of assets, templates and design resources.
- Iterated successful and award-winning Community Connector model to lift the voices of less influential communities. This included standing up and supporting Community Connectors-in-Residence, while also ensuring that Emergency Response Connectors and master plan or project-based Community Connectors were able to share underrepresented perspectives and surface community issues. Launched Spanish-language Facebook page and podcast.
- Led engagement strategy and efforts, in partnership with community organizations and Community Connectors, that specifically focused on feedback from community members of color and culminated in the adoption of the city's first Racial Equity Plan.
- Supported, through communication and engagement, council priority projects, Community, Culture and Safety Tax projects, master plans, and reputation management (Police Department Master Plan, Parks & Recreation Master Plan, Flood and Stormwater Master Plan, Encampments, Tribal Consultation/Land Acknowledgement, Vision Zero and implementation of the Transportation Master Plan, Productive Atmospheres).
- Provided communication support and engagement counsel/facilitation for high-priority and high-profile Planning projects, including CU South and the East Boulder Subcommunity Plan.
- Supported online engagement needs for City Council, as well as boards and commissions and other engagement-related meetings; developed preliminary hybrid workflow recommendations with plans to iterate these as lessons are learned through 2022.

Performance Measure: The city's new website has 2,400 fewer webpages (-68%) and 3,800 fewer PDFs (-70%) than the old city website, representing an effort to put user needs and the most relevant information first.

COMMUNICATION & ENGAGEMENT BUDGET

2021 ACCOMPLISHMENTS, CONTINUED

- Replaced and upgraded over 90% of the broadcast equipment in the municipal building control room to better support City Council and the need for a hybrid meeting environment moving forward.
- Between January and August 2021, created 75 videos in-house, supporting departments, key projects and the need to convey information in a visual and creative way to both internal and external audiences; produced popular weekly newscast in English and Spanish.
- Prepared and distributed effective internal messages during time of significant change and employee need.
- Positively represented the city's progressive work in communications and engagement with several presentations at national conferences, including events hosted by the Government Alliance on Racial Equity and the International Association of Public Participation.

Performance Measure: The city website received 1.1 million visitors and 4.6 million pageviews over the first half of 2021. The Be Heard Boulder website received 11,500 visitors during that period, resulting in 2,100 engaged visitors.

COMMUNICATION & ENGAGEMENT BUDGET

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Communication & Engagement	\$ -	-	\$ 633,057	4.00
Restoration of City Services				
Restore Outreach Communications & Promotion of Services to the Underserved	-	-	11,000	-
Restore Engagement Manager	-	-	164,648	1.00
New/Enhanced Services				
Convert Climate Initiatives Communication Specialist from Fixed-Term to Standard Position	-	-	134,752	1.00
Convert Language Access Program Manager from Fixed-Term to Standard Position	-	-	127,247	1.00
Digital Content Specialist	-	-	130,000	0.50
Transfer of Engagement Specialist - Planning & Development Services to Communication & Engagement	-	-	65,410	0.50

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Media/External Communication	8.25	\$ 1,022,717	8.25	\$ 1,241,511	12.50	\$ 1,554,987	4.25	\$ 313,476
Internal Communication	1.00	68,783	-	10,044	-	10,044	-	-
Video Services / Channel 8	5.00	487,114	4.00	463,188	4.00	486,034	-	22,846
Communication Admin	1.00	159,011	2.00	168,971	1.00	180,731	(1.00)	11,760
Community Engagement & Neighborhood Services	3.00	99,809	3.50	664,528	3.00	683,997	(0.50)	19,469
Total	18.25	\$ 1,837,433	17.75	\$ 2,548,242	20.50	\$ 2,915,794	2.75	\$ 367,552
EXPENDITURE BY CATEGORY								
Personnel ¹		\$ 1,567,857		\$ 1,825,304		\$ 2,392,461		\$ 567,157
Operating		140,603		610,951		413,796		(197,155)
Interdepartmental Charges		128,974		111,987		109,537		(2,450)
Total		\$ 1,837,433		\$ 2,548,242		\$ 2,915,794		\$ 367,552
STAFFING AND EXPENDITURE BY FUND								
General	18.25	\$ 1,837,433	17.75	\$ 2,548,242	20.50	\$ 2,915,794	2.75	\$ 367,552
Total	18.25	\$ 1,837,433	17.75	\$ 2,548,242	20.50	\$ 2,915,794	2.75	\$ 367,552

Note:
¹ The 2022 budget represents 20.50 FTE employees and associated non-personnel costs budgeted within the Communications & Engagement Department. There are an additional 9.0 Communication FTEs and associated non-personnel costs budgeted in the following departments: Climate Initiatives, Community Vitality, Fire-Rescue, Housing & Human Services, Library, Open Space & Mountain Parks, Parks & Recreation, Planning & Development Services, Transportation, and Utilities.

Between January and August 2021, the Video Services team livestreamed 137 hours of City Council meetings on the city website and on YouTube.

COMMUNITY VITALITY BUDGET

2022 Approved Budget
\$13,191,653

Department Divisions

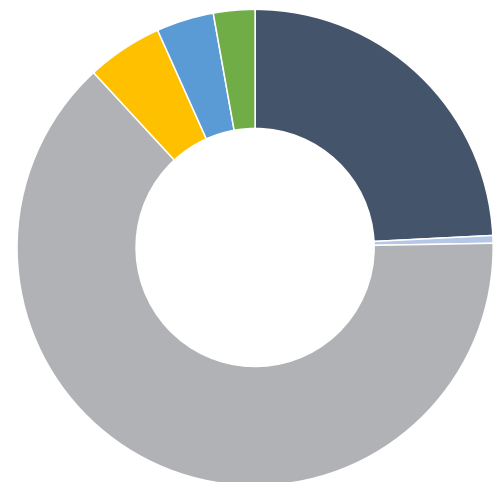
- Access & Parking
- Economic Vitality
- District Management
- Business Services
- Administration

2022 Key Initiatives

- Community Vitality will continue to support the economic recovery in 2022 in several ways including primary employer retention through the Flexible Rebate Program, support and retention of small businesses through leveraging federal resources, and continued partnership with economic vitality partners, such as the Boulder Small Business Development Center, Boulder Chamber, Latino Chamber, Downtown Boulder Partnership and the Convention and Visitors Bureau.
- Access Management & Parking Strategy (AMPS) implementation will continue into 2022 and will be supported by a fixed-term position within Community Vitality. This position will be responsible for data analysis to determine recommendations for improvements in the neighborhood parking program, garage rate structure, and dynamic pricing structure and process. On-street meter prices will increase, effective January 1, 2022, from \$1.25 to \$1.50 per hour and neighborhood parking permits will increase to \$30 annually. These price increases reflect Council direction from June 2021.
- A major capital project in 2022 is to begin installing gateless technology within all downtown parking structures.
- Community Vitality last conducted an asset condition evaluation in 2017. Significant progress has been made since then in addressing deferred maintenance identified within the evaluation. However, an update of the condition evaluation is necessary with the goal of utilizing the information to not only inform future CIP planning, but to develop a comprehensive asset maintenance program to help extend the life of district assets without major capital repair.



Department Funding



- General Fund 24%
- Governmental Capital Fund (tied to General Fund) 1%
- Downtown Commercial District Fund 63%
- University Hill Commercial District Fund 5%
- Boulder Junction Access GID - Parking Fund 4%
- Boulder Junction Access GID - TDM Fund 3%



41.88 FTE

COMMUNITY VITALITY BUDGET

DEPARTMENT MISSION

In alignment with city-wide goals and plans, Community Vitality developed a departmental strategic plan focusing on access for people, vision of place, and pursuit of vitality. The department's focus on economic response and recovery in 2020-2021 was a key activity, including coordinating federal resources, external partners, and providing direct service to local businesses. While providing support in the recovery effort, Community Vitality continued to make broad progress in pursuit of goals within the departmental strategic plan. Specific objectives within the CV Strategic Plan were helpful in guiding decisions within the development of the 2022 Approved Budget:

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

DEPARTMENT OVERVIEW

ACCESS & PARKING

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

ECONOMIC VITALITY & DISTRICT MANAGEMENT

Facilitates a diverse and dynamic economy where residents and businesses grow and succeed together through strategic partnerships (internal and external), policies, and programs. Supports an environment for innovation and cultivating a skilled and diverse workforce through sponsorships, outreach, education, and planning in advancement of financial security, economic opportunity, and social mobility for all. Supports long-term economic sustainability through strategic initiatives, support of Boulder businesses with assistance services, retention and outreach efforts, and incentive programs.

Provides additional services on behalf of the general improvement districts on University Hill, in Boulder Junction and Downtown Boulder, including partnering in management of the public space within districts in alignment with district goals. Coordinates with business organizations, plans for and coordinates public space capital improvements within commercial districts, and manages street-related special events permitting in the downtown and on University Hill.

Performance Measure: In 2020, Community Vitality began providing online options for customers to purchase parking products. In 2021, the department saw an increase of 240% in the number of transactions for online sales, meeting the department's goal of providing expanded and more efficient parking permit options to customers.

COMMUNITY VITALITY BUDGET

BUSINESS SERVICES

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

ADMINISTRATION

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

2021 ACCOMPLISHMENTS

- Community Vitality, in partnership with Transportation & Mobility, led the planning and implementation of AMPS through a community process to explore parking pricing adjustments, changes to the Neighborhood Parking Program (NPP), and parking fine structure. This work involved community members, stakeholders, boards and commissions, and council. The results of the recommended strategies were to increase on-street parking rates and institute graduated parking fines, while retaining products, such as the evening \$3 for 3 hours, to ensure affordability of access options. Additionally, the NPP will evolve through data-based solutions for each highly impacted area.
- Community Vitality has played an important role in coordination across partner organizations and impacted sectors of the local economy. Key activities included outdoor dining program response, primary and small business retention actions, affordable commercial programming, and economic recovery planning.
- Community Vitality completed the installation of new pay stations throughout the city for on-street parking that will enhance the customer experience, including offering touchless technology. Major capital projects were completed at the St. Julien and 1500 Pearl parking structures and progress is being made on landscaping improvements on University Hill.

Community Vitality continued to work with and support multiple organizations that provide small and local businesses with trainings and detailed information regarding health orders from COVID. In the first half of 2021 the Boulder Small Business Development Center (SBDC) provided 595 clients with 1,980 hours of free business consulting and hosted 24 webinars with 641 attendees. The center also launched a series of workshops in Spanish to help individuals start or grow family childcare businesses. In addition to the business support, the Boulder Chamber worked with Boulder County Public Health, Latino Chamber, and others to help businesses understand and comply with public health orders.

COMMUNITY VITALITY BUDGET

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Community Vitality	\$ 200,000	-	\$ 400,641	1.00
Restoration of City Services				
Restore Flexible Rebate Program - Small Business Retention	-	-	100,000	-
Partial Restore General Fund Transfers to University Hill General Improvement District	-	-	40,000	-
	-	-	-	-
New/Enhanced Services				
Access Management and Parking Strategy (AMPS) Implementation	-	-	215,641	1.00
Solar Panel Operating Costs	-	-	45,000	-
University Hill 14th Lot Development	200,000	-	-	-

Construction of a new hotel on University Hill is to begin in the fall of 2021, Community Vitality Department staff have been working with the 19 impacted tenants of the existing shopping center to help them plan for business relocation. Eleven of these tenants have signed leases for commercial space either on University Hill or within Boulder.

COMMUNITY VITALITY BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	7.75	\$ 1,552,119	8.75	\$ 1,942,336	8.75	\$ 2,181,306	-	\$ 238,971
Subtotal	7.75	\$ 1,552,119	8.75	\$ 1,942,336	8.75	\$ 2,181,306	-	\$ 238,971
Economic Vitality & District Management								
City Vitality Operations & Management	2.00	\$ 219,012	2.00	\$ 236,871	2.00	\$ 241,934	-	\$ 5,063
TDM & Eco Pass Program	0.50	1,492,019	0.50	2,238,375	0.50	2,250,973	-	12,598
EV Programs and Sponsorships	-	200,380	-	202,000	-	237,300	-	35,300
Business Incentive Programs	-	230,067	-	182,700	-	212,730	-	30,030
Programs/Sponsorship - BID/DBP	-	112,000	-	115,000	-	115,000	-	-
Small Business Development Center Pass-through ¹	-	532,361	-	450,000	-	600,000	-	150,000
Public Space Enhancements	0.50	11,814	0.50	50,000	0.50	50,000	-	-
Subtotal	3.00	\$ 2,797,653	3.00	\$ 3,474,946	3.00	\$ 3,707,937	-	\$ 232,991
Parking and Access: Operations, Maintenance, and Enforcement								
Enforcement	13.00	\$ 954,379	12.00	\$ 961,222	12.00	\$ 1,013,349	-	\$ 52,127
On Street Meters - Enforcement	9.50	697,431	9.00	720,916	9.00	760,012	-	39,095
NPP/Other - Enforcement	3.50	256,948	3.00	240,305	3.00	253,337	-	13,032
Maintenance (On-Street/Garage/District) Ops	10.50	1,078,054	10.50	1,199,642	10.50	1,197,286	-	(2,356)
Customer Service Operations	13.75	928,186	6.63	884,477	7.63	883,241	1.00	(1,236)
Transaction Fees	-	210,903	-	424,975	-	424,975	-	-
Subtotal	37.25	\$ 3,171,522	29.13	\$ 3,470,316	30.13	\$ 3,518,851	1.00	\$ 48,536
Capital Improvement Program, Cost Allocation, and Debt Service								
Capital Improvement Program	-	\$ 2,272,436	-	\$ 1,576,775	-	\$ 2,340,705	-	\$ 763,930
Cost Allocation and Transfers	-	595,645	-	520,645	-	604,553	-	83,908
Debt Service	-	836,536	-	836,250	-	838,300	-	2,050
Subtotal	-	\$ 3,704,617	-	\$ 2,933,670	-	\$ 3,783,558	-	\$ 849,888
Total	48.00	\$ 11,225,910	40.88	\$ 11,821,268	41.88	\$ 13,191,653	1.00	\$ 1,370,385

EXPENDITURE BY CATEGORY								
Personnel		\$ 3,332,572		\$ 3,410,840		\$ 3,681,818		\$ 270,978
Operating		4,188,721		5,476,758		5,726,277		249,519
Capital		2,272,436		1,576,775		2,340,705		763,930
Debt Service		836,536		836,250		838,300		2,050
Cost Allocation and Transfers		595,645		520,645		604,553		83,908
Total		\$ 11,225,910		\$ 11,821,268		\$ 13,191,653		\$ 1,370,385

STAFFING AND EXPENDITURE BY FUND								
General	18.60	\$ 2,750,845	17.81	\$ 2,776,790	18.03	\$ 3,191,830	0.22	\$ 415,040
Governmental Capital	-	-	-	-	-	68,880	-	68,880
Downtown Commercial District	26.11	7,399,139	19.62	7,791,574	20.54	8,365,353	0.92	573,779
University Hill Commercial District	2.22	537,367	2.30	590,466	2.31	680,092	0.01	89,626
Boulder Junction Access GID-Parking	0.69	169,024	0.73	300,646	0.63	514,417	(0.10)	213,771
Boulder Junction Access GID-TDM	0.38	369,535	0.42	361,792	0.37	371,082	(0.05)	9,290
Total	48.00	\$ 11,225,910	40.88	\$ 11,821,268	41.88	\$ 13,191,653	1.00	\$ 1,370,385

Note:

¹Community Vitality receives a Small Business Development Center pass-through from the State of Colorado for small business support. This pass-through is reflected within the department budget page.

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FACILITIES & FLEET BUDGET



2022 Approved Budget
\$22,897,655

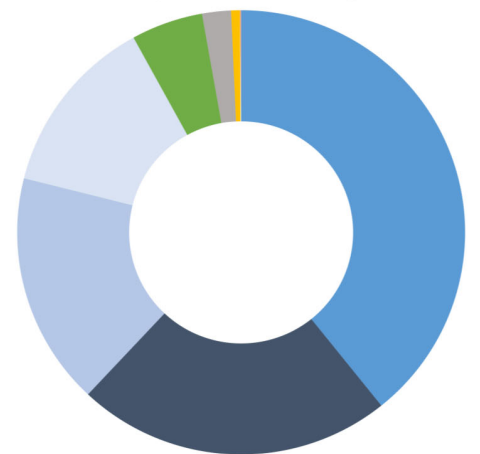
Department Divisions

- Facilities
- Fleet Services
- Radio Services

2022 Key Initiatives

- Developing service-level agreements to clarify roles and responsibilities as well as strengthen relationships with key departments.
- Assuming the management and quality control duties of custodial services across the city organization, to maintain standardization of custodial care regardless of department.
- Rapidly building out citywide electric vehicle charging infrastructure, to coincide with the electrification of the city's fleet.
- Continuing to support city staff as they return to office buildings, by providing functional, collaborative work environments that fit departments' hybrid work plans.
- Providing guidance and expertise for capital projects within other departments, including the construction of Fire Station #3 and the North Boulder Library.

Department Funding



- General Fund 23%
- Fleet Operations & Replacement Fund 39%
- Facility Renovation & Replacement Fund 17%
- Governmental Capital Fund (tied to General Fund) 13%
- Equipment Replacement Fund 5%
- .25 Cent Sales Tax Fund 2%
- Capital Improvement CCS Fund 1%
- Capital Development Fund < 1%



42.19 FTE

FACILITIES & FLEET BUDGET

DEPARTMENTAL MISSION

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

DEPARTMENT OVERVIEW

FACILITIES

Facilities provides new construction, major maintenance, renovation and replacement, and operations and maintenance services in accordance with industry standards for 75 city-owned buildings and structures. This results in managing maintenance operations daily for over three-million square feet of building space located in multiple locations throughout the city. Facilities manages the Capital Development, Facility Renovation and Replacement and Equipment Replacement funds. In addition, Facilities manages Energy Performance Contracts and collaborates citywide to implement Boulder's Climate Commitment which includes aggressive Green House Gas (GHG) emissions reduction targets for city facilities. Facilities is also involved with environmental remediation projects on city property.

FLEET SERVICES

Fleet Services maintains over 500 vehicles and over 600 pieces of equipment in the city's fleet in accordance with industry standards. Fleet Services also manages the Fleet Replacement Fund, by actively working with internal customers to replace vehicles with those that are electric or alternatively fueled and providing a variety of fuel types for the city's fleet. The overall objective of Fleet Services is to provide a reliable and safe city fleet while also minimizing the environmental impact of vehicle and equipment use by city staff as much as possible.

RADIO SERVICES

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

2021 ACCOMPLISHMENTS

- Continued the interior and exterior deconstruction of the Boulder Community Health Hospital and the renovation of the Pavilion Medical Office building at Alpine-Balsam. This is part of the city's larger consolidation initiative at the Alpine-Balsam site.
- Created the first-ever Facilities Master Plan (FMP) that provides a strategic framework for managing the city's physical assets over the long term.
- Improved the sharing of fleet maintenance expenditure data with inter-departmental customers to guide better decisions around fleet replacement schedules.
- Fine-tuned the use of the department's facility management software to better understand portfolio condition, value, and needs. This will help the city make data-driven and strategic decisions regarding the prioritization of maintenance projects.
- Upgraded the radio system infrastructure, which now provides a redundant and modern radio system for emergency response and other critical service responses.

Performance Measure: In 2021, Fleet Services is projected to complete 2,914 work orders, totaling 7,828 hours of repairs. This marks an increase of 21.5% from the number of hours on fleet repairs in 2020, and an 11.3% increase from pre-pandemic 2019.

FACILITIES & FLEET BUDGET

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Facilities & Fleet	\$ -	-	\$ 228,658	3.00
New/Enhanced Services				
Additional Facility Project Manager	-	-	138,375	1.00
Custodial Lead - Implementation of Quality Assurance and Quality Control Programs	-	-	90,283	1.00
Repurpose of Center Green Lease Budget - 19 Electric Vehicle Chargers	-	-	-	-
Repurpose of Center Green Lease Budget - Alpine-Balsam Garage Operation & Maintenance Funding	-	-	-	-
Repurpose of Center Green Lease Budget - Continued Workplace Transformation Funding	-	-	-	-
Repurpose of Center Green Lease Budget - Custodial Budget Increase	-	-	-	-
Repurpose of Center Green Lease Budget - Custodial Services for Fire Station #8/Fire Training Center	-	-	-	-
Repurpose of Center Green Lease Budget - Electric Vehicle Charging Station Maintenance	-	-	-	-
Repurpose of Center Green Lease Budget - Energy Manager - Maximize City's Energy Portfolio	-	-	-	1.00
Repurpose of Center Green Lease Budget - Facility Space Use Studies	-	-	-	-

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Facilities and Fleet								
Division Support & Customer Service	4.37	\$ 520,850	5.89	\$ 623,325	6.54	\$ 872,958	0.65	\$ 249,633
Fleet Operations	9.25	2,808,029	9.80	3,064,421	10.80	3,236,563	1.00	172,142
Fleet Replacement	0.65	3,434,628	0.70	3,379,895	0.70	5,268,940	-	1,889,044
Radio Shop	3.00	974,987	3.10	538,838	3.10	581,041	-	42,203
Facilities	14.15	4,701,247	13.15	4,506,946	15.95	4,479,280	2.80	(27,666)
Equipment Replacement (non-Fleet)	-	662,238	-	606,102	-	1,133,908	-	527,806
Subtotal	31.42	\$ 13,101,979	32.64	\$ 12,719,528	37.09	\$ 15,572,689	4.45	\$ 2,853,161
Capital Improvement Program, Cost Allocation, and Debt Service								
Capital Improvement Program	4.00	\$ 9,201,758	4.90	\$ 2,557,201	5.10	\$ 5,871,128	0.20	\$ 3,313,927
Cost Allocation/Transfers	-	400,197	-	626,413	-	388,838	-	(237,576)
Debt Service	-	995,962	-	1,029,673	-	1,065,001	-	35,328
Subtotal	4.00	\$ 10,597,916	4.90	\$ 4,213,287	5.10	\$ 7,324,966	0.20	\$ 3,111,679
Total	35.42	\$ 23,699,896	37.54	\$ 16,932,815	42.19	\$ 22,897,655	4.65	\$ 5,964,840

EXPENDITURE BY CATEGORY

Personnel	\$ 3,384,066	\$ 3,485,878	\$ 4,378,970	\$ 893,092
Operating	11,446,274	5,708,082	5,354,202	(353,880)
Interdepartmental Charges	1,583,615	515,461	528,302	12,841
Capital	5,889,783	5,567,307	11,182,343	5,615,036
Debt Service	995,962	1,029,673	1,065,001	35,328
Cost Allocation and Transfers	400,197	626,413	388,838	(237,576)
Total	\$ 23,699,896	\$ 16,932,815	\$ 22,897,655	\$ 5,964,840

STAFFING AND EXPENDITURE BY FUND

General	16.79	\$ 5,753,635	19.19	\$ 4,916,278	23.49	\$ 5,211,380	4.30	\$ 295,102
Governmental Capital	-	5,908,721	-	392,258	-	3,000,000	-	2,607,742
Capital Development	-	86,915	-	20,262	-	20,870	-	608
Capital Improvement CCS	1.00	129,083	1.00	133,493	1.00	143,255	-	9,762
.25 Cent Sales Tax	-	338,414	-	461,415	-	478,443	-	17,028
Fleet	12.98	6,901,773	12.65	7,055,788	12.80	8,982,964	0.15	1,927,176
Equipment Replacement	0.50	687,861	0.45	654,242	0.45	1,184,853	-	530,611
Facility Renovation and Replacement	4.15	3,893,493	4.25	3,299,079	4.45	3,875,890	0.20	576,811
Total	35.42	\$ 23,699,896	37.54	\$ 16,932,815	42.19	\$ 22,897,655	4.65	\$ 5,964,840

Performance Measure: As of 2021, City buildings have reduced their carbon emissions by 40% from 2008 levels, halfway towards the city's goal of reaching an 80% carbon emissions reduction by 2030.

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FINANCE BUDGET

2022 Approved Budget
\$ 13,646,408

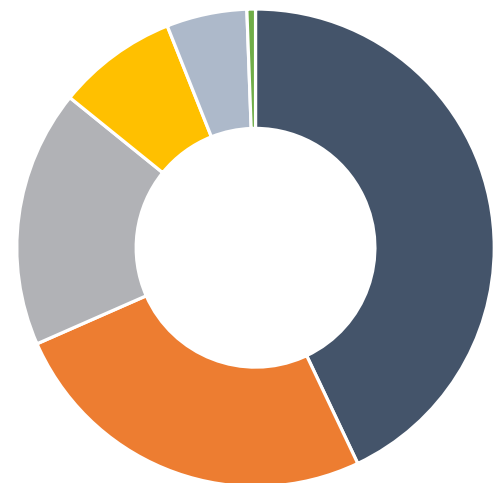
Department Divisions

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

2022 Key Initiatives

- Improve proactive taxpayer educational materials including addition of Spanish-language materials.
- Successful implementation and user training of the new HRIS system, Workday, by mid-year 2022.
- Implementing GASB 87 for lease accounting which will involve collecting and analyzing information from departments with any leases.
- Complete a successful upgrade of MUNIS ERP (version 2020.1) in Fall of 2022 and to continue to provide ongoing Muni's trainings/support.
- Further implement Budgeting for Community Resilience grant recommendations and support implementation of the Citywide Retail Strategy.
- Monitor economic recovery and collaborate with the Financial Strategy Committee to develop long-term fiscal sustainability strategy.
- Continue to drive organization-wide focus on internal controls through audits and consultations regarding best practices.
- Implement Employee Expense Module in the Workday Human Resources Software.
- Continue to provide budgetary and financial support to ongoing Library districting conversations and ballot initiatives.

Department Funding



- General Fund 43%
- Property & Casualty Insurance Fund 25%
- Workers Compensation Insurance Fund 17%
- Dental Insurance Fund 8%
- Compensated Absences Fund 5%
- Sugar-Sweetened Beverage Distribution Tax Fund 1%



45.00 FTE

FINANCE BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

ADMINISTRATION

Administration directs activities and ensures communication and collaboration with city departments related to city financial matters. In addition, it is responsible for the administration of the following: Munis Enterprise Resource Planning system; special projects; and Flood Recovery Grants.

ACCOUNTING, TREASURY, ACCOUNTS PAYABLE/RECEIVABLE

The Accounting, Treasury and Accounts Payable / Receivable division includes general accounting functions, external financial reporting, internal audit, daily cash management, debt management, bond disclosure, other compliance requirements, accounts payable and accounts receivable functions including vendor tax documentation; and other functions such as financial document imaging, records retention, and centralized mail coordination. In addition, this division manages the compensated absences fund, which is used to fund vacation and sick-time payouts when employees leave the city organization.

BUDGET

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

PAYROLL & ACCOUNTS PAYABLE / RECEIVABLE

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

PURCHASING

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

REGULATORY LICENSING

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

RISK MANAGEMENT

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

TAXPAYER SERVICES & COMPLIANCE

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

FINANCE BUDGET

2021 ACCOMPLISHMENTS

- Coordinated community meetings and published a community input survey to gather feedback on the 0.3% sales and use tax extension of the Community Resilience and Safety Tax.
- After the impacts of the COVID-19 pandemic, the Budget Office assisted departments with building back their budgets with a \$37 million adjustment to the 2021 budget, which supported an 18-month pilot program for encampment cleanup, the Alpine-Balsam deconstruction project, skate park improvements in several Boulder parks, and more.
- The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the city for its 2019 Comprehensive Annual Financial Report (CAFR) and awarded the city Outstanding Achievement for its 2019 Popular Annual Financial Report (PAFR). Accounting received a clean or unmodified opinion on our 12/31/20 financial report and had no audit findings.
- The Finance department is focused on continuous improvement and implementing best practices. Purchasing completed construction of a Purchasing Data tool that provides a flexible platform to compile and present assorted procurement data for individual departments and our entire organization. Proactive discussions regarding compliance, procurement activity, and opportunities were completed with departments that have significant spending activity.
- The Purchasing division has provided a new vendor setup form that was created to help capture additional vendor information to support future strategic activities.
- The Accounts Payable division processed, set up vendor accounts and produced checks for Cares Act Small Business Grant Applications.
- Launched new online portal for special event vendors that will significantly reduce barriers to file tax returns and will allow for tracking of revenues by event.
- Implemented economic nexus requiring collection and remittance of tax by online retailers which will be accompanied by participation in the State of Colorado's single point of filing portal for remote sellers (planned for Fall 2021).
- Implemented improved online filing portal for Construction Use Tax reconciliations by contractors.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Finance	\$ 35,500	-	\$ 275,321	2.00
Restoration of City Services				
Restore Internal Audit Consultant	30,000	-	-	-
Restore Training Budget for Purchasing Division	-	-	2,500	-
Restore Financial Analyst	-	-	127,512	1.00
Restore Audit and Tax Operating Budget	-	-	33,000	-
New/Enhanced Services				
External Auditor Contract Cost Increase	-	-	5,000	-
Revenue Modeling - University of Colorado Contract	-	-	25,000	-
Underserved Business Program Support	5,500	-	82,309	1.00

Performance Measure: In 2021 an estimated 85% of all tax payments will be made online through Boulder Online Tax. This represents an increase from 72% in 2020. This increase continues to drive the Tax Revenue & Audit Division toward meeting a goal of having over 90% of all tax payments made online. Reducing the number of payments processed by staff allows staff to dedicate more time to customer service, education, and compliance activities.

FINANCE BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration, ERP, and Special Projects	4.00	\$ 717,368	4.00	\$ 894,876	4.00	\$ 933,340	-	\$ 38,464
Subtotal	4.00	\$ 717,368	4.00	\$ 894,876	4.00	\$ 933,340	-	\$ 38,464
Accounting, Treasury, AP/AR								
Portfolio and Debt Management	0.50	\$ 47,856	0.50	\$ 48,286	0.50	\$ 51,507	-	\$ 3,221
Financial Reporting	4.50	721,017	4.50	770,232	5.00	872,403	0.50	102,171
Payment and Receipt Processing	2.00	131,518	2.00	154,082	2.00	158,768	-	4,686
Centralized Mail Services	-	24,047	-	55,471	-	54,916	-	(555)
Subtotal	7.00	\$ 924,438	7.00	\$ 1,028,071	7.50	\$ 1,137,595	0.50	\$ 109,524
Purchasing								
Purchasing Management and Compliance	4.00	\$ 399,413	4.00	\$ 395,650	5.00	\$ 515,564	1.00	\$ 119,914
Subtotal	4.00	\$ 399,413	4.00	\$ 395,650	5.00	\$ 515,564	1.00	\$ 119,914
Budget								
Budget Development, Forecasting and Policy Analysis	4.00	\$ 429,798	4.00	\$ 533,565	5.50	\$ 746,357	1.50	\$ 212,792
Subtotal	4.00	\$ 429,798	4.00	\$ 533,565	5.50	\$ 746,357	1.50	\$ 212,792
Taxpayer Services & Compliance								
Taxpayer Services & Collections	4.00	\$ 1,996,286	4.00	\$ 938,294	4.00	\$ 1,001,429	-	\$ 63,135
Tax Audit	4.80	379,504	4.80	501,243	5.00	524,212	0.20	22,969
Tax Audit - Recreational Marijuana	0.60	51,314	0.60	55,219	0.50	54,463	(0.10)	(756)
Tax Audit - Sugar Sweetened Beverage Tax	0.60	68,041	0.60	79,615	0.50	79,258	(0.10)	(358)
Subtotal	10.00	\$ 2,495,145	10.00	\$ 1,574,372	10.00	\$ 1,659,363	-	\$ 84,990
Regulatory Licensing								
Liquor Licensing	2.15	\$ 182,690	2.15	\$ 179,132	2.15	\$ 212,896	-	\$ 33,764
Miscellaneous Vendor	0.40	29,553	0.40	31,240	0.55	57,085	0.15	25,845
Medical Marijuana	0.75	65,210	0.75	68,176	0.50	54,317	(0.25)	(13,859)
Recreational Marijuana	1.55	139,348	1.55	176,020	1.65	203,578	0.10	27,558
Administration	0.15	33,608	0	35,120	0.15	37,300	-	2,180
Subtotal	5.00	\$ 450,409	5.00	\$ 489,688	5.00	\$ 565,177	-	\$ 75,489
Payroll								
Payroll	4.00	\$ 265,728	4.00	\$ 358,430	4.00	\$ 383,749	-	\$ 25,319
Subtotal	4.00	\$ 265,728	4.00	\$ 358,430	4.00	\$ 383,749	-	\$ 25,319
Risk Management								
Property and Casualty Insurance	2.00	\$ 3,075,358	2.00	\$ 2,932,838	2.00	\$ 3,473,477	-	\$ 540,639
Worker's Compensation Insurance	2.00	2,282,229	2.00	2,171,236	2.00	2,376,269	-	205,033
Subtotal	4.00	\$ 5,357,587	4.00	\$ 5,104,074	4.00	\$ 5,849,746	-	\$ 745,672
Other								
Compensated Absences Fund	-	\$ 1,410,845	-	\$ 727,200	-	\$ 743,117	-	\$ 15,917
Dental Insurance Fund	-	964,133	-	885,800	-	1,112,400	-	226,600
Subtotal	-	\$ 2,374,978	-	\$ 1,613,000	-	\$ 1,855,517	-	\$ 242,517
Total	42.00	\$ 13,414,864	42.00	\$ 11,991,725	45.00	\$ 13,646,408	3.00	\$ 1,654,682

EXPENDITURE BY CATEGORY

Personnel	\$ 5,539,443	\$ 5,209,992	\$ 5,792,971	\$ 582,979
Operating	7,708,860	6,618,116	7,700,497	1,082,381
Interdepartmental Charges	116,488	94,485	104,519	10,034
Cost Allocation	50,073	69,132	48,421	(20,711)
Total	\$ 13,414,864	\$ 11,991,725	\$ 13,646,408	\$ 1,654,682

STAFFING AND EXPENDITURE BY FUND

General	37.40	\$ 5,614,258	37.40	\$ 5,195,037	40.50	\$ 5,861,887	3.10	\$ 666,850
Compensated Absences	-	1,410,845	-	727,200	-	743,117	-	15,917
Dental Insurance Fund	-	964,133	-	885,800	-	1,112,400	-	226,600
Sugar Sweetened Beverage Distribution Tax	0.60	68,041	0.60	79,615	0.50	79,258	(0.10)	(358)
Property and Casualty Insurance	2.00	3,075,358	2.00	2,932,838	2.00	3,473,477	-	540,639
Worker's Compensation Insurance	2.00	2,282,229	2.00	2,171,236	2.00	2,376,269	-	205,033
Total	42.00	\$ 13,414,864	42.00	\$ 11,991,725	45.00	\$ 13,646,408	3.00	\$ 1,654,681

FIRE-RESCUE BUDGET

2022 Approved Budget
\$23,420,511

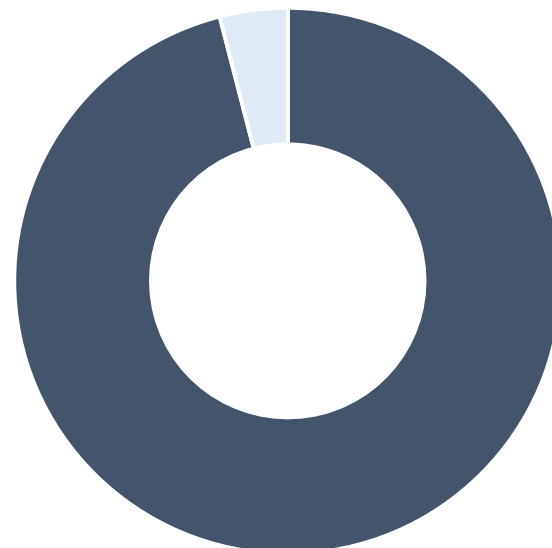
Department Divisions

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

2022 Key Initiatives

- Launch Emergency Medical Service Advanced Life Support program in accordance with Master Plan goals to reduce call response time and increase patient outcome.
- Adjust staffing deployment model beyond minimum staffing levels in order to absorb impact from necessary and realistic roster constraints.
- Focus on the health and well-being of the department, acknowledging the impact of both local and global events (mass shooting, pandemic).
- Optimize station alerting technology to improve department communication.
- Streamline process for the replacement of fire apparatus to enhance operational consistency and cost effectiveness across the fleet.
- Streamline process for the replacement of equipment to ensure sustainable and responsible replacement.
- Break ground for the construction of Fire Station #3.
- Create a plan to address the large increase in demand for Community Risk mitigation within the city as well as the large increase in demand for Detailed Home Assessments within the urban interface for wildfire mitigation.
- Participate in the creation of a regionalized Special Response Programs consortium (water rescue, tech rescue, trench rescue, high-angle rescue, confined space rescue).

Department Funding



- General Fund 96%
- Governmental Capital Fund (tied to General Fund) 4%



133.00 FTE

FIRE-RESCUE BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

ADMINISTRATION

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

COMMUNITY RISK REDUCTION

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

EMERGENCY SERVICES

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

INTERNAL SUPPORT

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

2021 ACCOMPLISHMENTS

- Initiated an apparatus refurbishment model to support extending the lifespan of existing apparatus.
- Created a Workforce Recruitment and Development Committee which will work to find ways to increase diversity and equity as well as workforce well-being in the department.
- Outfitted each firefighter with an individual set of wildland fire PPE.
- Outfitted each apparatus with a set of defensive ballistic gear.
- Engaged in two training academies for hiring both lateral and new recruits.
- Implemented an improved Records Management System.
- Implemented an improved inspection software for Community Risk assessment.

FIRE-RESCUE BUDGET

2021 ACCOMPLISHMENTS, CONTINUED

- Supported a departmental COVID-19 vaccination program with very high rate of participation.
- Collaboratively engaged with Public Works and Facilities to support an ecologically sustainable coexistence with the prairie dog population at Station #8.
- Collaborated with Communications to create a dedicated Fire Public Information Officer.
- Established a Total Quality Management program to manage patient outcome data in relation to service to the community.
- Renegotiated 3rd party EMS and Ambulance contract to achieve Master Plan goals related to system resiliency and patient outcomes.
- Collaborated with Fleet to improve apparatus preventative maintenance scheduling and reduce apparatus repair timeline.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Fire-Rescue	\$ 169,450	-	\$ 578,800	4.00
Restoration of City Services				
Restore Equipment Replacement Fund	-	-	35,000	-
Restore Cancer Trust and Peer Support Program	36,000	-	30,000	-
New/Enhanced Services				
Administrative Personnel Development	12,500	-	12,500	-
Target Solutions Software and Alerting System Maintenance	-	-	29,600	-
Emergency Operations: Three Permanent Firefighter Overhires	64,200	-	287,184	3.00
Initiation of EMS Manager and Program Funding	56,750	-	184,516	1.00

Performance Measure: The Wildland Division was able to complete 42 Detailed Home Mitigation Assessments for homes located in the Wildland Urban Interface. This is an increase of 110% from 2020 (ability to complete assessments were dramatically impacted by COVID). Although an improvement from 2020, the number of assessments remaining to meet the Master Plan goal of 60% of homes within the Wildland Urban Interface is 788 homes. This will require 195 homes to be assessed per quarter, through year end of 2023. Wildland lost an Administrative FTE during the COVID budget cuts of 2020/2021, which has greatly impacted the division's ability to manage assessments during the near-year-round Wildfire Season.

FIRE-RESCUE BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Emergency Operations								
Fire-Rescue	24.25	\$ 4,371,635	24.25	\$ 3,952,903	27.00	\$ 4,429,624	2.75	\$ 476,721
Wildland Response	8.00	1,345,326	7.00	877,904	7.00	983,779	-	105,875
Water Rescue	24.25	4,074,718	24.25	3,346,199	27.00	3,749,752	2.75	403,553
Hazardous Materials	24.25	4,037,802	24.25	3,519,081	27.00	3,943,483	2.75	424,402
Emergency Medical Services	24.25	3,828,074	24.25	4,305,187	28.00	4,824,394	3.75	519,207
Subtotal	105.00	\$ 17,657,555	104.00	\$ 16,001,274	116.00	\$ 17,931,032	12.00	\$ 1,929,758
Community Risk Reduction								
Public Education	2.67	\$ 366,958	2.67	\$ 271,270	2.34	\$ 257,205	(0.33)	\$ (14,065)
Code Enforcement	3.17	435,676	3.17	473,931	2.84	446,364	(0.33)	(27,567)
Investigations	1.16	159,427	1.16	227,575	0.83	219,026	(0.33)	(8,549)
Subtotal	7.00	\$ 962,061	7.00	\$ 972,776	6.00	\$ 922,595	(1.00)	\$ (50,181)
Internal Support								
Facilities (Stations)	0.45	\$ 480,562	0.45	\$ 364,281	0.45	\$ 350,945	-	\$ (13,336)
Fleet	0.45	1,862,024	0.45	1,349,618	0.45	1,550,907	-	201,289
Supplies & Equipment	0.45	232,459	0.45	370,616	0.45	495,383	-	124,767
Technology	1.13	579,271	1.13	500,567	1.13	524,438	-	23,871
Safety Equipment	0.63	22,603	0.63	245,214	0.63	189,306	-	(55,908)
Human Resources	0.13	41,856	0.13	24,419	0.13	40,731	-	16,312
Occupational Health	0.63	102,239	0.63	192,901	0.63	192,857	-	(44)
Training	3.13	258,359	3.13	652,583	3.13	339,619	-	(312,964)
Subtotal	7.00	\$ 3,579,373	7.00	\$ 3,700,199	7.00	\$ 3,684,186	-	\$ (16,013)
Administration								
Strategic Planning	2.00	\$ 304,841	2.00	\$ 338,729	2.00	\$ 404,520	-	\$ 65,791
Finance	2.00	212,002	2.00	235,286	2.00	310,430	-	75,144
Collaborating Agency Relationships	-	94,250	-	76,853	-	167,748	-	90,895
Subtotal	4.00	\$ 611,092	4.00	\$ 650,868	4.00	\$ 882,699	-	\$ 231,831
Total	123.00	\$ 22,810,081	122.00	\$ 21,325,117	133.00	\$ 23,420,511	11.00	\$ 2,095,394
EXPENDITURE BY CATEGORY								
Personnel		\$ 18,491,957		\$ 17,485,639		\$ 19,208,769		\$ 1,723,130
Operating		2,316,840		1,944,558		2,162,419		217,861
Interdepartmental Charges		1,998,021		964,592		1,109,981		145,389
Capital		3,263		930,328		939,342		9,014
Total		\$ 22,810,081		\$ 21,325,117		\$ 23,420,511		\$ 2,095,394
STAFFING AND EXPENDITURE BY FUND								
General	122.33	\$ 22,783,771	122.00	\$ 21,325,117	133.00	\$ 22,481,169	11.00	\$ 1,156,052
Government Capital	-	-	-	-	-	939,342	-	939,342
Open Space Fund	0.67	26,309	-	-	-	-	-	-
Total	123.00	\$ 22,810,081	122.00	\$ 21,325,117	133.00	\$ 23,420,511	11.00	\$ 2,095,394

In 2021, Boulder Fire-Rescue received budget approval to move forward with implementation of an internal ALS program. By 2022, BFR will reduce response times of the first-arriving Advanced Life Support (ALS) provider from 10 minutes 46 seconds to 8 minutes. This represents a 26% decrease in response time, offering significant value to the Boulder community. Adjust staffing deployment model beyond minimum staffing levels in order to absorb impact from necessary and realistic roster constraints.

GENERAL GOVERNANCE BUDGET

2022 Approved Budget
\$ 3,264,091

Department Divisions

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

Department Overview

Contingency

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

Non-Departmental Contracts

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

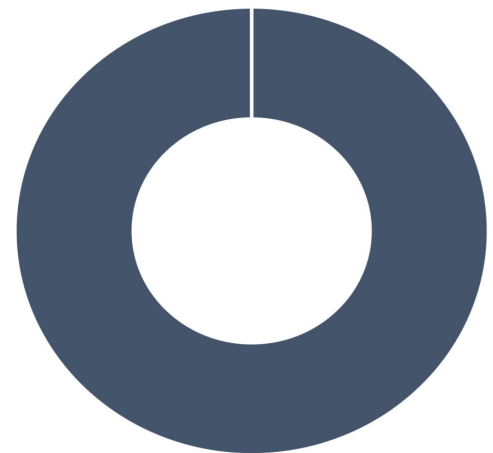
Citywide Memberships

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

Citywide Programs

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

Department Funding



■ General Fund 100%

GENERAL GOVERNANCE BUDGET

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
General Governance and Citywide	\$ 44,692	-	\$ 1,199,000	-
New/Enhanced Services				
Old Hire Police and Fire Pension Supplemental Payment Increase	44,692	-	-	-
Workers' Comp and Property/Casualty Insurance Premium Increase	-	-	375,000	-
Increased Legal Expenses for Anticipated Increase in Litigation Costs	-	-	75,000	-
Office of Disaster Management Increase	-	-	24,000	-
Transfer Classification and Compensation Implementation Budget from Human Resources to General Fund Citywide	-	-	725,000	-

Department Detail

	2020 Actual Amount	2021 Approved Budget Amount	2022 Approved Budget Amount	Variance 2021 to 2022 Amount
EXPENDITURE BY PROGRAM				
City Manager's Contingency				
Extraordinary Personnel	\$ -	\$ 119,916	\$ 119,916	\$ -
Manager's Contingency	80,417	366,166	336,166	(30,000)
Subtotal	\$ 80,417	\$ 486,082	\$ 456,082	\$ (30,000)
Non-Departmental Contracts				
Convention and Visitors Bureau	\$ 2,400,762	\$ 1,401,363	\$ 1,706,874	\$ 305,511
Humane Society Building Loan	60,000	60,000	60,000	-
Office of Disaster Management	253,891	285,000	309,000	24,000
Tribal Consultation	3,717	37,500	37,500	-
Negotiations Support	11,476	46,393	46,393	-
Subtotal	\$ 2,729,846	\$ 1,830,256	\$ 2,159,767	\$ 329,511
Citywide Memberships				
Denver Regional Council of Governments	\$ 48,400	\$ 50,534	\$ 50,534	\$ -
Colorado Municipal League	81,860	85,783	85,783	-
Metro Mayors Caucus	8,516	8,720	8,720	-
National League of Cities	8,203	9,005	9,005	-
Rocky Flats Stewardship Coalitions	1,000	1,000	1,000	-
Colorado Communication and Utility	-	6,000	6,000	-
Alliance for Innovation	7,650	7,650	7,650	-
International Town and Gown Assoc.	400	400	400	-
Colorado Climate Future Coalition	30,000	30,000	30,000	-
Mayor's Innovation Alliance	-	2,300	2,300	-
Subtotal	\$ 186,030	\$ 201,392	\$ 201,392	\$ -
Citywide Programs				
West Nile Virus / IPM	\$ 262,600	\$ 258,750	\$ 258,750	\$ -
Citywide Special Events / Coordinator	126,000	126,000	126,000	-
Event Support and Sponsorships	38,200	11,000	41,100	30,100
Community Survey	-	21,000	21,000	-
Citywide Personal Protective Equipment	-	263,818	-	(263,818)
Subtotal	\$ 426,800	\$ 680,568	\$ 446,850	\$ (233,718)
Total	\$ 3,423,093	\$ 3,198,298	\$ 3,264,091	\$ 65,793
EXPENDITURE BY CATEGORY				
Operating	\$ 3,423,093	\$ 3,198,298	\$ 3,264,091	\$ 65,793
Total	\$ 3,423,093	\$ 3,198,298	\$ 3,264,091	\$ 65,793
EXPENDITURE BY FUND				
General	\$ 3,423,093	\$ 3,198,298	\$ 3,264,091	\$ 65,793
Total	\$ 3,423,093	\$ 3,198,298	\$ 3,264,091	\$ 65,793

Note:

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

HOUSING & HUMAN SERVICES BUDGET



2022 Approved Budget
\$22,833,487

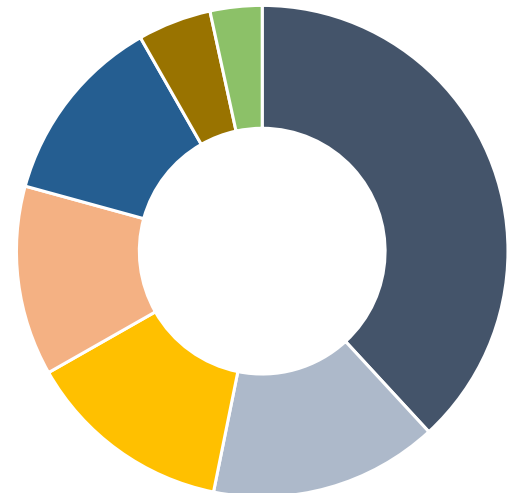
Department Divisions

- Administration
- Community Investment
- Community Relations
- Community Mediation & Resolution Center
- Family Services
- Policy and Planning
- Older Adult Services

2022 Key Initiatives

- Continue implementation of the Homelessness Strategy including providing housing opportunities for people with methamphetamine additions and with lengthy criminal records, fully implementing integrated data for program evaluation, and expanding outreach and engagement activities.
- Continue investing city's housing and human services financial resources aligning direct services with expanding partnerships to achieve outcome driven goals identified in the Human Services Strategy, Health Equity initiative, Housing Strategy, the Economic Sustainability Strategy, Resilience Strategy, and the Boulder Valley Comprehensive Plan (BVCP).
- Further the development of key affordable housing development and preservation projects in the city. There are nearly 1,000 units in the development pipeline to be completed in the next 1-7 years.
- Continue promotion of the city's Human Rights Ordinance protecting against discrimination in housing, employment and public accommodation including the addition of two new protected classes – immigration status and source of income.

Department Funding



- General Fund 41%
- Sugar-Sweetened Beverage Distribution Tax Fund 16%
- Community Housing Assistance Program (CHAP) Fund 15%
- Affordable Housing Fund 14%
- Eviction Prevention and Rental Assistance Program Fund 14%
- HOME Investment Partnership Grant Fund 5%
- Community Development Block Grant (CDBG) Fund 4%



49.10 FTE

HOUSING & HUMAN SERVICES BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

Housing and Human Services, with the help of community partners, has adapted to ensure continuity of its programs throughout the COVID-19 pandemic. HHS is committed to providing resources to keep community members in their homes and to the safety and care of homeless populations. Key HHS programs in these areas include: COVID-19 response, COVID-19 Recovery Center, Eviction Prevention and Rental Assistance Services (EPRAS), and the Crisis Intervention Response Team (CIRT).

ADMINISTRATION

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

COMMUNITY INVESTMENT

Community Investment provides financial resources and technical assistance to housing partners and community-serving agencies. Local and federal housing funds create and preserve affordable housing; federal community development funding facilitates capital improvements to community facilities and supports programs serving low- and moderate-income persons; Human Services Funding supports the operations of community nonprofits; Health Equity Fund furthers health promotion, wellness programs, and chronic disease prevention to address health equity; the Substance Education and Awareness grant funds community education and prevention programs for children, youth and families related to substance use and impacts. To protect the integrity and sustainable impact of the city's investments, Community Investment's Asset Management team ensures compliance with state, federal and city rules and regulations. Community Investment also participates in regional housing activities serving as the lead agency for the Boulder Broomfield HOME Consortium and the Boulder County Regional Housing Partnership, Boulder County Funders Collaborative and assists in allocating funding to address COVID-19.

COMMUNITY RELATIONS

Community Relations consists of the Human Relations Commission (HRC), the Office of Human Rights (OHR), and the Food Tax Rebate Program (FTRP). The HRC is charged with identifying and addressing human relations issues and social problems, fostering positive community relations and protecting human rights, and making social policy recommendations to City Council. It also allocates funding to the community for cultural events and diversity and inclusion programs. OHR enforces the municipal Human Rights and Failure to Pay Wages Ordinances. FTRP provides a rebate on municipal sales tax on food items to income qualified individuals and families living in the city.

COMMUNITY MEDIATION AND RESOLUTION CENTER

Community Mediation and Resolution Center (CMRC) assists community members with a range of conflict resolution services with special emphasis on housing-related matters. Services include the Eviction Prevention and Rental Assistance Services program (EPRAS), mediation, restorative justice, meeting facilitation, and landlord-tenant information and resources. CMRC also includes a Tenant Advisory Committee to support the work of EPRAS.

HOUSING & HUMAN SERVICES BUDGET

FAMILY SERVICES

Family Services includes the Child Care Subsidy Program (CCS), subsidies to support childcare providers in offering financial assistance to low- and lower- middle-income families for quality, affordable childcare, and Family Resource Schools (FRS), a partnership with the Boulder Valley School District (BVSD) to provide outreach, direct services and referrals for families and children to remove academic and non-academic barriers to success in five Boulder elementary schools. Family Services promotes youth leadership development and civic engagement through the Youth Opportunities Program (YOP) and the Youth Opportunities Advisory Board (YOAB), which advises the city on youth-related issues in the community.

HHS POLICY & PLANNING

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

OLDER ADULT SERVICES

Prior to the pandemic, Older Adult Services (OAS) provided programs and services for older adults at the East and West Age Well Centers which included program content such as health and wellness, fitness, lifelong learning, day trips and educational programs. Other services include resource and referral to community services, and short-term case management with financial assistance for basic needs to older adults with lower incomes. OAS is part of the Regional Aging Network which is a countywide collaboration with other governmental older adult services to plan, coordinate and evaluate services for older adults. OAS has an Age Well Advisory Committee that advises OAS staff on policy and programs related to older adults. The recent budget situation required the closing of the East Age Well Center and the reduction/suspension of many lifelong learning, educational programs, support groups, wellness programs, and day trips. All other services continue, and suspended programs and services will resume as conditions improve and resources are available including the reopening of the East Age Well Center.

2021 ACCOMPLISHMENTS

- Amid the pandemic and associated city budget reductions, HHS continued to provide core services to the community including providing affordable homeownership opportunities, expanded eviction prevention services, community mediation, case management for families and older adults, human rights protections, homelessness sheltering, housing, and outreach services, and ongoing policy guidance and implementation.
- 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.).

Performance Measure: As of October 31 2021, 137 Boulder residents have exited homelessness through Boulder Shelter for the Homeless programs and services. In addition, 135 units of affordable housing have been created.

HOUSING & HUMAN SERVICES BUDGET

2021 ACCOMPLISHMENTS, CONTINUED

- In 2021, 277 new permanently affordable units were created. This year was the second most productive year in the number of affordable homes created in the history of the program. This increase demonstrates remarkable progress towards achieving the goal of 15% affordable homes within the city by 2035.
- The Boulder Targeted Homeless Engagement and Referral Effort (BTHERE) program was implemented, resulting in 210 unique individuals being engaged, 289 health and wellness screenings conducted, 248 masks distributed, and 41 people referred to Coordinated Entry between February and May 2021. Through coordinated efforts aligned with the Homelessness Strategy, helped 73 adults exit homelessness between January and June 2021, including the provision of housing for 42 people, family reunification and/or Diversion services for 228 people, and other programs for three people.
- To further housing stabilization efforts, the voters approved a rental license tax to establish, operate and fully fund a program to provide housing supports (i.e., mediation, rental assistance, and legal representation) to tenants who face the potential loss of housing, now named the Eviction Prevention and Rental Assistance program (EPRAS).

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Housing & Human Services	\$ 115,686	-	\$ 1,598,771	4.00
Restoration of City Services				
Restore and Enhance Older Adult Services Administrative Specialist II	-	-	26,099	0.50
Restore Family Resource School contract for therapy with Mental Health Partners	-	-	33,000	-
Restore Human Services Fund Operating Budget	-	-	121,000	-
Restore Youth Opportunities Program (YOP)/Youth Opportunities Advisory Board (YOAB)	85,686	-	-	-
New/Enhanced Services				
Additional Cost to Custodial Services	-	-	54,000	-
Database Consultant and Salesforce License Budget Increase	-	-	13,000	-
HOA Special Assessment Grant Pilot	30,000	-	-	-
Housing Investments and Compliance Specialist	-	-	97,579	1.00
Homeownership Program Coordinator	-	-	105,727	1.00
Eviction Prevention and Rental Assistance Services (EPRAS)	-	-	858,115	1.00
Customer Service Representative for Older Adult Services	-	-	40,252	0.50
Substance Education and Awareness Fund (Vape Tax)	-	-	250,000	-

Performance Measure: In 2021, Community Mediation and Resolution Center (CMRC) helped 1073 community members navigate conflicts with their landlord, tenant, neighbor, HOA or other community members, representing an 8% increase over 2020, and helped 205 tenants avoid eviction through a combination of mediation, legal services, and rental assistance through the new Eviction Prevention and Rental Assistance Services (EPRAS) program.

HOUSING & HUMAN SERVICES BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	8.50	\$ 2,511,869	7.75	\$ 1,141,446	7.75	\$ 1,211,461	-	\$ 70,015
Subtotal	8.50	\$ 2,511,869	7.75	\$ 1,141,446	7.75	\$ 1,211,461	-	\$ 70,015
Community Investment and Funding								
Human Services Community Funding	3.00	\$ 9,760,568	2.00	\$ 6,578,801	2.00	\$ 6,969,732	-	\$ 390,931
Housing Community Investment	3.00	\$ 19,123,006	1.75	\$ 6,045,734	3.65	\$ 6,413,977	1.90	\$ 368,243
Subtotal	6.00	\$ 28,883,574	3.75	\$ 12,624,535	5.65	\$ 13,383,709	1.90	\$ 759,174
Community Relations								
Community Relations and Human Relations Commission	1.50	\$ 196,938	1.70	\$ 251,292	1.70	\$ 254,835	-	\$ 3,543
Food Tax Rebate Program	0.30	\$ 22,989	0.30	\$ 23,962	0.30	\$ 25,216	-	\$ 1,254
Office of Human Rights	1.00	\$ 92,289	1.00	\$ 94,151	1.00	\$ 102,963	-	\$ 8,812
Subtotal	2.80	\$ 312,216	3.00	\$ 369,405	3.00	\$ 383,014	-	\$ 13,609
Community Mediation and Resolution Center								
Community Mediation	2.00	\$ 217,296	2.00	\$ 203,737	2.00	\$ 246,569	-	\$ 42,832
Eviction Prevention & Rental Assistance Services Program (EPRAS)	-	\$ -	-	\$ -	1.00	\$ 854,115	1.00	\$ 854,115
Subtotal	2.00	\$ 217,296	2.00	\$ 203,737	3.00	\$ 1,100,684	1.00	\$ 896,947
Family Services								
Family Services Administration	0.90	\$ 217,054	0.90	\$ 144,812	1.00	\$ 170,966	0.10	\$ 26,154
Early Childhood Programs	0.24	\$ 188,370	0.24	\$ 235,268	0.25	\$ 233,460	0.01	\$ (1,808)
Family Resource Schools	4.61	\$ 529,410	4.61	\$ 659,311	4.50	\$ 811,148	(0.11)	\$ 151,837
Prevention and Intervention	-	\$ 70,584	-	\$ 146,230	-	\$ 146,230	-	\$ -
Youth Opportunities Program	1.00	\$ 120,969	0.50	\$ 70,699	1.00	\$ 143,490	0.50	\$ 72,791
Subtotal	6.75	\$ 1,126,387	6.25	\$ 1,256,320	6.75	\$ 1,505,294	0.50	\$ 248,974
HHS Policy & Planning								
Policy and Planning	8.50	\$ 2,294,966	10.00	\$ 2,517,709	10.35	\$ 2,775,916	0.35	\$ 258,207
Asset Management	5.00	\$ 555,787	4.25	\$ 808,247	4.35	\$ 844,524	0.10	\$ 36,277
Subtotal	13.50	\$ 2,850,753	14.25	\$ 3,325,956	14.70	\$ 3,620,440	0.45	\$ 294,484
Older Adult Services (OAS)								
OAS Administration	2.45	\$ 222,914	1.50	\$ 222,245	2.00	\$ 298,311	0.50	\$ 76,066
OAS Centers	3.00	\$ 162,166	1.75	\$ 166,284	2.25	\$ 226,785	0.50	\$ 60,501
OAS Resources	2.00	\$ 251,246	2.00	\$ 198,500	2.00	\$ 209,606	-	\$ 11,106
OAS Health & Wellness	0.85	\$ 86,746	0.85	\$ 133,568	0.85	\$ 137,330	-	\$ 3,762
OAS Social Programs	0.90	\$ 101,955	1.15	\$ 120,853	1.15	\$ 131,829	-	\$ 10,976
Subtotal	9.20	\$ 825,027	7.25	\$ 841,450	8.25	\$ 1,003,861	1.00	\$ 162,411
Cost Allocation and Transfers								
Cost Allocation and Transfers	-	\$ 291,233	-	\$ 291,265	-	\$ 625,024	-	\$ 333,759
Subtotal	-	\$ 291,233	-	\$ 291,265	-	\$ 625,024	-	\$ 333,759
Total	48.75	\$ 37,018,355	44.25	\$ 20,054,114	49.10	\$ 22,833,487	4.85	\$ 2,779,373
EXPENDITURE BY CATEGORY								
Personnel		\$ 4,270,435		\$ 4,519,931		\$ 5,410,276		\$ 890,345
Operating		\$ 26,815,963		\$ 15,101,129		\$ 16,650,837		\$ 1,549,708
Interdepartmental Charges		\$ 160,555		\$ 141,789		\$ 147,350		\$ 5,561
Capital		\$ 5,480,169		\$ -		\$ -		\$ -
Cost Allocation and Transfers		\$ 291,233		\$ 291,265		\$ 625,024		\$ 333,759
Total		\$ 37,018,355		\$ 20,054,114		\$ 22,833,487		\$ 2,779,373
STAFFING AND EXPENDITURE BY FUND								
General Fund	31.65	\$ 9,039,876	30.40	\$ 8,343,753	32.57	\$ 9,439,898	2.17	\$ 1,096,145
Community Housing Assistance Program	5.00	\$ 3,167,829	4.25	\$ 3,059,469	4.35	\$ 3,365,887	0.10	\$ 306,418
Affordable Housing	7.84	\$ 14,651,695	6.09	\$ 2,919,288	6.99	\$ 3,090,387	0.90	\$ 171,099
Sugar Sweetened Beverage Distribution Tax	1.00	\$ 7,311,034	1.00	\$ 3,720,384	1.00	\$ 3,720,742	-	\$ 358
Eviction Prevention and Rental Assistance Program	-	\$ -	-	\$ -	1.00	\$ 1,197,448	1.00	\$ 1,197,448
Community Development Block Grant	2.26	\$ 855,396	2.01	\$ 824,551	2.24	\$ 844,606	0.23	\$ 20,055
HOME Investment Partnership Grant	1.00	\$ 1,992,525	0.50	\$ 1,186,669	0.95	\$ 1,174,519	0.45	\$ (12,150)
Total	48.75	\$ 37,018,355	44.25	\$ 20,054,114	49.10	\$ 22,833,487	4.85	\$ 2,779,373

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HUMAN RESOURCES BUDGET



2022 Approved Budget
\$3,692,004

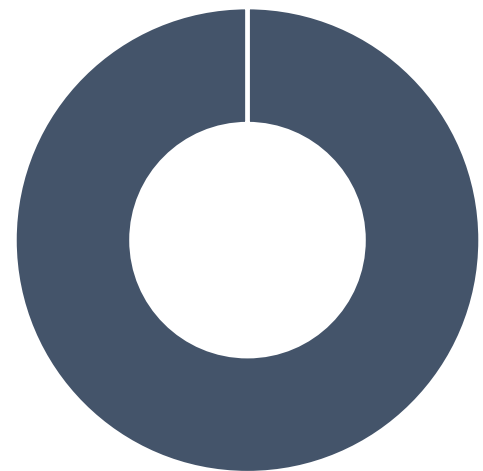
Department Divisions

- HR Strategy & Leadership
- Total Rewards
- Business Partnership & Labor Relations
- HR Operations & Learning
- HR Information Systems
- Talent Acquisition

2022 Key Initiatives

- Negotiate 2023 contract with Boulder Municipal Employees Association (BMEA).
- Human capital management and payroll system implementation.
- Continued growth of in-house HR subject matter expertise by adding HR professionals that bring skills related to talent acquisition.
- Develop employee bonus program.
- Continued focus on approaching recruitment, retention, employee development, total rewards, and learning through a racial and gender equity lens.

Department Funding



■ General Fund 100%



24.00 FTE

HUMAN RESOURCES BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

HR LEADERSHIP

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

BUSINESS PARTNER & LABOR RELATIONS

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

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

HR OPERATIONS & LEARNING

HR Operations supports employees and managers across the city and executes foundational HR transactions ensuring timely and accurate workforce administration, onboarding, and offboarding. Learning delivers training solutions to city employees is aligned to the city's organizational effectiveness framework. The team provides customer service and triages employee issues to escalate appropriately.

TALENT ACQUISITION

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

TOTAL REWARDS (BENEFITS, COMPENSATION, WELL-BEING)

The Total Rewards team manages the City of Boulder employee compensation and benefit programs. This includes benefits selection and renewal strategies, open enrollment administration and benefits management for medical, dental, vision, life, other supplemental insurance, and voluntary products. It also manages the city's compensation and classification strategies and policies and ensures fair pay practices based on market and budget. The team also provides benefits outreach, retirement consulting, and ensures compliance with the Family and Medical Leave and Affordable Care acts.

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

HUMAN RESOURCES BUDGET

HR TECHNOLOGY

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

2021 ACCOMPLISHMENTS

- Negotiated 2022-2023 contract with International Association of Fire Fighters (IAFF) and Boulder Police Officers Association (BPOA). Negotiated 2022 contract with Boulder Municipal Employees Association (BMEA).
- Completed discovery and configuration for the human capital management and payroll system implementation.
- Supported executive recruitment for city manager and city attorney positions.
- Continued to apply a racial and gender equity lens to all HR work including completing a pay equity analysis, detecting performance rating bias, and implementing the CO Equal Pay for Equal Work Act.
- Co-led a citywide initiative to define the future of hybrid work.
- Continued growth of in-house HR subject matter expertise by hiring HR professionals that bring skills related to HR strategy, compensation analysis, and HR systems.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Human Resources	\$ -	-	\$ (329,185)	2.00
<i>New/Enhanced Services</i>				
Talent Acquisition Positions	-	-	263,600	2.00
Department Restructure	-	-	132,215	-
Transfer of Classification and Compensation Implementation Budget to Citywide	-	-	(725,000)	-

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

HUMAN RESOURCES BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
HR Strategy								
HR Leadership	3.00	\$ 390,941	3.00	\$ 715,018	3.00	\$ 732,444	-	\$ 17,426
Subtotal	3.00	\$ 390,941	3.00	\$ 715,018	3.00	\$ 732,444	-	\$ 17,426
Business Partnership & Operations								
Business Partnership & Labor Relations	1.00	\$ 183,815	-	\$ 12,438	-	\$ 353,903	-	\$ 341,465
Subtotal	1.00	\$ 183,815	-	\$ 12,438	-	\$ 353,903	-	\$ 376,317
HR Operations & Learning								
HR Operations	7.00	\$ 742,815	9.00	\$ 1,181,620	8.00	\$ 1,103,743	(1.00)	\$ (77,877)
Learning	3.00	273,413	2.00	321,878	1.00	134,752	(1.00)	(187,126)
Subtotal	10.00	\$ 1,016,227	11.00	\$ 1,503,499	9.00	\$ 1,238,495	(2.00)	\$ 452,779
Talent Acquisition								
Talent Acquisition	1.00	\$ 218,427	2.00	\$ 186,882	3.00	\$ 356,200	1.00	\$ 169,318
Subtotal	1.00	\$ 218,427	2.00	\$ 186,882	3.00	\$ 356,200	1.00	\$ 169,318
Total Rewards								
Benefits	4.00	\$ 494,362	3.00	\$ 381,962	2.00	\$ 245,343	(1.00)	\$ (136,620)
Well-Being	1.00	33,957	1.00	339,939	1.00	151,567	-	(188,372)
Compensation	-	106,796	1.00	150,441	3.00	150,441	2.00	\$ -
Subtotal	5.00	\$ 635,115	5.00	\$ 872,342	6.00	\$ 547,350	1.00	\$ (324,992)
HR Technology								
HR Information Systems (HRIS)	3.00	\$ 365,973	1.00	\$ 1,127,370	3.00	\$ 463,611	2.00	\$ (663,759)
Subtotal	3.00	\$ 365,973	1.00	\$ 1,127,370	3.00	\$ 463,611	2.00	\$ (663,759)
Total	23.00	\$ 2,810,499	22.00	\$ 4,417,549	24.00	\$ 3,692,004	2.00	\$ 27,089
EXPENDITURE BY CATEGORY								
Personnel		\$ 2,147,638		\$ 2,569,409		\$ 3,061,364		\$ 491,955
Operating		603,545		1,770,093		552,594		(1,217,499)
Interdepartmental Charges		59,315		78,046		78,046		-
Total		\$ 2,810,499		\$ 4,417,549		\$ 3,692,004		\$ (725,545)
STAFFING AND EXPENDITURE BY FUND								
General	23.00	\$ 2,810,499	22.00	\$ 4,417,459	24.00	\$ 3,692,004	2.00	\$ (725,455)
Total	23.00	\$ 2,810,499	22.00	\$ 4,417,459	24.00	\$ 3,692,004	2.00	\$ (725,455)

INNOVATION & TECHNOLOGY BUDGET

2022 Approved Budget
\$ 12,912,686

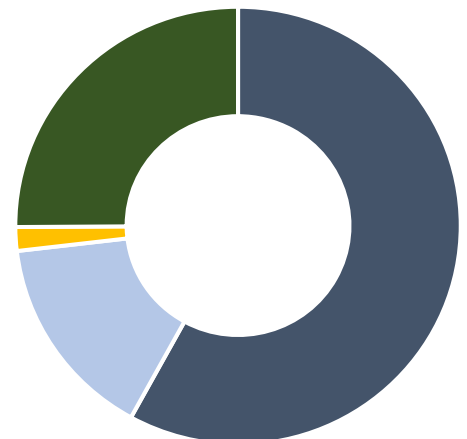
Department Divisions

- Departmental Administration & Project Management
- Application and Analytic Services
- Innovation Center of Excellence and Digital Transformation
- Cybersecurity and Privacy
- Infrastructure Services
- Capital, Non-IT, & Citywide Items

2022 Key Initiatives

- Continued construction of Broadband fiber infrastructure – With a planned completion date of Q3 2022, by year-end 2021, 250,000 of the total 325,700 linear ft of conduit and fiber should be installed.
- Implementation of phase one of the Data Warehouse – The vision of the data warehouse is to make information at the city more accessible and easier to use.
- Constituent Relationship Management (CRM) – The development of Phase 1 of the CRM will begin in early 2022.
- Launch of Workday for HR and Payroll applications citywide.
- Leveraging cloud storage and infrastructure – In 2021, city staff evaluated shared files on city systems and move relevant content to SharePoint and Microsoft Teams, reducing our on-premises storage footprint and improving collaboration. In addition, in 2022, architecting a next generation Azure computing and data infrastructure will continue our work to transition more city services to the cloud.
- Restructuring of IT support – By developing policies, process, standards, service level agreements, and modern tools.
- Mature the cybersecurity program - Work will be prioritized by Security, Risk and Compliance Advisory Committee.

Department Funding



- General Fund 58%
- Governmental Capital Fund 15%
- Telecommunications Fund 2%
- Computer Replacement Fund 25%



46.50 FTE

INNOVATION & TECHNOLOGY BUDGET

DEPARTMENT MISSION

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

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

DEPARTMENT OVERVIEW

DEPARTMENTAL ADMINISTRATION & PROJECT MANAGEMENT

The IT Administrative and Project Management group provides overall leadership, strategic planning, and management support to IT, including financial management and administration of citywide technology funds. The IT PMO specializes in meeting the city's project management, business analysis, and process improvement needs in the technology space. Internally, the Project Management Office supports all IT work planning efforts, resource management, and procurement related activities such as contracting and request for proposal (RFP) processes.

APPLICATION AND ANALYTIC SERVICES

The Application and Analytic Services group provides software support, application development, data management, software implementation, and reporting support to both the city's customer-facing municipal services (e.g. city website, Police, Fire-Rescue, Parks and Recreation, Public Works Utilities, etc.) and internal business operations (e.g. Human Resources, Finance, etc.). The division is increasingly focused on the use of new application and data analysis to integrate systems and provide new, online services and digital information. This division helps departments leverage their data assets for informed decision-making with data science and business intelligence practices, while also improving transparency and accountability through open data publishing and data-informed community engagement.

INNOVATION CENTER OF EXCELLENCE AND DIGITAL TRANSFORMATION

The Innovation Center of Excellence and the Digital Transformation group provides enterprise thought leadership in human-centered service design, smart city technologies, and performance management that drive new services and solutions that fundamentally improve how the organization serves the community.

CYBER SECURITY AND PRIVACY

The Cyber Security group provides technology risk management, data governance and data loss prevention, security incident handling and recovery, vendor and application security assessments, enterprise-wide technology and process hardening, business continuity planning, policy development, contract assessment, and staff education. The Cyber Security group is responsible for the city's statutory and industry compliance posture in the areas of privacy, healthcare, critical infrastructure, payment card, and criminal justice information. These services are provided proactively to all city departments, city employees, and persons associated with the city such as volunteers, boards and commissions members, and City Council members.

INNOVATION & TECHNOLOGY BUDGET

INFRASTRUCTURE SERVICES

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

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CAPITAL, NON-IT & CITYWIDE ITEMS

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

2021 ACCOMPLISHMENTS

- IT implemented several new technologies to enhance city staff's remote access and collaboration capabilities including: Remote Desktop Services which provides secure remote access to city network resources and specialized applications from any Internet attached computer, Always on VPN which allows all city laptops/tablets to remotely and seamlessly access city network resources, and Microsoft Teams, which provides voice communication, video meeting/chat, collaboration and file sharing capabilities from any Internet attached device (computer, tablet, smartphone).
- A new Microsoft Teams-based phone system was implemented, greatly enhancing communication capabilities for an internal, mobile and remote workforce while reducing overall costs by nearly \$300k/year.
- A two-year project began to build approximately 60 miles of broadband infrastructure, along with 10 miles of fiber laterals to key locations in the city including 20 low and middle-income housing areas with low services, traffic signals, and radio towers. This will be the first step in core smart city infrastructure as well as closing the access gap in our community.
- Throughout the pandemic IT played a critical role in sustaining city operations through remote-work technologies and a proliferation of digital service platforms to deliver community services. As the city emerges from Covid-IT, like other departments, IT must focus on core service delivery and how it will continue to provide new, innovative solutions to the organization. To recalibrate on citywide needs, IT undertook a substantial strategic planning effort in early 2021 and reorganized the team around six areas of strategic focus:
 - Strategic Partnerships
 - Infrastructure
 - IT Security
 - Data & Analytics
 - Innovation COE & Digital Transformation
 - Support

INNOVATION & TECHNOLOGY BUDGET

2021 ACCOMPLISHMENTS, CONTINUED

- These six areas have become the backbone of how IT resources and prioritizes its work in service of the organization.
- Also in the city’s emergence from the pandemic, IT played a key role in the citywide Workplace Transformation project that sought to implement new technologies and office space designs to facilitate a hybrid workforce of remote and in-person post-pandemic. Additionally, enhanced scheduling technology was implemented to allow for the scheduling of conference rooms and hoteling/touch-down spaces. To support the normal end-of-life replacement of computers & peripherals for a large remote workforce, IT also implemented secure storage lockers, that ensure a secure exchange of equipment utilizing their facilities door cards.
- In 2020, a two-year project began to build approximately 65 miles of fiber backbone infrastructure, along with 10 miles of fiber laterals, to key locations in the city including traffic signals, radio towers and 22 low and middle-income housing areas.
- Delayed due to COVID restrictions, the construction is now approximately 65% complete. This will be the first step in core smart city infrastructure as well as closing the access gap in our community.
- The cybersecurity program completed a citywide rollout to enable multi-factor authentication for all city staff and contractors. A detailed cyber security assessment of the city critical water, wastewater (SCADA) and city-wide network infrastructure was completed and identified areas of remediation were prioritized and addressed. Projects are in progress to deliver updated cyber security skills training to all city employees.
- Numerous data management and analytics goals were accomplished in 2021:
 - The design and preliminary development of a citywide data warehouse architecture, laying the foundation for strengthened data integrity, protection, sharing, and analytics.
 - The development of two dozen recommendations for enterprise data management and governance that consider the diverse data types and structures of all city departments.
- The Department also embarked and completed several major enterprise application initiatives including but not limited to:
 - Launch of a new city website developed through specific user surveying and design practices.
 - Initiation of a Workday implementation to replace aging and unsupported HR and Payroll systems.
 - Initiation of a Constituent Relationship Management system to drive the city’s continued efforts to be more customer centered.
 - Launched Boulder Direct Democracy Online that allowed registered voters to endorse petitions online during the 2021 petitioning cycle.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Innovation & Technology	\$ 400,000	-	\$ 500,258	3.50
Restoration of City Services				
Restore Data Analyst to Support Citywide Analyses	-	-	139,000	1.00
Restore GIS Enterprise Administrator	-	-	159,000	1.00
New/Enhanced Services				
Axon Records Management System Implementation	400,000	-	-	-
GIS Analyst for Citywide Analyses	-	-	129,000	1.00
Digital Content Specialist	-	-	73,258	0.50

INNOVATION & TECHNOLOGY BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Departmental Administration & Project Management								
Department Administration	3.00	\$ 394,120	3.00	\$ 416,529	2.00	\$ 412,694	(1.00)	\$ (3,835)
Project Management	5.00	481,056	3.00	415,991	4.00	574,425	1.00	158,434
Subtotal	8.00	\$ 875,176	6.00	\$ 832,520	6.00	\$ 987,119	-	\$ 154,599
Customer Experience								
Training	1.20	175,041	1.50	176,985	-	-	(1.50)	(176,985)
Subtotal	1.20	\$ 175,041	1.50	\$ 176,985	-	\$ -	(1.50)	\$ (176,985)
Innovation Center of Excellence and Digital Transformation								
Innovation	3.00	\$ 418,982	2.00	\$ 323,544	2.50	\$ 422,918	0.50	\$ 99,374
Subtotal	4.13	\$ 654,176	2.00	\$ 323,544	2.50	\$ 422,918	0.50	\$ 99,374
Application and Analytic Services								
Applications & Related Support	10.82	\$ 1,472,581	9.90	\$ 1,464,658	15.90	\$ 2,881,276	6.00	\$ 1,416,618
Database Administration	1.13	235,194	2.10	322,316	2.10	361,958	-	39,642
Subtotal	11.95	\$ 1,707,775	12.00	\$ 1,786,974	18.00	\$ 3,243,234	6.00	\$ 1,456,260
Infrastructure Services								
Service Desk	2.35	\$ 230,205	2.40	\$ 233,690	2.00	\$ 175,202	(0.40)	\$ (58,488)
Network Administration	2.15	355,168	2.20	365,571	3.20	510,571	1.00	145,000
Server Administration	4.20	518,296	4.40	605,886	4.40	602,577	-	(3,309)
End-User Device and Office Automation Administration and Tier 2 Support	7.40	842,011	5.50	664,974	7.40	872,688	1.90	207,714
Subtotal	16.10	\$ 1,945,680	14.50	\$ 1,870,121	17.00	\$ 2,161,039	2.50	\$ 290,918
Cybersecurity and Privacy								
Cybersecurity and Privacy	2.75	\$ 275,095	2.00	\$ 368,759	2.00	\$ 380,372	-	\$ 11,613
Subtotal	2.75	\$ 275,095	2.00	\$ 368,759	2.00	\$ 380,372	-	\$ 11,613
Citywide IT (non-departmental)								
IT Capital Projects	-	\$ 212,100	-	\$ -	-	\$ -	-	\$ -
Telecom Connectivity	-	87,346	-	268,264	-	293,264	-	25,000
Citywide Telecommunications & Computer Replacement Programs - Non CIP	1.00	2,863,473	1.00	2,797,316	1.00	2,849,725	-	52,409
Subtotal	1.00	\$ 3,162,919	1.00	\$ 3,065,580	1.00	\$ 3,142,989	-	\$ 77,409
Capital Improvement Program								
Capital Improvement Program		\$ 3,046,177		\$ 5,970,600		\$ 1,267,800		\$ (4,702,800)
Other Governmental Capital		1,295,101		-		-		-
Debt Service		-		1,402,000		1,307,215		(94,785)
Subtotal	-	\$ 4,341,278	-	\$ 7,372,600	-	\$ 2,575,015	-	\$ (4,797,585)
Total	44.00	\$ 12,901,947	39.00	\$ 15,797,083	46.50	\$ 12,912,686	7.50	\$ (2,884,397)
EXPENDITURE BY CATEGORY								
Personnel		\$ 4,828,721		\$ 4,687,785		\$ 5,998,079		\$ 1,310,294
Operating		5,226,960		5,044,722		4,917,589		(127,133)
Interdepartmental Charges		126,952		148,732		154,407		5,675
Capital		2,639,070		5,835,600		1,765,015		(4,070,585)
Other Financing Uses		80,244		80,244		77,596		(2,648)
Total		\$ 12,901,947		\$ 15,797,083		\$ 12,912,686		\$ (2,884,397)

Performance Measure: By the end of 2021 we are estimating 65% of cloud appropriate workloads to be in the cloud. In 2022, we plan to expand that to 75% and have changed to a cloud first strategy.

INNOVATION & TECHNOLOGY BUDGET

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<i>CONTINUED</i>								
STAFFING AND EXPENDITURE BY FUND								
General	43.00	\$ 5,697,199	38.00	\$ 5,652,167	45.50	\$ 7,487,946	7.50	\$ 1,835,779
Governmental Capital	-	4,374,023	-	6,137,000	-	1,957,215	-	(4,179,785)
Telecommunications	1.00	662,276	1.00	412,795	1.00	226,409	-	(186,386)
Computer Replacement	-	2,168,449	-	3,595,121	-	3,241,116	-	(354,005)
Total	44.00	\$ 12,901,947	39.00	\$ 15,797,083	46.50	\$ 12,912,686	7.50	\$ (2,884,397)

Performance Measure: The department seeks to improve the response rate on our customer satisfaction survey. It is anticipated in 2021 that 8.5% of internal customers will respond to the customer satisfaction survey. The department seeks to improve the response rate to at least 12% in 2022.

LIBRARY & ARTS BUDGET



2022 Approved Budget
\$10,771,107

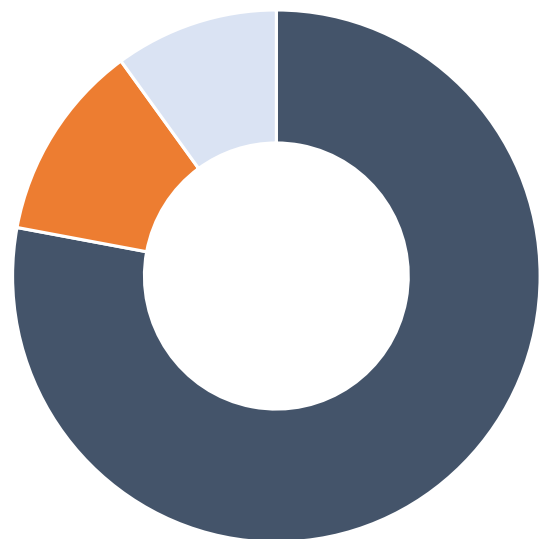
Department Divisions

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

2022 Key Initiatives

- Construction of the North Boulder Branch Library project and associated public art.
- A new cycle of Cultural Grants is planned to include the return of grant opportunities that were suspended during the COVID-19 pandemic: field trip funding for Title 1 schools, grants to help with the affordability of arts venues, the Arts Commission's equity fund, and the scholarship for Arts Administration at CU.
- The beginning of a multi-year project to install accessible, informative labels and didactic information at the hundreds of sculptures and murals in the community's public art collection.

Department Funding



■ General Fund 78%
■ Library Fund 12%
■ Governmental Capital Fund 10%



77.75 FTE

LIBRARY & ARTS BUDGET

DEPARTMENT MISSION

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

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

DEPARTMENT OVERVIEW

ADMINISTRATION

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

PUBLIC SERVICES

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

eSERVICES

eServices manages the administration and maintenance of library-specific IT systems and equipment, including the integrated library system and self-checkout machines, the Automated Materials Handling systems, the public computer reservation and printing system, computer technology support, the library website, the public meeting room A/V equipment, BLDG 61 makerspace, collection development and the curation of library materials (books, music, movies and more) and electronic resources (ebooks, informational databases, and streaming/downloadable content) and resource services (receiving, processing, and cataloging library materials and resources).

COMMUNITY ENGAGEMENT & ENRICHMENT

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

OFFICE OF ARTS & CULTURE

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

LIBRARY & ARTS BUDGET

2021 ACCOMPLISHMENTS

- Boulder Public Library formed a partnership with Boulder BCycle to offer free bike rides to community members. Patrons can check out a BCycle pass with their library card.
- The Main Library’s Japanese Garden courtyard received some much-needed renovations. The refreshed garden space renamed the Native Plant Demonstration Garden features drought-tolerant plants that also support pollinators. It is an Audubon Habitat Hero certified garden.
- There were several significant investments in neighborhood placemaking in 2021. Two paint-the-pavement projects were created in collaboration with the Transportation Department. Community members in North Boulder and Palo Park worked with an artist for new intersection murals. Also, Arts staff coordinated a mural installation in the Wonderland Lake area that was the vision of neighbors in that community.
- 2021 marks the last year of the triennial cycle of General Operating Support grants for arts organizations. This cornerstone of the Arts Commission’s Cultural Grants program was widely successful, supporting the operation of 37 nonprofits of all sizes and arts disciplines. In the past three years they have provided employment for about 1,500 arts professionals and have served more than 1.2 million people at performances, events, exhibitions, and classes. The funding was a critical lifeline in 2020 to help these organizations weather the pandemic restrictions and recession. A new application is anticipated to open in November 2021 for the next cycle.
- The newly remodeled Paper & Spine Used Bookstore at the Main Library opened in June 2021. The project was funded by the Boulder Library Foundation. As of August 2021, 34 volunteers have put in more than 465 hours planning, setting up, sorting materials, and stocking the bookstore daily, making thousands of books, CDs, and DVDs available to the public at bargain prices.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Library & Arts	\$ -	-	\$ 1,157,545	10.25
Restoration of City Services				
Partial Restore Boulder Arts Week Operating Budget	-	-	10,000	-
Restore Cultural Grants	-	-	157,250	-
Restore Services to Main Library and Three Branches	-	-	645,969	8.25
Restore Operating Budget for Canyon Theater & Boulder Public Library Makerspace	-	-	138,658	1.00
Restore Library Substitute Worker Budget	-	-	101,432	-
Restore Systemwide Library Operations Resources Manager	-	-	104,236	1.00

Performance Measure: The Public Art and Creative Neighborhoods programs continued to employ artists and contribute to social cohesion through community-based projects. Donated artwork in 2021 is valued at \$178,000. And, the installation of 5 murals, like the Vision Zero collaborations and the #BoulderStrong Flower Fence, were made possible by contributions of over 150 volunteers.

LIBRARY & ARTS BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Library Administration	5.75	\$ 681,853	5.75	\$ 765,835	4.75	\$ 875,035	(1.00)	\$ 109,200
Carnegie Library for Local History	2.00	267,183	2.00	165,241	1.75	153,491	(0.25)	(11,750)
Library Facility and Asset Maintenance	-	229,930	-	307,304	-	318,811	-	11,507
Volunteer Services	1.50	115,409	1.50	122,313	1.50	129,526	-	7,213
Grant Programs	-	295,741	-	323,500	-	323,500	-	-
Subtotal	9.25	\$ 1,590,115	7.25	\$ 1,518,952	8.00	\$ 1,800,363	(1.25)	\$ 116,170
Arts and Culture								
Arts Administration	3.00	\$ 476,972	3.00	\$ 441,184	3.00	\$ 482,493	-	\$ 41,310
Arts Grants	-	988,629	-	874,650	-	1,031,900	-	157,250
Arts Programs	0.50	8,753	0.75	44,744	0.75	72,917	-	28,172
Public Art Maintenance	-	-	-	4,900	-	4,900	-	-
Subtotal	3.50	\$ 1,474,354	3.75	\$ 1,365,478	3.75	\$ 1,592,210	-	\$ 226,732
Community Engagement and Enrichment								
BoulderReads	1.50	\$ 145,197	1.50	\$ 118,089	1.50	\$ 118,809	-	\$ 720
Programs, Events, & Outreach	3.00	406,494	4.00	371,442	6.00	620,183	2.00	248,741
Youth Services	6.50	470,994	6.50	471,142	7.00	543,309	0.50	72,167
Subtotal	11.00	\$ 1,022,685	18.75	\$ 2,671,241	14.50	\$ 1,282,301	2.50	\$ 321,628
Public Services								
Patron Services	15.75	\$ 1,169,471	16.75	\$ 1,157,007	20.00	\$ 1,444,754	3.25	\$ 287,747
Branch Libraries	12.25	770,113	12.25	784,043	16.75	1,298,532	4.50	514,490
Subtotal	28.00	\$ 1,939,584	29.00	\$ 1,941,050	36.75	\$ 2,743,287	7.75	\$ 802,237
eServices								
Resource Services	4.50	\$ 384,279	5.00	\$ 331,630	5.00	\$ 353,639	-	\$ 22,010
Technology Support	3.00	939,266	3.00	954,063	4.00	1,156,617	1.00	202,554
Flatirons Library Consortium	-	153,202	-	156,000	-	156,000	-	-
Library Materials	4.50	1,518,620	4.75	1,545,327	3.75	1,461,948	(1.00)	(83,379)
Makerspace	2.00	204,714	2.00	213,265	2.00	224,740	-	11,475
Subtotal	14.00	\$ 3,200,080	10.00	\$ 1,654,958	14.75	\$ 3,352,945	-	\$ 152,660
Capital Improvement Program								
Capital Improvement Program	-	\$ 31,984	-	\$ 100,000	-	\$ 1,200,000	-	1,100,000
Subtotal	-	\$ 31,983.94	-	\$ 100,000	-	\$ 1,200,000	-	\$ 1,100,000
Total	65.75	\$ 9,258,803	68.75	\$ 9,251,680	77.75	\$ 11,971,107	9.00	\$ 2,719,427
EXPENDITURE BY CATEGORY								
Personnel		\$ 5,512,321		\$ 5,369,055		\$ 9,991,158		\$ 4,622,103
Operating		3,239,979		3,243,790		214,819		(3,028,971)
Interdepartmental Charges		474,519		538,835		565,130		26,295
Capital		31,984		100,000		1,200,000		1,100,000
Total		\$ 9,258,803		\$ 9,251,680		\$ 11,971,107		\$ 2,719,427
STAFFING AND EXPENDITURE BY FUND								
General	65.25	\$ 7,930,949	68.25	\$ 7,716,913	77.25	\$ 9,328,004	9.00	\$ 1,611,091
Library	0.50	1,327,853	0.50	1,434,767	0.50	1,443,103	-	8,336
Governmental Capital	-	-	-	100,000	-	1,200,000	-	1,100,000
Total	65.75	\$ 9,258,803	68.75	\$ 9,251,680	77.75	\$ 11,971,107	9.00	\$ 2,719,427

Performance Measure: In 2021, 3,098 youth participated in the Library's Summer of Discovery literacy program representing a 335% increase from 2020 and nearly equal to participation levels for the two years prior to the COVID-19 pandemic. Adults and children read 2,088,234 minutes during the program. Surpassing the 500,000-minute goal by 300%.

MUNICIPAL COURT BUDGET



2022 Approved Budget
\$2,219,372

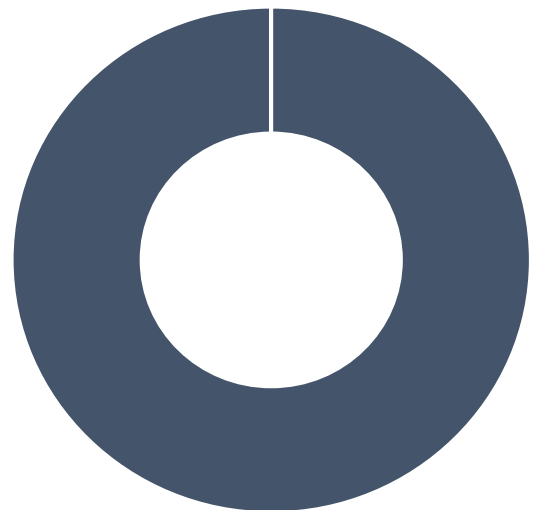
Department Divisions

- Administration
- Adjudication
- Case Management

2022 Key Initiatives

- Take what the Court has learned during the pandemic and incorporate it into the "new normal."
- Focus on succession planning by investing in staff development and updating Court procedures.
- Investigate a more equitable system of allocating credit card processing fees.
- Appeal to the U.S. Department of Justice to extend the Community Court Grant into 2023 due to delays related to Covid-19.

Department Funding



■ General Fund 100%



16.35 FTE

MUNICIPAL COURT BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

ADMINISTRATION

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

ADJUDICATION

Adjudication consists of all Court functions that occur in the courtroom. Judges preside over Court sessions with animal, general, parking, photo radar, photo red light, and traffic violations, as well as selected administrative and civil hearings. Staff manage case flow in and out of the courtroom and set court dates.

CASE MANAGEMENT

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

2021 ACCOMPLISHMENTS

- Established a Community Court using funding from the U.S. Department of Justice.
- Developed and implemented a robust teleworking model for court staff to protect their health.
- Designed and expanded methods for conducting court to ensure the public's safety and welfare. This includes incorporating video platforms for court appearances.

Performance Measure: In 2022, the court will continue to implement key components of its Community Court Model. Currently, Mental Health Programming paid for by grant funds has not yet been implemented. That will occur during 2022.

MUNICIPAL COURT BUDGET

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Municipal Court	\$ -	-	\$ 42,000	-
Restoration of City Services				
Restore Lease Budget for the Municipal Court with Boulder County	-	-	33,500	-
Partial Restore Operating Budget for Costs of Collections	-	-	8,500	-

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	3.75	\$ 373,372	2.75	\$ 405,093	2.75	\$ 425,529	-	\$ 20,436
Subtotal	3.75	\$ 373,372	2.75	\$ 405,093	2.75	\$ 425,529	-	\$ 20,436
Adjudication								
Adjudication	4.60	\$ 572,471	3.60	\$ 551,834	3.60	\$ 613,510	-	\$ 61,676
Subtotal	4.60	\$ 572,471	3.60	\$ 551,834	3.60	\$ 613,510	-	\$ 61,676
Case Management								
Animal	1.20	\$ 115,285	1.00	\$ 102,473	1.00	\$ 113,641	-	\$ 11,168
General	1.20	116,728	1.00	106,706	1.00	113,641	-	6,936
Parking	1.20	138,940	1.00	156,523	1.00	160,708	-	4,185
Photo Enforcement	1.20	109,281	1.00	104,206	1.00	106,408	-	2,202
Probation Services	4.00	460,235	5.00	517,106	5.00	572,295	-	55,189
Traffic	1.20	115,226	1.00	106,707	1.00	113,641	-	6,934
Subtotal	10.00	\$ 1,055,694	10.00	\$ 1,093,719	10.00	\$ 1,180,333	-	\$ 86,615
Total	18.35	\$ 2,001,537	16.35	\$ 2,050,646	16.35	\$ 2,219,372	-	\$ 168,726
EXPENDITURE BY CATEGORY								
Personnel		\$ 1,588,135		\$ 1,643,599		\$ 1,770,325		\$ 126,726
Operating		355,684		407,047		387,773		(19,274)
Interdepartmental Charges		57,717		-		61,274		61,274
Total		\$ 2,001,537		\$ 2,050,646		\$ 2,219,372		\$ 168,726
STAFFING AND EXPENDITURE BY FUND								
General	18.35	\$ 2,001,537	16.35	\$ 2,050,646	16.35	\$ 2,219,372	-	\$ 168,726
Total	18.35	\$ 2,001,537	16.35	\$ 2,050,646	16.35	\$ 2,219,372	-	\$ 168,726

Performance Measure: In 2022, the court will continue to implement key components of its Community Court Model. To date, the court has not yet filmed Life Skills videos for people experiencing homelessness, either currently or recently. Life Skills videos will be filmed in 2022.

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OPEN SPACE & MOUNTAIN PARKS BUDGET

2022 Approved Budget
\$30,990,584

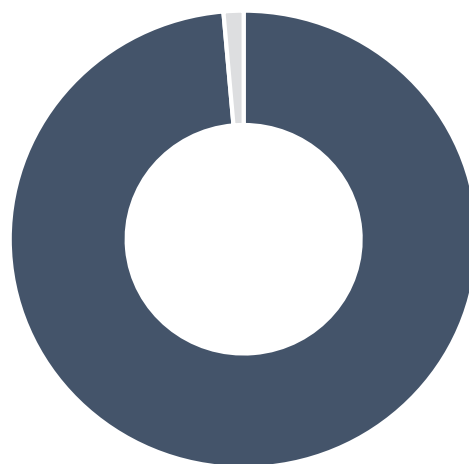
Department Divisions

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

2022 Key Initiatives

- In 2022, OSMP will continue to steward the Open Space Fund and the open space system during ongoing COVID-19 recovery. Additionally, OSMP will implement top priorities of the Master Plan approved in 2019. Key initiatives will align with focus areas, outcomes and strategies as outlined in the Plan.
- Improve soil health, integrate sustainable agricultural practices and resource protection, improve agricultural-related infrastructure, support the next generation of ranchers and farmers, and connect communities to agriculture and food.
- Foster connection with nature to improve wellness and reduce stress, continue to grow the Volunteer and Service-Learning program to teach stewardship as a responsible lifestyle, provide opportunities for all, and connect youth and families to nature.
- Safeguard large habitat blocks and corridors, maintain and restore grasslands, forests, wetlands and riparian areas, control invasive species, promote biodiversity of plants and animals, maintain soil health, and improve research and monitoring around ecological health.
- Use best management practices for recreation/visitor use, maintain and improve trails and visitor infrastructure, support enjoyable recreation opportunities on OSMP lands, assess appropriateness of potential passive recreation activities, protect scenic resources, and address visitation levels and growth where appropriate.
- In the focus area of Financial Sustainability, continue to invest in asset management to understand total cost of system management and take care of what we have. The 2022 budget will be the second that fully incorporates the extension of the 0.15 percent sales tax increment that passed through a ballot measure in November 2019.

Department Funding



■ Open Space Fund 99% ■ Lottery Fund 1%



127.35 FTE

OPEN SPACE & MOUNTAIN PARKS BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

OFFICE OF THE DIRECTOR

The OSMP Director's Team ensures strategic alignment of OSMP projects with the department's mission and priorities. This workgroup includes the director, the science officer, the community relations coordinator, and the four managers of the service areas outlined below.

CENTRAL SERVICES

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

COMMUNITY CONNECTIONS & PARTNERSHIPS

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

RESOURCES & STEWARDSHIP

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

TRAILS & FACILITIES

The Trails and Facilities workgroup supports the design, construction, and maintenance of OSMP's physical assets. This service area is responsible to maintain OSMP's trails, trail heads and other access points; office buildings and other structures across the open space system; and the department's equipment and vehicle assets.

2021 ACCOMPLISHMENTS

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

Performance Measure: In 2021, 17% of the department's CIP budget went toward projects identified under the Agriculture Today and Tomorrow Master Plan focus area. The department met their goal to allocate 15-30% of the annual CIP budget to Agriculture Today and Tomorrow projects.

OPEN SPACE & MOUNTAIN PARKS BUDGET

2021 ACCOMPLISHMENTS, CONTINUED

- Preserved and restored natural resources. OSMP continued to implement top natural resource priorities of Grassland, Forestry, and Trail Study Area plans through integrated site planning and design review teams; investments in ecological funded research topics; and monitoring of important species. Specific projects included mule deer research, removal of invasive plants, and forest thinning operations.
- Preserved and enhanced agricultural resources. OSMP continued to implement top priorities of the Agricultural Management Plan, including work with tenants and lessees to accomplish goals; preparing properties for agricultural tenancy; and maintaining and improving agricultural infrastructure. A pilot project around soil health continued in 2021.
- Worked to reduce the trail maintenance backlog. Through partnership with youth corps, conservation corps, contracted crews, in-house crews, and volunteers, completed trail maintenance across the OSMP system.
- Focused on continuous improvement within the OSMP department. OSMP continued to assess and develop best practices related to OSMP’s scientific approach, data stewardship, planning and design, work plan, and budget management. During pandemic response, the department stewarded the Open Space Fund and focused on phasing and rescaling projects to still accomplish system maintenance across functions and services.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Open Space & Mountain Parks	\$ -	-	\$ 1,301,000	4.00
Restoration of City Services				
Restore COVID-19 Personnel and Operating Budget	-	-	1,301,000	-
New/Enhanced Services				
Convert Prairie Dog, Soil Health, Wildlife Ecology Positions From Fixed-Term to Standard Positions	-	-	-	3.00
Convert GIS & Human Dimension Positions From Fixed-Term to Standard Positions	-	-	-	1.00

Performance Measure: In 2021, 19% of the department’s CIP budget went toward projects identified under the Responsible Recreation, Stewardship and Enjoyment Master Plan focus area. The department continues to work toward their goal of allocating 20-35% of the annual CIP budget to Responsible Recreation, Stewardship and Enjoyment projects.

OPEN SPACE & MOUNTAIN PARKS BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Office of the Director								
Director's Team	6.00	\$ 1,128,409	6.00	\$ 1,168,848	5.00	\$ 1,070,966	(1.00)	\$ (97,882)
Community Relations Office	2.00	204,633	2.00	209,008	2.00	259,262	-	50,254
Science Office	2.00	268,946	2.00	328,353	2.00	384,523	-	56,170
Subtotal	10.00	1,601,989	10.00	\$ 1,706,209	9.00	\$ 1,714,752	(1.00)	\$ 8,543
Central Services								
Business Services	8.00	\$ 1,221,522	9.00	\$ 1,326,270	8.25	\$ 1,473,415	(0.75)	\$ 147,145
Real Estate Services	4.00	412,050	4.00	424,947	4.00	486,930	-	61,983
Resource Information Services	7.75	1,314,907	7.75	1,474,180	8.75	1,749,074	1.00	274,894
Subtotal	19.75	2,948,479	20.75	\$ 3,225,397	21.00	\$ 3,709,420	0.25	\$ 484,023
Community and Partnerships								
Education	6.00	\$ 660,970	5.00	\$ 699,216	5.00	\$ 628,321	-	\$ (70,895)
Volunteer Service Learning & Partnerships	3.00	468,460	3.00	526,362	3.00	601,198	-	74,836
Junior Rangers	1.00	111,564	1.00	413,850	1.00	506,017	-	92,167
Outreach	2.00	381,559	2.00	409,963	2.00	556,550	-	146,587
Planning Services	5.50	629,199	5.50	704,015	5.50	753,478	-	49,463
Ranger Services	19.05	2,331,668	19.00	2,152,612	19.00	2,326,478	-	173,866
Subtotal	36.55	\$ 4,583,419	35.50	\$ 4,906,018	35.50	\$ 5,372,041	-	\$ 466,023
Resources and Stewardship								
Agricultural Management	5.00	\$ 591,607	6.00	\$ 691,132	6.00	\$ 735,559	-	\$ 44,427
Cultural Resources Program	2.00	269,449	2.00	225,868	2.00	256,428	-	30,560
Ecological Services from General Fund	2.00	241,691	-	-	-	-	-	-
Ecological Stewardship	4.05	762,485	4.10	686,138	4.10	721,473	-	35,335
Forest Ecology	3.50	368,247	3.50	593,525	4.00	664,580	0.50	71,055
Recreation and Cultural Stewardship/Rec Ecology	3.00	364,019	4.00	410,720	4.00	468,946	-	58,226
Human Dimensions	3.00	432,011	3.00	410,223	4.00	471,343	1.00	61,120
Restoration Plant Ecology	2.00	310,065	2.00	334,464	2.00	387,947	-	53,483
Vegetation Management	4.00	506,154	4.00	640,425	4.00	649,786	-	9,361
Water Resource Administration	2.00	560,357	2.00	527,176	2.00	617,847	-	90,671
Wildlife Ecology	3.00	435,342	4.00	569,308	4.00	626,372	-	57,064
Subtotal	33.55	\$ 4,841,427	34.60	\$ 5,088,979	36.10	\$ 5,600,280	1.50	\$ 511,301
Trails and Facilities								
Equipment and Vehicles	1.00	\$ 959,902	1.00	\$ 1,044,047	1.00	\$ 1,072,489	-	\$ 28,442
Facility Management	4.75	1,033,916	5.75	1,144,245	6.00	1,209,224	0.25	64,979
Signs Graphics Display	2.00	366,450	2.00	297,387	2.00	343,172	-	45,785
Trails Stewardship	14.75	1,823,420	13.75	1,981,009	13.75	2,111,706	-	130,697
Trailhead Maintenance	3.00	676,022	3.00	586,870	3.00	701,273	-	114,403
Subtotal	25.50	4,859,711	25.50	\$ 5,053,558	25.75	\$ 5,437,864	0.25	\$ 384,306
Capital Improvement Program, Cost Allocations, and Debt Service								
Capital Improvement Program	-	\$ 11,479,857	-	\$ 4,466,705	-	\$ 5,371,000	-	\$ 904,295
Cost Allocation	-	2,121,454	-	2,121,454	-	2,051,446	-	(70,008)
Debt Service	-	1,806,476	-	1,737,880	-	1,733,780	-	(4,100)
Subtotal	-	\$ 15,407,787	-	\$ 8,326,039	-	\$ 9,156,226	-	\$ 830,187
Total	125.35	\$ 34,242,811	126.35	\$ 28,306,200	127.35	\$ 30,990,584	1.00	\$ 2,684,384
EXPENDITURE BY CATEGORY								
Personnel		\$ 14,350,479		\$ 15,091,490		\$ 16,496,786		\$ 1,405,296
Operating		3,361,550		3,615,696		3,964,166		348,470
Interdepartmental Charges		1,122,995		1,272,975		1,373,405		100,430
Capital		11,479,857		4,466,705		5,371,000		904,295
Cost Allocation		2,121,454		2,121,454		2,051,446		(70,008)
Debt Service		1,806,476		1,737,880		1,733,780		(4,100)
Total		\$ 34,242,811		\$ 28,306,200		\$ 30,990,584		\$ 2,684,384
STAFFING AND EXPENDITURE BY FUND								
General	2.00	\$ 241,691	-	\$ -	-	\$ -	-	\$ -
Lottery	-	722,995	-	428,000	-	428,000	-	-
Open Space	123.35	33,278,125	126.35	27,878,200	127.35	30,562,584	1.00	2,684,384
Total	125.35	\$ 34,242,811	126.35	\$ 28,306,200	127.35	\$ 30,990,584	1.00	\$ 2,684,384

PARKS & RECREATION BUDGET



2022 Approved Budget
\$28,289,668

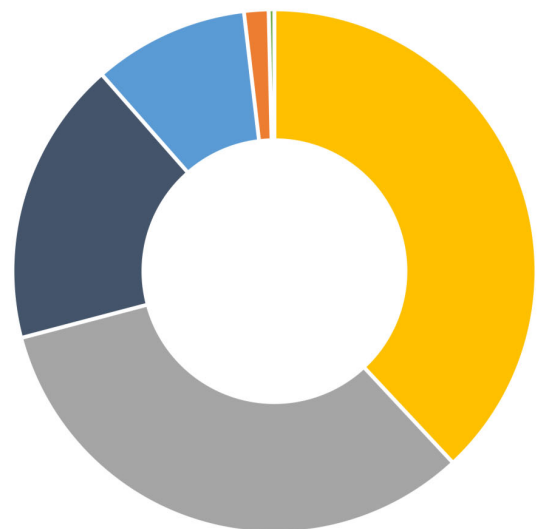
Department Divisions

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

2022 Key Initiatives

- City Council acceptance of the BPR Master Plan Update and begin implementation.
- Continue to restore services impacted by COVID-19 by providing community recreation programming that is youth and senior friendly, innovative, and financially feasible.
- Launch construction at the Flatirons Golf Course to modernize and restore golf course facilities destroyed in the 2013 flood.
- Complete design and construction of the East Boulder Community Center leisure pool redesign that will include multi-uses for warm water classes and instruction, a kids' play structure and an outdoor splash pad.
- In association with the indoor pool project at East Boulder Community Center, the East Boulder Community Park playground will be renovated.

Department Funding



- General Fund 18%
- Lottery Fund 2%
- .25 Cent Sales Tax Fund 33%
- Recreation Activity Fund 38%
- Permanent Park & Recreation Fund 10%
- Capital Development Fund < 1%



134.00 FTE

PARKS & RECREATION BUDGET

DEPARTMENT MISSION

The Parks and Recreation Department promotes the health and well-being of the entire Boulder community by collaboratively providing high-quality parks, facilities, and programs. This mission will be accomplished through sustainable practices, partnerships, continuous improvement and a focus on the common good, service excellence and with health at the core of all we do.

DEPARTMENT OVERVIEW

OPERATIONS

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

PLANNING & ECOLOGICAL SERVICES

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

BUSINESS SERVICES

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

COMMUNITY BUILDING & PARTNERSHIPS

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

2021 ACCOMPLISHMENTS

- Completed significant portions of the BPR Master Plan update with multiple opportunities for public engagement from the Boulder Community.
- Continuously adapted and restored recreation services over the course of the COVID-19 pandemic with a focus on safety, equity and financial sustainability.
- Completed the first full summer of operations at the Visitor Service Center at the Boulder Reservoir and Scott Carpenter Pool with grand opening celebrations for each location. These projects were built through the funding provided by the Community Culture and Safety Tax, Capital Improvement Funds, Permanent Parks and Recreation Funds, .25 Cent Sales Tax Fund and the General Fund along with grants and private donations.

Performance Measure: To ensure access for all and address Health Equity, BPR's Recquity Program provided 22,200 visits to the Recreation Centers at no cost in 2021: a 39% increase over 2020 that accounts for 14.3% of all visitations to the Recreation Centers, up from 12% in 2020.

PARKS & RECREATION BUDGET

2021 ACCOMPLISHMENTS, CONTINUED

- Arts in the Park debuted in 2021 to support the reactivation of the city’s vibrant local arts and culture organizations and public spaces. Over 15,000 community members gathered at the historic Glen Huntington Bandshell in Boulder’s Civic Area to reconnect with each other and to celebrate the arts through the 110+ performances from local organizations.
- Completed a Recreation Facility Needs Assessment to determine potential enhancements for each of our three recreation centers to ensure they meet the current and future health and wellness needs of the community.
- Completed a major renovation of the Chautauqua Park playground, which includes a large climbing boulder, renovated play facilities and accessible play areas.
- Completed skate park features at Howard Heuston Park, Scott Carpenter Park and Valmont City Park to provide the first additional skate features in Boulder since the 1990’s.
- Completed design at the Flatirons Golf Course to modernize and restore golf course facilities destroyed in the 2013 flood.
- Maintained 100%-free financial aid to make sure everyone in the Boulder community has access to healthy recreation opportunities, funded by Boulder’s Health Equity Fund.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Parks & Recreation	\$ 705,527	-	\$ 2,071,945	8.25
Restoration of City Services				
Rebuild Revenue Generating Programs for Recreation Activity Fund	62,527	-	534,954	3.25
Restore Urban Parks Funding	-	-	360,535	1.00
Restore Citywide Forestry Services	18,500	-	176,427	1.00
Restore .25 Sales Tax Maintenance Program and Operating Budget	-	-	326,284	1.00
Restore Community Events and Reactivate Public Spaces	-	-	101,225	-
Restore Recreation Staffing and Service Levels: EXPAND/Inclusion	-	-	114,992	1.00
Restore Recreation Sustainability - One-Time Increase to General Fund Subsidy	600,000	-	-	-
New/Enhanced Services				
Improve Working Conditions for Construction and Natural Lands	18,100	-	4,000	-
Improve Maintenance Sustainability	-	-	253,529	1.00
Stabilize the Non-Standard Workforce	-	-	200,000	-
Add WiFi to P&R Construction Team Office	6,400	-	-	-

Arts in the Park debuted in 2021 to support the reactivation of the city’s vibrant local arts and culture organizations and public spaces. Over 15,000 community members gathered at the historic Glen Huntington Bandshell in Boulder’s Civic Area to reconnect with each other and the arts through the 110+ performances and activations from local organizations.

PARKS & RECREATION BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Business Services								
Department Administration	2.00	\$ 278,311	2.00	\$ 329,829	2.00	\$ 334,001	-	\$ 4,172
Business Services	11.50	1,905,411	11.50	1,379,934	11.50	1,482,778	-	102,845
Approved .25ST Transfer to RAF	-	250,000	-	-	-	-	-	-
Subtotal	13.50	\$ 2,433,722	13.50	\$ 1,709,763	13.50	\$ 1,816,779	-	\$ 107,016
Operations								
Recreation Administration	2.50	\$ 639,096	3.50	\$ 1,194,629	2.50	\$ 1,338,596	(1.00)	\$ 143,967
Recreation Centers	12.50	1,735,452	12.50	2,570,317	13.50	2,631,310	1.00	\$ 60,993
Recreation Programs	5.00	821,354	5.00	1,197,727	6.00	1,342,887	1.00	\$ 145,160
Aquatics	3.00	872,235	6.75	1,447,937	7.75	1,697,756	1.00	\$ 249,820
Golf	6.00	1,198,209	6.00	1,209,195	6.00	1,396,842	-	\$ 187,647
Reservoir	4.75	719,582	4.75	1,088,347	5.00	1,233,042	0.25	\$ 144,695
Sports	1.00	242,333	1.00	313,526	2.00	383,430	1.00	\$ 69,903
Urban Parks	38.00	4,836,012	38.00	4,849,952	41.00	5,738,287	3.00	\$ 888,335
Valmont City Park	3.00	278,289	3.00	345,209	3.00	385,569	-	\$ 40,359
Subtotal	75.75	\$ 11,342,563	80.50	\$ 14,216,839	86.75	\$ 16,147,718	6.25	\$ 1,930,879
Community Building & Partnership								
Special Events	1.00	\$ 146,337	1.00	\$ 207,342	1.00	\$ 312,612	-	\$ 105,270
Community Partnerships & Volunteerism	2.50	373,185	2.50	340,889	2.50	373,103	-	32,214
Access and Inclusion	5.25	558,138	5.25	604,244	6.25	744,452	1.00	140,208
Subtotal	8.75	\$ 1,077,660	8.75	\$ 1,152,475	9.75	\$ 1,430,167	1.00	\$ 277,692
Planning & Ecological Services								
Planning & Project Management	7.75	\$ 779,339	7.75	\$ 826,081	7.75	\$ 875,325	-	\$ 49,244
Construction & Maintenance Management	5.00	539,312	5.00	517,425	5.00	628,995	-	\$ 111,570
Forestry	6.00	1,940,572	6.00	1,032,224	7.00	1,297,369	1.00	\$ 265,144
Natural Lands	4.25	401,474	4.25	437,983	4.25	496,135	-	\$ 58,153
Subtotal	23.00	\$ 3,660,697	23.00	\$ 2,813,713	24.00	\$ 3,297,824	1.00	\$ 484,111
Capital Improvement Program, Interdepartmental Charges, and Debt Service								
Capital Improvement Program	-	\$ 10,150,358	-	\$ 8,540,000	-	\$ 4,528,000	-	\$ (4,012,000)
Capital Refurbishment Program	-	73,827	-	350,000	-	400,000	-	50,000
Cost Allocation	-	692,017	-	692,017	-	669,180	-	(22,837)
Subtotal	-	\$ 10,916,202	-	\$ 9,582,017	-	\$ 5,597,180	-	\$ (3,984,837)
Total	121.00	\$ 29,430,844	125.75	\$ 29,474,806	134.00	\$ 28,289,668	8.25	\$ (1,185,139)
EXPENDITURE BY CATEGORY								
Personnel		\$ 12,319,471		\$ 13,275,661		\$ 15,332,123		\$ 2,056,462
Operating		6,268,997		6,967,128		7,760,364		793,236
Interdepartmental Transfers & Charges		692,017		692,017		669,180		(22,837)
Capital		10,150,358		8,540,000		4,528,000		(4,012,000)
Total		\$ 29,430,844		\$ 29,474,806		\$ 28,289,668		\$ (1,185,139)
STAFFING AND EXPENDITURE BY FUND								
General	37.50	\$ 4,972,526	37.50	\$ 4,057,219	40.50	\$ 4,990,874	3.00	\$ 933,655
Lottery	-	399,978	-	428,000	-	428,000	-	\$ -
.25 Cent Sales Tax	33.25	12,464,406	33.25	7,961,905	34.25	9,286,954	1.00	\$ 1,325,049
Recreation Activity	40.00	6,786,400	44.75	9,625,921	49.00	10,768,314	4.25	\$ 1,142,393
Permanent Park and Recreation	10.25	2,637,767	10.25	6,401,761	10.25	2,715,526	-	\$ (3,686,235)
Capital Development Fund	-	2,169,767	-	1,000,000	-	100,000	-	\$ (900,000)
Total	121.00	\$ 29,430,844	125.75	\$ 29,474,806	134.00	\$ 28,289,668	8.25	\$ (1,185,139)

The newly enhanced Scott Carpenter Pool and Boulder Reservoir Visitors Center welcomed over 500,000 visits during the 2021 peak season. The pool averaged 23,000 visits per month, a 193% increase over 2018-the last full season of operations prior to the enhancement.

PLANNING & DEVELOPMENT SERVICES BUDGET

2022 Approved Budget
\$14,203,911

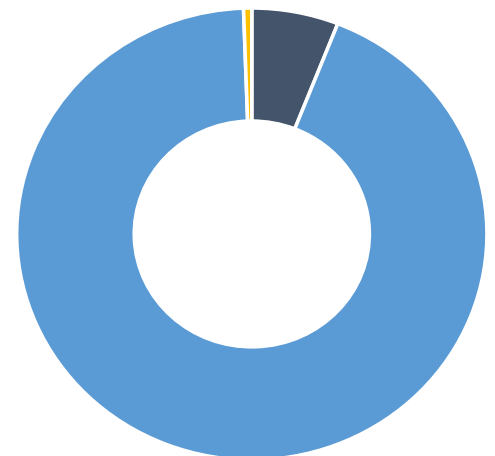
Department Divisions

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

2022 Key Initiatives

- Complete a comprehensive current & future state assessment of the EnerGov software and implement improvements to optimize and simplify the system and move applications for building permits and land use applications to the online Customer Self-Service (CSS) portal.
- Create and implement a new “Process Coordinator” role to act as a single point of contact for P&DS processes.
- Digitize Paper Records Archive – P&DS is undertaking a project to purge, digitize, and index the records into the city’s record management system, Laserfiche, for easy access.
- Planned Unit Development Simplification: Planned Unit Development (PUD) zoning was used in Boulder since 1962 to enable highly customized land use regulation. Modernizing PUD processes and documentation will create predictability and clarity for landowners, applicants and staff. This project takes two forms:
 - Accurately mapping and documenting existing PUD’s throughout the city
 - Eliminating, rezoning and/or simplifying obsolete PUD’s for over 8000 properties.

Department Funding



- General Fund 6%
- Planning & Development Services Fund 93%
- Eviction Prevention and Rental Assistance Services Fund 1%



92.36 FTE

PLANNING & DEVELOPMENT SERVICES BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

COMPREHENSIVE PLANNING

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

DEVELOPMENT REVIEW

Development Review for Planning coordinates the review of development applications for consistency with the city's adopted policies and regulations and makes professional, criteria-based recommendations to the Planning Board and City Council on development projects. The group is also responsible for zoning administration and the coordination of regular updates to the city's land use code.

ADMINISTRATIVE SERVICES

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

BUILDING SERVICES

Building Services establishes minimum requirements to safeguard public health, safety, general welfare, and the environment through the effective application of city building codes, which determine standards for how buildings may be built, modified, occupied, and maintained. Plan review and inspection services include verification of code compliance for structural, mechanical, electrical, plumbing, and energy conservation components of buildings. Building Services coordinates with other city divisions to develop code amendments to meet Boulder's Climate Commitment goals and collaborates with customers to gather feedback and ensure construction codes and regulations are well understood. The Code Compliance team in Building Services is responsible for enforcing city regulations involving land use, building code, and residential rental property maintenance.

ENGINEERING REVIEW AND INSPECTION

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

INFORMATION RESOURCES

Information Resources provides support for Planning and Development Services department's business systems. This support includes the administration and management of the land management, permitting, and licensing system- EnerGov, geographic information systems (GIS), analysis services, in addition to records and research.

PLANNING & DEVELOPMENT SERVICES BUDGET

2021 ACCOMPLISHMENTS

- Completed the mid-term update to the Boulder Valley Comprehensive Plan. This plan provides a general statement of the community's desires for future development and preservation of the Boulder Valley and is used by the city to guide long-range planning and review of development proposals.
- In 2021, P&DS implemented a new framework to complete multiple staff-led, process improvement projects, using a methodology that is aligned with P&DS's cultural anchor of Operational Excellence, which strives to deliver streamlined, efficient and predictable services to customers. The process improvement projects helped to:
 - Create helpful, easy to access, user-friendly resources
 - Ensure consistent and accurate messaging to customers
 - Create a framework for resolving conflicting review comments
 - Define staff roles and responsibilities
 - Improve EnerGov system oversight by establishing an Advisory Committee
- Enable additional viewing options and functionality in the Customer Self Service portal to provide customers easier access to case information and help them reach the appropriate staff quickly.
- Make P&DS's department's website more intuitive.
- One of the staff-led teams focused on Workplace Transformation, a project designed to create a hybrid workplace that is adaptive and flexible, operationally excellent, meets stakeholder needs, fosters connection, and strengthens a sense of belonging. The team also worked to understand the needs and preferences of P&DS workgroups and external customers with a goal of returning to in-person work better than before.
- Completed a 60% recommendation for the East Boulder Subcommunity Plan with a final draft expected before the end of 2021. This plan describes a future vision for East Boulder that is based on community goals and values and will inform decisions in the area for decades.
- Completed community discussions and the negotiation with CU of an annexation agreement as outlined by City Council in 2018 to bring forward for City Council's consideration in Fall of 2021.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Planning & Development Services	\$ -	-	\$ 1,359,348	11.75
Restoration of City Services				
Restore Comprehensive Planning Manager	-	-	167,046	1.00
Restore Customer Service and Intake Team	-	-	263,369	3.00
Restore Deputy Director	-	-	190,757	1.00
Restore Civil Engineer II and Planner II positions for Development Review Support	-	-	259,325	2.00
Restore Software Support Staffing	-	-	55,260	0.50
New/Enhanced Services				
Convert Energy Code Coordinator from Fixed-Term to Standard Position	-	-	79,231	0.75
Convert Land Use Code Update Position from Fixed-Term to Standard Position	-	-	94,313	1.00
Eviction Prevention and Rental Assistance Services (EPRAS) Administrative Assistant	-	-	76,050	1.00
P&DS Records Coordinator	-	-	147,566	1.00
Project Coordinator	-	-	91,842	1.00
Transfer of Engagement Specialist - Planning & Development Services to Communication & Engagment	-	-	(65,410)	(0.50)

Performance Measure: In 2021, Planning and Development Services anticipates meeting 91% of service delivery standards for building permits requiring full review.

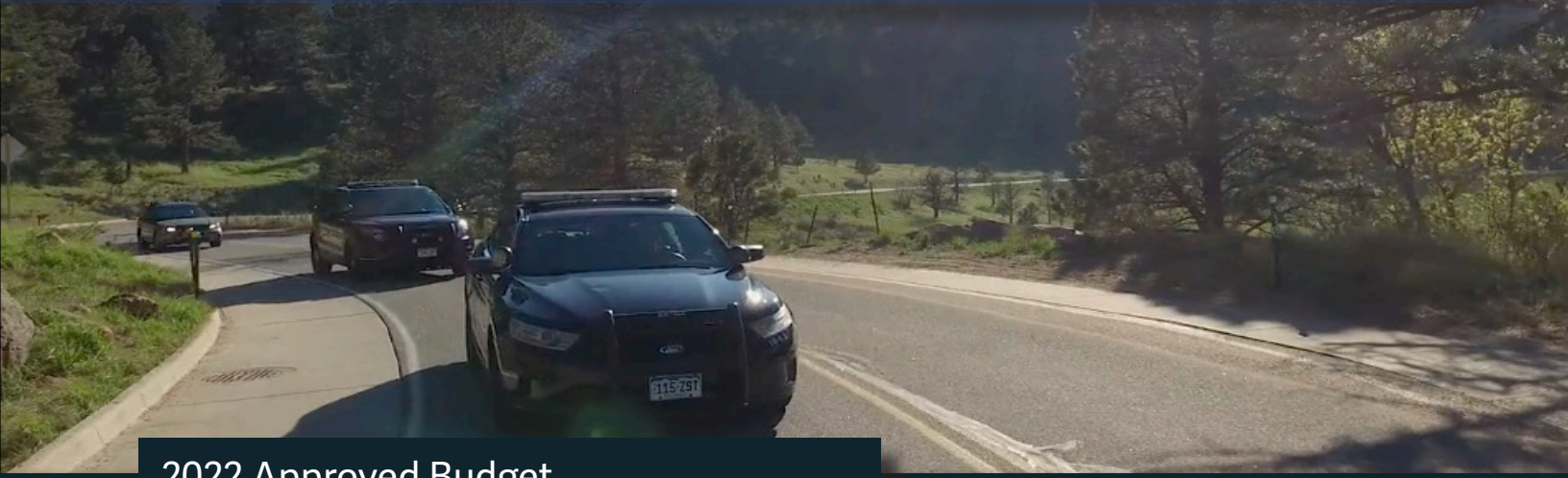
PLANNING & DEVELOPMENT SERVICES BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Planning & Development Services								
Division Management, Support & Customer Service	27.12	\$ 2,226,948	18.50	\$ 2,072,001	24.46	\$ 2,952,003	5.96	\$ 880,001
Building Services	15.39	1,581,615	14.73	1,706,270	15.39	1,842,452	0.66	136,181
Code Enforcement	7.00	579,857	7.00	624,311	7.00	662,790	-	38,480
Engineering Review	16.36	1,702,798	13.02	1,545,288	14.36	1,803,587	1.34	258,298
Comprehensive Planning	11.15	1,372,038	8.65	1,134,064	8.15	1,205,837	(0.50)	71,773
Development Review	17.00	1,764,441	13.00	1,635,209	15.00	1,917,592	2.00	282,383
Information Resources	17.50	2,336,775	13.50	2,058,799	8.00	1,636,655	(5.50)	(422,144)
Subtotal	111.52	\$ 11,564,472	88.40	\$ 10,775,943	92.36	\$ 12,020,916	3.96	\$ 1,244,973
Cost Allocation and Transfers								
Cost Allocation and Transfers	-	\$ 2,257,491	-	\$ 2,257,491	-	\$ 2,182,995	-	\$ (74,496)
Subtotal	-	\$ 2,257,491	-	\$ 2,257,491	-	\$ 2,182,995	-	\$ (74,496)
Total	111.52	13,821,963	88.40	13,033,434	92.36	14,203,911	3.96	1,170,477
EXPENDITURE BY CATEGORY								
Personnel		\$ 9,864,272		\$ 8,974,102		\$ 10,207,078		\$ 1,232,976
Operating		1,119,481		1,194,404		1,176,176		(18,228)
Interdepartmental Charges		580,720		607,437		637,662		30,225
Other Financing		2,257,491		2,257,491		2,182,995		(74,496)
Total		\$ 13,821,963		\$ 13,033,434		\$ 14,203,911		\$ 1,170,477
STAFFING AND EXPENDITURE BY FUND								
General	11.15	\$ 922,437	8.05	\$ 791,088	8.05	\$ 846,514	-	\$ 55,426
Planning & Development Services	100.37	12,899,526	80.35	12,242,346	83.31	13,277,347	2.96	\$ 1,035,001
EPRAS	-	-	-	-	1.00	80,050	1.00	\$ 80,050
Total	111.52	\$ 13,821,963	88.40	\$ 13,033,434	92.36	\$ 14,203,911	3.96	\$ 1,170,477

Performance Measure: In 2021, an estimated 3150 building permits were issued, an increase of 17% from 2020 and 30% from 2019.

POLICE BUDGET



2022 Approved Budget
\$40,406,484

Department Divisions

- Administration
- Operations
- Support & Staff Services

2022 Key Initiatives

- Continue the Master Plan and Police Reform processes.
- Continue the process of accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA) which focuses on policies, procedures and practices that provide greater accountability, risk mitigation and an in-depth review of department operations.
- Incorporate the Crisis Intervention Response Team into daily patrol operations to provide better response to those in our community experiencing behavioral health problems. Update the policies associated with behavioral health crisis response.
- Continue the implementation of a new Records Management System (RMS).
- Continue to be a partner in the multi-departmental pilot effort to address homelessness and encampment issues and complete the hiring and training of officers for this dedicated police unit.

Department Funding



- General Fund > 99%
- Governmental Capital Fund (tied to General Fund) < 1%



288.90 FTE

POLICE BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

ADMINISTRATION

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

OPERATIONS

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

SUPPORT & STAFF SERVICES

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

2021 ACCOMPLISHMENTS

- Revised the use of force policy to incorporate national best practices and conform with changes in state law. Trained all officers on the new use of force policy and the Critical Decision-Making Model that governs the use of force.
- Revised the Professional Standards/complaint policy and incorporated the Office of the Independent Police Monitor into the complaint investigation and review process. Implemented a Corrective Action and Disciplinary Matrix as part of the policy revision.
- Successfully secured grant funding to create a more robust victim advocate program to meet the demand of increased victim services due to the King Soopers mass shooting.
- Completed data portals including the external community dashboard and the internal crime analysis dashboard.
- Incorporated the HHS Crisis Intervention Response Team into daily patrol operations to provide better response to those in our community experiencing behavioral health problems. Updated the policies associated with behavioral health crisis response.

POLICE BUDGET

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Police	\$ 30,000	-	\$ 1,367,632	2.50
Restoration of City Services				
Restore Accident Report Specialist	-	-	96,404	1.00
Restore Property & Evidence Technician	-	-	80,000	1.00
Restore Greenwood Wildlife Rehab Center Contract	-	-	24,000	-
Restore Process Server for Photo Enforcement Program	-	-	54,809	0.50
Restore Fleet Replacement Budget	-	-	866,397	-
New/Enhanced Services				
Tactical Analytics and Leadership Information (TALI) Dashboard	-	-	4,400	-
Axon OSP 7+ Package (Tasers, Body-Worn and In-Car Cameras, Data Storage)-Contractual Increase	-	-	241,622	-
Executive Leadership Training to Address Professional Police Reform	30,000	-	-	-

Performance Measure: Boulder Police responded within the department goal of six minutes on 46 percent of all priority 1 incidents, January through October 2021, resulting in a median response time of six minutes and nineteen seconds. Priority 1 calls are in-progress incidents involving a threat of violence, life safety, or property damage that require immediate response from the closest available units.

POLICE BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	6.00	\$ 1,434,917	7.85	\$ 1,451,042	8.65	\$ 1,673,321	0.80	\$ 222,279
Subtotal	6.00	\$ 1,434,917	7.85	\$ 1,451,042	8.65	\$ 1,673,321	0.80	\$ 222,279
Operations								
Animal Protection	7.00	\$ 558,294	5.00	\$ 504,307	5.00	\$ 601,067	-	\$ 96,760
Code Enforcement	6.00	465,186	6.00	445,295	6.00	476,587	-	31,292
Community Services Programs	10.00	1,280,455	5.00	846,842	5.00	741,257	-	(105,584)
Crime Analysis	2.00	183,117	1.00	113,245	1.00	137,989	-	24,745
Criminalist	3.00	144,354	2.00	213,070	2.00	238,806	-	25,736
Detectives	31.00	3,964,262	31.00	4,249,327	31.00	4,635,190	-	385,863
Mall Unit/Homeless Outreach Team	9.00	1,369,433	9.00	1,194,747	15.00	1,846,088	6.00	651,341
Narcotics	4.00	571,796	4.00	596,940	4.00	599,712	-	2,772
Off Duty Reim	-	477,261	-	-	-	-	-	-
Operations Command	5.00	819,387	5.00	898,935	5.00	941,775	-	42,840
Patrol Watches I, II, III, NIT	104.00	12,347,424	105.00	12,166,819	105.00	12,420,146	-	253,328
Photo Enforcement	6.00	1,137,198	5.50	1,389,330	6.00	1,489,878	0.50	100,548
Traffic Enforcement	19.00	2,144,277	18.00	2,246,116	18.00	2,393,540	-	147,424
Subtotal	206.00	\$ 25,462,444	196.50	\$ 24,864,973	203.00	\$ 26,522,036	6.50	\$ 1,657,064
Support and Staff Services								
Business Services & Grants	3.00	\$ 832,686	3.00	\$ 738,925	3.00	\$ 714,815	-	\$ (24,109)
Facilities	5.50	755,409	5.50	759,018	5.50	791,929	-	32,911
Fleet	-	1,418,364	-	508,901	-	1,432,607	-	923,706
Personnel	2.00	374,447	2.00	365,056	2.00	451,350	-	86,293
Police & Fire Communications Center	33.00	3,170,580	32.00	3,212,948	32.00	3,298,527	-	85,580
Property & Evidence	5.00	557,619	4.00	446,086	5.00	548,076	1.00	101,990
Records	21.00	1,226,437	18.00	1,338,320	18.00	1,469,275	-	130,955
Technology	2.00	1,153,762	2.00	1,541,202	2.00	1,823,376	-	282,174
Training	4.00	1,012,584	8.00	1,392,813	8.00	1,412,365	-	19,552
Victim Services	1.75	176,042	1.75	187,568	1.75	204,805	-	17,237
Subtotal	77.25	\$ 10,677,930	76.25	\$ 10,490,837	77.25	\$ 12,147,126	1.00	\$ 1,656,290
Capital Improvement Program								
Capital Improvement Program	-	\$ 19,985	-	\$ 80,000	-	\$ 64,000	-	\$ (16,000)
Subtotal	-	\$ 19,985	-	\$ 80,000	-	\$ 64,000	-	\$ (16,000)
Total	289.25	\$ 37,595,276	280.60	\$ 36,886,852	288.90	\$ 40,406,484	8.30	\$ 3,519,632
EXPENDITURE BY CATEGORY								
Personnel		\$ 31,874,361		\$ 31,710,880		\$ 34,085,141		\$ 2,374,261
Operating		3,409,645		3,474,575		3,620,775		146,200
Interdepartmental Charges		2,160,083		1,621,397		2,636,568		1,015,171
Capital		151,187		80,000		64,000		(16,000)
Total		\$ 37,595,276		\$ 36,886,852		\$ 40,406,484		\$ 3,519,632
STAFFING AND EXPENDITURE BY FUND								
General	289.25	\$ 37,575,291	280.60	\$ 36,806,852	288.90	\$ 40,342,484	8.30	\$ 3,535,632
Governmental Capital	-	19,985	-	80,000	-	64,000	-	(16,000)
Total	289.25	\$ 37,595,276	280.60	\$ 36,886,852	288.90	\$ 40,406,484	8.30	\$ 3,519,632

TRANSPORTATION & MOBILITY BUDGET



2022 Approved Budget
\$42,308,410

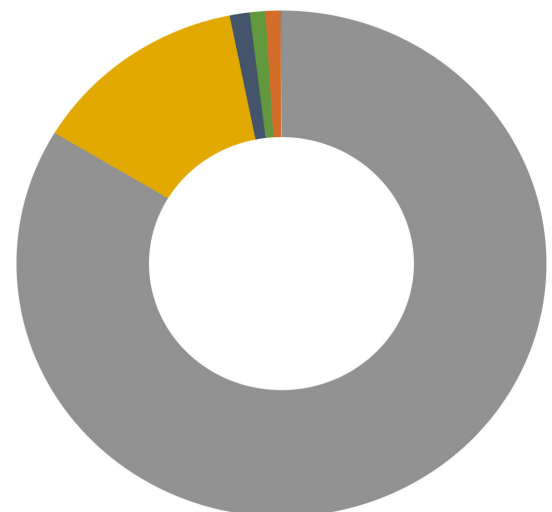
Department Divisions

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

2022 Key Initiatives

- Maintain Core Services.
- Enhance Maintenance.
- Focus on Vision Zero.
- Collaborate with other city departments on the Design & Construction Standards (DCS).
- Begin Transportation Master Plan update.
- Federal/State infrastructure related funding.

Department Funding



- General Fund 1%
- Airport Fund 1%
- Transportation Fund 84%
- Transportation Development Fund 13%
- Transit Pass GID Fund < 1%
- Boulder Junction Improvement Fund 1%



81.52 FTE

TRANSPORTATION & MOBILITY BUDGET

DEPARTMENT MISSION

The Transportation & Mobility Department is dedicated to travel safety in and around Boulder as well as maintaining existing infrastructure. These are the top priority for our department. Improving the quality of life in Boulder by planning, maintaining, and managing public investments.

DEPARTMENT OVERVIEW

TRANSPORTATION PLANNING

Transportation Planning includes the planning, programming, and policy work of the department by encouraging Boulder to design and use the multimodal system, including transit and the operation of the transportation demand management system. This group also oversees the city's progress toward meeting the goals of the Transportation Master Plan.

TRANSPORTATION OPERATIONS

Transportation Operations ensures a safe and efficient multi-modal transportation system including the operating, and maintaining of appropriate infrastructure and traffic control, including signage and traffic signals.

CAPITAL PROJECT MANAGEMENT

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

TRANSPORTATION MAINTENANCE

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

AIRPORT MANAGEMENT

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

PUBLIC WORKS BUSINESS SERVICES DIVISION

The Public Works Business Services Division is shared by the Transportation and Mobility and Utilities departments and provides core services and systems to support operational excellence in each department, leveraging efficiency and consistency across functions including Financial Processing, Payroll, Administrative Support, Volunteer Programming, GIS and Information Services, and Project Management Support.

2021 ACCOMPLISHMENTS

- Airport runway reconstruction completion (\$6M) and aircraft charging station completely paid for by Federal funds.
- Received \$2M in grant funds for electrification of 4 HOP buses.
- Vision Zero Implementation-20 is plenty initiative completed.
- Railroad Quiet Zones project completion.

TRANSPORTATION & MOBILITY BUDGET

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Transportation & Mobility	\$ 50,000	-	\$ 1,439,000	1.00
Restoration of City Services				
Restore Transportation Operating Budget to Accomplish Master Plan Goals	-	-	244,000	-
Restore HOP Service	-	-	353,000	-
Restore Fleet Replacement and Design Construction Standards Citywide Initiative Funding	-	-	152,000	-
Restore Staff Training/Certification and Funding for Removal of Emerald Ash Borer Affected Trees	-	-	215,000	-
New/Enhanced Services				
Core Service Program Improvements - Snow Removal and Material Storage	50,000	-	200,000	-
Convert Transportation GIS Analyst from Fixed-Term to Standard	-	-	75,000	1.00
Transportation Operations - Signals Maintenance & Upgrades	-	-	200,000	-

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Transportation								
Division Support & Customer Service	6.66	\$ 1,679,911	6.66	\$ 1,764,660	9.16	\$ 2,570,675	2.50	\$ 806,015
Airport Maintenance and Operations	1.00	409,909	1.00	326,756	1.00	347,609	-	20,853
Transportation Planning	6.00	5,651,379	6.00	4,951,017	6.00	5,526,025	-	575,009
Transportation Operations	16.75	4,412,628	16.75	4,393,907	16.75	4,919,388	-	525,481
Project Management	15.83	1,777,798	15.83	2,452,286	15.83	2,668,064	-	215,778
Transportation Maintenance	21.97	3,251,666	21.97	3,740,486	21.97	4,061,757	-	321,271
Chautauqua Access Management Program	-	116,994	-	198,248	-	207,535	-	9,287
Capital Improvement Program	9.81	22,843,041	9.81	11,252,469	10.81	19,847,797	1.00	8,595,328
Cost Allocation/Transfers	-	2,273,046	-	2,445,269	-	2,159,560	-	(285,709)
Total	78.02	\$ 42,416,372	78.02	\$ 31,525,098	81.52	\$ 42,308,410	3.50	\$ 10,783,312
EXPENDITURE BY CATEGORY								
Personnel		\$ 6,814,863		\$ 6,636,246		\$ 7,691,456		\$ 1,055,210
Operating		9,923,614		8,667,455		10,319,067		1,651,612
Interdepartmental Charges		1,098,432		1,935,554		2,124,930		189,376
Capital		22,306,417		11,904,147		20,013,397		8,109,250
Other Financing		2,273,046		2,381,696		2,159,560		(222,136)
Total		\$ 42,416,372		\$ 31,525,098		\$ 42,308,410		\$ 10,783,312
STAFFING AND EXPENDITURE BY FUND								
General	1.50	\$ 516,980	1.50	\$ 471,538	1.50	\$ 526,250	-	\$ 54,712
Airport	1.15	5,918,919	1.15	371,990	1.15	391,350	-	19,360
Transportation	75.37	34,835,888	75.37	29,268,767	78.87	35,378,067	3.50	6,109,300
Transportation Development	-	1,130,857	-	893,339	-	5,593,289	-	4,699,950
Transit Pass General Improvement District	-	11,829	-	19,464	-	19,454	-	(10)
Boulder Junction Improvement	-	1,899	-	500,000	-	400,000	-	(100,000)
Total	78.02	\$ 42,416,372	78.02	\$ 31,525,098	81.52	\$ 42,308,410	3.50	\$ 10,783,312

Through the Vision Zero Innovation Program, Transportation & Mobility staff plans to implement nearly 100 low cost, quick-build treatments throughout the city by the end of 2021 with the goals of improving pedestrian and bicyclist crossing comfort at intersections and reducing motor vehicle speeds in neighborhoods.

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UTILITIES BUDGET

2022 Approved Budget
\$175,037,566

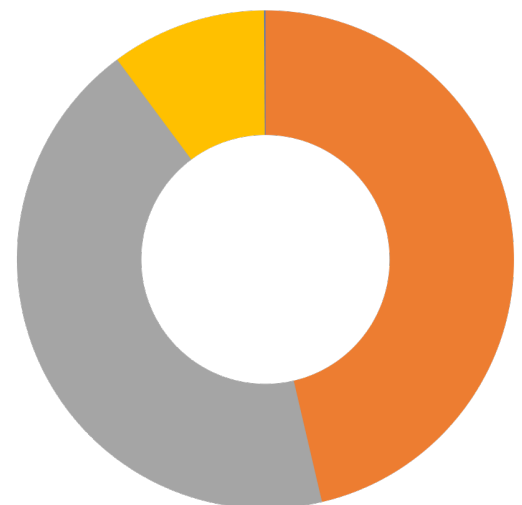
Department Divisions

- Planning & Project Management
- Distribution and Collection System Maintenance
- Water Resources and Hydroelectric
- Water Treatment
- Wastewater Treatment
- Water Quality Environmental Services

2022 Key Initiatives

- Water projects in 2022 will focus on addressing aging infrastructure and increasing reliability, resilience, and level of service of water infrastructure.
- The 63rd Water Treatment Plant repairs will focus on replacing major power supply and electrical components on the campus, improving their reliability and redundancy, and repairing and replacing the high service pump station.
- The Betasso Water Treatment Facility project focuses on improving disinfection capacity and the lime and carbon dioxide chemical feeds systems used for corrosion control. The project will help meet anticipated regulations and provide needed system reliability improvements.
- Key wastewater initiatives will focus on installing a new main wastewater pipeline from Valmont Road to the Water Resource Recovery Facility on 75th Street and rehabilitating the existing main wastewater pipeline.
- The South Boulder Creek Flood Mitigation Project will continue with completion of the 30% design and initial permit applications through the Army Corps of Engineers and FEMA.
- Phase 1 improvements in the Gregory Canyon Creek drainageway are planned from Arapahoe Ave. to Pennsylvania Ave. to provide capacity for a 10-year storm event; final design and property acquisition are planned for 2022 and construction in 2023.

Department Funding



- Lottery Fund < 1%
- Water Utility Fund 46%
- Wastewater Utility Fund 43%
- Stormwater/Flood Management Utility Fund 10%



178.57 FTE

UTILITIES BUDGET

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

PLANNING & PROJECT MANAGEMENT

Planning and Project Management protects public health and the economic vitality of our city through quality utility system management. This team provides planning, public engagement, project management, engineering, construction, and asset management for water, wastewater, and stormwater/flood management infrastructure.

DISTRIBUTION & COLLECTION SYSTEM MAINTENANCE

Distribution and Collection System Maintenance operates, maintains, and provides emergency response for the water distribution, wastewater collection, flood control facilities and stormwater conveyance systems of the city. This workgroup also performs all water meter reading, maintenance, and repair along with all underground utility locates. A new team will handle the Public Space Reclamation for all Utility corridors including Boulder Creek and adjacent properties.

WATER RESOURCES & HYDROELECTRIC

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

WATER TREATMENT

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

WASTEWATER TREATMENT

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

WATER QUALITY ENVIRONMENTAL SERVICES

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

UTILITIES BUDGET

2021 ACCOMPLISHMENTS

- Treated Water System Transmission Study – Staff, working in conjunction with consultants, completed a comprehensive two-year-long evaluation of the city’s treated water transmission system, which is comprised of large-diameter water pipes. The study provided a prioritized plan of projects to address aging infrastructure, hydraulic bottlenecks, and improvements to enhance operational reliability, flexibility, and system resiliency.
- Source Water AIM Project – Staff has completed the Source Water Asset Inventory and Maintenance (AIM) Project which will be used as an ongoing tool along with the Master Plans, to prioritize rehabilitation and/or replacement projects for the source water system. The source water assets are presently valued at between \$500M and \$700M and are essential in maintaining the high integrity of Boulder’s water system.
- Utility Bill Assistance – In response to economic hardships resulting from the COVID pandemic, the city ceased water service shutoffs in 2020 as a tangible way to partner with the community during these challenging, unprecedented times. The Utilities team reinstated bill collection protocols to address the growing list of delinquent accounts. For those who continue to experience economic hardships, support in the form of repayment plans, community partner assistance, and funding from the American Rescue Plan Act (ARPA) were implemented.
- Drought Plan Update – Staff, working in conjunction with consultants, began updating the city’s drought plan based on recent water supply and demand projections. The update will provide the city the tools to recognize and respond to a drought that will affect the municipal water supply, including measures for reducing customer water use to achieve demand reduction goals at each drought stage and clarifying roles and responsibilities in implementing the drought plan. The drought plan update will be substantially complete in 2021 with any necessary code or rule changes being advanced in 2022.
- South Boulder Creek Flood Mitigation Progress – The project team continued to advance the South Boulder Creek Flood Mitigation project, involving the design and construction of a regional detention facility upstream of US36 and on the CU South property. This is proposed and approved in the 2015 South Boulder Creek Flood Mitigation plan. The design must take into consideration the property owner interests and balance those with the flood mitigation needs in the city. The stakeholders include City of Boulder OSMP, Colorado Department of Transportation and University of Colorado-Boulder. Key actions this year included ongoing stakeholder involvement and development of an annexation agreement for the CU South property.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME \$	FIXED-TERM FTE	ONGOING \$	ONGOING FTE
Utilities	\$ -	-	\$ 976,910	10.00
New/Enhanced Services				
Convert Four Encampment Clean-Up Positions from Fixed-Term to Standard and Add Program Costs	-	-	325,572	4.00
Storm Contract Management Increase	-	-	30,000	-
Stormwater, Floodway, and Greenway Restructure and Additional Personnel	-	-	355,512	3.00
Convert Utilities GIS Analysts from Fixed-Term to Standard Positions	-	-	265,825	3.00

Performance Measure: In 2021, the Utilities Department jetted 434,140 linear feet in the sewer system, an increase of 18% from 2020, continuing to further the department’s goal of jetting the entire system of 600,000 linear feet every 3-5 years. The department plans to achieve this goal in the next couple years.

UTILITIES BUDGET

Department Detail

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Billing Services	6.00	\$ 1,208,994	6.00	\$ 1,044,171	6.00	\$ 1,070,637	-	\$ 26,466
Division Administration	14.15	2,263,592	15.79	2,514,360	19.17	3,000,319	3.38	485,959
Subtotal	20.15	\$ 3,472,587	21.79	\$ 3,558,530	25.17	\$ 4,070,956	3.38	\$ 512,425
Planning and Project Management								
Planning and Project Management	8.00	\$ 1,540,563	6.20	\$ 2,153,915	6.20	\$ 2,221,269	-	\$ 67,354
Subtotal	8.00	\$ 1,540,563	6.20	\$ 2,153,915	6.20	\$ 2,221,269	-	\$ 67,354
Distribution and Collection System Maintenance								
Collection System Maintenance	13.35	\$ 1,351,303	13.05	\$ 1,644,352	13.05	\$ 1,713,206	-	\$ 68,854
Distribution System Maintenance	14.80	2,444,529	13.65	2,408,296	13.65	2,418,317	-	10,021
Flood Channel Maintenance	3.30	445,909	3.50	703,617	10.50	1,409,872	7.00	706,255
Meter Operations	6.00	1,088,704	6.25	1,055,339	6.25	1,066,551	-	11,212
Storm Sewer Maintenance	11.80	1,484,386	11.55	1,588,041	11.55	1,959,505	-	371,464
Subtotal	49.25	\$ 6,814,831	48.00	\$ 7,399,645	55.00	\$ 8,567,451	7.00	\$ 1,167,806
Water Resources and Hydroelectric								
Hydroelectric Operations	3.00	\$ 577,198	3.00	\$ 544,847	3.00	\$ 563,238	-	\$ 18,391
Raw Water Facilities Operations	2.00	396,665	2.00	374,668	2.00	386,766	-	12,098
Water Resources Operations	5.00	1,932,151	5.00	2,134,545	5.00	2,231,046	-	96,500
Water Conservation	-	130,063	0.50	330,409	0.50	345,240	-	14,831
Subtotal	10.00	\$ 3,036,077	10.50	\$ 3,384,469	10.50	\$ 3,526,289	-	\$ 141,820
Water Treatment								
Water Treatment Plants Operations	27.00	\$ 4,497,979	28.00	\$ 4,998,204	28.00	\$ 5,068,537	-	\$ 70,332
Subtotal	27.00	\$ 4,497,979	28.00	\$ 4,998,204	28.00	\$ 5,068,537	-	\$ 70,332
Wastewater Treatment								
Marshall Landfill Operations	-	\$ 27,245	-	\$ 45,000	-	\$ 45,000	-	\$ -
Water Resource Recovery Facility (WRRF) Operations	27.00	4,703,027	26.00	5,076,267	26.00	4,933,502	-	(142,766)
Subtotal	27.00	\$ 4,730,273	26.00	\$ 5,121,267	26.00	\$ 4,978,502	-	\$ (142,766)
Water Quality Environmental Services								
Hazardous Materials Management	-	\$ 484,172	-	\$ 342,145	-	\$ 342,145	-	\$ -
Industrial Pretreatment	3.12	373,851	3.25	400,950	3.25	416,168	-	15,218
Stormwater Permit Compliance	0.95	277,958	-	22,592	-	22,592	-	-
Stormwater Quality Operations	3.40	401,414	4.45	835,849	4.45	873,779	-	37,931
Wastewater Quality Operations	3.42	574,173	3.75	595,099	3.75	620,862	-	25,762
Water Conservation	0.63	3,887	-	-	-	393	-	393
Water Quality Operations	7.98	948,575	7.25	1,078,250	7.25	1,073,257	-	(4,993)
Subtotal	19.50	\$ 3,064,029	18.70	\$ 3,274,884	18.70	\$ 3,349,196	-	\$ 74,311
Capital Improvement Program, Cost Allocation, Transfers and Capital Payments								
Capital Improvement Program	8.00	\$ 29,156,367	9.00	\$ 37,379,134	9.00	\$ 120,228,601	-	\$ 82,849,467
Cost Allocation/ Transfers	-	4,164,969	-	4,416,620	-	3,942,975	-	(473,645)
Debt Service and Windy Gap	-	13,941,699	-	14,414,962	-	19,083,791	-	4,668,829
Subtotal	8.00	\$ 47,263,035	9.00	\$ 56,210,716	9.00	\$ 143,255,367	-	\$ 87,044,651
Total	168.90	\$ 74,419,375	168.19	\$ 86,101,630	178.57	\$ 175,037,565	10.38	\$ 88,935,934

UTILITIES BUDGET

Department Detail, Continued

	2020 Actual		2021 Approved Budget		2022 Approved Budget		Variance 2021 to 2022	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
EXPENDITURE BY CATEGORY								
Personnel		\$ 15,708,155		\$ 16,960,588		\$ 18,472,526		\$ 1,511,938
Operating		16,215,003		12,582,443		11,772,195		(810,248)
Interdepartmental Charges		2,195,319		2,127,866		2,168,911		41,045
Capital		23,079,968		36,950,275		120,025,167		83,074,892
Debt Service		13,055,961		13,063,838		18,655,791		5,591,953
Other Financing		4,164,969		4,416,620		3,942,975		(473,645)
Total		\$ 74,419,375		\$ 86,101,630		\$ 175,037,565		\$ 88,935,934
STAFFING AND EXPENDITURE BY FUND								
Lottery	-	\$ -	-	\$ 151,067	-	\$ 151,100	-	\$ 33
Water Utility	80.80	37,635,725	81.98	38,800,169	82.76	81,115,463	0.78	42,315,294
Wastewater Utility	56.77	27,414,860	56.90	30,258,348	58.26	76,105,627	1.36	45,847,279
Stormwater/Flood Management Utility	31.33	9,368,790	29.31	16,892,046	37.55	17,665,375	8.24	773,329
Total	168.9	\$ 74,419,375	168.19	\$ 86,101,630	178.57	\$ 175,037,566	10.38	\$ 88,935,934

The City of Boulder utilizes eight hydroelectric generators to generate energy and break pressure throughout the water system. Combined, the 'hydros' produce 40,000,000 kWh of electricity, enough to supply 4,600 homes per year.

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CAPITAL IMPROVEMENT PROGRAM

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CAPITAL IMPROVEMENT PROGRAM

The City of Boulder's 2022-2027 Capital Improvement Program (CIP) contains information on how the city plans to invest available resources into key infrastructure and facilities between 2022 and 2027. The 2022-2027 CIP provides the funding plan (amount needed by year) for each CIP project in the document's summary sections and in each project sheet. This section contains: planned project funding summaries organized by department, project type, and fund; links to maps and detail project sheets illustrating the location of projects throughout the city; and narratives describing the rationale behind project prioritization. The 2022-2027 CIP has four main parts:

INTRODUCTION

Provides an overview of the 2022-2027 CIP including process and highlights.

FUNDING SUMMARIES

Contains analysis of how the 2022-2027 CIP allocates dollars among city departments, project types, and funds.

DEPARTMENT OVERVIEWS

Contains highlights of each department's focus, operating and maintenance impacts, unfunded projects, CEAP projects, board action, 2022-2027 CIP, and a link to that department's project sheets.

CEAP (COMMUNITY & ENVIRONMENTAL ASSESSMENT PROCESS)

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

CAPITAL IMPROVEMENT PROGRAM

The funding tables (includes tables in the Funding Summaries section, as well as tables in the Capital Project Overviews section) show the six-year Estimated Total Cost for each project, which includes total approved budget for 2022, and the estimated cost for each year between 2022 through 2027.

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

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

- Capital Enhancement
- Capital Maintenance
- Capital Planning Studies
- Land Acquisition
- New Facility/Infrastructure

Innovation & Technology							
	Estimated Total Cost	2020 Approved	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Capital Program Total	\$ 18,113,400	\$ 4,390,000	\$ 2,810,600	\$ 1,932,800	\$ 7,180,000	\$ 1,500,000	\$ 300,000
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INTRODUCTION

BACKGROUND ON THE CAPITAL IMPROVEMENT PROGRAM (CIP)

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

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

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

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

APPROVED 2022-2027 CAPITAL IMPROVEMENT PROGRAM (CIP)

The 2022-2027 CIP is based upon an improved revenue picture as the Boulder economy has shown signs of recovery from the COVID-19 Pandemic. With that, the 2022-2027 CIP has \$158 million approved for 2022, and approximately \$684 million is approved for years 2022-2027. It is important to remember that, unlike an operating budget, the capital budget may significantly fluctuate between years due to timing of projects and availability of funding.

The city is spending the majority, about 82%, of its 2022-2027 capital funds on capital maintenance and enhancement of its existing assets. The CIP focuses on taking care of what the city already owns with an emphasis on making improvements to its core service areas. Capital enhancements involve upgrades to existing facilities that may include upgraded technologies, materials, and equipment that can be more efficient, effective and less costly to operate over time.

SEVERAL LARGE 2022 CAPITAL PROJECTS INCLUDE:

- Aquatic Facility Enhancements (\$1.6M)
- Alpine Balsam Flood Mitigation (\$3.0M)
- South Boulder Creek Flood Mitigation (\$2M)
- Gregory Creek Flood Mitigation (\$3.0M)
- Pavement Management Program (\$4.85M)
- 28th Street Multi-modal Enhancements Project (\$4.7M)
- Main Sewer Improvements (\$44.5M)

INTRODUCTION

PLANNING CONTEXT:

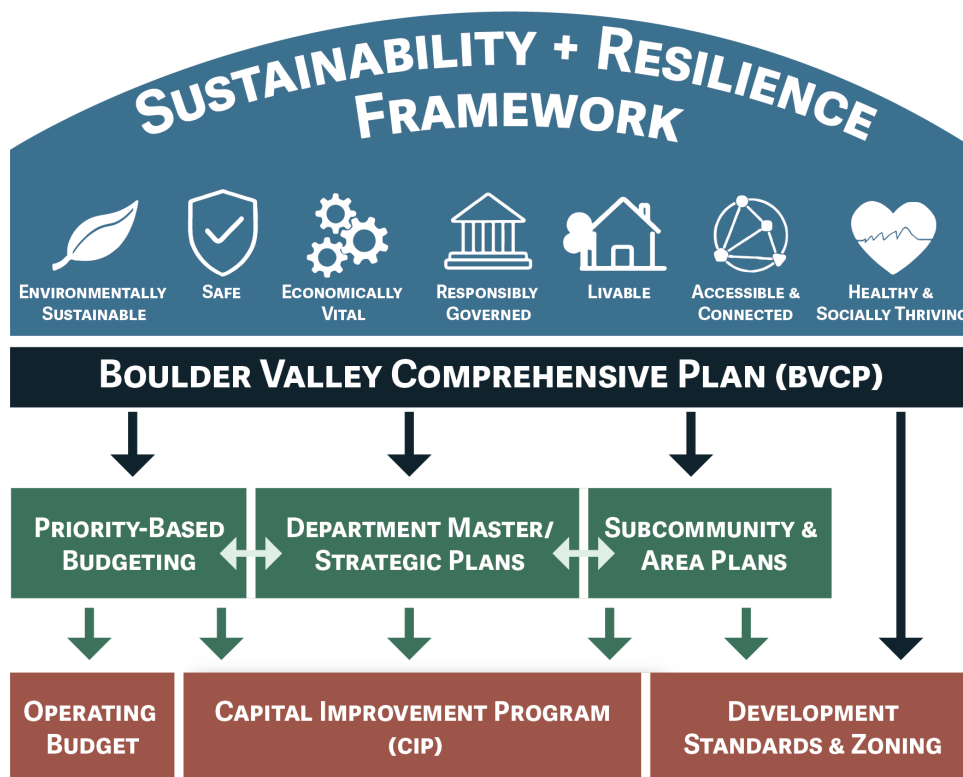
The Boulder community has long been a leader in collaborative strategic planning and proactive longterm financial planning. The city utilizes the Community Sustainability + Resilience Framework and Boulder Valley Comprehensive Plan (BVCP) to guide all decisions. The BVCP sets the stage for more detailed planning for parts of the Boulder Valley and for implementation. More detailed planning puts the vision of this plan into practice through the steps described below and as shown in the figure below.

COMMUNITY SUSTAINABILITY & RESILIENCE FRAMEWORK

The Community Sustainability + Resilience Framework helps provide common language for the Boulder Valley, community and City Council goals and priorities. It assists in the alignment of the BVCP, master plans, decision-making and budgeting process. The City of Boulder continuously works to provide service excellence for an inspired future. This framework guides budgeting and planning processes by providing consistent goals necessary to achieve Boulder's vision of a great community and the actions required to achieve them.

BOULDER VALLEY COMPREHENSIVE PLAN (BVCP)

The BVCP is the overarching policy to guide development and preservation in the Boulder Valley, including for the city's capital improvements. Sections within each policy chapter of the BVCP generally coincide with the seven broad categories and outcomes of the Community Sustainability + Resilience Framework. The CIP is one of the key implementation tools to ensure that the city's capital investments meet the city's long-term goals and is aligned with the vision set forth in the BVCP.



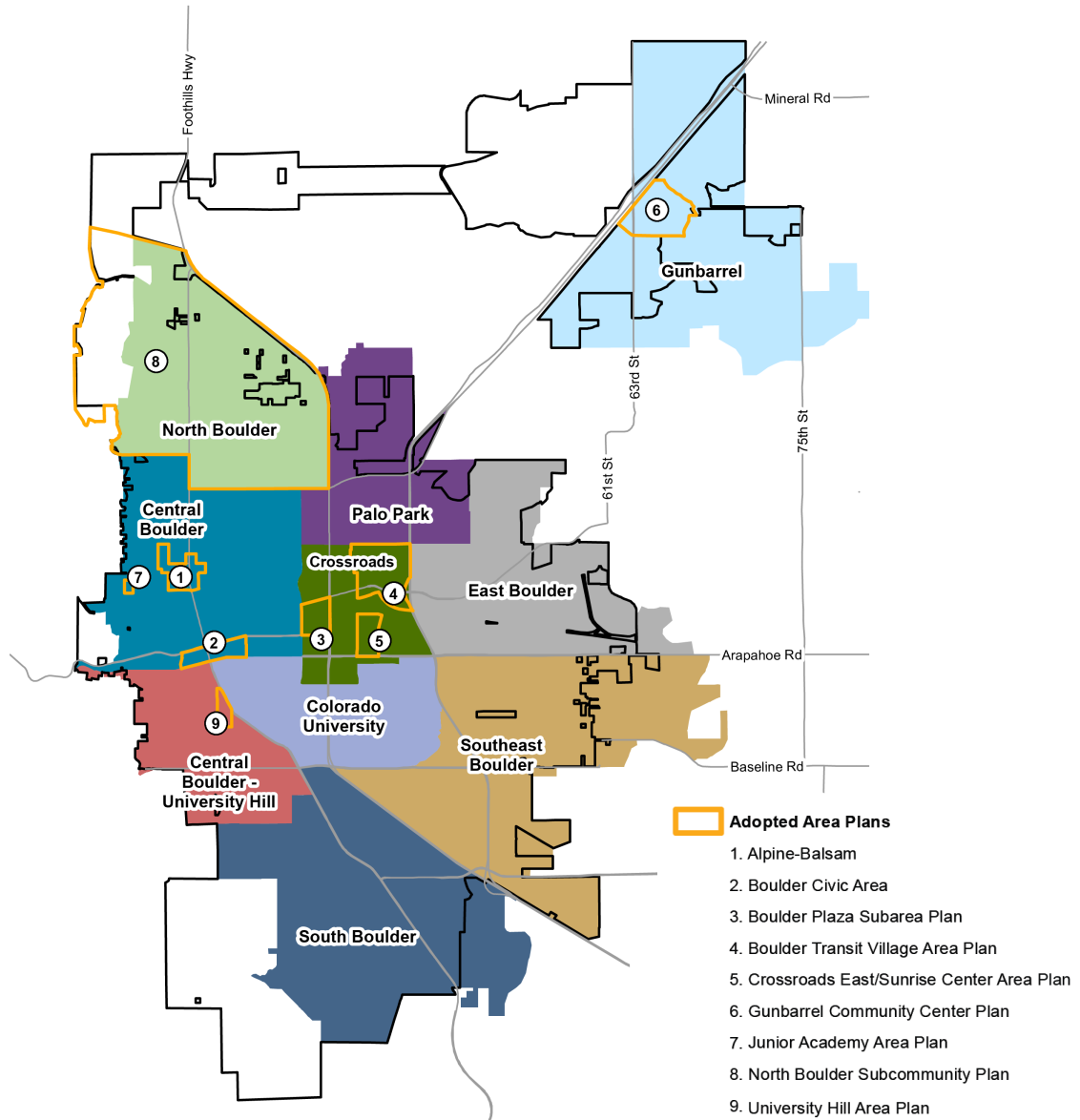
INTRODUCTION

DEPARTMENT MASTER PLANS

Most departments have master plans outlining the provision of services and facilities. Master plans include a robust community engagement process and are developed to be consistent with the policies and the growth projections in the BVCP. They include level of service standards needed to meet BVCP goals and policies, more specific policies, and system-wide priorities for scheduling and targeting capital improvements. Master plans play a fundamental role in the identification and eventual implementation of capital projects. In turn, the CIP plays a fundamental role in achieving the visions set forth in department master plans.

SUBCOMMUNITY AND AREA PLANS

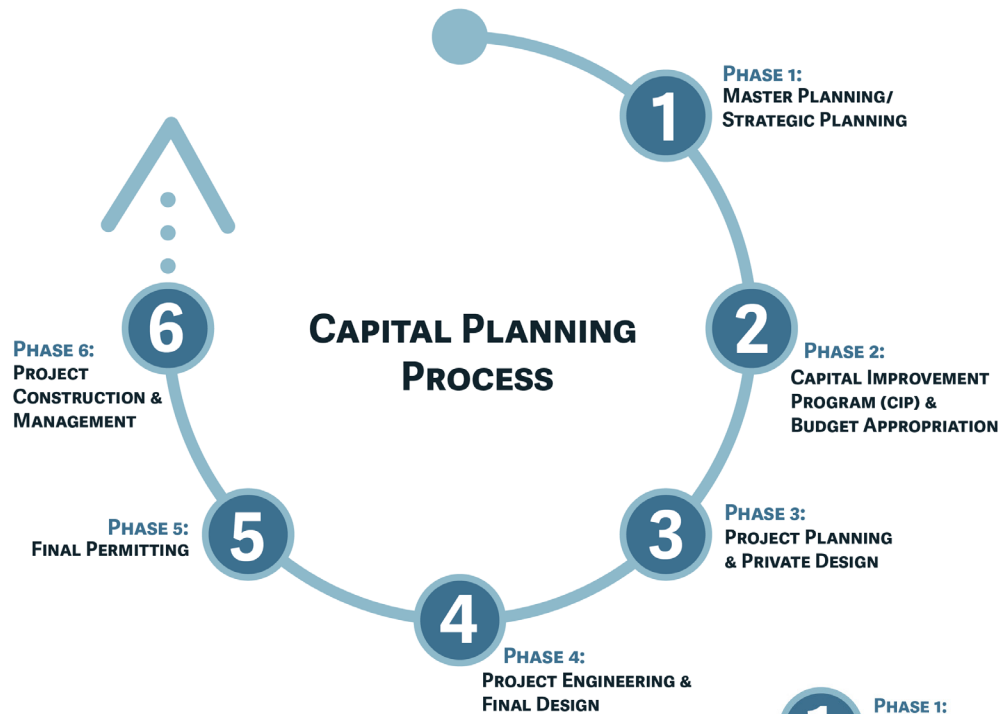
As defined in the BVCP, subcommunity and area plans (map provided below) provide direction for specific geographic areas. They provide a link between the broad policies of the BVCP and more detailed zoning, development review and capital improvement programming decisions. Like department master plans, subcommunity and area plans play a fundamental role in the identification and eventual implementation of capital projects. In turn, the CIP plays a fundamental role in achieving the visions set forth in subcommunity and area plans.



INTRODUCTION

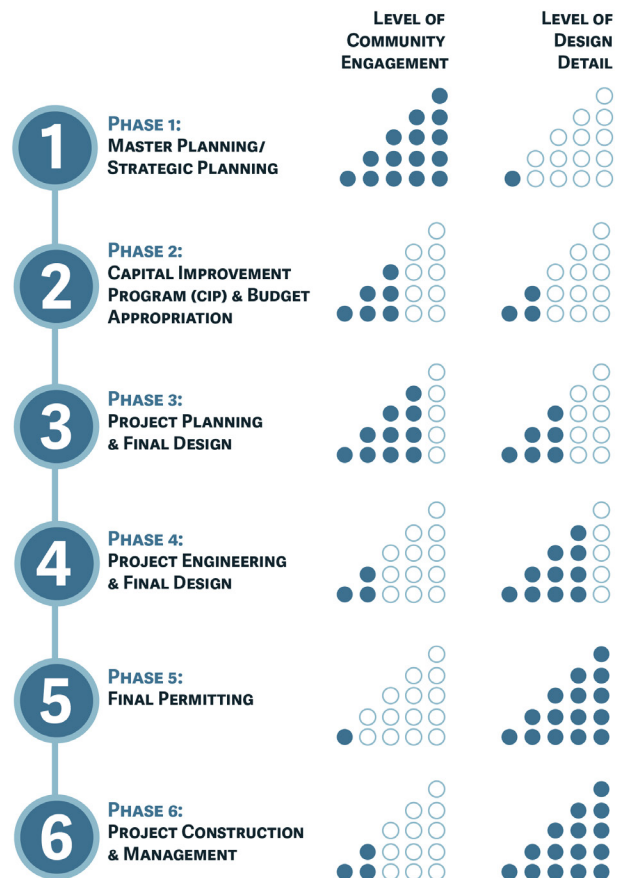
CAPITAL PLANNING (DEPARTMENT LEVEL)

The diagram below shows the general steps in the capital planning process. Each department prioritizes and schedules its CIP based on the needs and priorities identified in its master plan, any subcommunity or area plan, industry best practices, opportunities for external funding, estimated cost, projected revenue, urgency of the project, and maintenance schedules. Projects are then scheduled into the six-year CIP, with some design work and financing completed as they approach the budget funding cycle.



The diagram to the right also shows the general steps in Boulder’s planning process, but highlights the general expectations for community engagement and the overall level of detail. Master plans include a robust community engagement process that ultimately results in conceptual CIP projects. Additional engagement often happens in Phase 3, especially when there are numerous alternatives to consider. Community engagement during final permitting and construction is limited to informing community members about impacts to their daily lives.

City Council, advisory boards/commissions, community members, and others have the highest amount of influence during the master planning process and in the scheduling of years two through six of the CIP. More information on each phase is included on the following page.



INTRODUCTION

PHASE 1: DEPARTMENTAL MASTER OR STRATEGIC PLANNING

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

PHASE 2: CAPITAL IMPROVEMENT PROGRAM (CIP) AND BUDGET APPROPRIATION

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

PHASE 3: PROJECT PLANNING AND DESIGN

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

PHASE 4: PROJECT ENGINEERING AND FINAL DESIGN

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

PHASE 5: FINAL PERMITTING

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

PHASE 6: PROJECT CONSTRUCTION AND MANAGEMENT

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

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FUNDING SUMMARIES

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OVERVIEW OF FUNDING SUMMARIES

The Funding Summaries section provides full detail of the city’s CIP budget needs from 2022 through 2027 by department, project type, and fund. For each of the three funding views, the following information is shown:

- Total project cost for 2022 through 2027
- Planned funding allocation in each year 2022-2027 and the six-year total
- Prior funded amount

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

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



FUNDING SUMMARIES

FUNDING BY DEPARTMENT

The Public Works Utilities and Transportation divisions have the greatest allocations of resources in the 2022-2027 CIP.

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

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

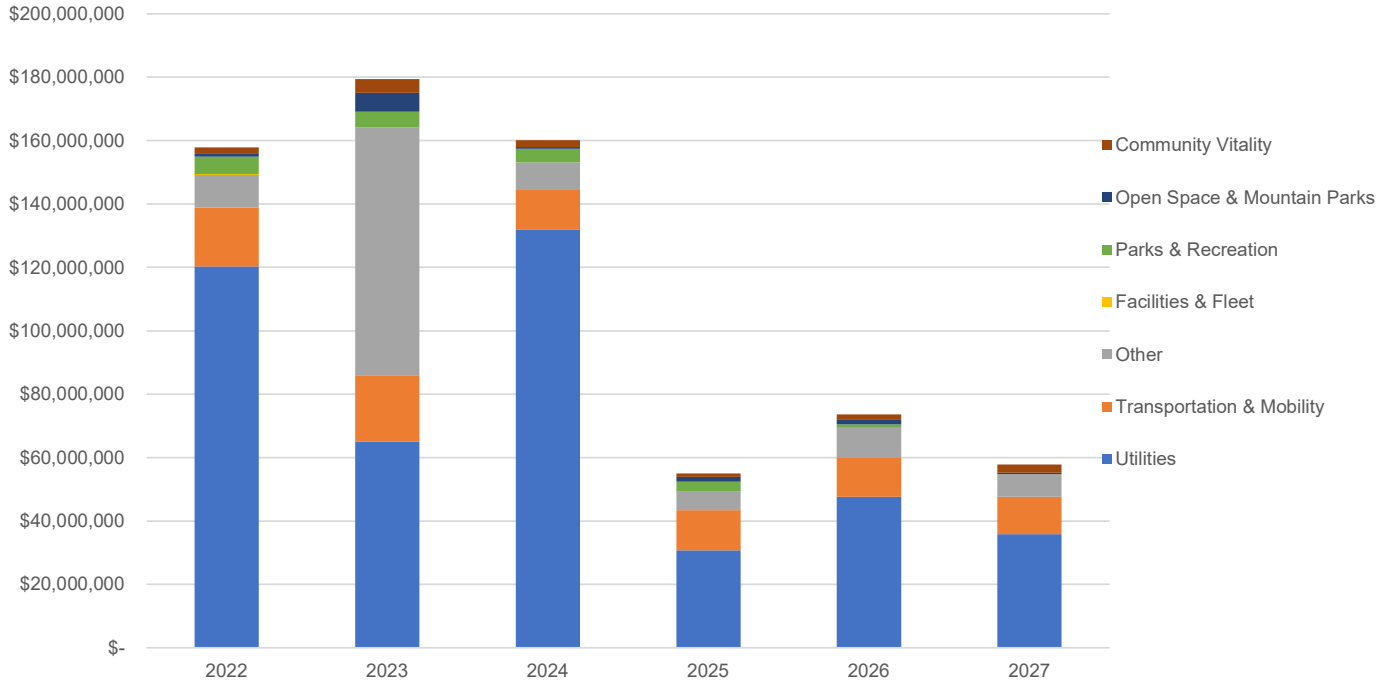
The chart on the following page displays the share of total 2022-2027 CIP spending by each department.

The following city departments are participating in the 2022-2027 CIP:

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

FUNDING SUMMARIES

2022-2027 Funding by Department



2022-2027 FUNDING SUMMARY BY DEPARTMENT

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Citywide	\$ 10,773,440	\$ 1,339,440	\$ 1,886,800	\$ 1,886,800	\$ 1,886,800	\$ 1,886,800	\$ 1,886,800
Community Vitality	13,902,000	2,047,000	4,410,000	2,095,000	1,100,000	1,750,000	2,500,000
Facilities & Fleet	72,473,046	4,578,841	61,578,841	1,578,841	1,578,841	1,578,841	1,578,841
Fire-Rescue	10,491,560	-	10,491,560	-	-	-	-
Innovation & Technology	10,700,800	867,800	5,930,000	575,000	1,455,000	1,360,000	513,000
Open Space & Mountain Parks	19,029,000	5,571,000	4,964,000	4,302,000	3,098,000	1,094,000	-
Parks & Recreation	26,058,500	4,528,000	4,180,000	5,177,000	2,436,500	6,092,000	3,645,000
Police	64,000	64,000	-	-	-	-	-
Stormwater & Flood Utility	136,454,602	8,788,567	16,938,567	96,341,767	4,268,567	4,448,567	5,668,567
Transportation & Mobility	88,538,020	18,630,187	20,874,625	12,460,833	12,617,250	12,158,500	11,796,625
Wastewater Utility	140,456,000	56,635,000	32,178,000	7,580,000	7,255,000	27,623,000	9,185,000
Water Utility	154,700,000	54,805,000	16,000,000	28,055,000	19,260,000	15,600,000	20,980,000
TOTAL	\$ 683,640,968	\$ 157,854,835	\$ 179,432,393	\$ 160,052,241	\$ 54,955,958	\$ 73,591,708	\$ 57,753,833

FUNDING SUMMARIES

FUNDING BY PROJECT TYPE

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

The five project types are defined by the following criteria:

1. CAPITAL ENHANCEMENT

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

2. CAPITAL MAINTENANCE

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

3. CAPITAL PLANNING STUDIES

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

4. LAND ACQUISITION

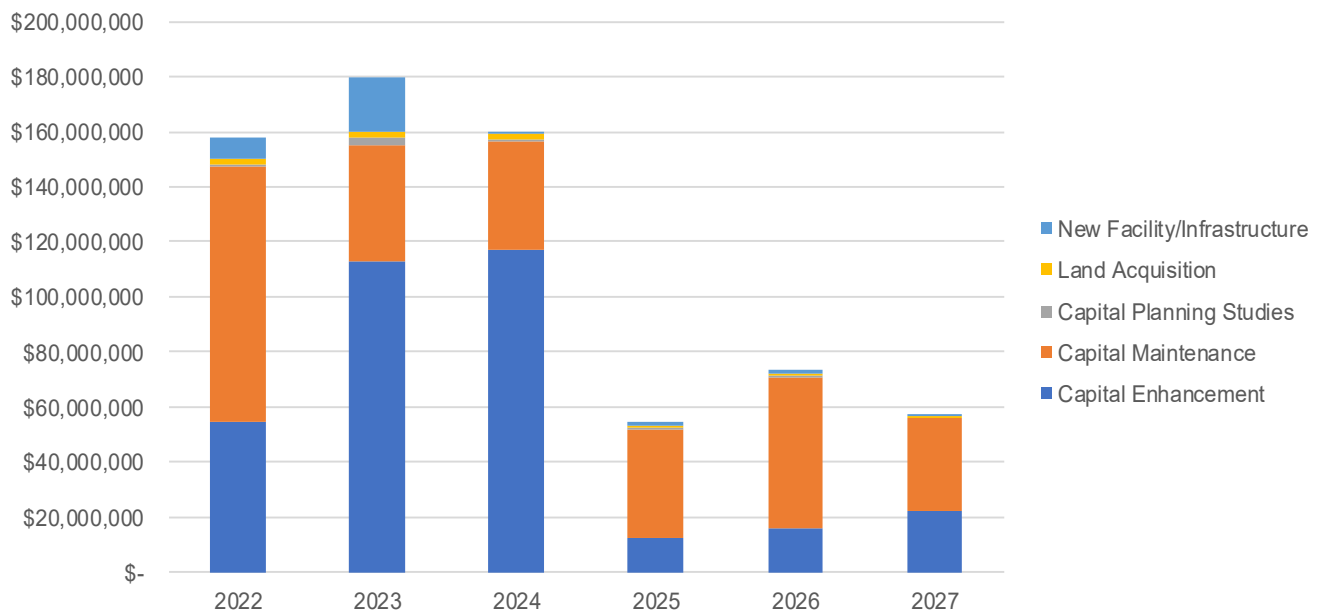
- Project or program results in the acquisition of real property, such as land, mineral or water rights, or permanent easements.
- Projects may have discrete start and end dates, or may be programmatic.
- Projects or programs may be location specific or citywide.
- Projects or programs typically include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

5. NEW FACILITY/INFRASTRUCTURE

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

FUNDING SUMMARIES

2022-2027 Funding by Project Type



2022-2027 FUNDING SUMMARY BY TYPE

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
CIP-CAPITAL ENHANCEMENT	\$ 335,193,921	\$ 54,431,011	\$ 112,935,568	\$ 117,198,267	\$ 12,298,817	\$ 16,066,067	\$ 22,264,192
CIP-CAPITAL MAINTENANCE	302,112,730	92,930,377	42,264,289	39,015,641	39,312,141	55,010,641	33,579,641
CIP-CAPITAL PLANNING STUDIES	5,983,333	910,000	2,500,000	1,043,333	1,120,000	410,000	-
CIP-LAND ACQUISITION	8,031,056	1,700,704	2,060,352	1,770,000	800,000	830,000	870,000
CIP-NEW FACILITY/INFRASTRUCTURE	32,319,928	7,882,743	19,672,185	1,025,000	1,425,000	1,275,000	1,040,000
Total	\$ 683,640,968	\$ 157,854,835	\$ 179,432,394	\$ 160,052,241	\$ 54,955,958	\$ 73,591,708	\$ 57,753,833

FUNDING SUMMARIES

FUNDING BY FUND

Detailed descriptions of all of the city's funds are available in the introduction section of the 2022 Approved Budget. Many of the funds exist to handle dedicated revenues that can only be used for specific types of capital projects. These restrictions provide consistency in planning for project types, but also require the city to allocate resources to a specific category of infrastructure and maintain existing priorities. The Greenways Program is not a fund as defined above, but is used within the CIP to illustrate the funding structure of the Public Works - Greenways workgroup, and to call out the CIP projects associated with the work of Greenways.

The following funds qualify for a percent for art allocation: .25 Cent Sales Tax Fund, Facility Renovation & Replacement Fund, Governmental Capital/General Fund, Permanent Park & Recreation Fund, Transportation Fund, and Transportation Development Fund.

Similar to the department distributions described earlier in this section, the Transportation and Utility Funds are the largest contributors to the city's 2022-2027 CIP.

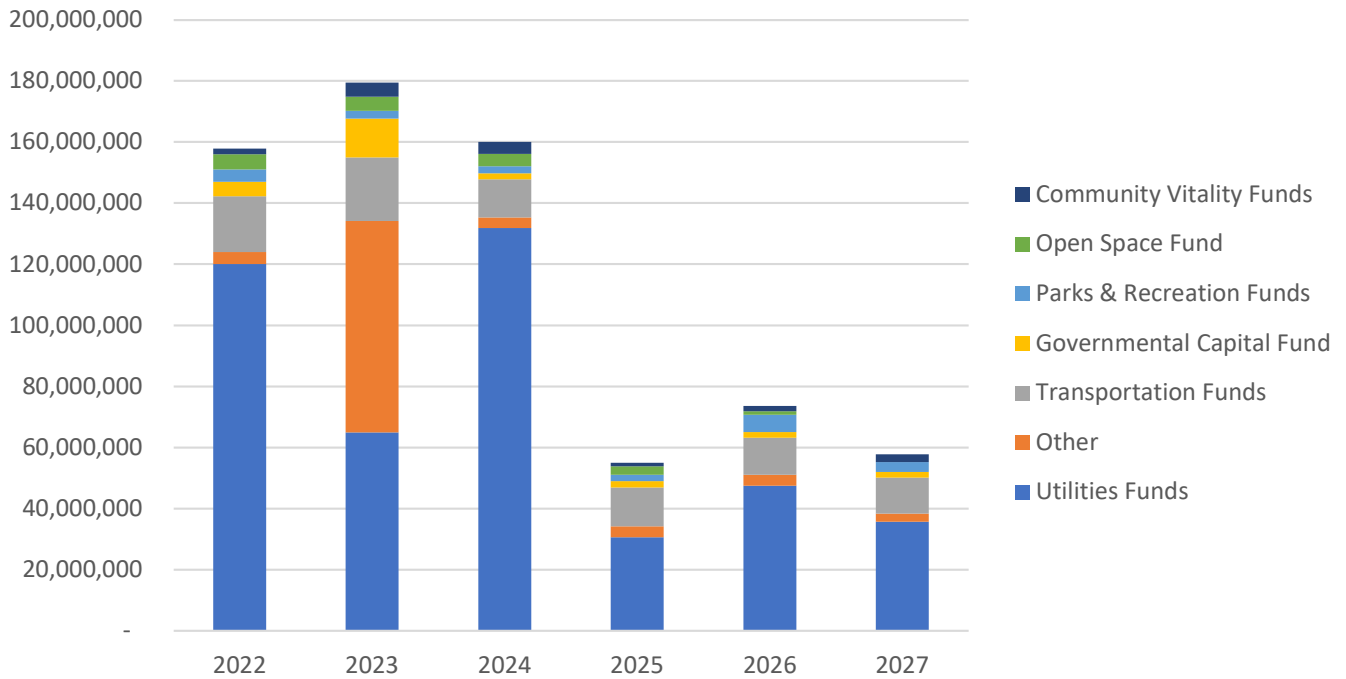
The chart shows the distribution of six-year funding by fund.

The CIP projects are funded through the following 21 sources.

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

FUNDING SUMMARIES

2022-2027 Funding by Fund



2022-2027 FUNDING SUMMARY BY FUND

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
.25 Cent Sales Tax	\$ 8,438,000	\$ 2,888,000	\$ 500,000	\$ 500,000	\$ 600,000	\$ 2,000,000	\$ 1,950,000
Airport	\$ 333,333	\$ -	\$ -	\$ 333,333	\$ -	\$ -	\$ -
Bldr Junction Cap Imprvmt	\$ 2,100,000	\$ -	\$ 210,000	\$ 1,890,000	\$ -	\$ -	\$ -
Bldr Junction GID- Parking	\$ 505,125	\$ 105,125	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
Bldr Junction GID-TDM	\$ 5,125	\$ 5,125	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Development	\$ 3,455,958	\$ 100,000	\$ 2,855,958	\$ 500,000	\$ -	\$ -	\$ -
Capital Improvement CCS	\$ 3,673,199	\$ 434,000	\$ 3,239,199	\$ -	\$ -	\$ -	\$ -
Computer Replacement	\$ 4,800,800	\$ 617,800	\$ 580,000	\$ 575,000	\$ 1,155,000	\$ 1,360,000	\$ 513,000
Downtown Commercial District	\$ 10,558,500	\$ 1,603,500	\$ 1,810,000	\$ 1,995,000	\$ 1,000,000	\$ 1,650,000	\$ 2,500,000
Facility Renovation & Replace	\$ 69,473,046	\$ 1,578,841	\$ 61,578,841	\$ 1,578,841	\$ 1,578,841	\$ 1,578,841	\$ 1,578,841
Governmental Capital Fund	\$ 25,256,843	\$ 4,776,440	\$ 12,633,203	\$ 1,886,800	\$ 2,186,800	\$ 1,886,800	\$ 1,886,800
Lottery	\$ 5,002,402	\$ 1,207,067	\$ 879,067	\$ 879,067	\$ 879,067	\$ 579,067	\$ 579,067
Open Space	\$ 17,501,000	\$ 4,943,000	\$ 4,664,000	\$ 4,002,000	\$ 2,798,000	\$ 1,094,000	\$ -
Permanent Parks & Recreation	\$ 11,352,500	\$ 1,112,000	\$ 2,042,000	\$ 1,859,000	\$ 1,408,500	\$ 3,664,000	\$ 1,267,000
Stormwater & Flood Mgt Utility	\$ 135,548,200	\$ 8,637,500	\$ 16,787,500	\$ 96,190,700	\$ 4,117,500	\$ 4,297,500	\$ 5,517,500
Transportation	\$ 79,496,687	\$ 12,822,187	\$ 20,424,625	\$ 11,277,500	\$ 11,817,250	\$ 11,358,500	\$ 11,796,625
Transportation Development	\$ 8,274,000	\$ 5,374,000	\$ 450,000	\$ 850,000	\$ 800,000	\$ 800,000	\$ -
University Hill Comm Dist	\$ 2,710,250	\$ 210,250	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -
Wastewater Utility	\$ 140,456,000	\$ 56,635,000	\$ 32,178,000	\$ 7,580,000	\$ 7,255,000	\$ 27,623,000	\$ 9,185,000
Water Utility	\$ 154,700,000	\$ 54,805,000	\$ 16,000,000	\$ 28,055,000	\$ 19,260,000	\$ 15,600,000	\$ 20,980,000
Total	\$ 683,640,968	\$ 157,854,835	\$ 179,432,393	\$ 160,052,241	\$ 54,955,958	\$ 73,591,708	\$ 57,753,833

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CITYWIDE



CURRENT FOCUS IN THE 2022 CAPITAL BUDGET

The goals of the General Fund CIP are to provide a sustainable funding source for essential capital needs; improve resiliency of essential services; and save the city money in the long run by not deferring necessary improvements. Many General Fund CIP projects are found within the corresponding departments. However, there are several projects in 2022 that are true citywide projects and do not have an associated department focus. Projects in 2022 include:

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

OPERATING & MAINTENANCE IMPACTS

Operating costs will be included as appropriate.

UNFUNDED PROJECTS & EMERGING NEEDS

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

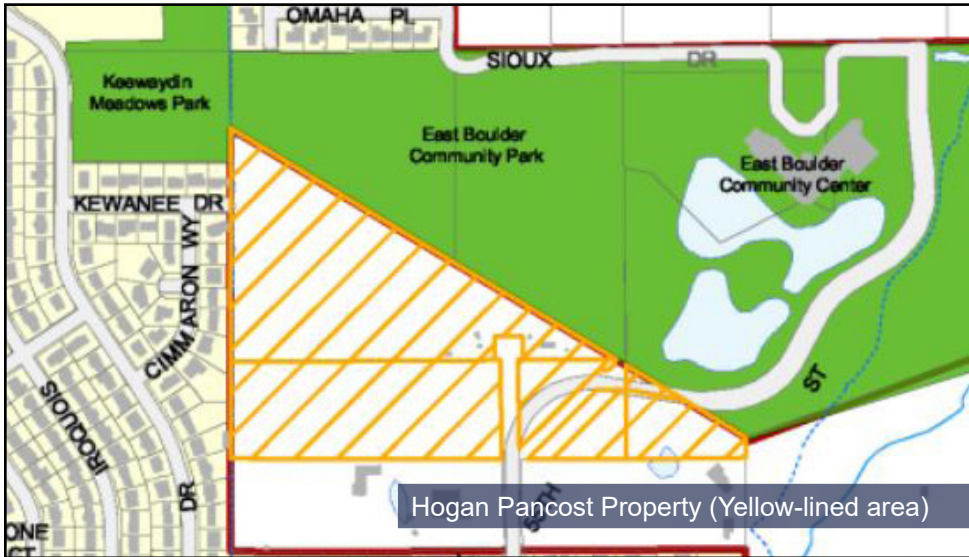
CEAP PROJECTS

None

BOARD ACTION

N/A

CITYWIDE CAPITAL



2022-2027 Capital Improvement Plan

Citywide							
	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Capital Program Total	\$ 10,773,440	\$ 1,339,440	\$ 1,886,800	\$ 1,886,800	\$ 1,886,800	\$ 1,886,800	\$ 1,886,800
CIP-Capital Maintenance Total	\$ 9,812,384	\$ 698,736	\$ 1,566,448	\$ 1,886,800	\$ 1,886,800	\$ 1,886,800	\$ 1,886,800
General Fund Capital	\$ 9,812,384	\$ 698,736	\$ 1,566,448	\$ 1,886,800	\$ 1,886,800	\$ 1,886,800	\$ 1,886,800
CIP-Land Acquisition Total	\$ 961,056	\$ 640,704	\$ 320,352	\$ -	\$ -	\$ -	\$ -
Hogan Pancost Land Purchase	\$ 961,056	\$ 640,704	\$ 320,352	\$ -	\$ -	\$ -	\$ -

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

COMMUNITY VITALITY



CURRENT FOCUS IN THE 2022 CAPITAL BUDGET

In alignment with citywide goals and plans, Community Vitality's departmental strategic plan focuses on access for people, vision of place, and pursuit of vitality. In the COVID-related economically constrained environment, it was critically important to adhere to community-supported plans for the purposes of prioritization and efficiency. Specific objectives within the CV Strategic Plan guided decisions within the development of the 2022-2027 Capital Improvement Plan (CIP):

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

Community Vitality manages several general improvement districts and the district-owned assets. In the Central Area General Improvement District (CAGID), Community Vitality manages five parking structures, two of which have leasable commercial property. Major 2022 projects in the parking structures included work at the Randolph Center to repair persistent water infiltration, structural improvements in the St. Julien Hotel parking structure, and landscaping enhancements on the Hill. The other major 2022 capital project is the completion of the replacement of most of the aging on-street parking pay stations.

The 2022-2027 CIP seeks to make strategic investments that enhance the overall customer experience, add to the vibrancy of our commercial areas, and improve the access and accessibility across the city.

IMPLEMENTATION OF AMPS STRATEGY

The implementation of the Access Management and Parking Strategy, or AMPS, involves improving signage and communications across districts to reflect changes to parking pricing and programs. Complementing the capital work will be the addition of a fixed-term position to guide implementation over the next few years.

COMMUNITY VITALITY CAPITAL

INSTALLATION OF GATELESS TECHNOLOGY

As a part of COVID-related departmental reductions, Community Vitality's customer service capacity was significantly impacted in 2020. To address this impact, the department is planning to enhance our overall customer experience through the installation of gateless technology in the downtown parking structures. This technology will simplify current processes and greatly improve upon aging infrastructure and outdated technology. Scoping is taking place in 2022 and the installation will be phased through 2022 and 2023.

CAPITAL PLANNING ON UNIVERSITY HILL

As a part of the Hill Hotel development project, the University Hill General Improvement District (UHGD) sold the Pleasant Street parking lot. The proceeds of the sale are to be directly reinvested into the district in a manner that is consistent with district goals of financial viability, safety, and vibrancy. The initial focus is on redevelopment of the remaining district asset, the 14th Street parking lot. Pre-development costs, such as planning, soil testing, and consultant fees, are anticipated to ensure a positive development in 2022.



2022 CAPITAL PROJECTS

- Planning for investment on 14th Street Lot on University Hill
- Implementation of Access, Management, and Parking Strategy (AMPS)
- Installation of Gateless Technology in downtown parking structures
- Wayfinding infrastructure in Boulder Junction

OPERATING AND MAINTENANCE IMPACTS

The department retained Orion, Inc., to assist the department with project management through early 2022. This has greatly improved the capacity of the department in executing construction projects. Additionally, the need to refresh 2017 data relative to the overall condition of the parking structures is important and included in the 2022-2027 CIP. The previous 2017 assessment was not updated through a regular maintenance program. The department intends to invest in asset management software and improve the annual maintenance program to make better use of outside data.

COMMUNITY VITALITY CAPITAL

UNFUNDED PROJECTS AND EMERGING NEEDS

UNFUNDED PROJECTS

Planning for a future refresh of the Pearl Street Mall and surrounding area is included in the CIP – this project was delayed due to COVID budget reductions. Once properly scoped, this project will require a community conversation and other funding sources than currently identified. The only funding included in the CIP is \$65,000 in 2022 as a shared portion of an initial internal planning effort (in conjunction with Parks and Recreation).

EMERGING NEEDS

The impact of COVID on the business community and the overall local economy will persist throughout 2022 and beyond. As a property owner and key partner with business organizations, Community Vitality will have to monitor the need for investment in district-owned spaces for affordable opportunities and other areas where city investment may be appropriate.

RACIAL EQUITY IMPACTS

There are several projects and programs within Community Vitality that seek to reduce racial disparities, such as the affordable commercial pilot program in district-owned spaces, specific parking products for second and third shift workers, and small business support programs.

The overall mission of improving access to commercial districts is complemented by the district-provided EcoPasses to businesses within UHGID and CAGID, and businesses and residents within Boulder Junction. This ensures that for those without access to a vehicle, there is access to job centers through public transportation. And, parking access and affordability is attainable for those that do not have access to public transportation.

CAGID provides several leased spaces to local businesses and seeks to attract local, women, and minority-owned businesses through our commercial brokerage firm. The lease rates are generally below market and there are opportunities for tenant improvement assistance in certain circumstances. Also, specific small business support programs provide financial access to business owners who do not have access to traditional sources of capital.

While many of these are represented within the department's general operations, they complement the implementation of the capital improvement plan.

CEAP PROJECTS

None

BOARD ACTION

The University Hill Commercial Area Management Commission (UHCAMC) recommended approval of the 2022-2027 Community Vitality Capital Improvement Plan at their July 6, 2021, meeting.

The Downtown Management Commission (DMC) recommended approval of the 2022-2027 Community Vitality Capital Improvement Plan at their July 13, 2021, meeting.

The Boulder Junction Access District Commissions (Parking & TDM) recommended approval of the 2022-2027 Community Vitality Capital Improvement Plan at their July 21, 2021, meeting.

COMMUNITY VITALITY CAPITAL

Community Vitality

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Capital Program Total	\$ 13,902,000	\$ 2,047,000	\$ 4,410,000	\$ 2,095,000	\$ 1,100,000	\$ 1,750,000	\$ 2,500,000
CIP-Capital Enhancement Total	\$ 5,830,000	\$ 905,000	\$ 3,000,000	\$ 175,000	\$ 650,000	\$ 1,100,000	\$ -
14th St Parking Lot Redevelopment	\$ 2,700,000	\$ 200,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -

With the pending sale of the Pleasant St. parking lot of the Hill hotel, this project aims to direct those dollars back into the district as an investment in the other district owned lot's redevelopment.

Affordable Commercial Capital Prog	\$ 500,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
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This is a pilot program within CAGID-owned spaces to provide affordable commercial space to qualifying businesses. This assistance includes tenant enhancements that are capital in nature. The pilot was delayed in 2020 due to COVID and the program will resume in 2021.

AMPS and NPP Study and Implementation	\$ 205,000	\$ 205,000	\$ -	\$ -	\$ -	\$ -	\$ -
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Access management and parking study and the implementation of those findings which include changes to the the neighborhood parking program and parking pricing. CIP investment in signage, data collection, and software enhancements.

Parking Garage Exterior Brick Rehab	\$ 575,000	\$ -	\$ -	\$ 75,000	\$ 500,000	\$ -	\$ -
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This project is to address necessary rehabilitation of the brick structure at the Spruce and Pearl parking structure. This includes replacing necessary bricks and addressing any structural issues that arise during assessment. Some of this work is necessary to address issues that arose out of other construction projects in 2019-2020. Scope reduced in 2024.

Budgeting for Resiliency: Important

Gateless System Installation	\$ 800,000	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -
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In alignment with the Access and Parking Management Strategy (AMPS), this project is to enhance the customer service through the application of innovative solutions within the parking garages. This technology, currently utilized at Trinity Garage and Boulder Junction, will allow improved customer experience and reduced operating costs.

The project was initially scheduled for 2020-2021 and was delayed to 2022 as a budget reduction measure. This will coincide with the timing of the next phase of AMPS implementation.

Budgeting for Resiliency: Helpful.

Parking Product Software Enhancement	\$ 1,050,000	\$ -	\$ -	\$ -	\$ 50,000	\$ 1,000,000	\$ -
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In alignment with the City's Goals and Values and Community Vitality's areas of focus, this project seeks to improve customer service through the development and acquisition of software that enhances the current suite of parking products offered by Community Vitality. The scale and individual products will be developed through a department strategic planning process and the next phase of the AMPS implementation.

The overall scope of the project was reduced as a budget savings measure.

Budgeting for Resiliency: Helpful.

CIP-Capital Maintenance Total	\$ 7,972,000	\$ 1,042,000	\$ 1,410,000	\$ 1,920,000	\$ 450,000	\$ 650,000	\$ 2,500,000
Boulder Junction Public Improvements	\$ 500,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -

Boulder Junction Parking District is responsible for the maintenance and enhancement of capital assets within the district. Since the establishment of the district, no funds have been set aside for public improvements and other related enhancements to the district. While there is not an individual project identified at this time, there is expected necessary investment within the district, utilizing Boulder Junction Access District (Parking) funds.

This was initially planned for 2021. Due to lost revenue, this will be delayed until 2022. A long-term planning effort with the Boulder Junction Commissions will take place in 2022 to help inform future investment.

Budgeting for Resiliency: Helpful.

Parking Building Doors and Windows	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -
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This is required capital maintenance on all CAGID assets based on the Farnsworth facility assessment report. Several doors and windows are in need of replacement and/or repair. This will help with the energy efficiency of these buildings. This project is projected to be completed in 2024.

Budgeting for Resiliency: Helpful.

Parking Garage Elevator Replacement	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
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This project is to address continued work in updating the elevators within the downtown parking garages. Work in replacing elevators at Spruce and Pearl Street garages is being completed in 2020. This project would plan, scope, and bid the next major repair and/or replacement (at the St. Julien) in 2021 and 2022. An assessment of the other garages allowed for an overall reduced scope and cost, \$310,000 in savings over three years.

Budgeting for Resiliency: Important

Parking Garage Fire Supp. Repairs	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -
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This project is to address critical repairs within parking structures to the fire suppression and sprinkler systems. An assessment was conducted in 2020 and early information allows for the overall scope of the project to be reduced. Capital work is likely to be completed in 2021. Future work is expected in 2024.

Budgeting for Resiliency: Important.

COMMUNITY VITALITY CAPITAL

Community Vitality

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Parking Garage Staircase Replacement	\$ 660,000	\$ -	\$ 60,000	\$ 600,000	\$ -	\$ -	\$ -

This project will continue the work to address deferred maintenance in all downtown parking garages. This will prioritize the replacement of staircases at the RTD garage. This work was delayed from 2021 to 2022-2023 to reduce budget.

Budgeting for Resilience: Important.

HVAC System Repair-Replacement	\$ 640,000	\$ 20,000	\$ 300,000	\$ 20,000	\$ 300,000	\$ -	\$ -
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This project is the planning, scoping, and construction of HVAC systems at Spruce and Pearl garages. This impacts the parking areas, tenant spaces, and offices and represents a phased approach from 2022-2025.

Budgeting for Resiliency: Helpful.

Garage Deck & Structural Capital Maintenance	\$ 3,760,000	\$ 260,000	\$ 300,000	\$ 700,000	\$ -	\$ -	\$ 2,500,000
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The 2017 Farnsworth Facilities Assessment identified deferred maintenance to be addressed in all of the CAGID parking structures. Specifically, one the largest in scale was the annual cost of repairing the concrete parking decks and underlying structure that wears down over time. This Capital Maintenance Program seeks to address deferred maintenance by making an annual investment of \$400,000 into various projects, with a focus on the concrete parking decks and underlying structure.

The amount was reduced and reallocated in 2020 -2022 to focus on specific projects and reduce overall budget impact.

Budgeting for Resiliency: Important.

Randolph Garage Deck Repairs	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -
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CAGID is a 50% owner of the Randolph Center at 1100 Walnut. The facility has experienced persistent water penetration, leading to some infiltration into the tenant spaces below and adjacent to the parking structure. After an engineering report confirmed that the leaking is occurring due to poor sealing in the parking structure, immediate repairs are necessary.

The estimated total amount of immediate repair is \$465,000.

Through the Condo Association, additional assessment took place in 2020. This prioritized work to be completed in 2020. However, additional work will be necessary in 2021.

Budgeting for Resiliency: Important.

Ceiling and Roof Repair/Replace	\$ 375,000	\$ 25,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -
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Significant patching and replacement of areas of the roof and ceilings within the Pearl and Spruce structures is necessary. Exact scoping for the improvements will occur in 2022 with construction in 2023.

Budgeting for Resiliency: Important.

Storm water system repairs	\$ 537,000	\$ 537,000	\$ -	\$ -	\$ -	\$ -	\$ -
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After one of the deep freezes in 2021, two storm water systems failed at 1500 Pearl and 1100 Spruce. After immediate repairs, an assessment was conducted of the systems and determined that major repairs are necessary to prevent continued failure and backup into tenant spaces.

Interior Tenant Space Repairs	\$ 300,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
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CAGID manages retail space for 13 tenants and approximately 16,000SF within the Pearl and Spruce structures. As the owner of the retail spaces, there is annual maintenance within the spaces and sometimes more extensive work required if/when a tenant space turns over. This represents the expected annual amount for more significant repairs.

Additional consideration may be given to CAGID businesses impacted by the pandemic and assistance will be determined based on future criteria.

Budgeting for Resiliency: Helpful.

CIP-Capital Planning Studies Total	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Capital & Maint Assessment of Asset	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -

Evaluation of of CAGID owned parking structures for capital and maintenance needs that will contribute to capital improvement planning and annual maintenance program. Refresh of 2017 Farnsworth Report.

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FACILITIES & FLEET



CURRENT FOCUS IN THE 2022 CAPITAL BUDGET

Facilities' 2022 CIP demonstrates a commitment to providing high-quality, functional, and welcoming spaces for our city staff and the public to enjoy. Through continued investment in our building infrastructure, Facilities is helping to ensure that Boulder's assets are utilized strategically over the long term. As the "front door" to city services, the Facilities department is here to support other departments manage the maintenance and replacement of city facilities and equipment

In 2022, the Facilities Department will focus on three primary areas: (1) planning, designing, and constructing new building infrastructure, (2) maintaining existing infrastructure, and (3) implementing Boulder's first-ever Facilities Master Plan.

NEW CONSTRUCTION OF BUILDING INFRASTRUCTURE

The newly established Facilities & Fleet Department is leading design and construction efforts on two large projects, the new North Boulder (NoBo) Branch Library and the relocation of Fire Station #3. Facilities is also continuing the deconstruction and horizontal infrastructure development at the Alpine-Balsam site which was purchased by the city in December 2015. The first project on the Alpine-Balsam site occurred in 2018 with the renovation of the existing Brenton Building which consolidated the city's Finance Department into a single building. This was followed by interior deconstruction of the Boulder Community Health (BCH) hospital and Medical Office Pavilion to prepare for major renovation of the Pavilion building. The focus in 2022 will be continuing renovation of the existing building and planning for redevelopment of the site into a centralized Western City Hub that will enable several existing city buildings, which are not geographically constrained, to be consolidated into this one location to better serve the community. Consolidation will help the city achieve many efficiencies through more effective use of physical space, reductions in capital renewal efforts, and economy in operations and maintenance. Importantly, consolidation will also advance the city's climate goals through the construction of high energy performing buildings. City Council adopted a Climate Action Plan that aims to reduce the city's greenhouse gas emissions by 80% by 2030, an aggressive yet attainable goal. Consolidation will greatly reduce energy usage within Boulder's facility portfolio and contribute towards the city's environmental sustainability

MAINTENANCE OF EXISTING INFRASTRUCTURE

The Facilities Department expanded the asset management program to 83 city facilities in 2021. The asset management software assists in prioritizing building system replacement needs and assigns a Facility

FACILITIES & FLEET CAPITAL

Condition Index (FCI) score to each building. The Deferred Facility Maintenance Projects funding will be used on urgent or high priority system repairs or replacements in buildings with the highest (worst) FCI score. Replacements funded with this project include HVAC systems, fire suppression/detection systems, major maintenance, or replacement of roofing systems, etc. The Facilities Master Plan (FMP) will offer a comprehensive model that will be used to prioritize how to maintain existing infrastructure.

Major maintenance at fire stations will continue in 2022. The 24/7 occupancy of the city's eight fire stations and their status as essential facilities requires a higher level of maintenance. This annual CIP project is distributed among the eight Boulder fire stations to improve the quality of kitchen, dining, and living areas. The 2022 project plan is currently being developed in coordination with Boulder Fire-Rescue Department.

The Boulder Parks and Recreation (BPR) Aquatics Facility Study (AFS) identified capital renewal needs within BPR facilities. Addressing the needs identified will be a multi-year effort and East Boulder Community Center (EBCC) will continue to be the focus in 2022. Facilities will partner with BPR on a Natatorium Enhancement project that addresses the identified capital renewal needs and improves the user experience. In 2021, funding was used to supplement planning and design for the EBCC Natatorium Enhancement project and in 2022 funding will continue to go toward implementation with the Facilities portion being used to address necessary facility repairs and system replacements. The aquatic centers are an example of buildings with significant environmental impact due to the energy demands and current reliance on natural gas systems to heat the swimming pools; the recreation centers account for about half of the total natural gas usage in city facilities. Funding from the possible extension of the Community, Culture and Safety (CCS) tax could potentially be utilized to further decrease the carbon footprint of the aquatic facilities. Such a project would be instrumental in helping the city achieve its emission reduction goals.

FACILITIES MASTER PLAN IMPLEMENTATION

The new Facilities Master Plan (FMP) is a comprehensive assessment of all non-residential, occupied, conditioned spaces - encompassing 83 buildings and structures (it excludes OSMP barns and ranches and Park shelters). Key goals of the first-ever Facilities Master Plan are to identify a common vision and core values across all city facilities and to evaluate facility health and condition using common values as its main criteria. It will also be used to guide a strategic implementation plan and capital investment strategy for near term, within the timeframe of CIP planning and over a long-term horizon. Major milestones for investment strategies align with the city's Climate Commitment Goals in both 2030 for city buildings and 2050 with community wide goals.

A key strategic initiative of the FMP is to develop a consolidation plan for 22 facilities that do not serve a necessary geographic purpose, such as fire stations or recreation centers. There are numerous benefits that can be achieved through consolidation such as operational and maintenance efficiencies, energy efficiency, space economy, increased staff effectiveness and more. Many of these benefits also result in cost savings and most importantly better delivery of essential services to the community. The completion of the FMP will be the focus in 2022 and the implementation strategy as it applies to capital planning will be an ongoing focus of the Facilities Department.

2022 CAPITAL PROJECTS

- BCH Hospital Deconstruction
- Western City Hub Horizontal Infrastructure Development
- New Fire Station 3. More details can be found in BF&R CIP
- New North Boulder Library. More details can be found in BPL CIP
- Aquatic Facilities Major Maintenance
- Fire Stations Major Maintenance
- Capital Renewal of Major Building Systems

FACILITIES & FLEET CAPITAL

OPERATING AND MAINTENANCE IMPACTS

Despite delays caused by the COVID-19 pandemic, the groundbreaking for the new North Boulder (NoBo) Library is expected to commence in late 2022 and will continue to be under construction throughout 2023. Boulder Public Libraries are currently leasing a 500 square foot storefront location and the new NoBo Library will be a 10,500 square foot high-performance building owned and maintained by the city. The estimated General Fund budget impact for the new NoBo library is \$300,000 annually for operational expenses. This includes \$90,000 for custodial and utility expenses and \$210,000 in FR&R contributions to fund major maintenance and repair & replacement over the life of the building, consistent with the widely accepted best practice of 2% annual investment into capital renewal. It is being considered whether the library system will become its own independent district; if this action is taken, operating expenses would be funded by its own dedicated revenue source.

Although the NoBo Library and Fire Station 3 represent a net increase in total square footage and operating expenses when compared to the buildings that they are replacing, they are designed to be highly energy efficient and will have new building systems that will not require major replacements for at least 5 years after coming online.

The Pavilion remodel project will allow for the consolidation of existing decentralized office buildings into a single high-performance building resulting in an overall net reduction in square footage which will lower O&M and Utility expenses for the overall city portfolio. Facilities operating expenses will increase in the short term as NoBo Library, Fire Station 3, and the Pavilion come online, but will start to decrease as buildings that are part of the consolidation are deconstructed, sold, or repurposed by the city. Operating expense reductions are not expected to be realized until 2027 and beyond.

O&M expenses for the remainder of the city's building portfolio are expected to decrease slightly as Boulder implements its plan for the consolidation of decentralized facilities. Canceling the Center Green building lease in October 2020 has saved the city more than \$900,000 annually in operational costs; this budget was repurposed to fund ongoing Workplace Transformation efforts in 2021. These operational savings will ultimately go towards paying the debt service for the Western City Hub project after the completion of the project.

Critical and high priority building system replacements will reduce the O&M for that specific building system, yet the balance of existing infrastructure will continue to age. The Facilities Master Plan will address the capital funding target for the city building portfolio and the impact to on-going operating and capital budgets will be clearer after the FMP is formally adopted in late 2021.

UNFUNDED PROJECTS AND EMERGING NEEDS

UNFUNDED CAPITAL RENEWAL AND MAJOR MAINTENANCE

Fire Station #8, opened in 2015, and the Brenton Building, opened in 2018, have not been collecting Facility Renovation & Replacement (FR&R) funding. Best management practice recommends 2% of a facility's current replacement value (CRV) be collected annually to fund future renovations and replacements to maintain the value of the asset over its life cycle. Fire Station #8 has a \$6 million replacement value and the Brenton building is \$8 million. In total, \$280,000 of annual funding for future replacement needs are not being collected for these buildings. It will be a primary objective of the FMP to develop a funding model that allows not only FS #8 and the Brenton Building to collect 2% of CRV in annual capital renewal funding, but for all other recently constructed or renovated buildings as well.

FACILITIES & FLEET CAPITAL

The Facilities Department recently identified capital renewal needs, previously referred to as deferred maintenance backlog, of \$55 million across the city's portfolio (not including the three Utilities treatment plants) over the next five years. This number aims to project the costs of like-for-like replacements of mechanical equipment such as boilers and rooftop condensing units as well as upgrades to fire suppression systems, roof replacements and other necessary major maintenance to ensure the continued safe operation of city facilities. The necessary replacement of building components represents an opportunity for the city to advance its climate goals by replacing building equipment with highly energy efficient systems that significantly reduce greenhouse gas (GHG) emissions and reduce the city's carbon footprint. Specifically, mechanical, electrical, and plumbing (MEP) systems account for about 50 percent of these renewal needs over the five-year time horizon. The MEP systems must be switched from their current natural gas-based systems for heating of air and domestic water to electricity-based systems so their energy consumption can be offset by renewables. The 2021 Facilities Master Plan (FMP) will provide a detailed picture of building portfolio condition as a whole, and address needs within buildings in context of their value and meeting city-wide goals. The FMP will provide a strategic investment and implementation plan to address capital renewal needs in city building assets.

HORIZONTAL INFRASTRUCTURE/FLOOD MITIGATION AT BCH SITE

The 2015 purchase of the Alpine-Balsam property, formerly the Boulder Community Health (BCH) Broadway campus, was a strategic investment for the community. The adoption of the Alpine-Balsam Area Plan in 2019 confirmed the vision for the property to be redeveloped, in alignment with community goals, as a mixed-use community hub for affordable housing and the city's western hub. However, the Alpine-Balsam site is partially located in the 100-year floodplain. As a result, it is necessary to build infrastructure that removes the site from the floodplain to allow for the residential construction and Pavilion renovation to be designed without floodproofing constraints. The city hired engineering firm Anderson Consulting Engineers in 2020 to perform an alternatives analysis to identify the most feasible design options to meet the criteria of the area plan and technical requirements.

The analysis concluded that an open-channel greenway that is approximately 60-feet in width and traverses the southern edge of Balsam Avenue would be the preferred design that fully removes the site from the floodplain. The design's inlet (how it directs water into the channel on the western edge of 9th Street) may require some construction under 9th Street and on the edge of North Boulder Park, though the consultant is still evaluating the engineering feasibility of this option. The inlet will not interfere with the operation or use of North Boulder Park and will be coordinated with Parks & Recreation staff to ensure alignment and community engagement. The design is aligned with the Goose Creek Master Plan (in progress) and the Alpine-Balsam Area Plan.

The next step in 2022 is to finalize the design details and complete the conditional letter of map revision (CLOMR) process through FEMA, which is the federal permitting process that allows for construction to occur.

The intention is to align the exterior hospital deconstruction with the construction of the flood mitigation channel, which would take advantage of construction efficiencies and potentially utilize soils removed from the channel to assist in filling the hole and grading the site where the hospital was located. Should these efficiencies occur, flood mitigation construction could begin in 2022.

In addition to flood mitigation, there is additional horizontal infrastructure work that needs to be performed, including energy infrastructure, construction of some or all roads, pedestrian connections, and utilities construction. Preliminary estimates have suggested this work will cost \$3.6 million, bringing the total site development (horizontal infrastructure plus flood mitigation) to \$6.6M.

FACILITIES & FLEET CAPITAL

EASTERN CITY HUB DEVELOPMENT

As part of the FMP and consolidation of city buildings that do not serve a geographic purpose, the potential benefits of an Eastern City Hub are being evaluated in terms of cost and space efficiency. The Eastern City Hub would be located where the Municipal Service Center (MSC) currently resides and would include Transportation, Utilities, and Fleet maintenance (which are current users of the site) and could potentially include Parks & Recreation, OSMP, and Public Safety operations. While the process has not yet entered the design phase, preliminary financial analyses have suggested that the city could see operational savings from such a consolidation in the intermediate future. It is being studied how these operational savings could be harnessed as a financing mechanism.

COVID-19 IMPACTS

The COVID-19 pandemic forced the closure of city administrative buildings and city staff who could work remotely were asked to do so for an extended period through 2020 and 2021. As a result, the organization learned that the city can effectively telework and many staff now prefer to maintain some amount of telework permanently in their weekly schedule. Another lesson learned is that in-person engagement and collaboration is also necessary for true success and service excellence. The pandemic also brought to light the requirements for a healthy building, one that lessens the spread of infectious disease and promotes the health of individuals who occupy the spaces. These lessons are being incorporated into all new building projects moving forward and overall should result in reduction of costs per employee – both from physical space reduction as well as reduced health care expense.

As a result of the COVID-19 pandemic, construction costs have increased significantly. Prior to the pandemic, cost escalation associated with construction had far outpaced projected inflation, by most measures historically ranging between 0.4% and 0.8% monthly. However, the past year has highlighted an even more drastic situation; the price of construction materials has increased almost 18% over the past 12 months according to the Federal Reserve Bank. With the city's building portfolio current replacement value of more than \$200 million, even "gentle" cost escalation can create substantial budget gaps that cannot be closed using conventional methods.

RACIAL EQUITY IMPACTS

One of the Facilities Department's core values as highlighted in the Master Plan is accessibility and equitability within the city's entire building portfolio. Buildings are in the process of being evaluated by their effectiveness in advancing equity and accessibility. This includes the evaluation of each building's ADA compliance, its ability to be accessed by multi-modal means (specifically those without access to cars), and whether buildings have multi-lingual signage, among many other criteria. These assessments will be incorporated into a larger more comprehensive approach for creating informed decisions on future facility investment.

Through the Capital Improvement Plan, Facilities demonstrates a commitment towards ensuring city services remain accessible to under served community members that may have limited mobility options. The construction of the Nobo Library will expand Library services to an area of Boulder that previously only had access to a 500 square foot corner library. Further investments and renovations to Boulder's parks and recreation facilities ensures that community members can continue to rely on the city providing high-quality spaces and programs to stay healthy and active. Under-served and marginalized communities may not have access to clean and safe spaces other than what the city provides through public facilities. Continued investment in all city buildings, by keeping systems functional and reducing downtime caused by breakdowns, will ensure that these spaces continue to be available for those who wish to use them. Thus, no Facilities led projects are likely to result in a disparate racial impact, and instead, will likely enhance and improve the experiences of these groups that interface with Boulder's services.

FACILITIES & FLEET CAPITAL

CEAP PROJECTS

None

BOARD ACTION

None

Facilities & Fleet

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Capital Program Total	\$ 72,473,046	\$ 4,578,841	\$ 61,578,841	\$ 1,578,841	\$ 1,578,841	\$ 1,578,841	\$ 1,578,841
CIP-Capital Enhancement Total	\$ 63,300,000	\$ 3,000,000	\$ 60,000,000	\$ 300,000	\$ -	\$ -	\$ -
BPR Ops Facility Enhancements	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -

BPR staff have developed a General Maintenance and Management Plan (GMMP) to identify levels of service related to operations and maintenance in the field including the necessary staffing, equipment and facilities to perform these services. In 2023, staff will be updating this plan as well as performing a more in-depth analysis of the department's facilities and assets related to operations and maintenance teams. This will inform the priorities for any renovation, expansion or retirement of any BPR maintenance facilities.

Facilities will take the lead in a renovation of several BPR Operations Facilities, such as maintenance shops and Parks support buildings. Facility enhancements may include the 3,000 square foot Tantra Park Shop building, constructed in 1984, which needs repairs and renovations to major building systems. At this time, no specific scope has been identified for this project planned in 2023.

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

Western City Hub Redevelopment	\$ 60,000,000	\$ -	\$ 60,000,000	\$ -	\$ -	\$ -	\$ -
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The Alpine-Balsam Area Plan was adopted by Council in the fall of 2019. The plan included the intent to renovate the Medical Office Pavilion for city services and redevelop the eastern portion of the site as a new consolidated Western City Hub. In 2020, a budget of \$1.7M was appropriated to begin design work to advance development of the site for this purpose and to prepare the remainder of the site for future housing development. Early design work included development of a city-wide master consolidation program to inform an approach for delivery of city services now and into the future as well as flood mitigation design and other horizontal infrastructure analysis necessary to complete the project. An additional \$392,258 in 2021 will bring the total appropriations to \$2,100,000 covering most design work required for the project.

Construction on the site is anticipated to begin in 2023 and early estimated costs for the city portion of redevelopment work are approximately \$60,000,000. This number includes renovation costs of the Pavilion building and site improvements. While this estimate also includes modest cost escalation assuming construction begins in 2023, rapidly increasing construction costs in 2021 may result in this estimate being lower than actuals. Design work at this stage is conceptual, and therefore cost estimates on all aspects of the project will be further developed as the project progresses and is refined. A separate and discrete CIP project sheet provides more detail on the flood mitigation needed for the Western City Hub Redevelopment.

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

Alpine Balsam Flood Mitigation	\$ 3,000,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
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The 2015 purchase of the Alpine-Balsam property, formerly the Boulder Community Health (BCH) Broadway campus, was a strategic investment for the community. The adoption of the Alpine-Balsam Area Plan in 2019 confirmed the vision for the property to be redeveloped, in alignment with community goals, as a mixed-use community hub for affordable housing and the city's Western Campus. However, the Alpine-Balsam site is partially located in the 100-year floodplain. As a result, it is necessary to build a flood channel on the north side of the site to remove the Pavilion and future residential construction from the floodplain.

In 2020, the city completed an alternatives analysis and through collaboration between Facilities, Housing and Utilities, selected a preferred design that achieves the goals and requirements for both redevelopment of the Alpine-Balsam site and the Goose Creek Master Plan (in-progress). Flood mitigation on the site is essential for redevelopment to occur and as such the funding request is predominantly from the Government Capital Fund. Additional enhancements that align the work with the Goose Creek Master Plan will be funded by Utilities.

Design work has already been funded and staff have submitted a conditional letter of map revision (CLOMR) to FEMA, for approval of the open flood channel design allowing for construction to proceed.

The intention is to align the exterior hospital deconstruction with the construction of the flood mitigation channel, to take advantage of construction efficiencies. Both exterior deconstruction of the hospital and flood channel work are currently planned to proceed in 2022 pending funding of the flood channel work. These construction activities are essential toward the redevelopment of Alpine-Balsam and will be top priority in 2022.

CIP-Capital Maintenance Total	\$ 8,823,046	\$ 1,578,841	\$ 1,578,841	\$ 1,278,841	\$ 1,428,841	\$ 1,378,841	\$ 1,578,841
Martin Park Shelter Major Maint	\$ 170,000	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -

The P&R Round 1, Capital Investment Strategy project improved the shelter's exterior to include ADA access to the shelters, lighting upgrades, amenities (benches/tables), bear proof trash/recycling receptacles and concrete flatwork. FR&R funding was not available with 2013/2014 CIS project. This project upgrades the plumbing and fixtures and renews interior and exterior surface finishes of this facility constructed in 1962. Minor cosmetic work totaling \$16,000 was last done in 2007. Code upgrades for the electrical systems will also be accomplished as required with any major renovation project. The funding for this project will be combined with Parks & Recreation funding for Neighborhood and Community Park Capital Maintenance to complete the repairs at Martin Park in 2023.

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

FACILITIES & FLEET CAPITAL

Facilities & Fleet

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Fleet - System Repairs/Replacements	\$ 300,000	\$ -	\$ 220,000	\$ -	\$ 80,000	\$ -	\$ -

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

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

Fire Stations Major Maintenance	\$ 900,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
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The 24/7 occupancy of the city's eight fire stations and the status as essential facilities requires a higher level of maintenance. This annual CIP project will be distributed among the eight Boulder fire stations to maintain finishes to industry standards, and upgrade kitchen, dining and living areas. Work on Fire Station 3 will be limited due to future replacement scheduled to be complete in 2023.

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

Aquatics Facility Repairs	\$ 1,376,000	\$ 1,123,000	\$ 253,000	\$ -	\$ -	\$ -	\$ -
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The Parks & Recreation (P&R) Aquatics Facility Study (AFS) identified deferred maintenance needs within P&R existing facilities. P&R operates 11 pools within the city including indoor and outdoor leisure pools, lap pools and hot tubs. As part of the Aquatics Facility Study ongoing maintenance and repairs to recreation facilities have been prioritized starting with the three indoor facilities. 2021 funding will be used to supplement planning and design funding for East Boulder Recreation Center (EBRC). 2022 funding will be used to supplement EBRC Natatorium enhancements, with the Facilities portion going to address necessary facility repairs. 2023 funding will go toward funding the remaining Aquatic Facility repairs identified in the Aquatics Feasibility Study.

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

Deferred Facility Maint Projects	\$ 6,077,046	\$ 305,841	\$ 785,841	\$ 1,128,841	\$ 1,198,841	\$ 1,228,841	\$ 1,428,841
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The Facilities Department has performed asset reviews for 80 city facilities and loaded that data into an asset management software. Facilities used that software to create building and system priorities. For example, a recreation center is maintained to a higher standard than a maintenance shop, and roofing systems are given a higher priority than interior finishes. The software program allows Facilities to prioritize system replacements based on a buildings Facility Condition Index (FCI). Replacements funded with this project include HVAC systems, boilers, parking lot repairs, and various other building systems. The goal with this funding is to address system replacements in buildings with the lowest FCI to drive to an acceptable FCI for the portfolio over time.

This project is considered 'Essential' using the Budgeting for Resilience classification in that it could not be cut without a significant and immediate impact, or risk of impact, to the city's or community's basic operation and functioning. The Deferred Facility Maintenance Projects CIP is used to fund Urgent and High Priority building system major maintenance or replacement projects for General Fund facilities. The types of projects being funded are essential for providing safe, functioning buildings for city staff and the community.

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

This project funds the first city-wide Facilities Master Plan (FMP) which is a comprehensive assessment of all city facilities encompassing more than 80 buildings and structures (it excludes OSMP barns and ranches and BPR shelters). Key goals of the first Facilities Master Plan are to identify a common vision and core values across all city facilities and to measure facility health and condition against these common values to guide a strategic implementation plan and capital investment strategy for near term, within the time frame of CIP planning and over the long term, decades. Major milestones for investment strategies align with the city's Climate Commitment Goals in both 2030 for city buildings and 2050 to align with community wide goals.

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

This project is considered 'Helpful' using the Budgeting for Resilience classification in that it could be cut without significant or immediate impacts to the city's basic operations and functioning. Funding is already appropriated for the first city-wide Facilities Master Plan (FMP), anticipated to be adopted in 2021. The update to the FMP in 2025 & 2026 will provide an update on progress towards goals identified in the original plan and define the next near term strategic investment plan based on what has been achieved, new opportunities that have arisen and other influences experienced since the first FMP was adopted.

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FIRE-RESCUE



CURRENT FOCUS IN THE 2022 CAPITAL BUDGET

Fire-Rescue updated its departmental Master Plan in early 2020 and included a number capital replacement and enhancement elements that would enable the department to achieve its Council-accepted strategic goals over the next 7-10 years under three funding scenarios: Fiscally-Constrained, Action, and Vision. There are several key projects to support the accomplishment of this plan that represent priorities in the upcoming year:

RELOCATION AND REPLACEMENT OF FIRE STATION 3:

At the Fiscally-Constrained level, the Master Plan called for the city to move forward with the relocation and replacement of Fire Station #3 to accomplish three objectives. First, Fire Station #3 is being moved to a new location further north on 30th street to take it out of a 100-year floodplain. Second, the new station is being re-located to an area that is better situated to respond to higher call volumes. Finally, the replacement of Station #3 will expand Fire-Rescue's system-wide facility capacity to expand into fire-based advanced life support (paramedicine) and transport as well as accommodate administrative staffing space needs which is necessary as the department is currently using temporary space for administrative functions. This co-location is critical as it is an efficient utilization of acquired land, avoids long term rental fees for administrative space, and builds a near net-zero facility to help meet city-wide climate goals.

The relocation and replacement of Fire Station #3 is being funded from a number of sources including dedicated dollars generated by the Community, Culture, and Safety Tax that was passed in 2017 in addition to supplemental General Fund capital funding and use of Fire-Rescue's balance of impact fees and development excise taxes in the Capital Development Fund. The project has been submitted for site review and construction is anticipated to begin in 2023. The department needs an additional \$11.4 million to complete the project due to an increase in construction costs. Currently, inclusion in the CCS tax renewal is being discussed as a potential revenue source.

FIRE-RESCUE CAPITAL



Fire Station 3 Artist Rendering

ROLLING CAPITAL STOCK REPLACEMENT (ONGOING)

In addition to facility capital projects, Fire-Rescue maintains a capital investment program to achieve the timely replacement of its rolling capital stock of eleven front-line and four reserve fire apparatus. In 2022, Fire-Rescue will be replacing two of its fire engines that will operate out of Fire Station #2 and Fire Station #3. One exciting initiative currently being explored by the department is the potential to refurbish as opposed to replace one of these engines to reduce strain on the apparatus replacement fund and extend the life-span of existing apparatus.

2022 CAPITAL PROJECTS

- Fire Station #3 Design and Construction
- Replacement of Fire Engines with existing funding

OPERATING AND MAINTENANCE IMPACTS

Constructing a new Fire Station #3 will reduce facility maintenance and energy costs relative to the current Station #3 facility that was built in the 1960s. The new station is expected to include administrative office space along with community and shared meeting space that could be used by other city departments as well as community members. Replacement of Stations 2 and 4 are anticipated to have similar impacts to significantly reduce the current operating costs of the department's capital inventory. The current stations are approximately an average age of 60 years old and have become difficult to maintain and operate.

Additionally, the station renovations that were completed in 2020 resulted in system-wide installation of health-compliant laundry facilities which negated the need for separate third-party laundry service generating thousands of dollars in annual operational savings.

FIRE-RESCUE CAPITAL

UNFUNDED PROJECTS AND EMERGING NEEDS

Fire-Rescue’s Master Plan called for a number of capital investments for which sufficient funding has not been identified. As identified here, the Fiscally-Constrained level, the relocation and replacement of Fire Station #3 is falling short of approved funding levels. Depending upon the final design of the station, it is anticipated that an \$11.4 million in additional funding will be needed. At the Action-Level, Fire-Rescue’s capital strategy focuses on relocating Fire Station #4 and Fire Station #2, with priority on the latter. In both cases, relocation will remedy the size and functionality deficiencies that currently exist at the outdated stations and likely involve land acquisition. No funding has been identified for either station relocation, though council has discussed options for inclusion in the CCS tax renewal.

Fire-Rescue has also identified the potential need to better address maintenance in the near-term and repairs in the long-term at the Boulder County Regional Fire Training Center (FTC). The FTC assets for which current maintenance funding is insufficient and replacement funding does not exist include the teaching and administrative space, the fire ground’s driving pad, and the burn and smoke buildings. Fire-Rescue manages the FTC under an agreement with the FTC’s Board and Boulder County. The City of Boulder is set to take ownership of the facility in 2034 at which point deferred maintenance and replacement will be shouldered solely by the city. In addition to maintenance and replacement, Fire-Rescue intends to eventually pursue phase II of the FTC facility master plan which calls for expansion of the on-site classroom space and adding dormitories to accommodate increased demand. This is identified at the Vision-level within Fire-Rescue’s Master Plan.

RACIAL EQUITY IMPACTS

The above requests do not reduce any disparities for marginalized or under served groups and Fire-Rescue does not foresee any unintended consequence. In addition, inclusion of community space in the new Fire Station 3 will enhance the department’s ability to conduct outreach to under served populations living in north and central Boulder.

CEAP PROJECTS

None

BOARD ACTION

N/A

Fire-Rescue	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Capital Program Total	\$ 10,491,560	\$ -	\$ 10,491,560	\$ -	\$ -	\$ -	\$ -
CIP-New Facility/Infrastructure Total	\$ 10,491,560	\$ -	\$ 10,491,560	\$ -	\$ -	\$ -	\$ -
Fire Station 3 Desn & Construction	\$ 10,491,560	\$ -	\$ 10,491,560	\$ -	\$ -	\$ -	\$ -

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

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INNOVATION & TECHNOLOGY



CURRENT FOCUS IN THE 2022 CAPITAL BUDGET

Typically most of IT's projects are capital maintenance projects that involve the replacement and upgrade to existing systems and software. However, in the next three years, it is expected that significant departmental efforts will need to focus on transforming technical operations and capacity. The pace of change in technology is a significant factor to consider when planning projects, and offers both new opportunities and challenging threats to mitigate. The shifting composition of our workforce will also require attention as we emerge from the pandemic and return to an office environment significantly different from its previous design. This is likely to require investment in both capital and operating dollars.

A number of internal and constituent facing technology projects are planned for 2022. Planned completion of the of the Workday (HR/Payroll) project and a continuing phased implementation of the enterprise data platform. Pending voter approval of the CCS tax, the city will also begin a multi-year effort to implement a Constituent Relationship Management system in 2022. Additionally, the city is investing in upgrades to the existing network infrastructure, replacement of the virtual server and storage system, and replacement of the system for data backup and disaster recovery.

Increasingly technology projects offer opportunities to deliver services to the city organization while at the same time reducing the city's environmental footprint. For example, cloud delivered services reduce or eliminate the need for on premise hardware and leverage the power of large more efficiently managed data centers. Our cloud infrastructure vendor has pledged to operate with 100% renewable energy by 2025.

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

- A strong shift towards a cloud-first technology posture;
- Shorter, more significant technology innovation, and obsolescence, cycles;
- Convergence of software and hardware;
- Rapidly increasing bandwidth consumption and connected devices; and
- Increased focus on mobile technology solutions and hybrid work environments.

INNOVATION & TECHNOLOGY CAPITAL

2022 CAPITAL PROJECTS

- Initiate constituent relationship management system implementation;
- Replacement of the virtual server and storage system;
- Replacement and upgrade of network firewall equipment;
- Replacement of the data backup and disaster recovery system;
- Phase 1 of broadband backbone construction project
- Initiate and begin implementation of Workday human resource & payroll information system;
- Redesign of the virtual server and storage system to facilitate the implementation/expansion of data resources to the Azure Cloud; and
- Begin implementation of enterprise-wide data platform.

OPERATING AND MAINTENANCE IMPACTS

Many of IT's CIP assets already have established maintenance and operations funding. Each year the Computer Replacement Fund rates are assessed and any significant changes in costs are incorporated into the coming years contribution rates – with a goal to keep those rates as even as possible. Any capital enhancement projects planned will identify projected increased operating costs when the funding request is made.

UNFUNDED PROJECTS AND EMERGING NEEDS

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

SYSTEM REPLACEMENT

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

TECHNOLOGY TRANSFORMATION

IT is changing more quickly than it ever has. A few examples include cybersecurity, software defined infrastructure, preeminence of cloud technologies, expanding data use and needs, hybrid work environment, and the internet of things/connected devices.

MARKET DYNAMICS

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

RACIAL EQUITY IMPACTS

Early phases of the broadband project will begin to address data connectivity challenges for under served members of the community. Target locations were chosen with input from council members and other city departments who offer direct service to these various communities. The goal is improved quality of data services and increased access to digital resources.

INNOVATION & TECHNOLOGY CAPITAL

CEAP PROJECTS

None

BOARD ACTION

N/A

Innovation & Technology							
	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Capital Program Total	\$ 10,700,800	\$ 867,800	\$ 5,930,000	\$ 575,000	\$ 1,455,000	\$ 1,360,000	\$ 513,000
CIP-Capital Enhancement Total	\$ 500,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Enterprise Data Platform	\$ 500,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -
General Fund CIP. The siloed nature of various departments throughout the city makes sharing of internal information and data relatively difficult, as often it is unknown what data exists, what form it exists in, and whether it is compatible with data collected in another department. Having a citywide centralized system will allow departments to integrate data from multiple sources and applications into one location. A data warehouse would improve data quality and consistency throughout the City. This initial phase of the project is funding for consulting and cloud hosting services. An increase in the Computer Replacement Fund of \$30,000/year has already been built into rates for continued support of this solution. Additional funding for latter-phase implementation is pending voter approval of the Community, Culture, Resilience and Safety tax extension.							
CIP-Capital Maintenance Total	\$ 10,200,800	\$ 617,800	\$ 5,680,000	\$ 575,000	\$ 1,455,000	\$ 1,360,000	\$ 513,000
Software Replacement	\$ 5,400,000	\$ -	\$ 5,100,000	\$ -	\$ 300,000	\$ -	\$ -
This project reflects the software and other project expenses needed to ensure timely replacement of the city's software applications. These systems are necessary to conduct day to day city business.							
Network Hardware Replacement	\$ 2,925,000	\$ 460,000	\$ 280,000	\$ 500,000	\$ 900,000	\$ 460,000	\$ 325,000
This is an ongoing project and includes the hardware and related software used to provide and support a reliable and secure high-speed data and voice communications infrastructure to connect City computing devices to internal data repositories and computing services, while supporting connectivity to the Internet and other external data resources and services. Project involves maintenance and end of life equipment replacement. Most elements of the network infrastructure have a useful life of six years. This is the maximum lifecycle recommended by the equipment vendor and industry best practices.							
Server Hardware Replacement	\$ 850,000	\$ -	\$ -	\$ -	\$ -	\$ 850,000	\$ -
Hardware and related software necessary to provide and support the computing infrastructure that delivers critical services, including enterprise software applications (e.g. financial, payroll, permitting and licensing, electronic mail, etc.), critical departmental applications (e.g. police and fire records, court case management, recreation registration, etc.) enterprise data storage resources, internal/external web systems, and electronic document management repositories. Project includes maintenance and end of life equipment replacement.							
Security Administration	\$ 240,800	\$ 17,800	\$ -	\$ 75,000	\$ 105,000	\$ 25,000	\$ 18,000
Equipment used to provide and support network devices and software needed to ensure the city's network, server and computing infrastructure are secured against external Cyber-threats such as viruses, malware and hackers in compliance with FBI, CIP (Critical Infrastructure Protection) and PCI (Purchasing Card Industry) security standards. Project includes maintenance and end-of life-equipment replacement.							
Data Backup and Disaster Recovery	\$ 310,000	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000
The project reflects the hardware, software and support needed to ensure reliable high speed backup of files, databases and applications stored on the city's enterprise servers and data storage sub-systems. Note that these systems are required not only for disaster preparedness and recovery purposes, but to meet legal records retention requirements.							
Database Hardware Replacement	\$ 475,000	\$ -	\$ 300,000	\$ -	\$ 150,000	\$ 25,000	\$ -
Hardware and related software necessary to provide and support the computing infrastructure that delivers critical database services. Project includes maintenance and end of life equipment replacement.							

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LIBRARY & ARTS



CURRENT FOCUS IN THE 2022 CAPITAL BUDGET

Continuing to provide library destinations that welcome diversity, anchor the community, strengthen its identity, and allow staff members to provide service excellence to all community members is the purpose of the library's capital improvement program. In 2022, the Library in collaboration with the Facilities Department is proceeding with construction of a full-service branch library in North Boulder, a community-requested goal of the Master Plan. Completing this project is the primary focus of the library's capital program for the next two years. New, currently-unfunded projects will be pursued after the branch library is completed and its operating costs are funded. This will ensure adequate staff capacity is available within the Library and Facilities Department staffs to manage new capital projects.

NORTH BOULDER BRANCH LIBRARY:

The project budget was allocated in 2019/2020 and is funded from Community, Culture, and Safety (CCS) tax for capital improvements revenues, Development Excise Tax (DET) and impact fee revenues collected for the library, a council-initiated, one-time 2019 General Fund contribution, and Library Fund reserves. The total amount of CCS tax revenues for the project is \$5 million, \$4 million are from DET and impact fee revenues, a \$700,000 one-time General Fund contribution, and a generous \$500,000 donation from the Boulder Library Foundation.

The economic impacts of the COVID-19 pandemic were evident as the final project cost estimates obtained in 2020 were significantly more than the \$10.5 million budget. The project scope was reduced by more than \$2 million. The full build out of the makerspace was reduced to the building shell and utility rough-ins. The outdoor gardens and playground, and the roof-top photovoltaic panels were removed from the scope. The 2022 project bids were also significantly more than the budget even with the reduced scope. Further changes will be made to the building systems and materials used on the building's exterior to bring the cost within budget. If additional donor funding is obtained some of the reductions made to the scope may be added back in to the project.

LIBRARY & ARTS CAPITAL



OFFICE OF ARTS & CULTURE COMMUNITY CULTURAL PLAN:

The Office of Arts and Culture is nearing the close of phase two of the Community Cultural Plan. The mission of the division is “to facilitate an alignment in the community around the vision for culture: Together, we will craft Boulder’s social, physical, and cultural environment to include creativity as an essential ingredient for the well-being, prosperity, and joy of everyone in the community.” The Public Art Program is the primary capital component in the Cultural Plan, which is also guided by the biennial Public Art Implementation Plan and the Public Art Policy. A “percent for art rule” in the Policy generates much of the funding for new art projects which are tied to, and enhance, the Capital Improvement Projects of other departments. In 2022, The Office of Arts & Culture will coordinate with all city departments to determine the impacts of the Public Art Policy on their upcoming capital projects.

It is important to note that, after consultation with project managers in those departments, the outlook for funding will slow considerably. Staff projects that in 2022 the percent for art rule will generate about \$45,000 for all public art projects. In looking ahead, this trend continues in four of the next five years.

2022 CAPITAL PROJECTS

- None (construction of the North Boulder Branch Library is beginning in 2022, however)

OPERATING AND MAINTENANCE IMPACTS

In 2023, the north Boulder branch library will require approximately \$1 million in ongoing personnel and operating funds for security, equipment maintenance, courier service, etc. Ongoing building maintenance and utilities costs, which are managed by the Facilities Department, are currently estimated at \$300,000, annually.

LIBRARY & ARTS CAPITAL

UNFUNDED PROJECTS AND EMERGING NEEDS

LIBRARY

The 2018 Boulder Public Library Master Plan identifies unfunded projects for 2022 and later, such as: opening a Gunbarrel Corner Library; conducting a renovation feasibility study of the Main Library's north building; renovation of the Main Library's north building to upgrade and/or reconfigure the Canyon Theater, expand the BLDG 61 makerspace, and make more space for community partners; and Carnegie Library for Local History restoration.

Ongoing operating fund for grounds maintenance is an emerging need for the north Boulder branch library project that will need to be addressed through a joint 2023 budget request from the library and the Parks and Recreation Department. Cost estimates for grounds maintenance are forthcoming.

As the Library and Arts Department adds staff members to meet master plan goals and reconfigures spaces to support a hybrid (on site/ remote) work environment, there is also an emerging need to modify/add staff workspace. There may be some opportunity to reconfigure and modify current workspaces that may meet the criteria for a capital project. All city-owned library facility building systems will need to be assessed for energy sustainability in the next few years.

OFFICE OF ARTS & CULTURE:

With the waning of the Community Culture and Safety Tax, the percent for art rule is the only source of funding currently identified for public art commissioning. That leaves a gap of approximately \$255,000 below the level of funding recommended in the Community Cultural Plan.

Also, in 2022 the General Fund allocation for public art maintenance was reduced by a significant amount. This occurred at a time of expanded need: as this collection grows, and as costs for labor and materials balloon, the gap widens making it increasingly expensive to delay maintenance projects.

RACIAL EQUITY IMPACTS

LIBRARY

The north Boulder branch library project reduces disparities for marginalized or under served groups by providing convenient, safe access to library programs and services. Site design includes convenient multimodal access to community members who reside in surrounding neighborhoods and a walking path that connects directly to The Meadows manufactured home community property. No part of this project is expected to create a disparate racial impact or other unintended consequence result.

OFFICE OF ARTS & CULTURE

All public art projects follow a process for project initiation and artist selection to evaluate and act on racial and ethnic disparities. This includes public inquiry, staff evaluation, and ultimately discussions by the community public art selection panels and the Arts Commission. Adjustments are made to improve equitable outcomes after these discussions and effect everything from the site, the call for entry, selection criteria, public outreach, and more. The process to evaluate equity runs parallel to discussions of climate impacts.

LIBRARY & ARTS CAPITAL

CEAP PROJECTS

None

BOARD ACTION

LIBRARY

The Library Commission advises on overall priority for new library capital projects. For 2022, the Library Commission recommended not to add any new projects to the library's capital program nor to request additional city funding to address the north Boulder corner library project's budget deficit to implement the community's vision for the branch library. The commission's favorable recommendation for capital project funding from the Library Fund (required by city charter) and Library Fund reserves (not required) is sought to allocate funds to library projects.

OFFICE OF ARTS & CULTURE

After public outreach, the Arts Commission reviews and ultimately approves a biennial Public Art Implementation Plan which serves as the programmatic workplan. All public art projects then receive review and ultimately approval by community members serving on the public art selection panels followed by the Arts Commission before advancing to the City Manager for approval. The decisions of all these groups is informed by a technical review committee.



OPEN SPACE & MOUNTAIN PARKS



CURRENT FOCUS IN THE 2022 CAPITAL BUDGET

The 2022 Open Space & Mountain Parks (OSMP) Department capital budget includes projects that are a part of the department's core mission, including capital maintenance of trailheads and trails; agricultural lands management; capital ecosystem maintenance and restoration; and strategic and resource planning. The department's 2022 capital budget fully incorporates guidance from the OSMP Master Plan for the second year. Projects will align with the Master Plan focus areas, which serve as departmental work program priorities for 2022:

AGRICULTURE TODAY AND TOMORROW

Agriculture and water projects aim to improve soil health, integrate sustainable agricultural practices and resource protection, take care of existing infrastructure, and support the next generation of ranchers and farmers.

COMMUNITY CONNECTIONS, EDUCATION, AND INCLUSION

Interpretive and integrated planning projects support enhanced communications across the system, foster connection with nature, and engage youth corps to encourage stewardship as a career and responsible lifestyle.

ECOSYSTEM HEALTH AND RESILIENCE

Ecological and restoration projects safeguard large habitat blocks and corridors, reduce undesignated trails, maintain and restore grasslands, forests, wetlands and riparian areas, control invasive species, and promote biodiversity of plants and animals.

RESPONSIBLE RECREATION, STEWARDSHIP, AND ENJOYMENT

These projects maintain and improve trails and visitor infrastructure, support enjoyable passive recreation opportunities on OSMP lands, protect scenic resources, and address visitation levels and growth where appropriate.

FINANCIAL SUSTAINABILITY

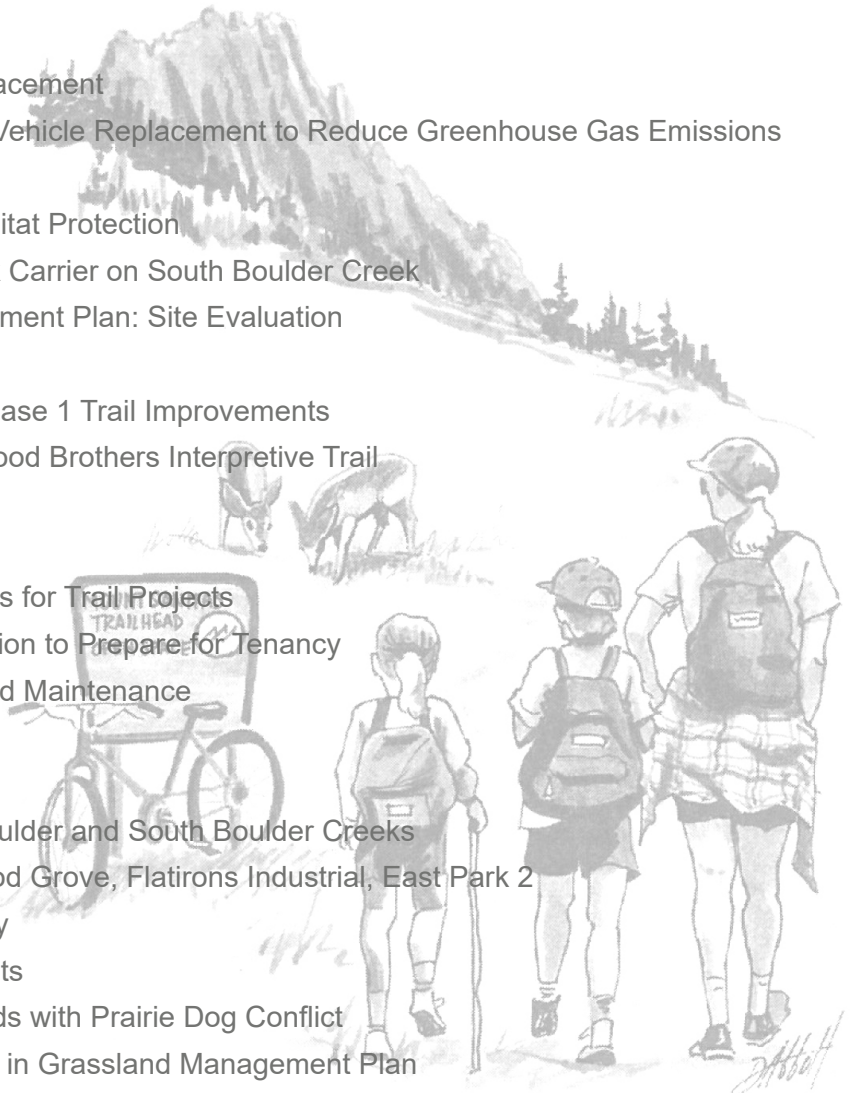
Capital projects across OSMP support department efforts to take care of what we have and understand total cost of system management. In 2022, OSMP will continue to invest in asset management and other systems in support of Master Plan objectives.

OPEN SPACE & MOUNTAIN PARKS CAPITAL

Like other departments, OSMP has experienced revenue shortfalls related to COVID-19 and has taken steps to steward Open Space Fund dollars during pandemic response and recovery. While the 2022 CIP conservatively accounts for multi-year revenue impacts of COVID-19, a voter-approved extension of the 0.15 percent sales tax through 2039 will allow the department to increase the CIP budget over previous years. During flood recovery, the department experienced higher than usual CIP totals to repair extensive flood damage on OSMP lands. The department then entered an era of changing revenues and constrained CIP totals in 2019 with the end of the General Fund transfer to OSMP and the reduction of a 0.33 percent sales tax to 0.22 percent. Beginning in 2022, the overall CIP budget marks a return to pre-flood averages and is within the normal range of \$4.0M to \$6.0M for the department CIP based on capacity of staff to execute the work.

2022 CAPITAL PROJECTS

- Address Immediate Property Needs After Acquisition
- Agricultural Fencing Infrastructure Installation and Maintenance
- Chapman Drive Trailhead Design and Construction
- Chautauqua Site Plan Design, Construction Documentation, and Permitting for Ranger Cottage Interior, Restrooms, and Site Circulation
- Coal Creek Restoration Planning
- Equipment Purchase, Repair, and Replacement
- Facility Improvements, Equipment and Vehicle Replacement to Reduce Greenhouse Gas Emissions
- Facility Repairs and Maintenance
- Fencing Installation for Wildlife and Habitat Protection
- Fish Passage Design at New Dry Creek Carrier on South Boulder Creek
- Fort Chambers/Poor Farm Site Management Plan: Site Evaluation
- Gebhard Site Plan Implementation
- Gunbarrel Site Plan Implementation: Phase 1 Trail Improvements
- Gunbarrel Site Plan Implementation: Wood Brothers Interpretive Trail
- Habitat Restoration at Gregory Canyon
- Hazard Tree Removal
- Hire Youth Corps. and Contracted Crews for Trail Projects
- Historic Agriculture Facilities Rehabilitation to Prepare for Tenancy
- Irrigation Infrastructure Improvement and Maintenance
- Land, Water, and Mineral Acquisitions
- Local Food Farm Sites Improvements
- Native Vegetation Restoration Along Boulder and South Boulder Creeks
- Public Safety Improvements: Cottonwood Grove, Flatirons Industrial, East Park 2
- Recreation Management Plan: Inventory
- Red Rocks Trails Complex Improvements
- Restoration of Irrigated Agricultural Fields with Prairie Dog Conflict
- Restore Wetland and Riparian Priorities in Grassland Management Plan



OPEN SPACE & MOUNTAIN PARKS CAPITAL

- Road, Trailhead, and Bridges Safety and Maintenance Repairs
- Rocky Mountain Greenway (RMG) Underpass Contribution
- Soil Health Improvement and Restoration on Unleased Agricultural Lands
- Soil Health Improvement on Leased Properties
- South Boulder Creek Instream Flow Initiative
- South Mesa Trailhead Refurbishment: Design and Permitting
- System-wide Gate Maintenance and Standardization
- System-wide Sign and Communication Enhancements
- Tall Oatgrass Management
- Visitation and Visitor Experience Survey Implementation
- Wetlands Restoration on Lower Boulder Creek

OPERATING AND MAINTENANCE IMPACTS

During the 2022 budget process, OSMP participated in the citywide requirement to reduce 10% of budget to ensure responsible fund stewardship during economic uncertainty. The 2022 reductions were balanced across expenditure types and included a reduction of \$1.8M to the 2022 CIP. The reduced CIP of \$4.5M continued to prioritize safety, system maintenance, and implementation of Tier 1 Master Plan projects. The department utilized its work planning system to make reductions based on criteria including maintenance condition, staffing impacts, project connection to Master Plan tiered strategies, and more. Reductions focused on rescaling and rephrasing projects to still accomplish system maintenance in 2022 while adhering to physical distancing and other regulations.

In 2022, OSMP will continue to focus on facility repairs and maintenance, restoring ecological functioning of riparian, floodplain, and grassland habitat, closing and restoring social trails, improving soil health, and addressing trail maintenance backlogs. The 2022 CIP projects are aimed at reducing deferred maintenance and the department expects minor reductions to ongoing operations and maintenance because of these efforts. For example, soil health improvement projects will increase resiliency to climate extremes, reducing the need for maintenance costs over time. Improving trail sustainability will reduce the need for ongoing maintenance throughout the year. Increases to operations and maintenance will occur where new infrastructure is added, for example, installation of new signs on trails and trailheads. OSMP is confident that any added O&M can be supported by existing operating budget.

UNFUNDED PROJECTS AND EMERGING NEEDS

The 2022 OSMP CIP partially funds some maintenance and enhancements projects. Maintenance projects are generally scalable and will receive incremental funding when revenues allow. Other 2022 CIP projects are phased over several years and will require funding in out-years to complete, for example the Gunbarrel and Chautauqua Integrated Site Plans, as well as restoration projects at Gregory Canyon and Coal Creek. Additional funding for restoration of wetlands and soil health improvements is an emerging need.

Based on strategies implemented in previous and current budget cycles, OSMP feels prepared to develop a 2022 budget that reflects financial realities and upholds the department's commitment to stewarding the land system. OSMP has maintained contingency reserves at 20% of operating plus debt, ensured strong fund balances, repaid debt in advance of expiring tax increments, de-obligated capital carryover, and improved work planning processes to better understand capital needs. OSMP will be actively monitoring and adapting to revenue projections over the next several years.

OPEN SPACE & MOUNTAIN PARKS CAPITAL

RACIAL EQUITY IMPACTS

The 2022 OSMP CIP prioritizes projects that maintain what we have and improve infrastructure, allowing for better access to the system and ensuring that all users experience benefits. As an example, the System-wide Sign and Communication Enhancements project seeks to reduce disparities for marginalized or under served groups. Translations and improved visual communications are included in the scope of the project, as well as deployment of mobile hotspots at select trailheads. This will allow for better access to information across the system.

With continuing impacts of COVID-19, it is a priority to keep trailheads open to ensure all people, not just neighbors of open space, have access to the system. The system has remained open to support mental health and well-being of all users over the last year. The 2022 CIP will continue to prioritize projects that increase accessibility through maintenance and improvements to infrastructure.

CEAP PROJECTS

None

BOARD ACTION

The Open Space Board of Trustees unanimously recommended the 2022-2027 CIP on June 9, 2022 after previous review at the April 14 and May 12 business meetings.

OPEN SPACE & MOUNTAIN PARKS CAPITAL

Open Space & Mountain Parks

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Capital Program Total	\$ 19,029,000	\$ 5,571,000	\$ 4,964,000	\$ 4,302,000	\$ 3,098,000	\$ 1,094,000	\$ -
CIP-Capital Enhancement Total	\$ 3,535,000	\$ 1,892,000	\$ 880,000	\$ 459,000	\$ 304,000	\$ -	\$ -
Gunbarrel Wood Brothers Inter Trail	\$ 200,000	\$ 50,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -
<i>(Helpful) This project implements actions called for in the approved Gunbarrel Hill Integrated Site Project (ISP), exploring options to improve nature-based learning and discovery on the Wood Brothers property to develop and foster ecostewards. In partnership with Growing Up Boulder (GUB) and Heatherwood Elementary, OSMP will incorporate youth-generated ideas for the nature discovery in accordance with existing regulations and site needs. The site will likely include a designated dog-walking loop with nature discovery learning pods along the way. This site has lower overall habitat quality and was designated as an appropriate location for nature discovery and dog-walking in the Gunbarrel Hill ISP. The project accomplishes key outcomes of two focus areas the OSMP Master Plan: Community Connections, Education and Inclusion, and Responsible Recreation, Stewardship and Enjoyment. It primarily supports strategies CCEI. 3) Connect children and youth to the greater outdoors, CCEI. 6) Inspire environmental literacy and new involvement in OSMP, and RRSE. 9) Develop a learning laboratory approach to recreation.</i>							
Public Safety Improvements	\$ 150,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -
<i>(Important) Project addresses public safety improvements and natural resource protection regarding encampments at Cottonwood Grove, Flatirons Industrial, and East Park 2. Funding involves removing non-native trees such that visibility is improved and encampments are less likely to establish or re-establish. Encampments are a growing priority for the city due to safety concerns and impacts to natural resources. This project accomplishes key outcomes within three focus areas of the OSMP Master Plan: Ecosystem Health and Resilience, Responsible Recreation, Stewardship, and Enjoyment, and Community Connections, Education, and Inclusion It advances multiple strategies in the Master Plan, primarily addressing EHR. 1) Preserve and restore important habitat blocks and corridors, RRSE. 1) Assess and manage increased visitation, and CCEI. 2) Enhance communications with visitors.</i>							
Rocky Mountain Greenway Underpass	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -
<i>(Helpful) This project supports OSMP's payment toward the Rocky Mountain Greenway (RMG) project as part of a Regional Collaboration effort, previously funded in the CIP. RMG is the creation of an underpass beneath Co Hwy 128 connecting the High Plains/Coalton Trail access with the Rocky Flats National Wildlife Refuge (NWR) trails system. There will be a connection at Indiana St. from Rocky Flats to other trail systems south and east to the Rocky Mountain Arsenal NWR. The creation of the trail connections and the designation of a route may also accommodate the Colorado Front Range Trail providing additional benefit. A soil sampling and analysis plan will confirm that radionuclide concentrations are below previous measurements and thresholds for public health as well as onsite monitoring for the presence of radionuclides in the air during construction. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Ecosystem Health and Resilience and Responsible Recreation, Stewardship, and Enjoyment. It advances multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and corridors, RRSE.4) Encourage multimodal access to trailheads, and RRSE.6) Support a range of passive recreational experiences.</i>							
South Mesa Trailhead Refurbishment	\$ 400,000	\$ 50,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -
<i>(Important) This project involves rehabilitating South Mesa Trailhead to improve drainage, visitor flow, and communication with visitors. This site needs professional grading and drainage plans to ensure infrastructural improvements will endure. Project includes conceptual designs, schematic plans, design development, construction documents with associated Class C, B, and A cost estimates, and any permitting as needed. OSMP will manage survey contract and oversee existing conditions mapping and base plan. This project accomplishes key outcomes in two focus areas of the OSMP Master Plan: Responsible Recreation, Stewardship and Enjoyment, and Community Connections, Education, and Inclusion. The project primarily addresses RRSE. 1) Assess and manage increased visitation, CCEI. 2) Enhance communications with visitors, and CCEI. 1) Welcome diverse backgrounds and abilities.</i>							
Gunbarrel Hill Trail Management	\$ 730,000	\$ 730,000	\$ -	\$ -	\$ -	\$ -	\$ -
<i>(Helpful) This project will design and construct "Loop A" and reconstruct and resurface 1.5 miles of road from the water tower east to N 95th Street as defined by the Integrated Site Plan (ISP) for Gunbarrel Hill that was completed in 2020. OSMP will designate the Loop A trail and close undesignated social trails that are impacting native grassland habitat. Separate but related 2021 and 2022 CIP projects will accomplish other ISP action items including habitat restoration and development of an interpretive trail at Wood Brothers. This trail project will improve ecological systems by increasing habitat block size while enhancing the visitor experience on a designated, more sustainable trail system. Closure of undesignated trails is expected to better protect one of the best breeding populations of Grasshopper Sparrows in Boulder County. This species is a grassland-dependent songbird of conservation concern considered an indicator for overall grassland ecosystem health. This project accomplishes key outcomes of two focus areas of the OSMP Master Plan: Ecosystem Health and Resilience, and Responsible Recreation, Stewardship, and Enjoyment. It links to multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and closures, EHR.4) Reduce undesignated social trails, RRSE. 2) Reduce Trail Maintenance Backlog and RRSE.7) Build new trails as guided by past and future plans.</i>							
Fencing Installation for Wildlife	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -	\$ -
<i>(Important) This project addresses fencing to protect sensitive species habitats, retrofitting existing fences to meet wildlife friendly specifications, and providing enforcement of visitation closures related to wildlife or wildlife habitat. Increasing visitor use, proliferation of social trails, and ongoing maintenance needs make new fencing projects necessary to protect sensitive natural resources. Often these are emergent needs that are identified and require a rapid response before usage patterns become well established. Each year, high priority projects are planned to protect wetland or riparian wildlife habitats, but most projects address emergent needs across the system. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Ecosystem Health and Resilience and Responsible Recreation, Stewardship, and Enjoyment. It advances multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and corridors and RRSE.1) Assess and Manage Increased Visitation.</i>							
Fish Passage Design: New Dry Creek	\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -
<i>(Helpful) OSMP will create fish passage at the New Dry Creek Carrier ditch. The project will create a fishway at the ditch diversion on South Boulder Creek that will be more easily navigable for native and sport fish, including several species of state concern. Irrigation diversion dams create barriers to the movement of aquatic organisms in rivers. Dams have been shown to disrupt spawning, fragment habitat, and isolate populations of native and sport fish. Creating fish passage will connect aquatic habitat that is currently fragmented. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Ecosystem Health and Resilience and Agriculture Today and Tomorrow. It advances multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and corridors, ATT.4) Protect water resources in a warmer future, and ATT.6) Support the success of ranchers and farmers.</i>							
Soil Health Imp on Leased Prop	\$ 383,000	\$ 85,000	\$ 97,000	\$ 99,000	\$ 102,000	\$ -	\$ -
<i>(Important) This project will improve soil health and increase resilience to climate extremes on leased agricultural properties. Funding will support systematic implementation of soil health principles: reducing tillage, integrating livestock, armoring soil, diversifying plants in time and space, and maintaining continuous live plant and root systems. Methods will include keyline plowing, cover-cropping, mob grazing, and compost application, while also experimenting with cutting-edge practices found in the agricultural literature and through consultation with colleagues at partner agencies. The work to monitor, restore, and disseminate OSMP's efforts in land regeneration and carbon sequestration creates opportunities for increasing resilience to climate change, reversing agricultural productivity declines, and increasing biodiversity. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow and Ecosystem Health and Resilience. It advances multiple strategies in the Master Plan, primarily addressing ATT.2) Increase soil health and resilience, ATT.6) Support the success of ranchers and farmers, and EHR.3) Address the global climate crisis here and now.</i>							
South Boulder Creek Instream Flow	\$ 120,000	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ -
<i>(Helpful) This project supports installation of additional flow monitors on South Boulder Creek. Flow monitors and an instream flow program will assist the city in mitigating impacts to South Boulder Creek stemming from expansion of Gross Reservoir. Funding additionally supports legal and engineering services for the filing of a junior water right in Gross Reservoir and acquisition analysis for water rights to fill the Gross Environmental Pool. OSMP will assist in developing a Stream Management Plan to the extent it improves ecological health of South Boulder Creek and in-stream flow. These actions deliver on commitments made in intergovernmental agreements relating to the Gross Reservoir project. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow and Ecosystem Health and Resilience. It advances multiple strategies in the Master Plan, primarily addressing ATT.4) Protect water resources in a warmer future, ATT.7) Integrate native ecosystems and agriculture, and EHR.1) Preserve and restore important habitat blocks and corridors.</i>							

OPEN SPACE & MOUNTAIN PARKS CAPITAL

Open Space & Mountain Parks

	Estimated Total	2022	2023	2024	2025	2026	2027
	Cost	Approved	Projected	Projected	Projected	Projected	Projected
Greenhouse Gas Emissions Reduction	\$ 200,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -
<p>(Important) This project will reduce OSMP greenhouse gas emissions and implement improvements that will help the City of Boulder achieve the goal of carbon neutrality by 2035. OSMP will work towards eliminating natural gas consumption, enhanced solar energy and soil carbon sequestration, and building upgrades to improve efficiency. The fleet will also be looked at and this project may support incremental funding needed (beyond the fleet replacement fund in the operating budget) to convert to electric vehicles and equipment. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Ecosystem Health and Resilience and Financial Sustainability. It advances multiple strategies in the Master Plan, primarily addressing EHR.3) Address the global climate crisis here and now, EHR.9) Reduce and offset OSMP's greenhouse gas emissions, and FS.4) Take care of what we have.</p>							
Red Rocks Trails Improvements	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>(Helpful) This CIP project will create trail and undesignated trail plans for Red Rocks Complex. OSMP will develop and implement a holistic trail plan that improves trails contributing to substantial deferred maintenance and closes and restores undesignated trails. This aligns with the West Trail Study Area Plan guidance to improve the Red Rocks area through trail repairs and small reroutes. This will also take care of undesignated trail concerns throughout the complex. This work will enhance visitor experience and reduce visitor impacts on the ecosystem. Construction plans will be carefully developed for incremental implementation. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Responsible Recreation, Stewardship, and Enjoyment and Ecosystem Health & Resilience. It advances multiple strategies in the Master Plan, primarily addressing RRSE.1) Assess and manage increasing visitation, RRSE.2) Reduce Trail Maintenance Backlog, and EHR.4) Reduce undesignated trails.</p>							
Chapman Drive Trailhead Design and Construction	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>(Helpful) This project will design, permit, and construct a multi-modal Chapman Drive Trailhead that accommodates parking for passive recreational opportunities and anticipates and mitigates environmental impacts. OSMP will utilize design guidelines and standards to create a sustainable and functional trailhead that best serves the planned public uses in the West Trail Study Area Plan. A short-term trailhead was built in 2011 to accommodate parking when Chapman Drive Trail was completed. It is anticipated that demand for use in this area will re-establish and may increase after improvements to the Boulder Canyon Bike Path and completion of the Boulder Canyon Trail, and that 2022 will be the best time to shift from a short-term to a long-term trailhead solution that improves the existing layout. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Community Connections, Education, and Inclusion, and Responsible Recreation, Stewardship, and Enjoyment. It advances multiple strategies in the Master Plan, primarily addressing CCEI.1) Welcome diverse backgrounds and abilities, RRSE.1) Assess and manage increasing visitation, and RRSE.8) Provide welcoming and inspiring visitor facilities and services.</p>							
Gate Maintenance & Standardization	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>(Helpful) This project streamlines maintenance by standardizing and improving gates and hardware across the system. This includes new self-closing design and potential removal of unnecessary gates. No design guidelines currently exist regarding the width of gates, the design of turning radii, and other trail features that can restrict or facilitate trail use by those requiring the use of wheelchairs or other mobility devices. This project would reduce gate maintenance and complaints from the public and standardize materials, limiting wasted trips into the field to investigate prior to initiating a repair. It also allows implementation of the updated standard to use a D tube gate in which wasps are not able to nest. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Responsible Recreation, Stewardship, and Enjoyment and Agriculture Today and Tomorrow. It advances multiple strategies in the Master Plan, primarily addressing RRSE.2) Reduce Trail Maintenance Backlog, RRSE.8) Provide welcoming and inspiring visitor facilities and services, and ATT.1) Reduce the maintenance backlog for agriculture and water infrastructure.</p>							
System-wide Sign and Communication	\$ 652,000	\$ 167,000	\$ 183,000	\$ 200,000	\$ 102,000	\$ -	\$ -
<p>(Helpful) This CIP supports sign and communication enhancements that will replace and improve signs as called for in department plans. Signs will align with design guidelines and national standards, ensuring unified graphics for dog regulation signs system wide, signage for undesignated trails to inform users when they are leaving the system, updated maps for better wayfinding and increased crowd control at busy locations, and adding suggested routes based on difficulty as well as map destinations to cater to varying ability levels. Interpretive signs will be added at two locations to educate around natural, cultural, and agricultural history. Mobile hotspots for a pay by phone mobile app will be installed in our parking fee areas, which will decrease cash handling by staff and increase parking compliance. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Community Connections, Education, and Inclusion, and Responsible Recreation, Stewardship, and Enjoyment. It links to multiple strategies in the MP primarily addressing CCEI.2) Enhance communication with visitors and RRSE.8) Provide welcoming and inspiring visitor facilities and services.</p>							
CIP-Capital Maintenance Total	\$ 10,964,000	\$ 2,919,000	\$ 2,684,000	\$ 2,193,000	\$ 2,074,000	\$ 1,094,000	\$ -
Historic Ag Facilities Rehab	\$ 1,300,000	\$ 400,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ -
<p>(Helpful) In accordance with the city's Agricultural Resources Management Plan, this project aims to recover historic structures for their intended purpose preserving the working landscape and its cultural resources. The Agricultural Resources Management Plan identified nine properties for their potential for development of a diversified vegetable and pastured livestock farm or micro-dairy for local food production. Each year, OSMP aims to complete at least one major renovation to an identified site, including remodeling the historic farmhouses to prepare them for agricultural tenancy. In 2022, project dollars will support renovations and upgrades to the Lewis House. The Lewis House is an historic structure on an OSMP agricultural property that has been vacant for many years. The rehabilitation work will make the house livable for agriculture tenants. This project accomplishes key outcomes of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow and Community Connections, Education, and Inclusion. It links to multiple strategies in the Master Plan, primarily addressing ATT.1) Reduce maintenance backlog for agriculture and water infrastructure, ATT.5) Encourage diverse and innovative agricultural operations, and CCEI.9) Preserve and protect Boulder's cultural heritage.</p>							
Local Food Farm Sites Improvements	\$ 775,000	\$ 125,000	\$ 310,000	\$ 210,000	\$ 130,000	\$ -	\$ -
<p>(Important) This project supports construction of new or significant enhancement of existing infrastructure on irrigated and grazing land. Infrastructure to be constructed includes irrigation ponds and/or cisterns and necessary pumps, and out-building construction or modifications to support these operations. Infrastructure improvement and enhancement projects will take place at Hunter-Kolb loafing sheds, Hartnagle pond construction and outbuildings for washing/cooling/sanitation, Lewis milk processing room, Ertl corral and outbuilding, and Lousberg barn/shop space. All properties are included among nine sites identified for potential diversified agricultural operations in the Agricultural Resources Management Plan. This project accomplishes key outcomes of three focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, Ecosystem Health and Resilience, and Financial Sustainability. It links to multiple strategies in the Master Plan, primarily addressing ATT.5) Encourage diverse and innovative agricultural operations, and ATT.6) Support the success of ranchers and farmers, and FS.4) Take care of what we have.</p>							
Agricultural Fencing Maintenance	\$ 436,000	\$ 90,000	\$ 90,000	\$ 84,000	\$ 86,000	\$ 86,000	\$ -
<p>(Important) This project will address deferred capital maintenance to internal and boundary fencing to allow continued leasing services to the agricultural community. The project also mitigates risk of encroachments onto OSMP leased lands if boundaries are not properly maintained. Each year, OSMP strives to maintain or replace 15,000-20,000 linear feet of fence based on priority needs across the system. Infrastructure to be maintained includes barbed wire and high tensile fences, livestock handling corrals, and vehicle access gates. Livestock grazing is the predominant use of OSMP land leased for agriculture, and fencing has been designed to reduce impacts to wildlife movements. Fencing also protects grassland habitats supported by grazing on agricultural properties. This project accomplishes outcomes of the Agriculture Today and Tomorrow focus area of the OSMP Master Plan. It links to multiple strategies in the Master Plan, addressing ATT.1) Reduce maintenance backlog for agriculture and water infrastructure, ATT.6) Support the success of ranchers and farmers, and ATT.9) Enhance enjoyment and protection of working landscapes.</p>							
Improve Soil Health and Agroecology	\$ 520,000	\$ 87,000	\$ 85,000	\$ 83,000	\$ 80,000	\$ 185,000	\$ -
<p>(Important) This project will improve soil health and restore unleased agricultural properties to prepare them for eventual leasing while enhancing ecosystem services including soil health and carbon sequestration. Restoration of soil health and subsequent growth of resilient plant communities will increase compliance with the Colorado Noxious Weed Act through eradication and suppression of noxious weeds. Methods will include compost application, keyline plowing, seeding, invasive plant species management, prairie dog barrier fence installation, field irrigation infrastructure maintenance, and staff-run irrigation. Tasks associated with this project address goals in the Grassland Plan and Agricultural Resource Management Plan as related to promoting local agricultural production on OSMP managed lands. This project accomplishes outcomes of the Agriculture Today and Tomorrow focus area of the OSMP Master Plan. It advances multiple strategies in the Master Plan, primarily addressing ATT.1) Reduce the maintenance backlog for agriculture and water infrastructure, ATT.2) Increase soil health and resilience, and ATT.7) Integrate native ecosystems and agriculture.</p>							

OPEN SPACE & MOUNTAIN PARKS CAPITAL

Open Space & Mountain Parks

	Estimated Total	2022	2023	2024	2025	2026	2027
	Cost	Approved	Projected	Projected	Projected	Projected	Projected
Irrigation Infrastructure Maintenance	\$ 598,000	\$ 117,000	\$ 119,000	\$ 121,000	\$ 123,000	\$ 118,000	\$ -
<p>(Important) OSMP has invested heavily in agricultural water rights as part of its acquisition strategy and to support agricultural operations and enhanced vegetation and habitat condition. This project replaces or improves existing irrigation structures and infrastructure to deliver these water rights on priority agricultural leased and unleased lands, including diversion structures, irrigation ditches, laterals, wells, and measuring devices. Where appropriate, OSMP will add telemetry or measuring infrastructure. A well maintained and functioning water delivery infrastructure is critical to OSMP irrigated properties. In some cases, novel ecosystems of value have developed that are dependent on the continued delivery of these water rights. Maintenance priorities are established on a three-year basis and implemented annually based on conversations with the agriculture and water community. This project accomplishes key outcomes of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, and Ecosystem Health and Resilience. It primarily supports strategy ATT.1) Reduce maintenance backlog for agriculture and water infrastructure, ATT.4) Protect water resources in a warmer future, and ATT.6) Support the success of ranchers and farmers.</p>							
Restoration of Irrigated Agricultural Fields: Prairie Dog	\$ 780,000	\$ 440,000	\$ 340,000	\$ -	\$ -	\$ -	\$ -
<p>(Important) An expedited review of prairie dog management and policy alternatives was accepted by OSBT and Council in 2020. This project will implement strategies over multiple years to reduce the impact of prairie dogs on irrigated agricultural land and agricultural tenants. Prairie dogs will be relocated or otherwise removed from strategic irrigated agricultural land to restore agricultural production. There are approximately 1,000 acres of irrigated agricultural land occupied by prairie dogs in the project area. These lands represent some of the best opportunities for sustainable agricultural operations on OSMP. Some of these lands are no longer able to be leased or be productive for agricultural uses due to the presence of prairie dogs. These properties will be restored to agricultural production after prairie dog removal. This project accomplishes key outcomes of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, and Ecosystem Health and Resilience. It advances multiple strategies in the Master Plan, primarily addressing ATT.2) Increase soil health and resilience, ATT.3) Address conflicts between agriculture and prairie dogs, and ATT.6) Support the success of ranchers and farmers.</p>							
Wetland Restoration: Lower Boulder Creek	\$ 335,000	\$ 235,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -
<p>(Helpful) In accordance with the City Charter, the department will improve ecological functioning of lower Boulder Creek from 75th Street to Hwy 287. Improvements will restore riparian and floodplain wetlands that existed along Boulder Creek prior to gravel mining, converting formerly mined gravel pits (gravel ponds) to habitat that will support northern leopard frogs (a Colorado Tier 1 Species of Greatest Conservation Need), converting non-native grasslands and riparian areas to native species communities, and creating aquatic habitat to support several native fish species of concern. Heavy equipment will recontour the site and redistribute the numerous waste piles left over from mining operations. Seeding, planting and weed management will take place following earth work. The project will also help integrate ecological systems with agricultural management as called for in the OSMP Agricultural Resources Management Plan. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Ecosystem Health and Resilience and Agriculture Today and Tomorrow. It advances multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and corridors, EHR.6) Control invasive species, and ATT.5) Encourage diverse and innovative agricultural operations.</p>							
Native Vegetation Restoration	\$ 700,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ -
<p>(Helpful) This project will support the restoration of native vegetation along Boulder and South Boulder Creeks. Restoration includes large non-native tree removal projects, contracted herbaceous weed spraying and removal, seeding, planting, soil stabilization, maintenance mowing, native plantings, fencing, and other tasks related to restoring and enhancing native ecosystems in priority habitat areas. These project areas are largely riparian and wetland areas that received the lowest indicator ratings in the 2010 Grassland Ecosystem Management Plan (GMAP) and were further heavily damaged by flooding in 2013. This project accomplishes outcomes of the Ecosystem Health and Resilience focus area of the OSMP Master Plan. It advances multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and corridors and EHR.6) Control invasive species.</p>							
Tall Oatgrass Management	\$ 375,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -
<p>(Important) This project implements action items from the 2018 Tall Oatgrass Ecological Impact Study. The project supports mapping, containment, eradication, and early detection of the aggressive non-native tall oatgrass on OSMP lands with collaboration across the county and the Colorado Front Range. Actions include mowing, grazing, mechanical and herbicide treatments, research related to treatment efficacy, and monitoring in the eradication zones. Dollars may support fencing and water infrastructure to support cattle browsing to inhibit tall oatgrass. Tall oatgrass invasion poses an immediate threat to native ecosystems, decreases overall plant and animal species diversity, has the potential to change fuel loads and fire behavior, and has dramatically expanded its extent on OSMP lands in the past 5-10 years. This project accomplishes key outcomes of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, and Ecosystem Health and Resilience. It advances multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and corridors and EHR.6) Control invasive species.</p>							
Gebhard Site Plan Implementation	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>(Helpful) This project focuses on the implementation of tasks identified in the Gebhard Integrated Site Project (ISP), including restoration of trails and bridges as a result of new use patterns. Work identified in the Gebhard ISP is part of a larger ongoing restoration effort for South Boulder Creek. The undesignated social trails that have developed along the west side of South Boulder Creek impact habitat for native wildlife species and vegetation. Restoration tasks may include fence construction, seeding, and non-native vegetation management. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Ecosystem Health and Resilience and Responsible Recreation, Stewardship, and Enjoyment. It advances multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and corridors and RRSE.1) Assess and Manage Increased Visitation.</p>							
Habitat Restoration: Gregory Canyon	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>(Helpful) This project will reestablish a stable channel bed at Gregory Canyon using a regenerative stream restoration technique. In the 2013 flood, approximately 3,000 linear feet of the channel at Upper Gregory and Lower Long Canyon was severely eroded and downcut, lowering the local water table that supports riparian vegetation. This regenerative stream restoration technique uses minimally invasive restoration methods to raise the channel bed by installing small check-type dams at intervals along the channel. These dams catch sediment and raise the water table, eventually restoring the channel to its pre-disturbance elevations. OSMP will seek partnership grant funding from the Urban Drainage & Flood Control District (UDFCD). This project accomplishes outcomes of the Ecosystem Health and Resilience focus area of the OSMP Master Plan. It advances a key strategy in the Master Plan, addressing EHR.1) Preserve and restore important habitat blocks and corridors.</p>							
Hazard Tree Removal	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>(Important) This project focuses on hazard tree removal and emergent vegetation-related issues that arise across the open space system. Projects are identified through issues reported by the public, neighbors, and other City of Boulder departments. These issues can include hazard trees, noxious weeds, road right of ways, and sight lines. In most cases, these are maintenance issues and do not fall under OSMP's identified ecological priorities. A large emerging piece of this project addresses green ash trees impacted by Emerald ash borers, which are beginning to die and may pose a risk for trail users. This project accomplishes outcomes of the Ecosystem Health and Resilience focus area of the OSMP Master Plan. It advances multiple strategies in the Master Plan, primarily addressing EHR.6) Control invasive species.</p>							
Wetland and Riparian Restoration	\$ 400,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -
<p>(Helpful) This project implements priorities identified in the Grassland Ecosystem Management Plan, specifically in wetland and riparian areas. Approved by the Open Space Board of Trustees in 2009 and accepted by City Council in 2010, the Grassland Ecosystem Management Plan proposes specific on-the-ground management actions, public policies, and lands and water acquisition priorities to conserve the ecological values of OSMP's grasslands and ensure ongoing agricultural production. Projects vary in scale and scope and are dependent on best opportunities for restoration, need, and staffing capacity. Restoration activities in this CIP project will focus on removal of non-native vegetation to encourage native vegetation growth and habitat improvement. This project accomplishes outcomes of the Ecosystem Health and Resilience focus area of the OSMP Master Plan. It advances multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and corridors and EHR.6) Control invasive species.</p>							

OPEN SPACE & MOUNTAIN PARKS CAPITAL

Open Space & Mountain Parks

	Estimated Total	2022	2023	2024	2025	2026	2027
	Cost	Approved	Projected	Projected	Projected	Projected	Projected
Facilities Assessment Repairs	\$ 2,330,000	\$ 400,000	\$ 470,000	\$ 480,000	\$ 490,000	\$ 490,000	\$ -
<i>(Important)</i> In 2016 OSMP completed an inventory and assessment of structures and facilities across the open space land system. The assessment outlined current asset condition, specific annual actions needed to maintain the facilities, prioritization of the facilities, and estimated immediate and long-term maintenance and repair costs. This information was adopted as the OSMP Facilities Assessment and is used to prioritize facility maintenance to prevent deterioration of assets. This CIP funds the deferred facilities maintenance outlined in the assessment. Facilities maintenance supports outcomes across all focus areas of the Master Plan. In 2022, projects will primarily advance strategies ATT.1) Reduce the maintenance backlog for agriculture and water infrastructure, FS.4) Take care of what we have, and RRSE.8) Provide welcoming and inspiring visitor facilities and services.							
Road, Trailhead, and Bridges Repair	\$ 550,000	\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -
<i>(Important)</i> This project supports cyclical inspection and maintenance of vehicle, pedestrian, and equestrian bridges including inventory and load rating compliance. Additionally, dollars support deferred road and engineered trail maintenance across roads and vehicle accessible trails owned by OSMP. Both the public and staff benefit from better maintained roads and it reduces future costs. This project accomplishes outcomes of two focus areas of the OSMP Master Plan: Responsible Recreation, Stewardship, and Enjoyment and Financial Sustainability. It advances multiple strategies in the Master Plan, primarily addressing RRSE.2) Reduce Trail Maintenance Backlog, RRSE.8) Provide welcoming and inspiring visitor facilities and services, and FS.4) Take care of what we have.							
Equip Purchase, Repair & Replace	\$ 350,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -
<i>(Important)</i> This CIP will support replacing, maintaining, and adding OSMP equipment. This is vital to ensure required equipment is provided and in good working condition to keep staff safe and productive. This project is ongoing as needed to replace equipment that fails, is damaged, lost, or as new needs are identified. OSMP will seek to replace equipment with more energy efficient options with lower emissions. This project accomplishes outcomes of three focus areas of the OSMP Master Plan: Financial Sustainability, Agriculture Today and Tomorrow, and Ecosystem Health and Resilience. It advances multiple strategies in the Master Plan, primarily addressing FS.9) Invest in workforce development and operational needs, ATT.1) Reduce the maintenance backlog for agriculture and water infrastructure, and EHR.9) Reduce and offset OSMP's greenhouse gas emissions.							
Address Immediate Property Needs	\$ 255,000	\$ 155,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -
<i>(Helpful)</i> The OSMP Charter indicates that land may not be improved after acquisition unless such improvements are necessary to protect or maintain the land or to provide for identified charter purposes. This CIP project includes funds for immediate property needs after OSMP acquisitions. Funding will ensure the property is properly stabilized to enable smooth and efficient integration into the OSMP land system and minimize deferred maintenance. Addressing immediate property needs ensures strong short-term stewardship of the property while longer-term planning occurs. This project accomplishes key outcomes of the Financial Sustainability focus area of the OSMP Master Plan, primarily addressing FS.4) Take care of what we have.							
Youth Corps and Contracted Crews	\$ 1,110,000	\$ 255,000	\$ 255,000	\$ 300,000	\$ 300,000	\$ -	\$ -
<i>(Helpful)</i> This project supports annual hiring of contracted trail crews and youth corps to augment and accelerate work of inhouse trail crews and accomplish deferred trail maintenance. Annual contracts are scalable based on available crew weeks and trail maintenance needs. Corps members benefit from exposure to a variety of hard skills, career development, and an increased understanding of land use management. In 2020, 30% of our standard and temporary trails staff previously worked with an organization we partner with for conservation corps, and 66% of our standard and temporary trails staff have been part of a conservation corps. The annual work plan is determined based on trail condition assessment results from 2019. In 2022, work will continue on Mt. Sanitas, undesignated trail restoration, Red Rocks, Range View/Ute, Saddle Rock, and other general deferred maintenance. This project accomplishes key outcomes of two focus areas of the OSMP Master Plan: Community Connections, Education, and Inclusion and Responsible Recreation, Stewardship and Enjoyment. It links to multiple strategies in the Master Plan, primarily addressing RRSE.2) Reduce trail maintenance backlog, CCEI.3) Connect children and youth to the great outdoors, and CCEI.7) Cultivate leaders in stewardship.							
CIP-CAPITAL PLANNING STUDIES	\$ 2,180,000	\$ 410,000	\$ 400,000	\$ 650,000	\$ 720,000	\$ -	\$ -
Fort Chambers/Poor Farm Site Manage	\$ 340,000	\$ 20,000	\$ 250,000	\$ 70,000	\$ -	\$ -	\$ -
<i>(Important)</i> This project will assist with identifying short and long-term management actions at the Fort Chambers/Poor Farm property purchased by OSMP in 2018. This planning project will assess future needs, purposes, and functions around the farm fields, irrigation infrastructure, residence, associated outbuildings and the surrounding agricultural, natural, and cultural landscape. The plan will identify the best approach for the future management of the site and designations. This project will support citywide engagement with recognized tribes and indigenous peoples and will result in a fiscally constrained management approach for the buildings and property. The project accomplishes key outcomes of three focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, Community Connections, Education, and Inclusion, and Financial Sustainability. It advances multiple strategies in the Master Plan, primarily addressing ATT. 7) Integrate native ecosystems and agriculture, CCEI.4) Support citywide engagement with federally recognized American Indian Tribes and indigenous peoples, and FS.3) Understand total cost of system management.							
Visitor Use Management Planning	\$ 130,000	\$ -	\$ 50,000	\$ 80,000	\$ -	\$ -	\$ -
<i>(Helpful)</i> This project will continue department work to implement and adapt visitor management strategies guided by the 2005 Visitor Master Plan (VMP). Incorporating findings from visitor use studies and land management best practices OSMP will assess and update the types and specifications of in-use or potential visitor management practices the department may consider and deploy to manage visitor use and build a monitoring strategy to inform site-specific management decisions. OSMP will develop a toolkit of visitor use management strategies to consider in relation to other aspects of service delivery. Through this project, specific coordination work will occur on the systemwide trailhead shuttle feasibility study and regional visitor management coordination including efforts such as the NOCO 2050 project. This project accomplishes key objectives of the Master Plan in the Responsible Recreation, Stewardship, and Enjoyment focus area. The project primarily supports the strategy RRSE.1) assess and manage increasing visitation but also works towards RRSE.4) Encourage multimodal access to trailheads and RRSE.5) Manage passive recreation activities requiring an OSMP permit.							
Chautauqua Ranger Cottage Site Plan	\$ 1,270,000	\$ 150,000	\$ -	\$ 400,000	\$ 720,000	\$ -	\$ -
<i>(Helpful)</i> This site plan for the Chautauqua Ranger Cottage area will explore options for improving visitor flow and orientation, interpretive signs, interpretive exhibits, restrooms, and visitor amenities. Out-year work will explore programming, maintenance, and enforcement opportunities to help achieve desired outcomes. This project would include a phased approach to designing site improvements as well as costing that considers resource concerns, visitor experience, perceived crowding, and neighborhood impacts. This project accomplishes key outcomes of three focus areas of the OSMP Master Plan: Community Connections, Education, and Inclusion, Ecosystem Health and Resilience, and Responsible Recreation, Stewardship, and Enjoyment. It links to multiple strategies in the Master Plan, primarily addressing CCEI.2) Enhance communications with visitors, EHR.3) Address the global climate crisis here and now, and RRSE.8) Provide welcoming and inspiring visitor facilities and services.							
Coal Creek Restoration Planning	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
<i>(Helpful)</i> This project includes initial planning, scoping, and design efforts for riparian restoration activities at Coal Creek. Work under this project will identify best opportunities and designs for implementation of restoration activities in future years. OSMP anticipates future CIP projects to focus on enhancements at Coal Creek based on the findings and recommendations during the planning process. This project accomplishes outcomes of the Ecosystem Health and Resilience focus area of the OSMP Master Plan. It advances multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and corridors.							

OPEN SPACE & MOUNTAIN PARKS CAPITAL

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	Estimated Total	2022	2023	2024	2025	2026	2027
	Cost	Approved	Projected	Projected	Projected	Projected	Projected
Recreation Management Plan	\$ 240,000	\$ 40,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -

(Helpful) This project will replace the Visitor Use Master Plan by defining recreation activities broadly to include visitor recreation activities, interpretive opportunities, youth engagement, volunteering, outreach, ranger initiatives, visitor contacts, accessibility, equity, and permit programs. It will also confirm or establish systemwide investment priorities for recreation facilities across the system including trails and trailheads, parking, amenities, interpretive facilities, and transportation that will result in a set of coordinated, fiscally constrained and feasible implementation projects and programs. The plan will also look at visitation across the system and in specific geographic areas considering best practices to manage for positive experiences and mitigate resource impacts. This project accomplishes key outcomes in two focus areas of the OSMP Master Plan: Responsible Recreation, Stewardship, and Enjoyment and Community Connections, Education, and Inclusion. It advances multiple strategies in the Master Plan, primarily addressing RRSE.1) Assess and manage increased visitation, CCEI.1) Welcome diverse backgrounds and abilities, and CCEI.2) Enhance communications with visitors.

Visitation and Visitor Exp Survey	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
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(Helpful) This project occurs on a systematic basis every five years to deliver a statistically valid 12-month visitor survey. The survey is conducted at OSMP exit points to understand, update, and trend information about the visitor population. This project combines the previously separate visitor, and resident recreation surveys for efficiency. General themes of the survey include visitor attributes and demographics, trip characteristics, ratings of OSMP services and facilities, and perceptions of interactions with other visitors, policy development, information preferences, potential management strategies, and other hot topic items. Updated and current visitor information is necessary to successfully manage operations, infrastructure planning, staffing allocation, amenity provision, and public process and decision making for recreation management. This project accomplishes key outcomes of the Responsible Recreation, Stewardship, and Enjoyment (RRSE) focus area of the OSMP Master Plan. It advances multiple strategies in the Master Plan, primarily addressing RRSE.1) Assess and manage increasing visitation, RRSE.6) Support a range of passive recreation experiences, and RRSE.9) Develop a learning laboratory approach to recreation.

CIP-Land Acquisition Total	\$ 2,350,000	\$ 350,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -
Land, Water & Mineral Acquisition	\$ 2,350,000	\$ 350,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -

(Important) In accordance with the City Charter and OSMP Master Plan, the department will acquire, maintain, preserve, and manage open space lands including water and mineral rights for ecological conservation, agriculture, passive recreation, urban shaping, and scenic beauty. OSMP will identify, assess, and acquire high priority properties and water and mineral rights as a means of expanding stewardship, restoration, recreation, agriculture, wildlife/ecological preservation, and scenic view protection opportunities. A separate but related project funds immediate stabilization and emergency maintenance of acquired properties. Acquisitions support the accomplishment of Master Plan outcomes across all focus areas but are tracked as investments under the Financial Sustainability focus area. The department anticipates that 2022 acquisitions will primarily support the strategy FS.5) Prioritize acquisitions in Boulder Valley's rural preservation area.



OSMP Ranger with Cattle dogs

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PARKS & RECREATION



CURRENT FOCUS IN THE 2022 CAPITAL BUDGET

The comprehensive approach to the department's 2022 capital program is founded on implementing the key themes of the BPR Master Plan, primarily on taking care of existing assets that provide core services to the community while strategically enhancing key parks and facilities outlined within the department's capital investment strategy. In 2022, staff started the five-year update to the master plan as adopted within the current CIP to refine the goals and strategies to guide the next several years. Staff have consistently prioritized funding on specific projects that meet several criteria related to safety, usage, efficiencies, and revenue generation.

Staff have identified options for reducing spending strategically as a standard practice for this fiscal environment and especially as it applies to the CIP. For both 2022 as well as the full 6-year CIP, staff have performed careful analysis and projections for all funds that make up the department CIP and adjusted the spending accordingly to remain within funding projections while still maintaining a healthy fund balance for reserves. Staff will continue to monitor and adjust spending as necessary with new fund projections and revenue information are available related to COVID-19.

Staff have also been innovative in partnering when possible to leverage capital funding that align with many key themes identified in the BPR Master Plan, including:

COMMUNITY HEALTH AND WELLNESS

Parks and facilities are being improved with capital maintenance and enhancements to the Flatirons Golf Course Facility, Boulder Reservoir, and many outdoor facilities such as courts, playgrounds and ballfields. The amenities are critical to the department's core services and outlined in recent plans and studies.

TAKING CARE OF EXISTING FACILITIES

Through implementation of the Asset Management Software, improvements such as the East Boulder Community Park, sports fields, and East Boulder Community Center will extend the useful life of priority facilities and increase the condition of many assets.

PARKS & RECREATION CAPITAL

BUILDING COMMUNITY RELATIONSHIPS

BPR continues to address the Emerald Ash Borer epidemic in Boulder and maintain as much tree canopy as possible. With help from the Tree Trust, developed by the PLAY Boulder Foundation, staff are making progress in fighting the pest and planting replacement trees through capital funding.

YOUTH ACTIVITY AND ENGAGEMENT:

Many youth sports facilities and play areas will be enhanced and renovated through the 2022 projects that will continue to allow the department to focus on youth and provide opportunities for children in the community.

2022 CAPITAL PROJECTS

- Aquatics Facility Capital Enhancements
- Athletic Field Capital Enhancements
- Columbia Cemetery Capital Maintenance
- Capital Infrastructure Enhancements and Partnership Opportunities
- Parks and Recreation Strategic Planning Initiatives
- Natural Lands Management
- Boulder Reservoir South Shore Capital Enhancements
- Urban Forest Management
- Flatirons Golf Course Capital Enhancements
- Neighborhood and Community Park Capital Maintenance
- Recreation Facility Capital Maintenance



Boulder Flyers at the North Boulder Recreation Center

PARKS & RECREATION CAPITAL

OPERATING AND MAINTENANCE IMPACTS

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

UNFUNDED PROJECTS AND EMERGING NEEDS

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

The current budget reflects an economic reality that is not predicted to shift anytime soon, and it is within this reality that the department must plan. With maintenance backlog estimated at over \$20 million on approximately \$298 million in assets, the department faces difficult trade-off decisions about how to manage and operate its facilities and provide its programs. City guidelines regarding capital improvement prioritize the maintenance of current assets over the development of new facilities, and through the master planning process, the community has indicated strong support for this concept. Even with the .25 cent sales tax renewal, the department must focus on maintaining and improving all deteriorating assets. Simultaneously, the department must respond to the community's shifting values related to new facilities by providing adequate facilities to meet those needs and by making them accessible to the entire community.

KEY UNFUNDED PROJECTS INCLUDE:

- Boulder Reservoir South Shore enhancements to accommodate increased use and visitation as well as basic amenities to support the regional destination as outlined in the Boulder Reservoir Master Plan and currently evaluated through the Concept Plan and Capital Strategy.
- The Recreation Facility Strategic Plan projected a total of \$4.5 million in deferred maintenance and an additional \$3 million over the next ten years in the three recreation centers. This funding need will also be refined and updated with the upcoming master plan related to the Recreation Facilities Needs Assessment.
- Increased capacity and additional facilities for youth and adult sports fields.

PARKS & RECREATION CAPITAL

- Expansion and enhancement of recreation centers and aquatics facilities that accommodate increased demand for lap swimming, fitness equipment and multi-use classroom space that could be expanded.
- To mitigate the impacts of limited funding, staff is:
- Working collaboratively with Facilities staff to prioritize funding for deferred major and ongoing facility maintenance.
- Deferring low-priority improvements and new capital projects that cannot be funded operationally.
- Completing projects to achieve energy efficiencies at recreation facilities; and
- Developing long-term partnerships and non-traditional funding sources to support desired new facilities and enhancements to existing facilities.

RACIAL EQUITY IMPACTS

Most of the department's CIP projects provide many benefits relating to racial equity and serving all members of our community. The department's key themes from the master plan outline community health and wellness as well as youth activity and engagement and building community and relationships. Each of these themes are woven into the department's capital planning and provide outcomes that allow all residents of Boulder to enjoy and access our many parks, facilities and programs. By focusing on the neighborhood and community parks, staff continue to strive to provide a neighborhood park within a half mile of every resident and a playground within a quarter mile to reduce the barriers of transportation for access. By upgrading and renovating rec facilities, the staff are providing more flexible and multiple use spaces that can continue to support programs that serve a broad section of the residents and reduce barriers related to costs of programs or times of day that programs are delivered. By focusing on our natural resources and specifically the urban forest, trees continue to provide many benefits to neighborhoods that might lack adequate shade or greenspace.

CEAP PROJECTS

- Violet Neighborhood Park
- East Mapleton Ballfield Renovations

BOARD ACTION

The Parks & Recreation Board (PRAB) unanimously approved the following two resolutions in support of the BPR 2022-2027 CIP at the June 28, 2022, meeting: a motion to approve the 2022 recommended expenditures from the Permanent Parks & Recreation Fund and a motion to approve the Draft 2022–2027 Parks & Recreation Department Capital Improvement Program.



PARKS & RECREATION CAPITAL

Parks & Recreation

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Capital Program Total	\$ 26,058,500	\$ 4,528,000	\$ 4,180,000	\$ 5,177,000	\$ 2,436,500	\$ 6,092,000	\$ 3,645,000
CIP-Capital Enhancement Total	\$ 11,228,000	\$ 2,438,000	\$ 1,210,000	\$ 2,830,000	\$ 100,000	\$ 4,000,000	\$ 650,000
Aquatic Facility Enhancements	\$ 3,188,000	\$ 1,638,000	\$ -	\$ -	\$ 100,000	\$ 1,000,000	\$ 450,000

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

Valmont City Park - Phase 2	\$ 3,240,000	\$ -	\$ -	\$ 240,000	\$ -	\$ 3,000,000	\$ -
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This project provides for the development of the next major phase of Valmont City Park, south of Valmont Road. Potential amenities to be built include adventure playground elements, community garden space, a splash pad, skate elements, an event pavilion and additional parking. Final plans will be completed in 2023 to determine amenities for development as well as available funding. Final design and permitting will occur in 2024 with construction to commence in 2026. This project also allows for increased park service to the surrounding areas of east Boulder as well as the entire Boulder community. This project is categorized as helpful.

Flatirons Golf Course Enhancement	\$ 1,100,000	\$ 700,000	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
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The Flatirons Golf Course is the only public course in Boulder and provides a highly desired recreation amenity while also contributing to funding sources through revenue generation. The golf course has many planned enhancements to ensure playability and provide necessary visitor amenities. This project will provide design and construction of a new pro shop, clubhouse and staff office to replace the former events center that was demolished as a result of the 2013 flood. The design of the replacement facility will occur in 2019, permitting in 2020 and construction to begin in 2021. In 2024, funding is provided to allow for various course improvements including tee boxes, cart paths, turf and irrigation maintenance. This project is categorized as amenity.

Capital Infrastructure Enhancements	\$ 1,600,000	\$ 100,000	\$ 1,000,000	\$ 500,000	\$ -	\$ -	\$ -
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This project will provide capital funding to implement enhancements at parks and facilities throughout the system. Currently undeveloped park sites such as Violet Park in north Boulder and Eaton Park in Gunbarrel have planned amenities that need to be implemented to meet service levels of surrounding neighborhoods. Other properties have seen a dramatic shift in land use adjacent to the park and warranting a redevelopment option to serve more residents such as Mapleton Ballfields. Additionally, this project will provide implementation of planned amenities at developed park sites that haven't been constructed such as restrooms, ballfields, additional sport courts and play areas. The Recreation Facility Needs Assessment completed in 2021 will also outline future priorities that will be funded through this project that will enhance the existing recreation facilities. In 2022, funding is provided to finalize the design of the undeveloped portions of Violet Park and Eaton Park that have been a priority for several years to extend the service areas of parks to adjacent neighborhoods.

East Mapleton Ballfield Enhancement	\$ 2,100,000	\$ -	\$ 210,000	\$ 1,890,000	\$ -	\$ -	\$ -
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As a result of the implementation of the Boulder Junction area along 30th street near Mapleton, the area has increased in residential units resulting in more demand for community park and recreation amenities such as playgrounds, dog parks, open lawn areas and other multi-use amenities. The original area plan indicated a goal of providing park and recreation amenities to this new residential area as development occurs. This project will result in the addition of new amenities at the existing East Mapleton Ballfield site that is in close proximity to Boulder Junction connected by the underpass along Goose Creek. A community planning project will be completed to determine the final design and priorities for construction. Any reduction in ballfields will be replaced at other sports complexes as indicated in the department's Athletic Field Study completed in 2015.

CIP-Capital Maintenance Total	\$ 14,340,500	\$ 1,940,000	\$ 2,870,000	\$ 2,287,000	\$ 2,216,500	\$ 2,032,000	\$ 2,995,000
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General Park Improvements	\$ 5,400,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
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This project provides funding for asset maintenance throughout the system as well as a complete renovation of one neighborhood park annually to meet the goals outlined within the BPR Master Plan and Capital Investment Strategy. The renovations typically include playground replacement, irrigation renovation, forestry maintenance, ADA compliance and shelter repairs. The current list of parks within the CIP include:

- 2021 - North Boulder Park
- 2022 - East Boulder Community Park
- 2023 - Martin Park
- 2024 - Parkside Park
- 2025 - Shanahan Ridge Park
- 2026 - Elmer's Two-Mile Park

This project is categorized as important.

Urban Forest Management	\$ 2,800,000	\$ 300,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
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Trees are important assets to the community and provide many benefits to Boulder. In September 2013, Forestry staff discovered an Emerald Ash Borer (EAB) infestation within the city. The subsequent delimitation survey showed that EAB was well established within a corridor in central Boulder. Over the next 15 years, EAB management, including tree removal, tree replacement, wood disposal and pesticide treatments will have a significant direct budgetary impact to the city and private residents. The loss of tree canopy will have considerable economic, social, and environmental impacts for decades. In September of 2015, an Information Item detailing the Emerald Ash Borer management plan was presented to City Council.

As a result of the recent discovery of the Emerald Ash Borer (EAB), a response plan has been developed to slow the spread of the pest and maintain a safe community from the potential hazards of multiple dead and dying trees within the urban core of the community. This project will provide funding to educate the community on safe EAB treatment, hire contractors for removal and replacement of the trees affected by the EAB to re-establish streetscapes and park areas that contribute to many of the sustainability goals of the city. This project will include renovation of parking areas, streetscapes, park areas and other sites to remove and replace the trees. The recent Urban Forest Strategic Plan outlined the need to increase annual tree plantings from 400 to 600 to maintain the existing canopy given the decline from EAB. This project provides plantings across the city on locations throughout Parks and Recreation properties. This project is categorized as important.

PARKS & RECREATION CAPITAL

Parks & Recreation

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Recreation Facility Capital Maint	\$ 2,000,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	\$ 1,000,000

Based on recommendations of the 2016 Facility Strategic Plan and upcoming Recreation Needs Assessment, this program will provide annual capital funding for implementation of key facility repairs and renovations at the city's three recreation centers to ensure acceptable facility conditions and continue cost-effectively meeting the needs of health and wellness opportunities within Boulder. This project is combined with funding from the Facilities & Fleet Department. In 2022, facility maintenance will be focused on the East Boulder Community Center in conjunction with the planned improvements to the leisure pool. This project is categorized as helpful.

Athletic Field Improvements	\$ 189,000	\$ -	\$ 63,000	\$ -	\$ 63,000	\$ -	\$ 63,000
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Based on key recommendations of the Athletic Field Study, this program will allow implementation of field repairs and enhancements including turf, field renovations and expansion to accommodate additional capacity for sports uses. Average cost for a complete renovation of an irrigation system is \$63K which is necessary to ensure preventative maintenance of the systems. System failures can lead to field closures and loss of revenue from field use. This project is categorized as "helpful".

Boulder Reservoir South Shore	\$ 2,976,500	\$ -	\$ 1,300,000	\$ 355,000	\$ 721,500	\$ 100,000	\$ 500,000
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Continuing to implement the 2012 Master Plan and recent Concept Plan and Capital Strategy, this project will provide key improvements to the south shore recreation area and various visitor amenities to serve the region. Funding is planned through 2027 to continue key enhancement priorities that are outlined each year in the recently approved Concept Plan and Capital Strategy. Projects include a variety of amenities including but not limited to signage, dock repairs, trail connections, pavilions, facility maintenance, road repair, landscaping, and parking lot repair. This project is categorized as helpful.

Flatirons Golf Course Forestry Mgmt	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
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One of the many qualities that makes the Flatirons Golf Course so desirable is the many mature trees throughout the course. In fact, 10% of all the trees that are within our parks are at the golf course and many are large mature trees that are in need of pruning and/or removal to ensure safety of the players. The median size of the trees is a 30" diameter trunk which is very large and costly to prune or remove and 45% of the trees are high-risk species such as Cottonwood and Willow that tend to break easily. This project will allow enough work to be completed to address the backlog of work and continue on a regular pruning rotation to ensure vibrant and safe trees for the future of the course.

Columbia Cemetery Capital Maintenan	\$ 200,000	\$ 40,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
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The cemetery is a designated landmark and requires ongoing maintenance to meet the preservation requirements associated with all the infrastructure ranging from headstones, markers, ornamental fencing and grounds maintenance. This project will provide necessary funding to complete projects as well as local match for leveraging state grant funds. This project is categorized as a helpful project.

Natural Lands Management	\$ 625,000	\$ 50,000	\$ 75,000	\$ 500,000	\$ -	\$ -	\$ -
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The department's natural lands team manages over 1,000 acres of wildlife and vegetation conservation areas to support the region's vulnerable ecosystems within urban areas. Capital funding helps support planning and implementation of critical conservation measures and management strategies on the properties.

In 2022, funding will allow for the replacement of a trail bridge at Coot Lake Natural Area that is in disrepair and in danger of failure if not replaced within the next year. In 2023, funding will allow the department to complete and inventory and prioritization of the department's populations of prairie dogs across the system to better manage the colonies aligned with the department's goals. In 2024, funding will allow the department to begin relocation of the prairie dogs at Valmont Park to allow for the next phase of planned improvements. This project is categorized as "Important".

CIP-Capital Planning Studies Total	\$ 490,000	\$ 150,000	\$ 100,000	\$ 60,000	\$ 120,000	\$ 60,000	\$ -
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Parks and Recreation Strategic Plan	\$ 490,000	\$ 150,000	\$ 100,000	\$ 60,000	\$ 120,000	\$ 60,000	\$ -
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As illustrated in the Boulder Parks and Recreation Master Plan, the department must consistently review the many programs, services and facilities to ensure alignment with the community expectations, best practices in the industry and strategic focus to meet the many goals of the master plan. This is achieved through ongoing planning and studies that are funded through the CIP. These various plans identify policy direction, budget priorities, operational adjustments and capital needs. The specific projects planned for each year include:

- 2022 – Reservoir Strategic Plan Update and regional multi-modal feasibility study
- 2023 – General Maintenance and Management Plan Update / Ops Maintenance Facility Assessment
- 2024 - Natural Lands Strategic Plan
- 2025 - Water Assets Strategic Plan
- 2026 - Facilities and Aquatics Plan update

POLICE



CURRENT FOCUS IN THE 2022 CAPITAL BUDGET

The 2022 capital needs for the Boulder Police Department (BPD) focus on maintaining core services and improving the core services we provide. The department requests funding for the following projects:

PUBLIC SAFETY BUILDING 1ST FLOOR TILE REPLACEMENT

The tile floor on the first floor of the Public Safety Building is over 30 years old, dated-looking and is showing much wear and tear. Not only is the floor showing wear, some tiles are cracked while some are coming up and need to be replaced. Replacing the first-floor tiles will require less ongoing maintenance and give the first floor a consistent and more updated look. Approximate cost of this replacement is \$64,000.

2022 CAPITAL PROJECTS

- Public Safety Building 1st Floor Tile Replacement

OPERATING AND MAINTENANCE IMPACTS

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

UNFUNDED PROJECTS AND EMERGING NEEDS

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

PUBLIC SAFETY BUILDING EXPANSION AND RENOVATION

Construct a 25,000 square-foot expansion for Police functions, along with associated renovations to the existing facility. The renovation would focus on net zero, generating its required energy from an on-site solar system. This will provide many opportunities to leverage financial incentives such as rebates, production incentives for the solar system, or even tax credits (captured by a partner with tax liability and passed through

POLICE CAPITAL

to the city). These financial incentives can cover as much as 50% of the incremental cost that is required to go above the minimum energy code requirements. Estimated cost \$25 million to \$30 million.

EXPLOSIVES ORDINANCE/TACTICAL ROBOTS

The current robots were purchased in 2012. The current replacement fund has approximately \$100,000 towards the replacement. The actual costs for replacement will fall between \$400,000 and \$635,000. This is an underfunded project. Although generally referred to as 'bomb' robots, these robots perform many other life-saving tasks such as searching buildings and confined spaces for subjects which improves safety for both officers and subjects. For example, a robot was used to successfully disarm a person armed with a handgun.

RACIAL EQUITY IMPACTS

The above requests do not reduce any disparities for marginalized or under served groups and the BPD does not foresee any unintended consequence.

CEAP PROJECTS

None

BOARD ACTION

N/A

Police							
	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Capital Program Total	\$ 428,500	\$ 1,492,500	\$ -	\$ -	\$ -	\$ -	\$ -
CIP-Capital Enhancement Total	\$ 105,000	\$ 428,500	\$ -	\$ -	\$ -	\$ -	\$ -
Bomb Dog Program Start-up Costs	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ -

The Boulder Police Department requests \$105,000 in funding for capital startup and \$41,200 in operational ongoing funding to create a dog bomb program. Startup costs include the purchase of a dog, purchase of a police vehicle with special retrofits for canine safety, and other infrastructure and equipment to launch this very important program. Ongoing costs include training, academy, handler costs, canine vehicle replacement cost, dog food, vet, and other miscellaneous costs required as part of the program.

TRANSPORTATION



CURRENT FOCUS IN THE 2022 CAPITAL BUDGET

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

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

The 2019 TMP Update also identified the need to prioritize investment in the existing transportation system to preserve existing infrastructure as well as safety. A key area of focus within the TMP continues to be Low-Stress Walk/Bike Network, which consists of vertically separated bike infrastructure, buffered bike infrastructure and neighborhood green streets. Other key focus areas within the CIP include maintenance and enhancements to pedestrian infrastructure consistent with the 2019 Pedestrian Plan and a focus on Vision Zero enhancements and implementation.

Consistent with the 2019 TMP, the goal of each CIP project and program is to improve safety for all users of the transportation system, including pedestrians, cyclists, transit users, and vehicles. Each of these components are a focus within the individual CIP projects as well as multi-modal CIP programs. One example of this in

TRANSPORTATION CAPITAL

the program portion of the CIP includes the Neighborhood Speed Management Program (NSMP), which was a renewed focus area beginning in 2017, and continues as part of the 2022-2027 portfolio. Additionally, CIP line items that were created in the 2020 CIP will carry forward in the 2022-2027 program which include capital funding for implementation of the Low-Stress Walk/Bike network (aka neighborhood greenstreets), intersection and crossing safety improvements as part of Vision Zero, and transit infrastructure improvements in fulfillment of the Renewed Vision for Transit.

2022 CAPITAL PROJECTS

- HSIP/VZ Traffic Signal Reconstruction
- 30th Street Bikelanes
- Pavement Management Program
- Downtown Boulder Transit Station Improvements
- Arapahoe Multi-Use Path/Transit Enhancements
- Major Capital Reconstruction
- Safer Signals
- Sidewalk Maintenance
- Camera & Signal Enhancements
- 47TH/BNSF Sidewalk Crossing



OPERATING AND MAINTENANCE IMPACTS

The projects included in the current Transportation CIP will improve operational and/or maintenance conditions and needs. For example, the HSIP/VZ Traffic Signal Reconstruction project will improve operations, safety and reduce maintenance demands on staff because the infrastructure and technology will be new. Also, the Pavement Management Program repaves miles of city streets each year, which reduces the need to fill potholes by city maintenance crews. Major portions of CIP expenditures are focused on preservation of the system, which reduces costly total replacements of facilities and extends infrastructure service life at optimal timing intervals

UNFUNDED PROJECTS AND EMERGING NEEDS

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

Transportation funding is limited and highly dependent on sales tax. Transportation's dedicated sales tax revenue is not keeping up with inflation, resulting in declining purchasing power. Even with 78 percent of our expenditures going to essential operations and maintenance, we are still deferring maintenance, which is more costly over time. Outside of local funding, the city is facing increased competition for regional, state and federal funding. A 2019 needs assessment evaluated all areas of transportation's essential services in the community, including capital maintenance and the Capital Improvement Program (CIP). This assessment identified \$20.8 million in one-time capital expenditures.

TRANSPORTATION CAPITAL

KEY UNFUNDED PROJECTS INCLUDE:

- Large portions of the Low/Stress Walk and Bike Network
- A number of segments from the 30th Street and Colorado Avenue Corridor Complete Street Plan.
- The East Arapahoe Transportation Plan has identified key improvements for investment that should be prioritized in coming years.

RACIAL EQUITY IMPACTS

As the Low-Stress Walk/Bike Network and other key TMP initiatives are implemented, the Transportation and Mobility Department will factor in racial equity, to make sure that under served areas and populations are being considered equitably in the prioritization of projects and programs.

A specific projects that will reduce disparities for marginalized or under served groups include the 30th Street Protected Bikelanes which will improve travel choices for residents and travelers accessing CU-East and the major employment centers along Arapahoe and 30th. An example of a capital maintenance program that serves marginalized groups is the pavement management program, that improves ADA ramps on every street it touches, which improves accessibility and mobility for under served residents.

CEAP PROJECTS

DOWNTOWN BOULDER TRANSIT STATION IMPROVEMENTS

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

ARAPAHOE MULTI-USE PATH/TRANSIT ENHANCEMENTS

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

BOARD ACTION

The Transportation Advisory Board (TAB) recommended approval of the draft 2022-2027 Capital Improvement Program on July 12, 2022.



TRANSPORTATION CAPITAL

Transportation

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Capital Program Total	\$ 88,538,020	\$ 18,630,187	\$ 20,874,625	\$ 12,460,833	\$ 12,617,250	\$ 12,158,500	\$ 11,796,625
CIP-Capital Enhancement Total	\$ 54,138,319	\$ 8,717,444	\$ 9,414,000	\$ 8,772,500	\$ 9,291,250	\$ 8,822,500	\$ 9,120,625
Misc Development Coordination	\$ 250,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -

This ongoing funding is intended to construct infrastructure improvements in coordination with or prompted by potential private development. Throughout the year, situations arise where infrastructure improvements required in the vicinity of a proposed development should be made at the same time as the development, and for which a developer cannot be required to construct. Improvements that are typically included are bike and pedestrian, functional efficiency, safety, system preservation, and transit system improvements. This project is growth related because it addresses needs from new development. A major goal in the Transportation Master Plan is to create an integrated multimodal system and one that is supportive of land use patterns. In the near term, the money will be used for issues that arise during the year that are small items required to be constructed as a result of development or to coordinate with a development project. The projects are not known at this time.

Resilience Classification: Important

TIP Local Match/TMP Implementation	\$ 15,166,000	\$ 2,414,000	\$ 602,000	\$ 3,000,000	\$ 2,900,000	\$ 3,000,000	\$ 3,250,000
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This ongoing funding is for the implementation of capital enhancement projects identified in the Transportation Master Plan that will be prioritized in the current update to the master plan. This money will also be used as local match to leverage potential federal and state funding for project submitted in future years' DRCOG TIP submittal process or other funding match opportunities, developing conceptual plans for projects prior to submitting for possible external funding or for smaller high priority projects identified through the TMP process. If the city succeeds in acquiring external project funds, this money will become the city's funding match. And, in this case, new projects will be created in the CIP that will include the external funding and the city's match. This budget item allows flexibility to be ready to implement high priority projects that are identified through the TMP update that was completed in 2019. The highest priority projects identified in the TMP that best meet the DRCOG scoring criteria are submitted to compete for federal funding. Prior to finalizing the list of projects to submit for DRCOG TIP funding, staff will work with TAB to identify the best projects and then submit the project list to council for their review prior to submitting for potential funding.

Resilience Classification: Important

Pavement Management Program	\$ 29,978,125	\$ 4,850,000	\$ 4,850,000	\$ 4,900,000	\$ 5,000,000	\$ 5,125,000	\$ 5,253,125
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The City of Boulder's budget priorities for transportation funding are the safety and preservation of the transportation system, including maintaining all streets in a good and safe condition. The Transportation Division has established a Pavement Management Program (PMP) for Boulder's 300-mile street system, which includes inspecting and rating all streets on a three-year interval to maintain awareness of existing conditions and guide where pavement repairs will be made in future years.

The purpose of the Pavement Management Program is to provide the optimal level of funding, timing, and renewal strategies that will keep the citywide street pavement network at or above a "Good" OCI rating. The end result is that the best strategy may be to defer a costly reconstruction on one street in order to complete less expensive treatments on other streets to minimize its deterioration into a more costly type of treatment, such as reconstruction. Street treatments that may take place under this program include mill/overlay, chip-seal, and crack-fill/seal.

Resilience Classification: Essential

Ped Facs Enh Missing Links Crossing	\$ 815,000	\$ 115,000	\$ 125,000	\$ 125,000	\$ 135,000	\$ 150,000	\$ 165,000
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The Pedestrian Facilities budget is an ongoing funding program that includes the installation of missing sidewalk links and pedestrian crossing/safety treatments and potentially social paths and sidewalk widening improvements. The list of identified missing sidewalk links has been prioritized for construction. Crossing treatment improvements are prioritized citywide and include median refuge islands, crosswalk lighting, flashing signs, neck-downs, signing, lighting and/or pedestrian signals.

This program meets the Transportation Master Plan goal of creating an integrated, multimodal transportation system emphasizing the role of the pedestrian mode as the primary mode of travel as it is the beginning and end of every travel trip.

Resilience Classification: Essential

Neighborhood Speed Management Progr	\$ 1,580,000	\$ 250,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 230,000
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The focus of the Neighborhood Speed Management Program (NSMP) is to reduce speeding traffic on neighborhood streets. This can improve safety and the quality of life in Boulder's neighborhoods.

Resilience Classification: Essential

Downtown Boulder Transit Station Im	\$ 755,031	\$ -	\$ 755,031	\$ -	\$ -	\$ -	\$ -
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This project will expand the number of transit bays along Canyon Boulevard and 14th Street and adjacent to the Downtown Boulder Transit Station. This project is in fulfillment of Renewed Vision for Transit goals and is funded in part by federal grant funds.

Resilience Classification: Important

Arapahoe Multi-Use Path/Transit Enh	\$ 1,612,000	\$ 287,000	\$ 1,325,000	\$ -	\$ -	\$ -	\$ -
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This project will upgrade existing and missing sidewalk sections to a Multi-Use Path along Arapahoe between Foothills and Cherryvale. It will also enhance existing transit stops and access along the corridor. This project is consistent with the Transportation Master Plan and the East Arapahoe Transportation Plan goals and is funded in part by federal grant funds.

Resilience Classification: Important

47TH/BNSF Sidewalk	\$ 636,250	\$ -	\$ 127,500	\$ -	\$ 508,750	\$ -	\$ -
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Project includes pedestrian improvements

Resilience Classification: Important

Traffic Signal Broadband Fiber	\$ 400,000	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -
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This project will construct infrastructure to connect city traffic signal equipment with the Broadband backbone network being installed by the IT Department.

Resilience Classification: Important

HSIP/VZ Traffic Signal Reconstruction	\$ 1,024,670	\$ 102,467	\$ 922,203	\$ -	\$ -	\$ -	\$ -
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Project: Traffic Signal Reconstruction projects to facilitate goals of Vision Zero and overall safety. Intersection locations include: Baseline/Broadway, Baseline/Mohawk, and Folsom/Pine.

Resilience Classification: Essential

TRANSPORTATION CAPITAL

Transportation

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
HSIP/VZ Baseline/Canyon	\$ 192,243	\$ 17,477	\$ 174,766	\$ -	\$ -	\$ -	\$ -
Improvement to existing Baseline and Canyon Creek pedestrian crossing to align with Vision Zero goals. Resilience Classification: Essential							
Low Stress Walk/Bike - Neighborhood	\$ 450,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
This program will provide funding toward implementation of the low-stress walk/bike network including Neighborhood Green Streets. Resilience Classification: Important							
Renewed Transit Vision - Capital EI	\$ 260,000	\$ 25,000	\$ 35,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
This program will provide capital maintenance and upgrades to transit facilities within the city transportation network. Resilience Classification: Important							
Greenways Program Transportation	\$ 585,000	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500
This project will provide Transportation's contribution to the overall greenways program. Funding will be opportunistic and prioritized with the other funding in the Greenways CIP. These funds will be combined with funding from the Transportation and Utilities Fund. This project is for an ongoing funding program.							
Fourmile Canyon Creek CCS	\$ 434,000	\$ 434,000	\$ -	\$ -	\$ -	\$ -	\$ -
Construction of a multi-use path underpass at 19th Street and path connections along Fourmile Canyon Creek. This project replaces a structurally deficient bridge and provides safer access to Crest View Elementary School for pedestrians and bicyclists. It also provides improved vehicular access on 19th Street, which is an emergency access route, during a major storm event. Capital tax funding is for non-flood improvements. This project is categorized as "Essential" using the Budgeting for Resilience framework.							
CIP-Capital Maintenance Total	\$ 14,428,000	\$ 2,280,000	\$ 2,480,000	\$ 2,530,000	\$ 2,351,000	\$ 2,361,000	\$ 2,426,000
Signal Maintenance & Upgrade	\$ 400,000	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -
The Signal Maintenance and Upgrade project is an on-going program that is used for the installation of new traffic signals and signal upgrades. Budgeting as a capital project at \$400,000 every four years.							
Major Capital Reconstruction	\$ 5,300,000	\$ 850,000	\$ 850,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
The Major Capital Reconstruction project provides funding to repair existing transportation assets that are close to or at the end of their useful life. Repairs could be for roadway, bikeway, pedestrian or transit capital assets. This funding is primarily focused on improving the health of minor structures and bridges. This funding will provide the ability to complete the capital repairs that are not eligible for grant funding or to be used as leveraged funds for this type of project as opportunities arise. Resilience Classification: Essential							
Multiuse Path Capital Maintenance	\$ 2,595,000	\$ 425,000	\$ 425,000	\$ 425,000	\$ 435,000	\$ 435,000	\$ 450,000
The City of Boulder's budget priorities for transportation funding are the safety and preservation of the transportation system, including maintaining all multi-modal corridors in a good and safe condition. The Transportation Division is charged with providing major maintenance to the off-street multi-use path network. This budget addresses activities such as replacing panels of concrete, flood proofing underpasses and re-decking pedestrian overpasses. Resilience Classification: Essential							
Sidewalk Maintenance	\$ 1,506,000	\$ 251,000	\$ 251,000	\$ 251,000	\$ 251,000	\$ 251,000	\$ 251,000
The City of Boulder's budget priorities for transportation funding are the safety and preservation of the transportation system, including maintaining all pedestrian corridors and sidewalks in a good and safe condition. The Sidewalk Maintenance budget funds the Miscellaneous Sidewalk Repair Program which shares in sidewalk repairs anywhere in the city with property owners paying for half of the repair costs for sidewalks adjacent to their property, with no out of pocket maximum for residential property owners. Resilience Classification: Essential							
Vision Zero Capital Projects	\$ 300,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
This program will implement safety measures and mitigation to address hazardous intersections and crossings. Resilience Classification: Important							
VISION ZERO - PMP INTEGRATION	\$ 450,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
This program will integrate vision zero improvements and enhancements in locations that overlay with the Pavement Management Program to leverage limited resources and take advantage of mobilized contractor resources.							
Ped Facilities Repair, Replace, ADA	\$ 3,877,000	\$ 629,000	\$ 629,000	\$ 629,000	\$ 640,000	\$ 650,000	\$ 700,000
This ongoing program allows for repair, replacement and construction of existing and new sidewalks and construction of access ramps. Sidewalk repair priorities have been established in the Sidewalk Repair Program and yearly funding is spent accordingly. Compliance with ADA is resulting in additional expenditures for access ramps and driveway modifications. This program meets the Transportation Master Plan (TMP) goal of creating an integrated, multimodal transportation system, emphasizing the role of the pedestrian mode as the primary mode of travel as it is in the beginning and end of every travel trip. The program also meets federal ADA requirements of working towards bringing sidewalks and access ramps up to the current federal standards. And, the TMP investment policies identify maintenance as the highest priority item to fund. Resilience Classification: Essential							
CIP-Capital Planning Studies Total	\$ 333,333	\$ -	\$ -	\$ 333,333	\$ -	\$ -	\$ -
Airport Master Plan	\$ 333,333	\$ -	\$ -	\$ 333,333	\$ -	\$ -	\$ -
Airport Master Plan for 2024 Community Resilience Classification: Important							

TRANSPORTATION CAPITAL

Transportation

	Estimated Total	2022	2023	2024	2025	2026	2027
	Cost	Approved	Projected	Projected	Projected	Projected	Projected
CIP-New Facility/Infrastructure Total	\$ 19,638,368	\$ 7,632,743	\$ 8,980,625	\$ 825,000	\$ 975,000	\$ 975,000	\$ 250,000
TIP Local Match TMP Implementation	\$ 2,924,000	\$ 624,000	\$ 200,000	\$ 600,000	\$ 750,000	\$ 750,000	\$ -

This ongoing funding is for the implementation of capital enhancement projects identified in the Transportation Master Plan that will be prioritized in the current update to the master plan. This money will also be used as local match to leverage potential federal and state funding for project submitted in future years' DRCOG TIP submittal process or other funding match opportunities, developing conceptual plans for projects prior to submitting for possible external funding or for smaller high priority projects identified through the TMP process. If the city succeeds in acquiring external project funds, this money will become the city's funding match. And, in this case, new projects will be created in the CIP that will include the external funding and the city's match.

This budget item allows flexibility to be ready to implement high priority projects that are identified through the TMP update that was completed in 2019. The highest priority projects identified in the TMP that best meet the DRCOG scoring criteria are submitted to compete for federal funding. Prior to finalizing the list of projects to submit for DRCOG TIP funding, staff will work with TAB to identify the best projects and then submit the project list to council for their review prior to submitting for potential funding.

Resilience Classification: Important

28th-Colorado Intersection	\$ 2,630,000	\$ 126,000	\$ 2,504,000	\$ -	\$ -	\$ -	\$ -
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This project will add protected bike lane elements along Colorado Avenue between Regent Drive to east of 28th Street (US 36) intersection. Improvements also include rebuilding pedestrian refuge islands, new crosswalk and bike lane markings, new southbound left turn lane on Colorado Avenue and traffic signal modifications.

Resilience Classification: Important

Safer Signals	\$ 544,743	\$ 544,743	\$ -	\$ -	\$ -	\$ -	\$ -
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This project will improve ten intersections with high safety concerns because of high bicycle and foot traffic. Improvements include better signage and signals for left turns including converting the signalization from a green ball to a left turn flashing yellow arrow and converting the phasing from permitted to protected. Locations include Arapahoe and 15th, Broadway and Alpine, Broadway and Balsam, Baseline and Manhattan/Crescent, Pearl and 26th, Baseline and 55th, 28th and Kalmia, Arapahoe and 48th, Broadway and 20th/Regent and 30th and Aurora.

Resilience Classification: Important

30th Street Protected Bike Lanes	\$ 5,788,000	\$ 1,023,000	\$ 4,765,000	\$ -	\$ -	\$ -	\$ -
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This project will construct protected bicycle lanes from the north limits of the 30th/Colorado Underpass project to the south approach at the intersection with Arapahoe.

Resilience Classification: Important

RTOT CAM-Sign Enhancements	\$ 1,686,625	\$ 400,000	\$ 1,286,625	\$ -	\$ -	\$ -	\$ -
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The Regional Transportation Operations and Technology grant (RTOT) project will leverage local investment by installing equipment to connect controller/cabinets/peripheral equipment to the city's fiberoptic backbone. The RTOT project will connect priority segments of the city's 2040 MVRTP Regional Roadway System including Foothills Parkway (S.H. 157), 28th Street (S.H. 119/U.S. 36), Arapahoe Avenue (S.H. 7), Broadway (S.H. 93), etc. The fiberoptic network will provide a stable high capacity communication network and support the project installation of automated traffic signal performance measures (ATSPM) with the installation of main street advance detection, and CCTV.

Multiuse Path - Enhancements	\$ 1,365,000	\$ 215,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 250,000
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This funding is an ongoing program for expanding and improving the off-street multiuse path network. The construction of multiuse path facilities is included in almost all other transportation CIP projects. This program provides additional funding for small-scope multiuse path projects and/or projects not specifically associated with other capital projects.

Projects constructed with this funding meet the Transportation Master Plan goal of developing an integrated multimodal transportation system. Projects will be consistent with the current bike, pedestrian, and transit modal plans as well as the TMP, and the projects are prioritized yearly.

Funds will be spent on implementing the confluence are park connections, including Airport to Andrus as the first connection, Valmont road as second connection priority, and 61st St as a third priority.

Resilience Classification: Important

28th St Valmont to Iris	\$ 4,700,000	\$ 4,700,000	\$ -	\$ -	\$ -	\$ -	\$ -
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This is a continuation of an existing project for which we have been awarded \$4,700,000 in external grant funds to be awarded in the year 2021. This is for the 28th Street Multi-Modal Enhancements Project.

Resilience Classification: Important

UTILITIES & GREENWAYS



CURRENT FOCUS IN THE 2022 CAPITAL BUDGET

The City of Boulder Public Works (PW) Department is dedicated to maintaining and improving the quality of life in Boulder by planning for future needs, promoting environmental quality, building and maintaining municipal infrastructure, managing public investments, and protecting health and safety (PW Mission Statement). The Utilities department helps meet this goal by ensuring the city's utility system is planned, engineered, built, operated, and maintained according to industry best practices. The city wishes to ensure infrastructure functioning to meet Boulder Valley Comprehensive Plan goals, city level of service goals, and to support other citywide efforts.

WATER UTILITY

The City of Boulder is responsible for a very large and complex treated source and treated water system valued at over \$2.3B. The capital improvements program focus for the Water Utility continues to be on rehabilitation and replacement of existing aging assets and addresses a combination of source water and treated water needs. The source water needs will include several large capital projects like the Barker Gravity Line rehabilitation. The Barker Supply system represents one of two major water supply pipelines to the Betasso Water Treatment facility. This project involves the rehabilitation of approximately 12 miles of raw water pipeline between Barker Reservoir and Kossler Reservoir and is estimated to be completed over a 12-year period. Additional source water projects include Albion Dam, and the Barker Dam Outlets works.

The capital improvements focus for the treated water system is on aging infrastructure rehabilitation. The plan also identifies new projects to meet the city's vision published in Boulder Valley Comprehensive Plan, regulatory drivers, and improvements for overall system reliability. Top priorities exist at both of the city's water treatment facilities (WTFs). Both WTFs have undergone various expansion and improvement projects to maintain service and the ability to meet increasingly more stringent regulations. Overall, these facilities have provided high-level service to city water customers. However, findings from the city's 2019 Asset Inventory & Maintenance (2019 AIM) project highlighted various aging and critical components that need capital Repair & Replacement (R&R), regular repairs, and various improvements. The 63rd WTF project is called the 63rd WTF Campus Electrical and High Service Pump Station Replacement project. This project includes the replacement of campus-wide medium voltage electrical components that are at the end of

UTILITIES & GREENWAYS CAPITAL

their useful life. The project also includes the replacement of the facility's six high service pumps which pump treated water into the city's water distribution system. Reinvestment at the BWTF is the city's next priority and focuses on addressing aging infrastructure and enhancing reliability within the treated water infrastructure system. These improvements include the bifurcation of the BWTF into two parallel treatment trains. That way, if any single capital asset on campus is out of service for regular maintenance or emergency scenarios, the combined system of BWTF and the 63rd St. WTF could still meet summer season demand now through buildout. Further, these improvements will address: 1) disinfection efficacy which is currently less than originally estimated; 2) Upgrades to provide disinfection under challenging water quality conditions, and 3) disinfection reliability and redundancy to allow one process tank at a time to be offline, for regular maintenance or emergency scenarios.

The water transmission and distribution systems are the large and small diameter pipes that represent the city's water delivery system. The water distribution system (12-inch diameter & smaller) is comprised of approximately 400 miles of pipe. This program has been replacing about 4 miles of pipe (1% of the system) annually in recent years to address aging steel, cast iron, and ductile iron pipe. This program is funded in alternating years and will next focus on replacement along 4th Avenue from Mapleton to near Linden.

In 2020, Utilities staff began a comprehensive evaluation of the water transmission system which is comprised of 65 miles of the system's larger (14-inch diameter & larger) pipes. This analysis will be completed in 2022. The purpose of the evaluation is to review the city's water transmission system operation, and to identify recommended improvements and additions to ensure the city can reliably meet identified level of service goals for water delivery and fire protection. The study will identify high priority projects to be included in the treated water Utility CIP. Utilities staff has included several placeholders in the CIP funded at \$10M each for projects to be located throughout the community. To fund these large projects, Utilities staff is recommending the water distribution system program funding be reduced from annual to semi-annual to accommodate funding needs for the water transmission system projects. The current CIP represents alternate year funding for both the water distribution and water transmission system projects.



Betasso Water Treatment Facility

UTILITIES & GREENWAYS CAPITAL

WASTEWATER UTILITY

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

The 2017 Wastewater Collection System Master Plan (WWCSMP) identified four high priority (Tier 1) projects that were recommended to address larger diameter sewers with hydraulic limitations. Three of the four projects have funding identified in the six-year CIP. The largest of these projects is the realignment of the city's main interceptor sewer between Valmont Road and the WRRF. The Main Sewer Improvements Project, which is estimated at \$45-\$50 million has been identified for a revenue bond in 2022. Other high priority WWCSMP projects include the Goose Creek Trunk Sewer Project, the Baseline & Foothills Trunk Sewer Project (funded in 2022), and the Arapahoe Trunk Sewer Project.

The wastewater collection system rehabilitation program will continue with a focus on trenchless sewer lining with the goal of rehabilitating all non-plastic sewer pipe. Sewer lining improves system hydraulics, provides structural stability, and reduces inflow and infiltration of rainwater into the collection system. Informed by an extensive inspection program, the 2022 – 2027 rehabilitation program will expand sanitary manhole rehabilitation, ramping up to an ultimate goal of \$2,000,000 per year that would be sufficient to address known deficiencies in 20 years and account for the ongoing maintenance requirements of the system.

The largest WRRF capital project identified in the six-year CIP is a regulation-driven project to address effluent phosphorus limits that will be included in the new discharge permit. It is anticipated that Utilities will bond approximately \$20-\$25 million in 2023 for the project's construction phase. Other WRRF projects are driven by asset management, including a digester cover replacement, electrical and process automation system improvements, HVAC improvements, clarifier rehabilitation, and pump replacements.

STORMWATER & FLOOD MANAGEMENT UTILITY

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

Major flood mitigation projects identified in the six-year CIP include Gregory Canyon Creek, Fourmile Canyon Creek, and South Boulder Creek. The Gregory Canyon Creek Improvements project will include two phases with the first in design this year and 2022. Gregory Canyon Creek Phase I construction funding is identified in the six-year CIP in 2023 at approximately \$12 million. This project, which will provide drainageway improvements to convey flood flows associated with the 10-year storm event. This phase will provide improvements between Arapahoe Avenue and Pennsylvania Avenue. The project's second phase is identified outside the 6-yr CIP.

The Fourmile Canyon Creek project will involve improvements at various locations. Utilities staff is coordinating with Transportation staff on the design and construction funding for these projects.

The South Boulder Creek Phase I flood mitigation improvements are identified in the six-year CIP in 2024 at an estimated cost of \$66M. This project will involve the construction of a detention facility on the south side of Hwy US 36 to prevent flood waters overtopping the highway and will provide the protection of approximately 1,900 structures located downstream. The South Boulder Creek Mitigation Plan was completed in 2015. In 2020, City Council provided direction for city staff to proceed with the project's preliminary design to address flood protection associated with the 100-year storm event. Funding has been identified for the project's final design and construction phases in the 6-year CIP.

UTILITIES & GREENWAYS CAPITAL

Flood mitigation plans are anticipated to be completed in 2022 for Upper Goose Creek, Twomile Creek, Skunk Creek, King’s Gulch, and Bluebell Creek. These plans will help identify future flood mitigation projects.

Capital improvements for the stormwater collection system will focus on expansion of the system into under served areas and capacity improvements to address hydraulic limitations identified in the 2017 Stormwater Master Plan (SMP). Specific projects will include an expansion of storm sewer system in the vicinity of Pearl Street from 17th Street to 21st Street. The six-year CIP includes approximately \$4 million in 2022 for this project. Another high priority project involves drainageway improvements and the expansion of the storm sewer system in the Upper Goose Creek basin. Open channel improvements have been identified for the reach between 19th Street and Folsom Avenue for an existing section of unimproved channel located behind the homes along Edgewood Drive. The 2017 SMP identified the Upper Goose Creek basin as the highest Tier 1 priority. This project would involve construction of new storm sewers and the upsizing of existing storm sewers located between 4th Street and 19th Street. The open channel and storm sewer components will be combined into a single project to address localized flooding in the area. The Upper Goose Creek storm sewer and flood management project is funded in 2024 at \$25 million.

APPROVED UTILITY RATES FOR 2022

	PROPOSED RATE CHANGES		
	2022	2023	2024
WATER	7%	6%	6%
WASTEWATER	5%	5%	5%
STORMWATER/FLOOD	12%	12%	12%

SINGLE-FAMILY RESIDENTIAL MONTHLY BILL IMPACT

	2021 RATES	2022 RATES	MONTHLY DIFFERENCE
WATER	\$45.06	\$48.21	\$3.15
WASTEWATER	\$39.32	\$41.29	\$1.97
STORMWATER/FLOOD	\$19.64	\$22.00	\$2.36
TOTAL	\$104.02	\$111.50	\$7.48

UTILITIES & GREENWAYS CAPITAL

GREENWAYS

The primary focus of the 2022-2027 Greenways CIP is on flood mitigation, bicycle and pedestrian multi-use paths, and habitat and water quality improvements along Fourmile Canyon Creek, Gregory Canyon, Skunk, and Twomile Canyon Creeks in anticipation of future major drainageway improvements along these corridors. For more information about the timing and details of these projects, please see the Utilities -Stormwater/Flood web page: <https://bouldercolorado.gov/creeks-of-boulder>.

A secondary focus for the 2022-2027 Greenways CIP is for habitat restoration and streambank stabilization projects along the Greenways corridors. Many streambank areas are degraded, eroding, and in need of restoration. The loss of ash trees, due to Emerald Ash Borer (EAB), has exacerbated this situation. Restoring the degraded streambanks also improves water quality, helps restore the urban tree canopy and supports pollinators and other native species. Funding is also being allocated in the 6-year CIP for a stream and habitat health assessment and updated operating plan.

2022 CAPITAL PROJECTS

WATER UTILITY

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

WASTEWATER UTILITY

- Main Sewer Improvements
- Baseline & Foothills Trunk Sewer
- Lower Goose Creek Trunk Sewer Replacement
- WRRF Low Voltage Electrical Upgrades
- WRRF Digester Arapahoe Trunk Sewer
- Sanitary Sewer Annual Rehab
- Sanitary Sewer Manhole Rehab
- Water Resource Recovery Facility (WRRF) Phosphorus Upgrades
- Cover Replacement

STORMWATER & FLOOD MANAGEMENT UTILITY

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



UTILITIES & GREENWAYS CAPITAL



OPERATING AND MAINTENANCE IMPACTS

The Utilities CIP identifies numerous projects and programs over a moving six-year period. The CIP projects and programs typically have a minimum estimated cost of \$50,000. There are typically corresponding operational and maintenance (O&M) costs associated with new infrastructure, however, many of projects also result in a reduced maintenance burden that can offset the increased maintenance of other projects. An example of this is the sanitary sewer rehabilitation program, where rehabilitated sewers reduce the O&M burden of root removal. Greenways habitat maintenance is routinely coordinated with Parks and Open Space maintenance staff. Major drainageway improvements are maintained by the flood maintenance staff and multi-use paths and underpasses are maintained by either Transportation or Parks maintenance, depending upon jurisdiction.

UNFUNDED PROJECTS AND EMERGING NEEDS

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

UTILITIES & GREENWAYS CAPITAL

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

CEAP PROJECTS

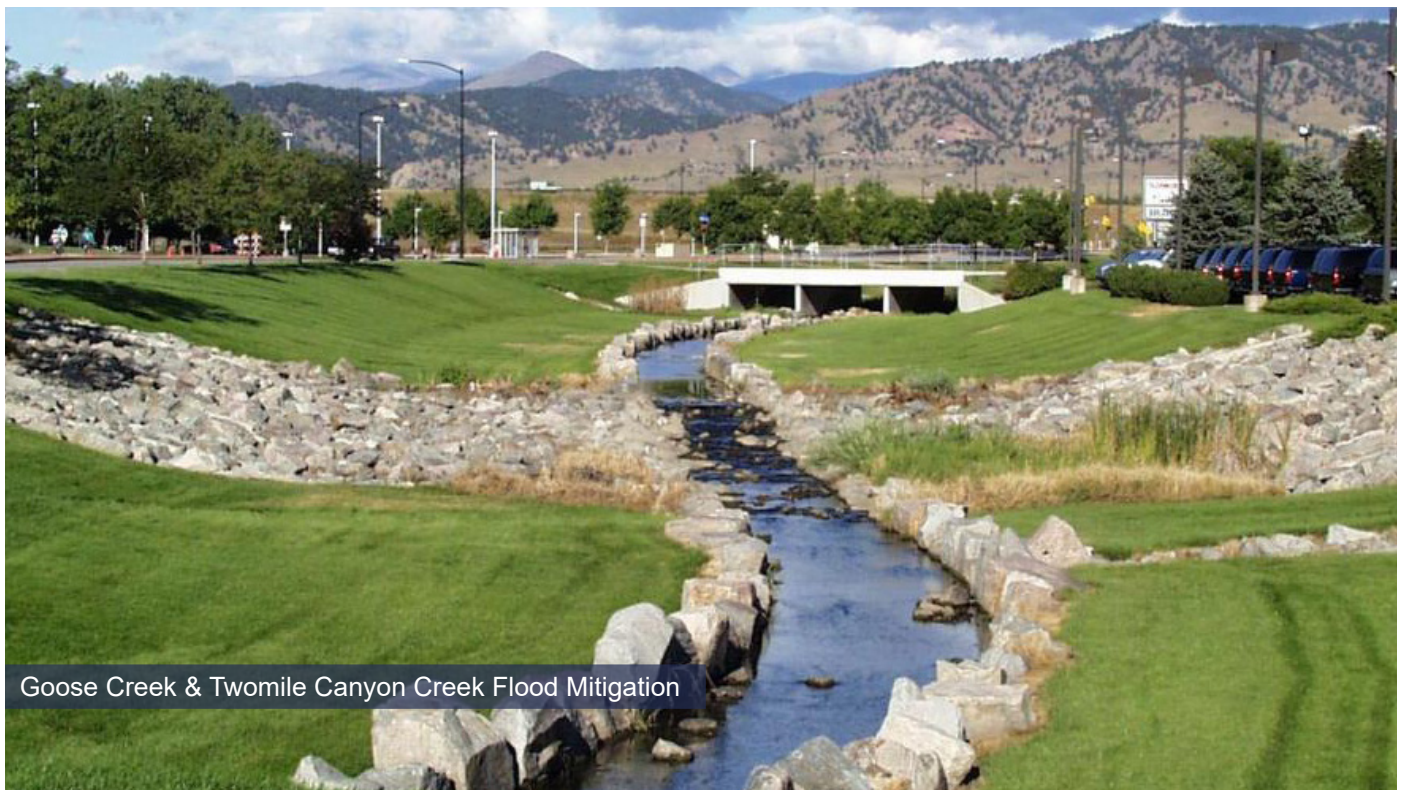
None

BOARD ACTION

The preliminary 2022 Utilities budget and the 2022-2027 CIP was presented to the WRAB on June 21, 2022 and at their July 19, 2022 meeting. The WRAB voted 4-0 to recommend the CIP and rates. The following language was included in the motion:

The Water Resources Advisory Board (WRAB) recommends approval of the 2022-2027 CIP for the Water, Wastewater, and Stormwater & Flood Management Utilities including proposed rate adjustments to support 2022 revenue increases of 7% in the Water Utility, 5% in the Wastewater Utility, and 12% in the Stormwater & Flood Management Utility, understanding that the costs in future years are subject to revision with the CU South costs as a notable example. Further, WRAB recommends additional outreach to the general public to convey the necessity for these rate increases.

A Greenways Advisory Committee meeting was held on July 26 to review the 2022-2027 Greenways Program CIP and provide a recommendation to City Council. The Greenways Advisory Committee approved the list of CIP projects.



UTILITIES & GREENWAYS CAPITAL

Water Utility

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Capital Program Total	\$ 154,700,000	\$ 54,805,000	\$ 16,000,000	\$ 28,055,000	\$ 19,260,000	\$ 15,600,000	\$ 20,980,000
CIP-Capital Enhancement Total	\$ 47,330,000	\$ 28,750,000	\$ 1,055,000	\$ 9,895,000	\$ 250,000	\$ 150,000	\$ 7,230,000
Barker Dam Outlet	\$ 10,750,000	\$ -	\$ 980,000	\$ 9,770,000	\$ -	\$ -	\$ -
This project is categorized as Essential using the Budgeting for Resilience framework. This project will provide funds for the rehabilitation/replacement of the existing outlet works system of Barker Dam. The Barker Dam outlet facilities are over 100-years old and in need of significant rehabilitation. The current configuration of the outlet gates requires that Barker Reservoir be nearly emptied to perform a thorough inspection once every 5-10 years. Reconfiguration of the outlet facilities would potentially eliminate the need to empty the reservoir for gate inspection. As currently envisioned, the project would require construction of a vertical shaft near the north embankment, inlet tunnels and one outlet tunnel, an outlet distribution facility, a pipeline to Barker Gravity Line, and valve house. The outlet facilities would provide the opportunity to develop a hydroelectric generation facility as well. Information regarding the alternative approaches will be provided as part of the Community & Environmental Assessment Process (CEAP).							
Green Lake 2 Dam	\$ 6,930,000	\$ -	\$ 75,000	\$ 25,000	\$ 250,000	\$ -	\$ 6,580,000
This project is categorized as Essential using the Budgeting for Resilience framework. This project will provide funds for the evaluation of alternatives and design of the rehabilitation of Green Lake 2 Dam. Green Lake 2 Dam needs extensive rehabilitation to allow continued full storage of water.							
WitteMYer Ponds	\$ 750,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 650,000
This project is categorized as Essential using the Budgeting for Resilience framework. WitteMYer Ponds consists of multiple reservoirs planned for potential use to facilitate city water exchanges. Alternatives for improving the ponds to reservoirs will be considered for final implementation.							
Lakewood Hydroelectric/PRV	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -
This project is categorized as Essential using the Budgeting for Resilience framework. The Lakewood Hydroelectric station is located on the raw water transmission system near Betasso Water Treatment Facility. This project provides ongoing enhancements of hydro-electric equipment at this location as systems age or need to be replaced.							
63rd WTF Campus Electrical & HSPS	\$ 17,900,000	\$ 17,900,000	\$ -	\$ -	\$ -	\$ -	\$ -
The City owns and operates two potable water treatment facilities that supply water to customers. These are the Betasso Water Treatment Facility (BWTF) rated at 40 million gallons per day (mgd) and the 63rd Water Treatment Facility (63rd WTF) rated at 16 mgd. Initial construction of the 63rdWTF took place in 1969 to provide critical backup supply during times when BWTF is offline for repairs or emergencies. In addition, the facility is required for use of critical water rights from the western slope. Since the 63rdWTF construction, various expansion and improvement projects have been constructed to maintain service and the ability to meet more stringent regulations. Overall, the facility has provided high-level service to City water customers but is aging and needs repairs. The focus of this project is twofold: 1) replacing major power supply and electrical components on the campus and to improve their reliability and redundancy and 2) Repair and replacement (R&R) of the largest power consuming treatment process on campus called the high service pump station (HSPS). The HSPS was built in 1969 and is the sole source of supply to the distribution system from the 63rd WTF. Minor repairs have been implemented over time, but the station is now at its end of useful life. The project also contemplates converting the existing power supply of the station to a lower voltage that is less hazardous and more easily maintained.							
BWTF Disinfection & Corrosion	\$ 10,850,000	\$ 10,850,000	\$ -	\$ -	\$ -	\$ -	\$ -
The City owns and operates two potable water treatment facilities that supply water to customers. The vast majority of water is supplied to the City via the Betasso Water Treatment Facility (BWTF). Initial construction of the BWTF took place in 1964. Since then various expansion and improvement projects have been constructed to maintain service and the ability to meet more stringent regulations. The next phase of priority repair and replacement (R&R) focuses on two main items: 1) Disinfection capacity and 2) the lime and carbon dioxide chemical feeds systems used for corrosion control. Because these two aspects of the treatment process interact and work together they are being addressed in a single combined project.							
Currently regulatory driven disinfection occurs in two tanks known as clearwells. Clearwell #1 is baffled and performs most of the disinfection. Clearwell #2 is not baffled and therefore has limited capacity. Major repairs are required for Clearwell #1 in the next 5 years to repair corroded structural members and replace its interior and exterior coatings. This project focuses on baffling Clearwell #2 or adding disinfection capacity. This will help meet anticipated regulations, will add redundancy to allow for timely repairs to Clearwell #1, and provides needed system reliability improvements to meet level of service goals now through buildout. The project will also address priority repair and replacement (R&R) for the lime and carbon dioxide chemical feeds systems. These critical systems are used for conditioning treated water to prevent corrosion of pipes in the distribution system and to control of lead and copper levels for regulatory compliance.							
This project involves several CIP phases typical of a large-scale project: Alternatives Analysis, Preliminary Design, Final Design, Colorado Department of Public Health and Environment (CDPHE)							
CIP-Capital Maintenance Total	\$ 103,650,000	\$ 25,555,000	\$ 13,745,000	\$ 17,960,000	\$ 18,430,000	\$ 15,000,000	\$ 12,960,000
Barker Gravity Pipeline Repair	\$ 29,250,000	\$ 6,020,000	\$ 6,040,000	\$ 4,820,000	\$ 3,970,000	\$ 4,120,000	\$ 4,280,000
The Barker Gravity line is a 12-mile long pipeline that delivers water from Barker Reservoir in Nederland to Kossler Reservoir, located up Flagstaff Road. The pipeline is over 100 years old and repair							
Transmission System R&R Program	\$ 21,500,000	\$ 1,500,000	\$ -	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -
The City owns, operates, and maintains an extensive, 65-mile potable water transmission system (i.e., pipes greater than 12-inches in diameter). This system has a replacement value of \$350M or about 20 percent of the value of the treated water system overall. The transmission system is of high importance because it supplies the vast majority of water to the system and has limited valving to isolate segments for repairs and/or emergency response. Historically, the City water transmission replacement program has been very limited as this portion the system has been relatively high functioning with few pipe breaks. Overall, the transmission pipe system has provided acceptable service to City customers but is at a point where reinvestment is needed to address aging infrastructure and to prevent and minimize pipe breaks and/or emergency scenarios. Furthermore, over the past 10-20 years City water demands have "grown into" the capacity of the system that previously could be used for redundancy. A formal Water Transmission Study is ongoing at this time recognizing the transmission system is aging and in need of a prioritized plan for reinvestment. The study is evaluating various key components of the transmission system to maintain high-quality service and flexibility for operations, maintenance, and emergency scenarios now through buildout. Funding is established in this budget cycle to launch and maintain a replacement program to stay on top of aging infrastructure issues.							
BCH Penstock Repair	\$ 6,720,000	\$ 1,010,000	\$ 1,050,000	\$ 1,100,000	\$ 1,140,000	\$ 1,190,000	\$ 1,230,000
The BCH Penstock is a pressure pipeline that delivers water from Kossler Reservoir to Boulder Canyon Hydro. This project is categorized as Essential using the Budgeting for Resilience framework. This project will provide funds for analysis and targeted repairs for areas discovered in the inspection in 2019. An analysis will be performed on approximate remaining operational life including recommendations from metallurgical and corrosion experts. The rehabilitation project is scheduled for 12 years at approximately 850 feet per year.							
Kossler Dam	\$ 2,650,000	\$ 1,500,000	\$ 300,000	\$ 100,000	\$ 750,000	\$ -	\$ -
This project is categorized as Essential using the Budgeting for Resilience framework. Kossler Dam Face Rehabilitation Project was completed in 2015. Temporary repairs were constructed to the Kossler Reservoir Inlet Structure in 2017. Both the Inlet Structure and the Outlet Structure will require full rehabilitation/replacement within 10 years and is presently scheduled for 2025. Gate analysis in 2021 and replacement in 2022/2023. A bypass system is to be designed and implemented in 2022/2023.							
Orodel Hydro/PRV Facility	\$ 275,000	\$ -	\$ 75,000	\$ -	\$ 200,000	\$ -	\$ -
This project is categorized as Essential using the Budgeting for Resilience framework. The Orodel facility is a treated water pressure reducing and hydroelectric facility located below Betasso Water Treatment Facility. This project is inspection of the Generator System and gen-set upgrades and updates to the electrical system/panel.							

UTILITIES & GREENWAYS CAPITAL

Water Utility

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Sunshine Campus R&R & Improvements	\$ 3,200,000	\$ 3,200,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>The City's potable water system includes two mountain-to-town pipelines and two hydroelectric stations. These facilities serve the primary purpose of controlling pressure and transferring water to the City in a cost-efficient and safe manner. The most critical of these sites is located in Sunshine Canyon and is referred to as the Sunshine Hydroelectric Facility. This campus conveys nearly 50</p>							
Water Mains In-House R&R Program	\$ 2,400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
<p>The City of Boulder Public Works (PW) Department is dedicated to maintaining and improving the quality of life in Boulder by planning for future needs, promoting environmental quality, building and maintaining municipal infrastructure, managing public investments, and protecting health and safety (PW Mission Statement). The utilities division helps meet this goal by ensuring our utility system is engineered, built, operated, and maintained according to industry best practices. One key component is ongoing replacement of treated water pipes in the system that are at the end of their useful life. Timely replacement of old piping helps limit the number and frequency of pipe breaks in the system and the risks they impart on public health, the environment, customer service and cost efficiency of utility services. The City's program replaces about four to five miles of pipe per year, which is approximately a 100-yr replacement frequency. This project focuses on the components of these efforts most effectively performed by in-house City crews. Projects are prioritized through a comprehensive approach that considers overall utility reliability and redundancy, improvements required to serve the City Comprehensive Plan, City Council priorities, safety of the public and operations staff, regulations, available budget and revenues, timing of other PW projects, timing with other City department projects, and pavement management projects.</p>							
Distribution Waterline Replacement	\$ 13,100,000	\$ 500,000	\$ 4,200,000	\$ -	\$ -	\$ 4,200,000	\$ 4,200,000
<p>The City of Boulder Public Works (PW) Department is dedicated to maintaining and improving the quality of life in Boulder by planning for future needs, promoting environmental quality, building and maintaining municipal infrastructure, managing public investments, and protecting health and safety (PW Mission Statement). The utilities division helps meet this goal by ensuring our utility system is engineered, built, operated, and maintained according to industry best practices. One key component is ongoing replacement of treated water pipes in the system that are at the end of their useful life. Timely replacement of old piping helps limit the number and frequency of pipe breaks in the system and the risks they impart on public health, the environment, customer service and cost efficiency of utility services. The City's program replaces about four to five miles of pipe per year, which is approximately a 100-yr replacement frequency. Overall, the success of this program is demonstrated by the reduction of water main breaks from historic levels of >100 breaks per year to current levels of <40 breaks per year. Projects are prioritized through a comprehensive approach that considers overall utility reliability and redundancy, improvements required to serve the City Comprehensive Plan, City Council priorities, safety of the public and operations staff, regulations, available budget and revenues, timing of other PW projects, timing with other City department projects, and pavement management projects. The next phase of work will target pipeline replacement in 4th Avenue from Mapleton to about Linden.</p>							
Meter Replacement Program	\$ 3,000,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<p>Potable water customers are billed for their water use based a network of nearly 30,000 water meters. Meters in the system are tested by the City in accordance with AWWA best practices and overall provide reliable service to City customers and Utility Billing. However, many cohorts of meters are at the end of predicted lifespan and require replacement. The majority of these meters can be replaced via in-house crews to streamline schedule and save costs.</p>							
Large Meter Improvements Phase 1	\$ 425,000	\$ 425,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>Potable water customers are billed for their water use based a network of nearly 30,000 water meters. Meters in the system are tested by the City in accordance with best practices and overall provide reliable service to City customers and Utility Billing. However, many cohorts of meters are at the end of predicted lifespan and require replacement. The majority of these meters can be replaced via in-house crews to streamline schedule and save costs. However, some of the meters are located in vaults that need to be replaced due to issues related to age, safe access for operations and maintenance, and space required for modern meter equipment. The top priority vault is contemplated with this project phase at Broadway & Pennsylvania (CU Large Meter).</p>							
Watershed Improvements	\$ 90,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -
<p>This project is categorized as Essential using the Budgeting for Resilience framework. General Watershed improvements for critical as recommended in the 2009 Source Water Master Plan. This project funds ongoing improvements to facilitate continued reliable operation of the watershed source water storage and delivery system. Fund augmentation needs will be assessed at the end of 2019.</p>							
Instream Flow Structures and Gaging	\$ 100,000	\$ 10,000	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<p>This project is categorized as Essential using the Budgeting for Resilience framework. Boulder will install a stream gauge on Boulder Creek downstream of the Rural Ditch headgate and improve flow measurement along the reach. The stream gage will be used to measure instream flow water that Boulder is leasing to users below the headgate. Funding ongoing annual upgrades.</p>							
Source Systems Condition Assessment	\$ 430,000	\$ -	\$ -	\$ -	\$ 430,000	\$ -	\$ -
<p>This project is categorized as Essential using the Budgeting for Resilience framework. An assessment of the components that make up the City's source water system including a detailed inventory of all asset to determine the type of asset, structural and maintenance condition, redundancy, remaining useful life, and approximate replacement or rehabilitation costs.</p>							
Silver Lake Dam	\$ 4,350,000	\$ -	\$ -	\$ -	\$ 400,000	\$ 3,950,000	\$ -
<p>Silver Lake Dam is a critical storage reservoir and the largest reservoir in the North Boulder Creek system. This project will rehabilitate and/or replace the aging valve and piping system critical for water releases of the entire NBC supply system</p>							
Albion Dam	\$ 9,870,000	\$ 9,870,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>Albion Dam is one of several high elevation dams located in the North Boulder Creek Watershed, which is located to the west of Boulder in Indian Peaks Wilderness. The North Boulder Creek watershed is one of three watersheds that provide raw water to the city of Boulder. Albion Dam has a storage capacity of approximately 1,000 acre-feet (AF) which is about 1/12 the size of the</p>							
Lakewood Pipeline	\$ 380,000	\$ -	\$ -	\$ 380,000	\$ -	\$ -	\$ -
<p>This project provides funding for periodic inspection and maintenance on the Lakewood Pipeline.</p>							
Source Water Rehabilitation Program	\$ 1,210,000	\$ 180,000	\$ 190,000	\$ 200,000	\$ 210,000	\$ 210,000	\$ 220,000
<p>This project is categorized as Essential using the Budgeting for Resilience framework. Funding for capital maintenance for the critical source water facilities, hydroelectric, pressure reducing, and reversible pump-generator system components not identified as individual capital projects.</p>							

UTILITIES & GREENWAYS CAPITAL

Water Utility

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Hydro Facilities Rehab Program	\$ 400,000	\$ 60,000	\$ 60,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
This project is categorized as Essential using the Budgeting for Resilience framework. Hydro maintenance for all facilities. Misc minor items/repairs/upgrades not included in specific CIP budgets.							
63rd WTF Chemical Feed Systems	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000
The City owns and operates two potable water treatment facilities that supply water to customers. These are the Betasso Water Treatment Facility (BWTF) rated at 40 million gallons per day (mgd) and the 63rd Water Treatment Facility (63rd WTF) rated at 16 mgd. Initial construction of the 63rdWTF took place in 1969 to provide critical backup supply during times when BWTF is offline for repairs or emergencies. In addition, the facility is required for use of critical water rights from the western slope. Since the 63rdWTF construction, various expansion and improvement projects have been constructed to maintain service and the ability to meet more stringent regulations. Overall, the facility has provided high-level service to City water customers but is aging and needs repairs. The focus of this project is to repair, rehabilitate, replace, and improve several campus chemical feeds systems to meet potable water needs now through buildout as defined by the Boulder Valley Comprehensive Plan.							
Treated Water Misc. R&R	\$ 2,100,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
The City of Boulder owns and operates a complex treated water utility system valued at approximately \$1.7 billion. Overall, these facilities provide high-level service to City water customers, but various components of the system need ongoing repairs and miscellaneous other improvements to address aging infrastructure, equipment obsolescence, and safe/reliable operations. The purpose of this project is to repair or replace miscellaneous capital assets or components within the treated water system as needed throughout the year. This project primarily involves selection and purchase of equipment per typical City purchasing policies. Where applicable for large-scale items, purchases may involve phasing such as alternatives analysis, design, permitting, and construction.							
Silver Lake Hydroelectric/PRV	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
The Silver Lake Hydroelectric station is located on the raw water transmission system near the Lakewood Reservoir. This project provides ongoing enhancements of hydro-electric equipment at this location as systems age or need to be replaced.							
A short term Programmable Logic Controller (PLC), which monitors input devices and provides output based on custom programming controls, was completed in 2016. In 2017, an alternatives analysis for permanent PLC upgrades will be conducted. The 2019 project funded the replacement of the needles/seats.							
Boulder Canyon Hydro	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Boulder Canyon Hydroelectric – Maintenance and Inspection of the installed replacement unit (commercial operation started in 2013) and control systems. This project is categorized as Essential using the Budgeting for Resilience framework.							
CIP - CAPITAL PLANNING STUDIES	\$ 1,530,000	\$ 250,000	\$ 1,000,000	\$ -	\$ 130,000	\$ 150,000	\$ -
Maxwell Hydro/PRV Facility	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -
This project is categorized as Essential using the Budgeting for Resilience framework. The Maxwell facility is a treated water pressure reducing and hydroelectric facility located below Betasso Water Treatment Facility. This project is to completely replace the pump control valve.							
Sunshine Hydroelectric/PRV Facility	\$ 300,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ -
The Sunshine facility is a treated water pressure reducing and hydroelectric facility located below Betasso Water Treatment Facility. This project will inspect and rebuild the turbine.							
Kohler Hydro/PRV Facility	\$ 180,000	\$ 100,000	\$ -	\$ -	\$ 80,000	\$ -	\$ -
This project is categorized as Essential using the Budgeting for Resilience framework. The Kohler facility is a treated water pressure reducing and hydroelectric facility located below Betasso Water Treatment Facility. This project is an update to the complete overhaul of the pump valves (2019/2020) which includes: disassembly, inspection, repair and reassembly.							
Water System Master Plan & COS	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Utilities Engineering (UE) implements long-term utility planning processes to develop and prioritize projects within the Capital Improvement Program (capital projects), identify and plan utility improvements needed now and through buildout of the Boulder Valley Comprehensive Plan, and document implications for utility rates. As part of this planning process, the UE team periodically executes holistic, long-range master plans to catalogue infrastructure and funding needs anticipated in the water system (source water to customer meters) now and through buildout. The City's current master plan dates back to 2011 and an update is necessary. The purpose of this project is to update the master plan for the water fund as a whole (both source water and treated water systems) and to integrate a Cost of Service study (COS) to confirm appropriate revenue and rate needs near- and long-term as required for financial sustainability of the utility.							
CIP-New Facility/Infrastructure Total	\$ 2,190,000	\$ 250,000	\$ 200,000	\$ 200,000	\$ 450,000	\$ 300,000	\$ 790,000
NCWCD Conv - Boulder Feeder Canal	\$ 1,200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
NCWCD Conv - Boulder Feeder Canal point source drainage inflow improvements on a priority basis.							
Barker Dam Hydroelectric	\$ 740,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 100,000	\$ 590,000
This project is categorized as Essential using the Budgeting for Resilience framework. Analysis and develop hydroelectric potential if preferred as recommended in the Source Water Master Plan, MWH, 2008/2009.							
Carter Lake Hydroelectric	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -
Analyze potential for hydroelectric facility on the city's portion of the Carter Lake Pipeline and then design and build if preferred. This project is categorized as Essential using the Budgeting for Resilience framework.							

UTILITIES & GREENWAYS CAPITAL

Wastewater Utility

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
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Capital Program Total	\$ 140,456,000	\$ 56,635,000	\$ 32,178,000	\$ 7,580,000	\$ 7,255,000	\$ 27,623,000	\$ 9,185,000
CIP-Capital Enhancement Total	\$ 28,398,000	\$ 1,990,000	\$ 22,598,000	\$ 955,000	\$ 75,000	\$ 305,000	\$ 2,475,000
Lower Goose Creek Trunk Sewer Repl	\$ 3,300,000	\$ -	\$ 3,300,000	\$ -	\$ -	\$ -	\$ -

One of four Tier One (highest priority) projects identified in the 2016 Wastewater Collection System Master Plan Update, the Goose Creek Trunk Sewer Replacement Project will address structurally deteriorated sections of trunk sewer and improve the ability of this sewer to handle wet weather flows.

S. Boulder Trunk Sewer Replacement	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -
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The South Boulder Trunk Sewer Replacement Project is one of seven Tier 2 (medium priority) projects identified in the 2016 Wastewater Collection System Master Plan Update. The project will upsue 2.5 miles of local /collector lines and 1.7 miles of collector/interceptor lines in order to improve the sanitary sewer service to the customers in the area. The project is generally along Table Mesa and South Boulder Road, with connecting lines south into adjacent neighborhoods.

Meter Replacement Program	\$ 515,000	\$ 140,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
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This project is for replacing aging water meters that are used for customer billing and usage information. There are currently over 28,000 meters in the system, and most of them are reaching the end of their useful life at 15 – 20 years old. This project provides funding for a large meter (greater than 2 inch) replacement on an ongoing basis. These meters are tested annually and will be repaired or replaced as needed. The small meter (less than 2 inch) program will begin in 2022 and aim to replace all small meters within 10 years.

Water Resource Recovery Pumps	\$ 1,350,000	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ 900,000
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The existing pumps at the Boulder Water Resource Recovery Facility require rehabilitation. This project will fund the upgrade of those pumps on a recurring basis. The highest priority assets will be funded each cycle.

WRRF Permit Improvements	\$ 1,780,000	\$ 1,700,000	\$ -	\$ -	\$ -	\$ 80,000	\$ -
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[This is the design portion (non-bonded) portion of this project. The bonded construction dollars are in project 610WW69900.] The next major capital improvements project at the city's Water Resource Recovery Facility (WRRF) will target phosphorus removal in preparation for the Regulation 85 total phosphorus limitation that will appear in the city's updated State of Colorado Discharge Permit System (CDPS) Permit. The current permit expired in 2016 but has been administratively extended and is expected to be renewed in 2021, with an effective date in 2025. The city invested significantly over the last 15 years in nitrogen removal to meet current permit limits so, fortunately, the WRRF is already out-performing Regulation 85 nitrogen limitations. The source of the vast majority of phosphorus in the city's wastewater is human waste, so controlling phosphorus from commercial and industrial dischargers would not be an effective compliance strategy. A wastewater process engineering study, slated for early 2021, will take a hard look at recent industry advances in biological phosphorus removal and evaluate these alternatives against chemical phosphorus removal with the objective of selecting an alternative to proceed to preliminary design. The current CIP budget line item is escalated from a similar study in 2012, which recommended a chemical phosphorus removal alternative.

WRRF Activated Sludge	\$ 1,730,000	\$ -	\$ -	\$ 230,000	\$ -	\$ -	\$ 1,500,000
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This project will fund the scheduled rehabilitation of the Boulder Water Resource Recovery Facility's mechanical aeration system, which is a critical system supporting the microbiological process. Specifically, this money is for a preventative maintenance service through a qualified third-party. The typical agreements are 5-years and we pay in advance for annual services.

WRRF Permit Improvements - Proj. Bo	\$ 19,223,000	\$ -	\$ 19,223,000	\$ -	\$ -	\$ -	\$ -
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The next major capital improvements project at the city's Water Resource Recovery Facility (WRRF) will target phosphorus removal in preparation for the Regulation 85 total phosphorus limitation that will appear in the city's updated State of Colorado Discharge Permit System (CDPS) Permit. The current permit expired in 2016 but has been administratively extended and is expected to be

CIP-Capital Maintenance Total	\$ 111,058,000	\$ 54,645,000	\$ 8,580,000	\$ 6,625,000	\$ 7,180,000	\$ 27,318,000	\$ 6,710,000
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Sanitary Sewer Rehabilitation	\$ 23,100,000	\$ 3,500,000	\$ 3,600,000	\$ 3,800,000	\$ 3,900,000	\$ 4,100,000	\$ 4,200,000
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This project provides for the rehabilitation and improvement to the existing sanitary sewer piping of the city's wastewater collection system. The program is funded at approximately \$2,500,000 per year (2014) escalated at 4% annually in order to rehabilitate the entire system in approximately 20 years. The objectives of rehabilitation are to prevent pipe failure, improve system hydraulics, reduce infiltration of groundwater, and reduce ongoing maintenance needs.

Arapahoe Trunk Sewer Replacement	\$ 21,978,000	\$ -	\$ -	\$ 990,000	\$ 990,000	\$ 19,998,000	\$ -
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The Arapahoe Trunk Sewer Replacement Project is one of four Tier 1 (highest priority) projects identified in the 2016 Wastewater Collection System Master Plan Update. It will include replacement and u

Sanitary Sewer Manhole Rehab	\$ 5,750,000	\$ 500,000	\$ 750,000	\$ 750,000	\$ 1,000,000	\$ 1,250,000	\$ 1,500,000
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This project provides for the rehabilitation and improvement to the existing wastewater manholes that are part of the city's wastewater collection system. The program was funded at \$200,000 per year (2018) escalated by an inflation index; however, the asset condition assessment shows the need for increased funding to meet system needs. The project will be ramped up over the course of the 6-year CIP to eventually reach the recommended funding level of \$2,000,000 per year.

Collection System Monitoring	\$ 750,000	\$ 75,000	\$ 150,000	\$ 75,000	\$ 150,000	\$ 150,000	\$ 150,000
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This project provides funds for monitoring of the City's wastewater collection system. Flow monitoring informs capital project design and provides useful information about the impact of rainfall events on sanitary sewer flows.

Condition Assessment Program	\$ 3,390,000	\$ 890,000	\$ 460,000	\$ 480,000	\$ 500,000	\$ 520,000	\$ 540,000
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The Wastewater Utility Condition Assessment Program is intended to provide an ongoing comprehensive cleaning and assessment of the city's sanitary sewer collection system. There are approximately 370 miles of sanitary sewer pipe in the collection system.

UTILITIES & GREENWAYS CAPITAL

Wastewater Utility

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Main Sewer Improvements	\$ 44,500,000	\$ 44,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>The city's Wastewater Collection System Master Plan (WWCSMP) concluded that the city's sanitary sewer system performs very well under dry weather conditions. This means that the collection system has adequate capacity to convey the city's daily wastewater flow of approximately 10 million gallons per (mgd) day to the WRRF. The master plan identified that the system becomes overwhelmed in some locations when significant rainfall induced inflow & infiltration (I&I) enters the system and takes up conveyance capacity intended for the base sanitary sewer flow. Inflow and infiltration represents extraneous water that enters the sanitary sewer system, but the I&I volume can vary tremendously depending on the age and quality of the system. The WWCSMP identified four Tier 1 (high priority) projects to be completed to address collection system capacity related issues throughout the city. The 42-inch diameter Interceptor sewer realignment project is the largest of the four capacity driven projects. The existing pipeline is over 50 years old and at the end of its useful life. This replacement of the existing pipe will address several key issues including the following: This project will provide a new pipeline with a projected useful life of 75 to 100 years. It will address increased capacity needs to provide a greater level of service to the community by accommodating the estimated I&I contribution. Lastly, the new pipeline will be located further from Boulder Creek representing a less vulnerable condition from flooding. The Boulder County 1041 Permit process was completed in 2020 with acceptance from both the Boulder County Planning Commission and Boulder County Commissioners in. Preliminary design kicked off late 2020 and final design will be completed in 2022, with construction starting in 2022.</p>							
Inverted Siphon Replacement	\$ 4,300,000	\$ 4,300,000	\$ -	\$ -	\$ -	\$ -	\$ -
<p>Of the 370 miles of sanitary sewer in the city's wastewater collection system, there exists only one inverted siphon. This feature conveys wastewater flow from the majority of Gunbarrel underneath Boulder Creek on the property of the Boulder Water Resource Recovery Facility.</p>							
WRRF Primary Clarifiers	\$ 770,000	\$ 70,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -
<p>The Water Resource Recovery Facility's primary clarifiers are concrete circular settling tanks with rotating steel mechanisms to separate solids from the water. They are located after the headworks and before the aeration basins (biological process). The mid-term rehabilitation in 2023 will recoat the rotating mechanisms. The long-term replacement in 2029 will replace mechanisms, drives, walkway bridges, and effluent weirs, baffles, and launders.</p>							
WRRF Secondary Clarifiers	\$ 550,000	\$ 50,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -
<p>Secondary clarification is an essential unit process of the overall treatment system at the Boulder WRRF. Similar to the primary clarifiers, the internal componentry is submerged in wastewater and needs repair and rehabilitation periodically, and eventual replacement. This project is to repair the internal mechanism to provide full-utilization of the asset.</p>							
WRRF Hot Water Loop Replacement	\$ 1,900,000	\$ -	\$ 1,900,000	\$ -	\$ -	\$ -	\$ -
<p>Four buildings on the WRRF campus are heated by an underground hot water loop that is at the end of its useful life. This project will abandon portions of the line where conventional HVAC is favorable</p>							
WRRF Rehabilitation	\$ 1,970,000	\$ 510,000	\$ 270,000	\$ 280,000	\$ 290,000	\$ 300,000	\$ 320,000
<p>The Wastewater Utility Asset Management Planning Tool identified miscellaneous rehabilitation projects not identified in master plan documents. This funding could be for one project or several smaller projects.</p>							
WRRF Instrumentation/Control	\$ 1,100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ 1,000,000	\$ -
<p>This project will fund the rehabilitation and/or replacement of instrumentation & control (I&C) facilities at the Boulder Water Resource Recovery Facility. These recommendations are based on the 2013 Process Automation System (PAS) Strategic Plan. The PAS Strategic Plan identified \$6,000,000 worth of I&C improvements to be completed over 10 years.</p>							
WRRF Electrical	\$ 1,000,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -
<p>This project will fund the rehabilitation of various existing electrical systems at the Boulder Water Resource Recovery Facility. Maintaining the facility's electrical infrastructure is a critical component to ensure adequate treatment. This project will include the replacement of numerous major electrical components, including Motor Control Centers and Load Centers.</p>							
CIP-Capital Planning Studies Total	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Wastewater Utility Master Plan	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
<p>The Wastewater Utility Master Plan is supported by three primary planning documents for the wastewater Utility: the Wastewater Collection System Master Plan (WWCSMP), the Water Resource Recovery Facility</p>							

UTILITIES & GREENWAYS CAPITAL

Stormwater & Flood Management Utility

	Estimated Total Cost	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Capital Program Total	\$ 136,454,602	\$ 8,788,567	\$ 16,938,567	\$ 96,341,767	\$ 4,268,567	\$ 4,448,567	\$ 5,668,567
CIP-Capital Enhancement Total	\$ 120,934,602	\$ 6,488,567	\$ 14,528,567	\$ 93,811,767	\$ 1,628,567	\$ 1,688,567	\$ 2,788,567
Upper Goose Creek	\$ 26,233,200	\$ -	\$ -	\$ 26,233,200	\$ -	\$ -	\$ -

The 2017 Stormwater Master Plan (SMP) provided a comprehensive analysis of the city's stormwater conveyance infrastructure. The master plan identified several Tier 1 (high priority) projects to address new storm sewer improvements throughout the community. The Upper Goose Creek improvements project represents the highest priority project identified in the master plan. This project has two major components. The first component will involve drainageway improvements between 19th Street and Folsom Avenue. This is an unimproved section of drainageway with significant growth that has limited capacity to convey flood flows. Utilities staff will evaluate the potential of improving the channel capacity to convey flows associated with the 10-yr storm event through this section. The second component of the project will involve new storm sewer infrastructure improvements between 6th street and 19th street. Some of these storm sewer improvements will represent new piped infrastructure and some improvements will represent increasing the capacity of existing piped infrastructure.

South Boulder Crk Flood Mitigation	\$ 71,000,000	\$ 2,000,000	\$ 3,000,000	\$ 66,000,000	\$ -	\$ -	\$ -
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The South Boulder Creek (SBC) flood mitigation project is the largest proposed CIP project in the city's Stormwater & Flood Management Utility. The project involves providing 100-yr flood protection to the community along the South Boulder Creek drainageway. The project is currently in the first of three phases. Phase I involves the proposed development of a flood detention facility to be located along highway US 36. The purpose of this detention facility is to provide flood protection for areas north of Hwy 36 including the area known as the West Valley.

Gregory Creek Flood Mitigation	\$ 14,040,000	\$ 3,000,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ 1,040,000
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A flood mitigation plan for Gregory Canyon Creek was approved by City Council in December 2015. The plan identified various improvements, primarily involving replacement of culverts to increase the conveyance capacity of the channel to carry a 10-year storm event. This project is categorized as "Essential" using the Budgeting for Resilience framework.

<https://boulder.colorado.gov/flood/gregory-canyon-creek-flood-mitigation-study>

Greenways Program - Flood fund	\$ 585,000	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500	\$ 97,500
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This funding will provide Utilities contributions to the overall Greenways Program. Funding will be prioritized with other funding in the Greenways CIP. These funds will be combined with funding from the Transportation Fund. This project is for an ongoing funding program. This project is categorized as "Important" using the Budgeting for Resilience framework.

<https://boulder.colorado.gov/water/greenways-program>

Greenways Program-Lottery Fund	\$ 906,402	\$ 151,067	\$ 151,067	\$ 151,067	\$ 151,067	\$ 151,067	\$ 151,067
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The funding will provide Lottery funds contributions to the overall greenways program. Funding will be opportunistic and prioritized with the other funding in the Greenways CIP. These funds will be combined with funding from the Transportation and Utilities Fund. This project is for an ongoing funding program.

<https://boulder.colorado.gov/water/greenways-program>

Local Drainage Improvements	\$ 6,810,000	\$ 1,030,000	\$ 1,070,000	\$ 1,110,000	\$ 1,150,000	\$ 1,200,000	\$ 1,250,000
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This capital project provides funds to improve local drainage problems which are small enough to be outside of the scope of a master planning effort. Most work funded by this program is intended to address system deficiencies highlighted through customer complaints. Funding is also used to supplement the storm sewer rehabilitation program.

Stormwater Quality Improvements	\$ 1,360,000	\$ 210,000	\$ 210,000	\$ 220,000	\$ 230,000	\$ 240,000	\$ 250,000
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This program will fund stormwater quality projects as identified in the Stormwater Master Plan and the stormwater quality engineering staff to improve water quality in Boulder Creek and its tributaries. This funding can be used for multiple efforts such as infrastructure maintenance, installation and planning studies.

CIP-Capital Maintenance Total	\$ 10,800,000	\$ 1,590,000	\$ 1,670,000	\$ 1,760,000	\$ 1,840,000	\$ 1,930,000	\$ 2,010,000
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Drainageway Maintenance/Enhancement	\$ 1,740,000	\$ 230,000	\$ 250,000	\$ 280,000	\$ 300,000	\$ 330,000	\$ 350,000
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The Drainageway Maintenance/Enhancement fund is intended to provide for larger maintenance related projects along the city's 16 major drainageways. This funding will address ongoing sediment removal efforts as well as large scale vegetation removal along the drainageways including efforts relating to the city's Emerald Ash Bore (EAB) removal program. This work will be performed by qualified private contractors. This project is categorized as "Essential" using the Budgeting for Resilience framework.

Storm Sewer Rehabilitation	\$ 4,530,000	\$ 680,000	\$ 710,000	\$ 740,000	\$ 770,000	\$ 800,000	\$ 830,000
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The program provides funds for the rehabilitation or replacement of existing storm sewers that have reached the end of their useful life.

Transportation Coordination	\$ 4,530,000	\$ 680,000	\$ 710,000	\$ 740,000	\$ 770,000	\$ 800,000	\$ 830,000
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This program will fund the reconstruction of existing storm sewers, the construction of new storm sewers and water quality improvements as part of on-going Transportation Division improvement projects. This project is for an ongoing funding program.

CIP-Land Acquisition Total	\$ 4,720,000	\$ 710,000	\$ 740,000	\$ 770,000	\$ 800,000	\$ 830,000	\$ 870,000
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Preflood Property Acquisition	\$ 4,720,000	\$ 710,000	\$ 740,000	\$ 770,000	\$ 800,000	\$ 830,000	\$ 870,000
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This project provides on-going funding for the purchase of properties from willing sellers in areas prone to flooding especially the city's high hazard regulatory area. The city periodically updates its flood mapping to reflect changing conditions and improvements in flood modeling. The highest risk properties are identified and prioritized for purchase, based on updated mapping for each of the drainageways. This project is categorized as "Important" using the Budgeting for Resilience framework.

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

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CEAP

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

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



CEAP

PROJECTS RECOMMENDED FOR CEAP

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

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

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

TRANSPORTATION

DOWNTOWN BOULDER TRANSIT STATION IMPROVEMENTS

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

ARAPAHOE MULTI-USE PATH/TRANSIT ENHANCEMENTS

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

PARKS & RECREATION

VIOLET NEIGHBORHOOD PARK

This project will provide capital funding to implement enhancements at Violet Park in north Boulder that need to be realized to meet service levels of surrounding neighborhoods. In 2022, funding is provided to finalize the design of the undeveloped portions of Violet Park that have been a priority for several years.

EAST MAPLETON BALLFIELD RENOVATIONS

As a result of the implementation of the Boulder Junction area along 30th street near Mapleton, the area has increased in residential units resulting in more demand for community park and recreation amenities such as playgrounds, dog parks, open lawn areas and other multi-use amenities. A community planning project will be completed to determine the final design and priorities for construction. Any reduction in ballfields will be replaced at other sports complexes as indicated in the department's Athletic Field Study completed in 2015.

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GENERAL FUND 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 50,842,985	\$ 41,148,788	\$ 39,609,665	\$ 41,554,665	\$ 40,534,697	\$ 42,921,240	\$ 36,172,654	\$ 32,989,936
Sources of Funds								
Sales and Use Taxes	\$ 62,980,305	\$ 65,920,565	\$ 71,435,566	\$ 74,351,802	\$ 76,812,605	\$ 72,841,617	\$ 75,335,875	\$ 77,557,179
Property Taxes	39,406,479	39,642,661	41,794,512	42,630,402	45,188,226	46,091,990	47,013,830	47,954,107
Accommodation/Admission Taxes	4,007,047	7,928,162	8,838,844	9,088,956	9,346,254	9,610,948	9,883,253	10,163,389
Occupation Taxes	7,756,454	8,078,992	7,523,923	7,534,367	7,545,059	7,556,002	7,567,201	7,578,662
UOT	2,076,181	2,076,181	2,076,181	2,076,181	2,076,181	2,076,181	-	-
Ownership Taxes	2,336,151	2,476,320	2,624,900	2,677,398	2,730,946	2,785,564	2,841,276	2,898,101
Sales of Goods	617,396	326,500	328,030	329,591	331,182	332,806	334,462	336,151
License, Permits, and Fines	6,415,215	8,202,196	10,405,307	10,631,642	10,773,706	10,833,907	10,895,449	10,958,363
Fees	1,366,626	1,488,344	1,511,018	1,506,116	1,501,313	1,496,605	1,491,992	1,487,471
Recreational Marijuana	4,360,564	4,573,019	4,697,760	4,783,115	4,877,354	4,980,634	5,093,134	5,215,048
Intergovernmental	2,313,520	1,397,087	1,344,011	1,343,752	1,343,493	1,343,235	1,342,977	1,342,719
Interest and Investment Earnings	843,817	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Leases, Rents, and Royalties	117,389	175,000	180,250	185,658	191,227	196,964	202,873	208,959
Other Revenue	2,089,757	2,875,079	1,893,054	1,793,666	1,894,290	1,651,593	1,352,243	1,352,905
Cost Allocation	11,425,826	11,425,826	11,048,774	11,590,237	11,937,944	12,296,083	12,664,965	13,044,914
Total Sources of Funds	\$ 148,112,727	\$ 157,485,934	\$ 166,602,129	\$ 171,422,882	\$ 177,449,781	\$ 174,994,131	\$ 176,919,530	\$ 180,997,970
Uses of Funds								
City Council	\$ 350,039	\$ 409,250	\$ 462,034	\$ 478,078	\$ 494,680	\$ 511,858	\$ 529,632	\$ 548,024
City Manager's Office	2,343,002	1,841,306	2,548,392	2,570,819	2,643,230	2,717,681	2,794,229	2,872,933
City Clerk	401,639	667,855	899,048	948,640	974,318	1,000,690	1,027,776	1,055,595
Communications	1,837,433	2,273,241	2,915,794	3,047,609	3,131,741	3,218,256	3,307,221	3,398,707
General Government	3,423,093	1,533,217	3,264,091	3,273,387	3,282,738	3,292,145	3,301,608	3,311,127
City Attorney's Office	3,316,806	3,618,074	3,773,097	3,861,519	3,983,687	4,109,720	4,239,741	4,373,875
Municipal Court	2,001,537	2,050,647	2,219,372	2,354,346	2,422,387	2,492,394	2,564,424	2,638,536
Climate Initiatives	1,945,810	1,654,963	3,813,778	3,854,861	3,896,894	3,939,899	1,946,718	1,991,735
Energy Strategy	3,726,728	2,071,985	-	-	-	-	-	-
Human Resources	2,810,499	4,417,549	3,692,004	3,943,867	4,027,586	4,113,202	4,200,759	4,290,300
Finance	5,926,296	5,107,151	5,861,887	6,029,382	6,187,507	6,349,876	6,516,601	6,687,799
Innovation & Technology	5,697,199	5,652,167	7,487,945	7,699,630	7,917,299	8,141,121	8,371,271	8,607,927
Police	37,575,291	36,670,853	40,342,484	41,797,972	43,029,983	44,299,634	45,608,075	46,956,490
Fire	22,783,772	21,311,117	22,481,169	23,020,649	23,752,120	24,506,846	25,285,568	26,089,048
Police/Fire Pensions	414,283	974,083	767,059	771,033	775,028	779,044	783,080	787,138
Development Services	243,070	260,162	278,732	284,479	290,413	296,542	302,872	309,409
Planning	2,963,659	2,249,505	2,583,251	2,659,051	2,737,105	2,817,480	2,900,244	2,985,469
Facilities & Fleet	5,753,635	4,916,278	5,211,380	5,674,477	5,779,482	5,886,430	5,995,357	6,106,300

GENERAL FUND 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
CONTINUED								
Transportation & Mobility	516,980	273,290	526,250	331,013	334,051	337,117	340,211	343,334
Housing & Human Services	9,039,875	8,323,752	9,439,898	9,686,706	9,846,661	10,009,257	10,174,538	10,342,549
Library	6,456,595	6,351,435	7,735,794	10,136,252	9,196,560	9,459,157	9,729,253	10,007,061
Arts	1,474,354	1,335,477	1,592,210	1,526,599	1,548,114	1,569,932	1,592,058	1,614,496
Parks and Recreation	6,521,992	5,603,173	7,136,828	7,338,188	7,536,032	7,739,210	7,947,867	8,162,148
Open Space and Mountain Parks	241,691	-	-	-	-	-	-	-
Community Vitality	2,750,845	2,776,790	3,191,830	2,661,744	2,717,814	2,775,066	2,833,524	2,893,213
Citywide	8,467,453	6,944,843	8,607,129	8,650,165	8,693,415	8,736,883	8,780,567	8,824,470
Capital	11,142,223	10,532,242	12,964,021	11,317,636	11,317,636	11,237,952	11,237,952	11,237,953
Debt	4,837,629	1,844,765	1,724,089	4,085,612	4,106,040	4,126,571	4,147,204	4,167,940
Dedicated Expenses	-	3,754,719	-	-	-	-	-	-
One Time Expenses	-	1,203,249	-	1,300,000	1,300,000	4,936,449	1,300,000	1,300,000
Transfers	2,843,496	314,526	3,137,563	3,139,136	3,140,717	2,342,305	2,343,901	2,345,506
Mid Year Adjustment to Base	-	12,087,395	-	-	-	-	-	-
Total Uses of Funds	\$ 157,806,924	\$ 159,025,057	\$ 164,657,129	\$ 172,442,850	\$ 175,063,238	\$ 181,742,716	\$ 180,102,248	\$ 184,249,077
Ending Fund Balance Before Reserves	\$ 41,148,788	\$ 39,609,665	\$ 41,554,665	\$ 40,534,697	\$ 42,921,240	\$ 36,172,654	\$ 32,989,936	\$ 29,738,829
Reserves								
Legally Restricted Fund Balance	\$ 3,172,085	\$ 2,546,301	\$ 2,005,597	\$ 1,785,246	\$ 1,885,246	\$ 1,985,246	\$ 2,085,246	\$ 2,185,246
Restricted by Management Fund Balance	5,697,727	1,618,129	2,813,129	1,618,129	1,618,129	1,618,129	1,618,129	1,618,129
Pay Period 27	2,970,945	3,137,321	3,303,697	3,470,073	3,636,449	166,376	332,752	332,752
Reserves	26,992,234	30,338,443	31,436,944	32,180,944	32,945,873	33,732,340	34,540,971	35,577,201
Total Reserves	\$ 38,832,991	\$ 37,640,194	\$ 39,559,367	\$ 39,054,393	\$ 40,085,698	\$ 37,502,091	\$ 38,577,099	\$ 39,713,328
Ending Fund Balance After Reserves	\$ 2,315,796	\$ 1,969,469	\$ 1,995,295	\$ 1,480,302	\$ 2,835,540	\$ (1,329,439)	\$ (5,587,165)	\$ (9,974,501)

GOVERNMENTAL CAPITAL 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 37,232,863	\$ 37,761,197	\$ 9,818,360	\$ 10,796,205	\$ 1,719,366	\$ 2,643,346	\$ 3,567,506	\$ 4,301,666
Sources of Funds								
General Fund - Capital Funding Transfer	\$ 4,744,720	\$ 5,292,080	\$ 6,860,960	\$ 6,860,960	\$ 6,860,960	\$ 6,860,960	\$ 6,860,960	\$ 6,860,960
General Fund One-Time	3,663,726	2,596,385	2,676,069	79,684	79,684	-	-	-
CRF One-Time Transfer	-	2,000,000	-	-	-	-	-	-
GF - IT Annual Funding	1,064,936	1,064,936	1,064,936	1,064,936	1,064,936	1,064,936	1,064,936	1,064,936
Fire - Apparatus Transfer	-	930,237	939,342	939,342	939,342	939,342	939,342	939,342
Facilities and Fleet Transfer	1,668,841	1,578,841	1,422,714	1,422,714	1,422,714	1,422,714	1,422,714	1,422,714
Transfer from F&F - Centergreen \$	-	-	-	950,000	950,000	950,000	950,000	950,000
BCH Lease Income	38,904	-	-	-	-	-	-	-
Interest	82,386	-	-	-	-	-	-	-
ATB w/revenue	-	169,791	-	-	-	-	-	-
Total Sources of Funds	\$ 11,263,513	\$ 13,632,270	\$ 12,964,021	\$ 11,317,636	\$ 11,317,636	\$ 11,237,952	\$ 11,237,952	\$ 11,237,952
Uses of Funds								
IT - Broadband Debt Service	\$ 332,450	\$ 1,500,000	\$ 1,307,000	\$ 1,309,000	\$ 1,310,000	\$ 1,310,000	\$ 1,500,000	\$ 1,500,000
IT - Broadband Backbone	2,818,718	15,897,174	-	-	-	-	-	-
IT - Enterprise Data Warehouse	-	415,780	250,000	250,000	-	-	-	-
IT - Enterprise Constituent Relationship Mgmt	-	300,000	-	-	-	-	-	-
IT - Website Software Enhancement	32,745	1,441,527	-	-	-	-	-	-
IT - HRIS	-	4,750,000	-	-	-	-	-	-
IT - Data Center	-	358,543	-	-	-	-	-	-
IT - Software Replacement	-	100,000	1,064,936	5,100,000	1,064,936	1,064,936	1,064,936	1,064,936
IT - Axon	-	-	400,000	-	-	-	-	-
Contingency	-	-	1,250,000	-	-	-	-	-
Citywide - Hogan Pancost	640,703	640,704	640,704	320,352	-	-	-	-
Citywide - Electronic Signatures and Petitioning	100,000	-	-	-	-	-	-	-
Citywide - General Fund Capital	-	-	298,736	1,886,800	1,886,800	1,886,800	1,886,800	1,886,800
Community Vitality - AMPS Implementation	-	-	68,880	-	-	-	-	-
Police - Bomb Truck Replacement	19,985	-	79,864	79,864	79,864	-	-	-
Police - Bomb Squad Suits	-	80,000	-	-	-	-	-	-
Police - Public Safety Building tile replacement	-	-	64,000	-	-	-	-	-
Police RMS	-	150,000	-	-	-	-	-	-
F&F - Pavilion Debt Service	-	-	-	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
F&F- Boulder Hospital Deconstruction	4,355,939	10,007,678	-	-	-	-	-	-
F&F- Pavilion Remodel Design	-	2,000,000	-	-	-	-	-	-
F&F- Alpine Balsam Garage	383,942	-	-	-	-	-	-	-
F&F- Facilities Maintenance	1,168,841	1,186,583	1,422,714	1,512,714	1,512,714	1,512,714	1,512,714	1,512,714
F&F-Alpine Balsam Flood Mitigation	-	-	3,000,000	-	-	-	-	-
F&F BCH Soil Testing	-	19,791	-	-	-	-	-	-
Library - NoBo Construction	-	1,797,000	1,200,000	-	-	-	-	-
Fire - Apparatus Replacement	-	930,327	939,342	939,342	939,342	939,342	939,342	939,342
Fire - Fire Station #3	-	-	-	5,396,403	-	-	-	-
Total Uses of Funds	\$ 10,735,179	\$ 41,575,107	\$ 11,986,176	\$ 20,394,475	\$ 10,393,656	\$ 10,313,792	\$ 10,503,792	\$ 10,503,792
Ending Fund Balance Before Reserves	\$ 37,761,197	\$ 9,818,360	\$ 10,796,205	\$ 1,719,366	\$ 2,643,346	\$ 3,567,506	\$ 4,301,666	\$ 5,035,826
Reserves								
Software Replacement Reserve	\$ 3,280,351	\$ 4,245,287	\$ 4,245,287	\$ 210,223	\$ 210,223	\$ 210,223	\$ 210,223	\$ 210,223
Fire Station #3 Reserve	2,251,683	2,251,683	5,396,403	-	-	-	-	-
Total Reserves	\$ 5,532,034	\$ 6,496,970	\$ 9,641,690	\$ 210,223	\$ 210,223	\$ 210,223	\$ 210,223	\$ 210,223
Ending Fund Balance After Reserves	\$ 32,229,163	\$ 3,321,390	\$ 1,154,515	\$ 1,509,143	\$ 2,433,123	\$ 3,357,283	\$ 4,091,443	\$ 4,825,603

Note: Fund created in 2019.

.25 CENT SALES TAX 2022 FUND FINANCIAL

	2020	2021	2022	2023	2024	2025	2026	2027
	Actual	Revised	Approved	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	\$ 8,829,188	\$ 5,326,425	\$ 3,708,740	\$ 3,814,079	\$ 6,288,679	\$ 8,859,754	\$ 11,427,445	\$ 12,708,527
Sources of Funds								
Sales Tax	\$ 8,622,703	\$ 7,983,329	\$ 9,719,354	\$10,121,905	\$ 10,460,427	\$ 10,808,027	\$ 11,182,266	\$ 11,514,496
Interest	152,309	32,255	42,383	21,740	35,845	50,501	65,136	72,439
Valmont City Park	64,552	60,000	65,000	65,000	65,000	65,000	65,000	65,000
Grants and Donations	287,745	-	-	-	-	-	-	-
Other Revenue	172,747	56,000	44,000	45,320	46,680	48,080	49,522	51,008
Total Sources of Funds	\$ 9,300,057	\$ 8,131,584	\$ 9,870,737	\$10,253,965	\$ 10,607,952	\$ 10,971,608	\$ 11,361,925	\$ 11,702,943
Uses of Funds								
Business Services & Marketing	\$ 1,445,701	\$ 890,245	\$ 877,909	\$ 966,489	\$ 1,002,732	\$ 1,040,335	\$ 1,079,347	\$ 1,119,823
Urban Parks	2,166,753	2,248,011	2,528,810	2,623,640	2,722,027	2,824,103	2,930,007	3,039,882
Valmont City Park Operations	278,289	356,823	385,569	400,028	415,029	430,592	446,739	463,492
Special Events	146,337	207,342	312,612	324,335	336,497	349,116	362,208	375,790
Community Partnerships & Volunteerism	313,045	303,712	332,327	344,789	357,719	371,133	385,051	399,490
Planning and Project Management	273,191	216,439	224,274	232,684	241,410	250,463	259,855	269,600
Forestry	435,466	778,998	495,618	514,204	533,487	553,493	574,248	595,783
Natural Lands	401,474	450,338	496,135	514,740	534,043	554,070	574,847	596,404
FAM - Ongoing and Major Maintenance	338,414	461,555	478,443	496,385	515,000	534,312	554,349	575,137
Capital Improvement Program	6,117,731	2,967,172	2,888,000	500,000	500,000	600,000	2,000,000	1,950,000
Capital Refurbishment Projects	72,095	304,311	200,000	300,000	300,000	300,000	300,000	300,000
Cost Allocation	564,323	564,323	545,700	562,071	578,933	596,301	614,190	632,616
One Time Use- RAF	250,000	-	-	-	-	-	-	-
Total Uses of Funds	\$ 12,802,820	\$ 9,749,269	\$ 9,765,397	\$ 7,779,366	\$ 8,036,877	\$ 8,403,917	\$ 10,080,842	\$ 10,318,017
Ending Fund Balance Before Reserves	\$ 5,326,425	\$ 3,708,740	\$ 3,814,079	\$ 6,288,679	\$ 8,859,754	\$ 11,427,445	\$ 12,708,527	\$ 14,093,453
Reserves								
Operating Reserve	\$ 914,501	\$ 948,081	\$ 1,279,791	\$ 1,356,596	\$ 1,404,375	\$ 1,453,921	\$ 1,505,299	\$ 1,558,576
FEMA De-obligation Reserve	33,766	33,766	33,766	33,766	33,766	33,766	33,766	33,766
Pay Period 27 Reserve	93,846	96,635	114,048	134,250	154,452	20,202	40,404	60,606
Sick/Vacation/Bonus Reserve	10,535	10,851	18,747	19,309	19,889	20,485	21,100	21,733
Total Reserves	\$ 1,052,648	\$ 1,089,333	\$ 1,446,352	\$ 1,543,921	\$ 1,612,482	\$ 1,528,374	\$ 1,600,569	\$ 1,674,681
Ending Fund Balance After Reserves	\$ 4,273,777	\$ 2,619,407	\$ 2,367,728	\$ 4,744,758	\$ 7,247,272	\$ 9,899,070	\$ 11,107,959	\$ 12,418,772

AFFORDABLE HOUSING 2022 FUND FINANCIAL

		2020 Actual		2021 Revised		2022 Approved		2023 Projected		2024 Projected		2025 Projected		2026 Projected		2027 Projected
Beginning Fund Balance	\$	6,911,825	\$	6,404,749	\$	6,576,826	\$	12,367,398	\$	14,454,842	\$	15,930,924	\$	16,725,879	\$	16,980,567
Sources of Funds																
Cash In Lieu of Affordable Units	\$	1,362,027	\$	3,303,443	\$	4,000,000	\$	1,000,000	\$	1,000,000	\$	1,000,000	\$	1,000,000	\$	1,000,000
Transfer from General Fund		221,741		221,741		221,741		221,741		221,741		221,741		221,741		221,741
Transfer from Short-Term Rental Revenue		915,000		784,218		784,218		799,902		815,900		832,218		848,863		865,840
Miscellaneous Revenues		44,860		-		-		-		-		-		-		-
Linkage Fee		2,951,031		525,000		3,525,000		3,172,500		2,855,250		2,569,725		2,312,753		2,081,477
Interest		122,880		20,000		100,000		20,000		20,000		20,000		20,000		20,000
Real Estate Sales		7,200,063		-		-		-		-		-		-		-
Ponderosa Mobile Home Park		325,957		220,000		250,000		195,000		137,000		-		-		-
Other - ATB1 revenues		-		9,006,064		-		-		-		-		-		-
Total Sources of Funds	\$	14,144,619	\$	14,080,466	\$	8,880,959	\$	5,409,143	\$	5,049,891	\$	4,643,684	\$	4,403,356	\$	4,189,058
Uses of Funds																
Program Management	\$	685,548	\$	791,926	\$	967,852	\$	996,888	\$	1,026,794	\$	1,057,598	\$	1,089,326	\$	1,122,006
Cost Allocation		146,272		146,272		141,445		145,688		150,059		154,561		159,198		163,974
Impact Fee Administration		1,058		1,090		1,090		1,123		1,156		1,191		1,227		1,264
Acquisition, Rehabilitation and Construction		10,049,027		1,980,000		1,980,000		2,178,000		2,395,800		2,635,380		2,898,918		3,188,810
Ponderosa Mobile Home Park		3,769,791		-		-		-		-		-		-		-
Project Carryover and Encumbrances		-		10,989,102		-		-		-		-		-		-
Total Uses of Funds	\$	14,651,695	\$	13,908,390	\$	3,090,387	\$	3,321,699	\$	3,573,810	\$	3,848,730	\$	4,148,668	\$	4,476,053
Ending Fund Balance Before Reserves	\$	6,404,749	\$	6,576,826	\$	12,367,398	\$	14,454,842	\$	15,930,924	\$	16,725,879	\$	16,980,567	\$	16,693,572
Reserves																
Pay Period 27	\$	17,319	\$	20,693	\$	22,864	\$	25,035	\$	27,206	\$	2,171	\$	4,342	\$	6,513
Total Reserves	\$	17,319	\$	20,693	\$	22,864	\$	25,035	\$	27,206	\$	2,171	\$	4,342	\$	6,513
Ending Fund Balance After Reserves	\$	6,387,430	\$	6,556,133	\$	12,344,534	\$	14,429,807	\$	15,903,718	\$	16,723,708	\$	16,976,225	\$	16,687,059

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

AIRPORT 2022 FUND FINANCIAL									
	2020 Actuals	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	
Beginning Fund Balance	\$ 2,143,303	\$ 1,975,428	\$ 1,048,765	\$ 1,384,234	\$ 1,710,448	\$ 2,025,211	\$ 2,361,772	\$ 2,703,357	
Sources of Funds									
Airport Rental	\$ 554,803	\$ 645,342	\$ 658,249	\$ 671,414	\$ 684,842	\$ 698,539	\$ 712,510	\$ 712,510	
Fuel Flowage Fees	39,702	22,580	50,000	50,000	50,000	50,000	50,000	50,000	
Federal Grant	5,112,847	-	-	-	300,000	-	-	-	
State Grant	-	-	-	-	16,666	-	-	-	
Interest on Investments	43,692	25,452	18,570	5,978	7,890	9,750	11,544	13,462	
Total Sources of Funds	\$ 5,751,044	\$ 693,374	\$ 726,819	\$ 727,392	\$ 1,059,398	\$ 758,288	\$ 774,053	\$ 775,972	
Uses of Funds									
Airport Management	\$ 369,253	\$ 324,281	\$ 304,632	\$ 313,771	\$ 323,184	\$ 332,880	\$ 342,866	\$ 353,152	
Transportation Administration	20,656	21,275	22,977	23,666	24,376	25,108	25,861	26,637	
R&M Capital Infrastructure	-	292,570	-	-	-	-	-	-	
Cost Allocation	45,234	45,234	43,741	43,741	43,741	43,741	43,741	43,741	
Loan Repayment	-	-	-	-	-	-	-	-	
Capital Improvement Program	5,463,776	-	-	-	333,333	-	-	-	
Facility Building Reserves	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Encumbrances, Carryovers & Adjustments	-	916,677	-	-	-	-	-	-	
Total Uses of Funds	\$ 5,918,919	\$ 1,620,037	\$ 391,350	\$ 401,178	\$ 744,634	\$ 421,728	\$ 432,468	\$ 443,530	
Ending Fund Balance Before Reserves	\$ 1,975,428	\$ 1,048,765	\$ 1,384,234	\$ 1,710,448	\$ 2,025,211	\$ 2,361,772	\$ 2,703,357	\$ 3,035,799	
Reserves									
Designated	\$ 100,205	\$ 98,771	\$ 52,438	\$ 69,212	\$ 85,522	\$ 101,261	\$ 118,089	\$ 135,168	
Sick/Vacation Accrual	16,796	17,300	17,300	17,300	17,300	17,300	17,300	17,300	
Pay Period 27	6,458	6,458	7,130	7,405	7,680	275	550	825	
Total Reserves	\$ 143,287	\$ 147,492	\$ 151,817	\$ 156,266	\$ 160,844	\$ 160,844	\$ 160,844	\$ 160,844	
Ending Fund Balance After Reserves	\$ 1,798,033	\$ 901,274	\$ 1,232,417	\$ 1,554,181	\$ 1,864,367	\$ 2,200,928	\$ 2,542,513	\$ 2,874,956	

BOULDER JUNCTION ACCESS DISTRICT (BJAD) PARKING 2022 FUND FINANCIAL

	2020 Actuals	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 53,786	\$ 187,040	\$ 364,578	\$ 440,549	\$ 452,419	\$ 772,773	\$ 1,004,660	\$ 1,550,156
Sources of Funds								
Property Tax	\$ 337,703	\$ 389,574	\$ 484,900	\$ 494,538	\$ 729,888	\$ 744,356	\$ 762,965	\$ 782,039
Ownership Tax	15,028	15,134	15,286	15,439	15,593	15,749	16,143	16,546
Interest on Investment	1,213	-	195	-	-	-	-	-
Long Term Garage Parking Revenue	54,051	48,330	50,263	52,273	54,364	56,539	57,952	59,401
Short Term Garage Parking Revenue	135,950	25,120	39,720	40,514	41,325	42,151	43,205	44,285
Miscellaneous Revenue	-	25	25	25	25	25	25	-
Operating Transfer from BJAD-TDM	175,000	-	-	-	-	-	-	-
Total Sources of Funds	\$ 718,945	\$ 478,184	\$ 590,388	\$ 602,790	\$ 841,195	\$ 858,820	\$ 880,290	\$ 902,273
Uses of Funds								
Parking Garage operations - Contract	\$ 72,727	\$ 85,500	\$ 88,065	\$ 90,707	\$ 93,428	\$ 96,231	\$ 99,118	\$ 102,091
BJAD - GID/Parking - Personnel	46,555	52,259	60,676	63,103	65,627	68,252	70,982	73,821
BJGID/Admin Non-Personnel	18,491	31,637	31,927	32,566	33,217	33,881	34,559	35,250
Capital Improvement Program - Projects	-	-	105,740	100,000	100,000	100,000	100,000	-
Cost Allocation	28,965	28,965	28,009	29,544	28,569	28,569	30,135	29,141
Reimbursement of BJAD-TDM for Operating Transfer	-	-	-	175,000	-	-	-	-
Lease Purchase Payment: Pederson Development	416,667	-	-	-	-	-	-	-
Payment to CAGID for Operating Loan	2,285	2,285	-	-	-	-	-	-
Payback to City of Boulder for Loan Gap	-	100,000	200,000	100,000	200,000	300,000	-	-
Total Uses of Funds	\$ 585,691	\$ 300,646	\$ 514,417	\$ 590,920	\$ 520,841	\$ 626,933	\$ 334,794	\$ 240,303
Ending Fund Balance Before Reserves	\$ 187,040	\$ 364,578	\$ 440,549	\$ 452,419	\$ 772,773	\$ 1,004,660	\$ 1,550,156	\$ 2,212,125
Reserves								
Operating	\$ 58,569	\$ 50,208	\$ 85,908	\$ 98,684	\$ 86,980	\$ 104,698	\$ 55,911	\$ 40,131
Pay Period 27	-	15	654	1,301	1,944	643	1,287	1,930
Total Reserves	\$ 58,569	\$ 50,223	\$ 86,562	\$ 99,985	\$ 88,924	\$ 105,341	\$ 57,198	\$ 42,061
Ending Fund Balance After Reserves	\$ 128,471	\$ 314,355	\$ 353,988	\$ 352,435	\$ 683,849	\$ 899,319	\$ 1,492,958	\$ 2,170,065

BOULDER JUNCTION ACCESS DISTRICT (BJAD) - TRAVEL DEMAND MANAGEMENT (TDM) 2022 FUND FINANCIAL

	2020 Actuals	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 462,799	\$ 442,398	\$ 713,931	\$ 1,054,849	\$ 1,526,148	\$ 1,754,864	\$ 2,021,174	\$ 2,276,274
Sources of Funds								
Property Tax	\$ 289,906	\$ 312,353	\$ 295,795	\$ 569,779	\$ 596,053	\$ 631,816	\$ 647,611	\$ 663,801
Ownership Tax	14,346	15,618	15,015	28,923	30,256	32,072	32,874	33,696
Payments In Lieu of Taxes	42,882	298,908	399,144	136,072	55,551	55,551	35,551	-
Interest on Investment	1,999	6,446	2,045	2,057	2,072	2,088	2,103	2,119
Transfer from BJAD-Parking (Reimbursement)	-	-	-	175,000	-	-	-	-
Total Sources of Funds	\$ 349,134	\$ 633,325	\$712,000	\$ 911,831	\$ 683,932	\$ 721,527	\$ 718,139	\$ 699,616
Operating Uses of Funds								
TDM Admin Personnel	\$ 32,896	\$ 36,320	\$ 42,601	\$ 44,305	\$ 46,077	\$ 46,077	\$ 47,920	\$ 47,920
TDM Admin NPE	11,211	15,251	13,315	13,581	13,853	13,853	14,130	14,130
TDM Programs	144,983	304,776	304,776	377,222	389,701	389,701	395,236	400,937
Cost Allocation	5,445	5,445	5,265	5,423	5,586	5,586	5,753	5,753
Transfers	175,000	-	-	-	-	-	-	-
Capital Improvement Program	-	-	5,125	-	-	-	-	-
Total Uses of Funds	\$ 369,535	\$ 361,792	\$ 371,082	\$ 440,531	\$ 455,216	\$ 455,216	\$ 463,039	\$ 468,740
Ending Fund Balance Before Reserves	\$ 442,398	\$ 713,931	\$ 1,054,849	\$ 1,526,148	\$ 1,754,864	\$ 2,021,174	\$ 2,276,274	\$ 2,507,151
Reserves								
Operating	\$ 32,487	\$ 60,419	\$ 61,115	\$ 73,569	\$ 76,021	\$ 76,021	\$ 77,327	\$ 78,280
Pay Period 27 Reserves	-	15	470	925	1,380	455	911	1,366
Total Reserves	\$ 32,487	\$ 60,434	\$ 61,585	\$ 74,494	\$ 77,401	\$ 76,476	\$ 78,238	\$ 79,646
Ending Fund Balance After Reserves	\$ 409,910	\$ 653,496	\$ 993,264	\$ 1,451,654	\$ 1,677,463	\$ 1,944,698	\$ 2,198,036	\$ 2,427,505

BOULDER JUNCTION IMPROVEMENT 2022 FUND FINANCIAL

	2020 Actuals	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 6,122,669	\$ 6,938,102	\$ 7,638,098	\$ 7,804,897	\$ 8,017,384	\$ 6,513,284	\$ 6,856,589	\$ 7,171,234
Sources of Funds								
Transportation DET	\$ 153,311	\$ 349,795	\$ 250,000	\$ 225,000	\$ 202,500	\$ 182,250	\$ 164,025	\$ 147,623
Transportation Use Tax	-	20,000	20,000	18,000	16,200	14,580	13,122	11,810
General Fund Construction Use Tax	463,862	150,000	150,000	135,000	121,500	109,350	98,415	88,574
Parks Impact Fees	76,528	555,000	75,000	-	-	-	-	-
Interest on Investments	123,631	125,201	71,798	44,488	45,699	37,126	39,083	40,876
Total Sources of Funds	\$ 817,332	\$ 1,199,996	\$ 566,798	\$ 422,488	\$ 385,899	\$ 343,306	\$ 314,645	\$ 288,882
Uses of Funds								
Adopted Key Public Improvements:								
Development Coordination	\$ 1,899	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Traffic Signals	-	-	400,000	-	-	-	-	-
Mapleton Enhancements	-	-	-	210,000	1,890,000	-	-	-
Boulder Slough Project	-	500,000	-	-	-	-	-	-
Total Uses of Funds	\$ 1,899	\$ 500,000	\$ 400,000	\$ 210,000	\$ 1,890,000	\$ -	\$ -	\$ -
Ending Fund Balance Before Reserves	\$ 6,938,102	\$ 7,638,098	\$ 7,804,897	\$ 8,017,384	\$ 6,513,284	\$ 6,856,589	\$ 7,171,234	\$ 7,460,116
Reserves								
Pay Period 27	\$ 3,000	\$ 3,000	\$ 3,031	\$ 3,031	\$ 3,031	\$ 433	\$ 866	\$ 1,299
Total Reserves	\$ 3,000	\$ 3,000	\$ 3,031	\$ 3,031	\$ 3,031	\$ 433	\$ 866	\$ 1,299
Ending Fund Balance After Reserves	\$ 6,935,102	\$ 7,635,098	\$ 7,801,866	\$ 8,014,353	\$ 6,510,253	\$ 6,856,156	\$ 7,170,368	\$ 7,458,817

BOULDER MUNICIPAL PROPERTY AUTHORITY 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 458,334	\$ 457,749	\$ 457,749	\$ 457,749	\$ 457,749	\$ 457,749	\$ 457,749	\$ 457,749
Sources of Funds								
Leases, Rents, Royalties	\$ 5,283,387	\$ 3,909,408	\$ 5,212,873	\$ 5,214,736	\$ 4,621,304	\$ 4,623,993	\$ 4,622,067	\$ 4,622,693
Interest Earnings	5,199	6,000	6,000	6,000	6,000	6,000	6,000	6,000
2020 Bond Proceeds	-	-	-	-	-	-	-	-
Total Sources of Funds	\$ 5,288,586	\$ 3,915,408	\$ 5,218,873	\$ 5,220,736	\$ 4,627,304	\$ 4,629,993	\$ 4,628,067	\$ 4,628,693
Uses of Funds								
BMPA Base Rentals-Principal	\$ 3,158,704	\$ 2,428,553	\$ 3,325,329	\$ 3,427,998	\$ 2,937,935	\$ 3,028,188	\$ 3,118,799	\$ 3,214,782
BMPA Base Rentals-Interest	2,124,783	1,480,855	1,887,544	1,786,738	1,683,369	1,595,805	1,503,268	1,407,911
Administrative Fee	5,684	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfer to Govt Cap Fund	-	-	-	-	-	-	-	-
Underwriter Fees	-	-	-	-	-	-	-	-
Total Uses of Funds	\$ 5,289,171	\$ 3,915,408	\$ 5,218,873	\$ 5,220,736	\$ 4,627,304	\$ 4,629,993	\$ 4,628,067	\$ 4,628,693
Ending Fund Balance	\$ 457,749	\$ 457,749	\$ 457,749	\$ 457,749	\$ 457,749	\$ 457,749	\$ 457,749	\$ 457,749

CAPITAL IMPROVEMENT - COMMUNITY, CULTURE, SAFETY TAX 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 9,625,679	\$ 14,755,616	\$ 7,216,589	\$ 1,849,520	\$ 1,849,520	\$ 1,849,520	\$ 1,849,520	\$ 1,849,520
Sources of Funds								
Sales and Use Tax (CCS2)	\$ 10,650,551	\$ 10,792,619	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources of Funds	\$ 10,650,551	\$ 10,792,619	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Uses of Funds								
CCS1								
Encumbered c/o and Actual	\$ 395,646	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CCS2								
Citywide Radio Infrastructure	1,306,802	-	-	-	-	-	-	-
North Boulder Branch Library	793,223	-	-	-	-	-	-	-
Fire Station #3	144,161	-	2,749,000	-	-	-	-	-
Public Art	159,395	-	-	-	-	-	-	-
Fourmile Canyon Creek	213,507	1,752,000	434,000	-	-	-	-	-
Resource Central	325,000	1,000,000	-	-	-	-	-	-
BMOCA	-	500,000	-	-	-	-	-	-
Debt Service	2,182,880	2,183,466	2,184,069	-	-	-	-	-
Appopr. from ATBs, Carryovers	-	12,896,180	-	-	-	-	-	-
Total Uses of Funds	\$ 5,520,613	\$ 18,331,646	\$ 5,367,069	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance Before Reserves	\$ 14,755,616	\$ 7,216,589	\$ 1,849,520	\$ 1,849,520	\$ 1,849,520	\$ 1,849,520	\$ 1,849,520	\$ 1,849,520
Reserves								
Administrative Contingency	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pay Period 27	2,788	5,576	8,363	-	-	-	-	-
Total Reserves	\$ 502,788	\$ 505,576	\$ 8,363	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance After Reserves	\$ 14,252,828	\$ 6,711,013	\$ 1,841,157	\$ 1,849,520	\$ 1,849,520	\$ 1,849,520	\$ 1,849,520	\$ 1,849,520

Note:

Temporary tax ends December 31, 2021.

CLIMATE ACTION PLAN 2022 FUND FINANCIAL

	2020 Actuals	2021 Revised	2022 Approved	2023 Projected	2024* Projected	2025* Projected	2026* Projected	2027* Projected
Beginning Fund Balance	\$ 2,431,012	\$ 2,552,234	\$ 668,221	\$ 165,916	\$ 162,510	\$ 163,208	\$ 167,917	\$ 176,539
Sources of Funds								
Climate Action Plan Tax	\$ 1,811,474	\$ 1,705,649	\$ 1,700,649	\$ 1,695,649	\$ -	\$ -	\$ -	\$ -
CAP Tax Extension*	-	-	-	-	1,690,649	1,685,649	1,680,649	1,675,649
Interest	22,218	35,731	6,281	946	926	930	957	1,006
Energy Impact Offset Fund	327,915	400,000	350,000	300,000	200,000	150,000	150,000	150,000
Total Sources of Funds	\$ 2,161,607	\$ 2,141,380	\$ 2,056,930	\$ 1,996,595	\$ 1,891,575	\$ 1,836,579	\$ 1,831,606	\$ 1,826,655
Uses of Funds								
CAP Administration	\$ 56,114	\$ 75,298	\$ 107,046	\$ 107,046	\$ 107,046	\$ 107,046	\$ 107,046	\$ 107,046
CAP Communications	52,540	82,223	56,097	56,097	56,097	56,097	56,097	56,097
Program Tracking & Evaluation	53,282	61,421	84,824	84,824	84,824	84,824	84,824	84,824
Boulder's Energy Future	85,452	85,911	118,145	118,145	118,145	118,145	118,145	118,145
Market Innovation	172,276	207,364	168,029	168,029	168,029	168,029	168,029	168,029
Commercial Energy	747,780	860,371	834,689	824,689	814,689	804,689	794,689	794,689
Residential Energy	238,237	228,412	214,936	211,936	208,936	205,936	202,936	202,936
Energy Impact Offset Fund	507,453	300,000	850,000	300,000	200,000	150,000	150,000	150,000
Special Projects/Grants	(2,500)	-	-	-	-	-	-	-
Cost Allocation	129,752	129,752	125,471	129,235	133,112	137,106	141,219	141,219
Encumbrances, Carryovers & Adjustments	-	2,226,641	-	-	-	-	-	-
Program Reductions	-	(232,000)	-	-	-	-	-	-
Total Uses of Funds	\$ 2,040,385	\$ 4,025,393	\$ 2,559,236	\$ 2,000,000	\$ 1,890,877	\$ 1,831,871	\$ 1,822,984	\$ 1,822,984
Ending Fund Balance Before Reserves	\$ 2,552,234	\$ 668,221	\$ 165,916	\$ 162,510	\$ 163,208	\$ 167,917	\$ 176,539	\$ 180,211
Reserves								
Pay Period 27	\$ 23,132	\$ 23,132	\$ 24,803	\$ 26,475	\$ 28,146	\$ 1,671	\$ 3,343	\$ 5,014
Emergency Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Reserves	\$ 73,132	\$ 73,132	\$ 74,803	\$ 76,475	\$ 78,146	\$ 51,671	\$ 53,343	\$ 55,014
Ending Fund Balance After Reserves	\$ 2,479,102	\$ 595,089	\$ 91,113	\$ 86,035	\$ 85,062	\$ 116,246	\$ 123,196	\$ 125,197

*CAP Tax sunsets in March of 2023

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Current Year Federal Grant	\$ 855,396	\$ 824,551	\$ 844,606	\$ 844,606	\$ 844,606	\$ 844,606	\$ 844,606	\$ 844,606
Available Prior Years Grant Balances	-	1,294,885	-	-	-	-	-	-
Total Sources of Funds	\$ 855,396	\$ 2,119,436	\$ 844,606	\$ 844,606	\$ 844,606	\$ 844,606	\$ 844,606	\$ 844,606
Uses of Funds								
Program Management	\$ 115,315	\$ 138,292	\$ 143,181	\$ 148,192	\$ 153,379	\$ 158,747	\$ 164,303	\$ 170,054
Cost Allocation	26,618	26,618	25,740	26,770	27,840	28,954	30,112	31,317
Community Development & Housing Activities	713,463	659,641	675,685	669,644	663,387	656,905	650,190	643,235
Encumbrances, Carryovers & Adjustments	-	1,294,885	-	-	-	-	-	-
Total Uses of Funds	\$ 855,396	\$ 2,119,436	\$ 844,606	\$ 844,606	\$ 844,606	\$ 844,606	\$ 844,606	\$ 844,606
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

COMMUNITY HOUSING ASSISTANCE PROGRAM 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 1,450,240	\$ 1,844,758	\$ 15,491	\$ 15,491	\$ 15,491	\$ 15,491	\$ 2,213	\$ 4,426
Sources of Funds								
Property Tax	\$ 3,164,649	\$ 3,166,147	\$ 3,361,171	\$ 3,394,783	\$ 3,564,522	\$ 3,600,167	\$ 3,780,176	\$ 3,817,978
Interest	27,579	147	155	155	155	155	22	44
Loan repayment	244,098	-	-	-	-	-	-	-
Housing Application Fees	6,987	4,561	4,561	4,561	4,561	4,561	4,561	4,561
Proceeds from Sale of Units	119,034	-	-	-	-	-	-	-
Total Sources of Funds	\$ 3,562,347	\$ 3,170,855	\$ 3,365,887	\$ 3,399,499	\$ 3,569,238	\$ 3,604,883	\$ 3,784,759	\$ 3,822,583
Uses of Funds								
Program Management	\$ 368,503	\$ 408,247	\$ 444,524	\$ 462,305	\$ 480,797	\$ 500,029	\$ 520,030	\$ 540,831
Cost Allocation	106,080	106,080	102,580	106,683	110,951	115,389	120,004	124,804
Housing Project Grants/Funding: Acquisition, Rehabilitation & Construction	2,693,247	2,538,301	2,818,783	2,830,511	2,977,490	3,002,743	3,142,512	3,154,735
Encumbrances, Carryovers & Adjustments	-	1,947,493	-	-	-	-	-	-
Total Uses of Funds	\$ 3,167,829	\$ 5,000,121	\$ 3,365,887	\$ 3,399,499	\$ 3,569,238	\$ 3,618,161	\$ 3,782,546	\$ 3,820,370
Ending Fund Balance Before Reserves	\$ 1,844,758	\$ 15,491	\$ 15,491	\$ 15,491	\$ 15,491	\$ 2,213	\$ 4,426	\$ 6,639
Reserves								
Pay Period 27	\$ 14,301	\$ 15,491	\$ 15,491	\$ 15,491	\$ 15,491	\$ 2,213	\$ 4,426	\$ 6,639
Total Reserves	\$ 14,301	\$ 15,491	\$ 15,491	\$ 15,491	\$ 15,491	\$ 2,213	\$ 4,426	\$ 6,639
Ending Fund Balance After Reserves	\$ 1,830,457	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

COMPENSATED ABSENCES 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 2,900,088	\$ 1,545,154	\$ 1,684,498	\$ 1,821,215	\$ 2,031,380	\$ 2,247,292	\$ 2,466,254	\$ 2,688,283
Sources of Funds								
1% Transfer from the General Fund	\$ -	\$ 855,287	\$ 864,000	\$ 950,810	\$ 960,318	\$ 969,921	\$ 979,620	\$ 989,416
Interest on Investments	55,911	27,717	15,834	10,381	14,626	16,180	17,757	19,356
Total Sources of Funds	\$ 55,911	\$ 883,004	\$ 879,834	\$ 961,191	\$ 974,944	\$ 986,101	\$ 997,377	\$ 1,008,772
Uses of Funds								
Retirement and Termination Payout	\$ 1,394,385	\$ 727,200	\$ 727,200	\$ 734,472	\$ 741,817	\$ 749,235	\$ 756,727	\$ 764,295
Cost Allocation	16,460	16,460	15,917	16,554	17,216	17,904	18,621	19,365
Total Uses of Funds	\$ 1,410,845	\$ 743,660	\$ 743,117	\$ 751,026	\$ 759,033	\$ 767,139	\$ 775,348	\$ 783,660
Ending Fund Balance	\$ 1,545,154	\$ 1,684,498	\$ 1,821,215	\$ 2,031,380	\$ 2,247,292	\$ 2,466,254	\$ 2,688,283	\$ 2,913,395

Note:

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

COMPUTER REPLACEMENT 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 8,963,661	\$ 9,846,634	\$ 7,208,297	\$ 7,207,461	\$ 7,146,609	\$ 7,157,382	\$ 6,402,363	\$ 5,341,544
Sources of Funds								
Transfer In - Workstation Contributions	\$ 2,867,284	\$ 2,180,789	\$ 2,299,978	\$ 2,322,978	\$ 2,357,822	\$ 2,381,401	\$ 2,405,215	\$ 2,429,267
Department Hardware rugged LT replacement deposits	-	94,500	94,500	95,445	96,399	97,363	98,337	99,320
Data Center Virtual Server Charges	-	110,411	110,331	110,442	110,552	110,663	110,773	110,884
Office 365 Collections	-	657,000	663,570	670,206	676,908	683,677	690,514	697,419
Misc Used Equipment Sales	2,507	-	-	-	-	-	-	-
Interest	181,631	104,084	71,900	51,894	107,199	107,361	128,047	106,831
Total Sources of Funds	\$ 3,051,421	\$ 3,146,784	\$ 3,240,279	\$ 3,250,964	\$ 3,348,881	\$ 3,380,464	\$ 3,432,886	\$ 3,443,721
Uses of Funds								
Transfer to Government Capital Fund for HRIS	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Microsoft License Expense	523,358	657,000	663,570	670,206	676,908	683,677	690,514	697,419
Computer Replacements	540,830	685,500	750,000	750,000	750,000	750,000	750,000	750,000
City-Wide Replacements	1,051,363	2,199,723	1,576,893	1,629,959	1,638,031	2,416,577	2,755,328	2,340,427
Telecommunications expenses	-	190,000	199,501	209,476	219,950	230,947	242,495	254,619
Cost Allocation	52,898	52,898	51,152	52,175	53,219	54,283	55,369	56,476
Total Uses of Funds	\$ 2,168,449	\$ 5,785,121	\$ 3,241,116	\$ 3,311,816	\$ 3,338,107	\$ 4,135,484	\$ 4,493,705	\$ 4,098,941
Ending Fund Balance Before Reserves	\$ 9,846,634	\$ 7,208,297	\$ 7,207,461	\$ 7,146,609	\$ 7,157,382	\$ 6,402,363	\$ 5,341,544	\$ 4,686,323
Reserves								
Replacement Reserve								
Beginning Reserve Requirement	\$ -	\$ 2,937,026	\$ 2,716,722	\$ 2,986,702	\$ 3,397,418	\$ 4,026,908	\$ 4,086,149	\$ 4,036,016
Enterprise Software Replacement Reserve	-	-	100,000	200,000	300,000	400,000	500,000	600,000
Pay Period 27	-	1,281	1,293	1,304	1,315	1,326	1,338	1,349
Annual Increase to Replacement Reserve	-	833,657	834,025	859,046	884,817	911,361	966,436	995,430
Decrease for Replacement Purchases	-	(1,055,241)	(665,338)	(649,634)	(556,642)	(1,253,446)	(1,517,907)	(956,919)
Total Reserves	\$ -	\$ 2,716,722	\$ 2,986,702	\$ 3,397,418	\$ 4,026,908	\$ 4,086,149	\$ 4,036,016	\$ 4,675,876
Ending Fund Balance After Reserves	\$ 9,846,634	\$ 4,491,575	\$ 4,220,759	\$ 3,749,191	\$ 3,130,475	\$ 2,316,214	\$ 1,305,527	\$ 10,448

DENTAL SELF INSURANCE 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ -	\$ 251,596	\$ 517,796	\$ 633,282	\$ 727,675	\$ 800,096	\$ 849,639	\$ 875,366
Sources of Funds								
Charges to Departments	\$ 1,215,729	\$ 1,152,000	\$ 1,227,886	\$ 1,240,165	\$ 1,252,567	\$ 1,265,092	\$ 1,277,743	\$ 1,290,521
Total Sources of Funds	\$ 1,215,729	\$ 1,152,000	\$ 1,227,886	\$ 1,240,165	\$ 1,252,567	\$ 1,265,092	\$ 1,277,743	\$ 1,290,521
Uses of Funds								
3rd Party Claims Administration	\$ 964,133	\$ 885,800	\$ 1,112,400	\$ 1,145,772	\$ 1,180,145	\$ 1,215,550	\$ 1,252,016	\$ 1,289,576
Total Uses of Funds	\$ 964,133	\$ 885,800	\$ 1,112,400	\$ 1,145,772	\$ 1,180,145	\$ 1,215,550	\$ 1,252,016	\$ 1,289,576
Ending Fund Balance Before Reserves	\$ 251,596	\$ 517,796	\$ 633,282	\$ 727,675	\$ 800,096	\$ 849,639	\$ 875,366	\$ 876,310
Reserves								
Year-end Estimated Liabilities	\$ 48,207	\$ 44,290	\$ 55,620	\$ 57,289	\$ 59,007	\$ 60,777	\$ 62,601	\$ 64,479
Total Reserves	\$ 48,207	\$ 44,290	\$ 55,620	\$ 57,289	\$ 59,007	\$ 60,777	\$ 62,601	\$ 64,479
Ending Fund Balance After Reserves	\$ 203,389	\$ 473,506	\$ 577,662	\$ 670,386	\$ 741,089	\$ 788,862	\$ 812,765	\$ 811,832

Note: This fund was created in 2020.

DOWNTOWN COMMERCIAL DISTRICT 2022 FUND FINANCIAL

	2020 Actuals	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 14,894,148	\$ 14,650,058	\$ 14,473,564	\$ 15,220,212	\$ 15,363,239	\$ 16,346,832	\$ 18,198,270	\$ 19,386,879
Sources of Funds								
Property/Ownership Tax	\$ 1,357,621	\$ 1,427,610	\$ 1,526,294	\$ 1,557,451	\$ 1,589,162	\$ 1,589,162	\$ 1,589,162	\$ 1,685,141
Short-Term Parking Revenue	781,908	1,274,455	1,299,944	1,494,936	1,532,309	1,532,309	1,532,309	1,570,617
Long-Term Parking Revenue	3,401,668	3,347,951	4,168,532	4,376,959	4,595,807	4,595,807	4,595,807	4,641,765
Punch Cards & Other Parking Product Revenue	161,762	398,029	389,886	394,797	399,930	399,930	399,930	406,317
Rental Income	-	400,242	500,000	515,000	530,450	530,450	530,450	546,364
Miscellaneous Revenue	84,141	31,460	31,460	31,460	31,460	31,460	31,460	41,460
Interest	221,845	169,804	227,065	228,359	230,072	230,072	230,072	231,798
General Fund Transfer to CAGID	1,143,819	968,819	968,819	968,819	968,819	968,819	968,819	968,819
BJAD-Parking Fund Transfer to CAGID	2,285	2,285	-	-	-	-	-	-
Total Sources of Funds	\$ 7,155,050	\$ 8,020,655	\$ 9,112,000	\$ 9,567,781	\$ 9,878,009	\$ 9,878,009	\$ 9,878,009	\$ 10,092,280
Uses of Funds								
Administration	\$ 678,811	\$ 680,385	\$ 787,141	\$ 810,756	\$ 835,078	\$ 860,131	\$ 860,131	\$ 885,935
Access/Parking/Customer Service	470,219	435,233	425,131	437,885	451,021	464,552	464,552	478,488
Maintenance	453,308	525,996	513,282	528,681	544,541	560,877	560,877	577,704
General Operations	388,965	668,305	633,335	649,168	665,398	682,033	682,033	699,083
Access/Parking/Customer Service	297,692	309,162	271,432	278,218	285,173	292,303	292,303	299,610
Asset Management (Maintenance)	410,527	380,053	380,185	389,690	399,432	409,418	409,418	419,653
Eco-Pass Program	1,216,698	1,216,426	1,758,177	2,527,814	2,565,731	2,604,217	2,617,046	2,656,301
District Vitality Activities	53,604	707,100	165,000	169,950	175,049	175,049	175,049	180,300
Financial Services Fees	170,357	315,000	315,000	315,000	315,000	315,000	315,000	315,000
Capital Improvement Program - Projects	1,759,125	1,460,246	1,626,440	1,810,000	1,995,000	1,000,000	1,650,000	2,500,000
Capital Replacement Reserve Contribution	327,775	327,775	327,775	327,775	327,775	327,775	327,775	327,775
Debt Series 1998	(8,082)	-	-	-	-	-	-	-
Debt Series 2003 (10th and Walnut)	844,921	836,250	838,300	844,600	-	-	-	-
Cost Allocation	335,218	335,218	324,155	335,218	335,218	335,218	335,218	335,218
Total Uses of Funds	\$ 7,399,139	\$ 8,197,149	\$ 8,365,353	\$ 9,424,753	\$ 8,894,416	\$ 8,026,571	\$ 8,689,400	\$ 9,675,067
Ending Fund Balance Before Reserves	\$ 14,650,058	\$ 14,473,564	\$ 15,220,212	\$ 15,363,239	\$ 16,346,832	\$ 18,198,270	\$ 19,386,879	\$ 19,804,091
Reserves								
Operating Reserve	\$ 1,235,656	\$ 1,368,924	\$ 1,397,014	\$ 1,573,934	\$ 1,485,367	\$ 1,340,437	\$ 1,451,130	\$ 1,615,736
PERA Legislative Contingency	1,402	1,402	1,402	1,402	1,402	1,402	1,403	1,403
Pay Period 27	68,727	69,057	68,187	68,187	68,187	9,741	19,842	29,233
Sick/Vacation Accrual	41,215	42,451	33,845	34,861	35,906	36,984	38,093	39,236
Total Reserves	\$ 1,347,000	\$ 1,481,834	\$ 1,500,448	\$ 1,678,384	\$ 1,590,862	\$ 1,388,564	\$ 1,510,468	\$ 1,685,608
Ending Fund Balance After Reserves	\$ 13,303,058	\$ 12,991,730	\$ 13,719,764	\$ 13,684,855	\$ 14,755,970	\$ 16,809,705	\$ 17,876,411	\$ 18,118,483

EVICTION PREVENTION AND RENTAL ASSISTANCE SERVICES (EPRAS) 2022 FUND FINANCIAL

	2020 Actuals	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ -	\$ -	\$ 211,170	\$ 433,672	\$ 641,108	\$ 843,338	\$ 1,383,555	\$ 1,918,278
Sources of Funds								
Loan from General Fund	\$ -	\$ 1,030,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues collected	-	-	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Total Sources of Funds	\$ -	\$ 1,030,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Uses of Funds								
Repayment to General Fund	\$ -	\$ -	\$ 343,333	\$ 343,333	\$ 343,334	\$ -	\$ -	\$ -
PD&S Oversight	-	-	80,050	82,452	84,925	87,473	90,097	92,800
Human Services Oversight	-	71,300	106,585	109,250	111,981	114,780	117,650	120,591
Advisory Committee	-	7,530	7,530	7,530	7,530	7,530	7,530	7,530
Rental Assistance	-	540,000	540,000	540,000	540,000	540,000	540,000	540,000
Legal Assistance	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Cost Allocation	-	-	-	10,000	10,000	10,000	10,000	10,000
Total Uses of Funds	\$ -	\$ 818,830	\$ 1,277,498	\$ 1,292,564	\$ 1,297,770	\$ 959,783	\$ 965,277	\$ 970,921
Ending Fund Balance Before Reserves	\$ -	\$ 211,170	\$ 433,672	\$ 641,108	\$ 843,338	\$ 1,383,555	\$ 1,918,278	\$ 2,447,357
Reserves								
Pay Period 27	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Total Reserves	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Ending Fund Balance After Reserves	\$ -	\$ 211,170	\$ 431,672	\$ 639,108	\$ 841,338	\$ 1,381,555	\$ 1,916,278	\$ 2,445,357

Note: This Fund has received a General Fund loan in 2021 with expected repayments beginning in 2022.

FLEET OPERATIONS & REPLACEMENT 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 20,328,581	\$ 21,590,297	\$ 22,662,284	\$ 23,268,902	\$ 23,014,036	\$ 23,213,138	\$ 25,063,798	\$ 23,311,116
Sources of Funds								
Vehicle Charges	\$ 2,607,131	\$ 2,826,952	\$ 2,839,204	\$ 2,895,988	\$ 2,953,908	\$ 3,012,986	\$ 3,073,246	\$ 3,134,711
Vehicle Acquisition Charges	83,013	363,224	279,402	322,758	286,231	149,448	431,137	433,251
Fleet Replacement Charges	4,101,782	4,546,130	5,423,597	5,372,155	5,384,899	5,327,162	5,341,241	5,598,463
Sale of Assets	486,416	973,199	634,354	741,792	670,950	405,668	951,988	956,086
Interest Earnings	458,940	302,264	213,025	132,633	131,180	132,315	142,864	132,873
Transfer from General Fund	145,151	145,151	-	-	-	-	-	-
Other Revenues	281,056	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Sources of Funds	\$ 8,163,490	\$ 9,356,920	\$ 9,589,582	\$ 9,665,326	\$ 9,627,168	\$ 9,227,579	\$ 10,140,475	\$ 10,455,385
Uses of Funds								
Operating Expenditures	\$ 2,948,769	\$ 3,014,951	\$ 3,269,637	\$ 3,335,029	\$ 3,401,730	\$ 3,469,765	\$ 3,539,160	\$ 3,609,943
Fleet Purchases	3,417,473	3,424,476	5,161,656	6,023,943	5,455,375	3,326,258	7,762,968	7,755,883
Building Replacement	74,210	74,210	74,210	74,210	74,210	74,210	74,210	74,210
Support Services	137,992	218,821	164,801	168,097	171,459	174,888	178,386	181,954
Cost Allocation	323,330	323,330	312,661	318,914	325,292	331,798	338,434	345,203
Encumbrances, Carryovers & Adjustments	-	1,229,146	-	-	-	-	-	-
Total Uses of Funds	\$ 6,901,773	\$ 8,284,934	\$ 8,982,964	\$ 9,920,193	\$ 9,428,066	\$ 7,376,919	\$ 11,893,158	\$ 11,967,193
Ending Fund Balance Before Reserves	\$ 21,590,297	\$ 22,662,284	\$ 23,268,902	\$ 23,014,036	\$ 23,213,138	\$ 25,063,798	\$ 23,311,116	\$ 21,799,308
Reserves								
Pay Period 27	\$ 46,186	\$ 46,949	\$ 48,094	\$ 49,238	\$ 50,382	\$ 1,144	\$ 2,288	\$ 3,433
Sick/Vacation Accrual	8,441	8,694	13,433	13,836	14,251	14,679	15,119	15,573
Operating/Fleet Replacement	21,535,670	22,606,641	23,207,375	22,950,962	23,148,505	25,047,975	23,293,709	21,780,302
Total Reserves	\$ 21,590,297	\$ 22,662,284	\$ 23,268,902	\$ 23,014,036	\$ 23,213,138	\$ 25,063,798	\$ 23,311,116	\$ 21,799,308
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Minimum Fund Balance: 10% Value of Fleet = \$4.4 million

HOME INVESTMENT PARTNERSHIP GRANT 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Current Year Federal Grant	\$ 1,992,525	\$ 1,186,669	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519
Available Prior Years Grant Balances	-	1,322,840	-	-	-	-	-	-
Total Sources of Funds	\$ 1,992,525	\$ 2,509,509	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519
Uses of Funds								
Operating								
Program Management	\$ 75,214	\$ 107,462	\$ 106,616	\$ 83,221	\$ 82,770	\$ 82,301	\$ 81,813	\$ 81,306
Cost Allocation	11,205	11,205	10,836	11,269	11,720	12,189	12,677	13,184
HOME Consortium to Other Communities	935,590	557,200	551,495	551,495	551,495	551,495	551,495	551,495
Housing Activities	970,516	510,802	505,572	528,534	528,534	528,534	528,534	528,534
Encumbrances, Carryovers & Adjustments	-	1,322,840	-	-	-	-	-	-
Total Uses of Funds	\$ 1,992,525	\$ 2,509,509	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519	\$ 1,174,519
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

LIBRARY 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 961,610	\$ 1,312,525	\$ 1,210,069	\$ 1,455,451	\$ 1,710,811	\$ 2,037,561	\$ 2,380,105	\$ 2,798,347
Sources of Funds								
Property Tax	\$ 1,317,993	\$ 1,327,776	\$ 1,399,088	\$ 1,408,106	\$ 1,478,512	\$ 1,493,297	\$ 1,567,962	\$ 1,642,626
Interest on Investment	1,045	1,046	1,048	1,049	1,051	1,052	1,053	1,055
Grants, Gifts and Third-Party Revenues	328,139	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Grant-Funded Position - MROHP	31,592	32,382	38,349	39,308	40,290	41,298	42,330	43,388
Additional Grant Funding/Donations	-	519,520	-	-	-	-	-	-
Total Sources of Funds	\$1,678,769	\$2,130,724	\$ 1,688,485	\$ 1,698,463	\$ 1,769,853	\$ 1,785,647	\$ 1,861,345	\$ 1,937,069
Uses of Funds								
Library Materials	\$ 1,032,113	\$ 1,084,767	\$ 1,093,103	\$ 1,093,103	\$ 1,093,103	\$ 1,093,103	\$ 1,093,103	\$ 1,093,103
Service/Materials Enhancement	39,887	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Grant Directed Programming	255,854	250,000	250,000	250,000	250,000	250,000	250,000	250,000
2021 Adjustment to Base	-	798,413	-	-	-	-	-	-
Total Uses of Funds	\$ 1,327,854	\$ 2,233,180	\$ 1,443,103	\$ 1,443,103	\$ 1,443,103	\$ 1,443,103	\$ 1,443,103	\$ 1,443,103
Ending Fund Balance Before Reserves	\$ 1,312,525	\$ 1,210,069	\$ 1,455,451	\$ 1,710,811	\$ 2,037,561	\$ 2,380,105	\$ 2,798,347	\$ 3,292,313
Reserves								
Operating Reserve	\$ 131,904	\$ 132,882	\$ 140,014	\$ 140,916	\$ 147,956	\$ 149,435	\$ 156,902	\$ 164,368
Pay Period 27	380	38	380	380	380	31	62	93
Total Reserves	\$ 132,284	\$ 132,920	\$ 140,394	\$ 141,296	\$ 148,336	\$ 149,466	\$ 156,964	\$ 164,461
Ending Fund Balance After Reserves	\$ 1,180,241	\$ 1,077,149	\$ 1,315,057	\$ 1,569,516	\$ 1,889,225	\$ 2,230,639	\$ 2,641,384	\$ 3,127,852

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

LOTTERY 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 3,168,684	\$ 3,199,529	\$ 242,012	\$ 242,024	\$ 242,036	\$ 242,048	\$ 242,060	\$ 242,072
Sources of Funds								
Intergovernmental Revenues	\$ 1,099,384	\$ 999,137	\$ 999,137	\$ 999,137	\$ 999,137	\$ 999,137	\$ 999,137	\$ 999,137
Interest Income	54,434	7,975	7,975	7,975	7,975	7,975	7,975	7,975
Total Sources of Funds	\$ 1,153,818	\$ 1,007,112	\$ 1,007,112	\$ 1,007,112	\$ 1,007,112	\$ 1,007,112	\$ 1,007,112	\$ 1,007,114
Uses of Funds								
Capital								
Capital Projects - P & R	\$ 399,978	\$ 753,963	\$ 428,000	\$ 428,000	\$ 428,000	\$ 428,000	\$ 428,000	\$ 428,000
Tributary Greenways - Public Works	-	1,896,028	151,100	151,100	151,100	151,100	151,100	151,100
Capital Projects - OSMP	722,995	1,283,794	428,000	428,000	428,000	428,000	428,000	428,000
Total Capital Improvement Program	\$ 1,122,973	\$ 3,933,785	\$ 1,007,100	\$ 1,007,100	\$ 1,007,100	\$ 1,007,100	\$ 1,007,100	\$ 1,007,101
Total Uses of Funds	\$ 1,122,973	\$ 3,933,785	\$ 1,007,100	\$ 1,007,100	\$ 1,007,100	\$ 1,007,100	\$ 1,007,100	\$ 1,007,102
Ending Fund Balance	\$ 3,199,529	\$ 242,012	\$ 242,024	\$ 242,036	\$ 242,048	\$ 242,060	\$ 242,072	\$ 242,084

MEDICAL SELF-INSURANCE 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 832,267	\$ 1,664,858	\$ 2,497,774	\$ 2,531,019	\$ 2,564,596
Sources of Funds								
Charges to Departments	\$ -	\$ -	\$ 16,677,616	\$ 16,844,393	\$ 17,012,837	\$ 17,182,965	\$ 17,354,795	\$ 17,528,343
Transfer from General Fund	-	-	800,000	800,000	800,000	-	-	-
Total Sources of Funds	\$ -	\$ -	\$ 17,477,616	\$ 17,644,393	\$ 17,812,837	\$ 17,182,965	\$ 17,354,795	\$ 17,528,343
Uses of Funds								
3rd Party Claims Administration	\$ -	\$ -	\$ 16,645,349	\$ 16,811,802	\$ 16,979,921	\$ 17,149,720	\$ 17,321,217	\$ 17,494,429
Total Uses of Funds	\$ -	\$ -	\$ 16,645,349	\$ 16,811,802	\$ 16,979,921	\$ 17,149,720	\$ 17,321,217	\$ 17,494,429
Ending Fund Balance Before Reserves	\$ -	\$ -	\$ 832,267	\$ 1,664,858	\$ 2,497,774	\$ 2,531,019	\$ 2,564,596	\$ 2,598,510
Reserves								
Year-end Estimated Liabilities	\$ -	\$ -	\$ 832,267	\$ 840,590	\$ 848,996	\$ 857,486	\$ 866,061	\$ 874,721
Total Reserves	\$ -	\$ -	\$ 832,267	\$ 840,590	\$ 848,996	\$ 857,486	\$ 866,061	\$ 874,721
Ending Fund Balance After Reserves	\$ -	\$ -	\$ -	\$ 824,267	\$ 1,648,778	\$ 1,673,533	\$ 1,698,536	\$ 1,723,788

Note: This fund is new for 2022.

OPEN SPACE 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 26,506,903	\$ 23,330,576	\$ 10,114,239	\$ 10,782,524	\$ 8,996,106	\$ 9,612,625	\$ 10,539,626	\$ 11,825,315
Sources of Funds								
Net Sales Tax Revenue	\$ 26,761,654	\$ 27,349,365	\$ 29,773,148	\$ 31,005,976	\$ 32,042,789	\$ 33,107,402	\$ 34,253,583	\$ 35,271,164
Agricultural and Caretaker Leases	434,170	463,455	468,090	472,771	477,499	482,274	487,096	491,967
Investment Income	449,019	372,954	375,639	379,395	383,189	387,021	390,891	394,800
Miscellaneous Revenue	70,444	71,148	71,860	72,578	73,304	74,037	74,778	75,525
Real Estate Sales and Pass Through	1,991,250	245,384	245,384	245,384	245,384	245,384	245,384	245,384
Special Activity Charges, Permits, Fees	367,261	293,809	296,747	299,714	302,711	305,738	308,796	311,884
Grants	28,000	-	-	-	-	-	-	-
Total Sources of Funds	\$ 30,101,798	\$ 28,796,115	\$ 31,230,868	\$ 32,475,819	\$ 33,524,877	\$ 34,601,857	\$ 35,987,529	\$ 37,017,725
Uses of Funds								
Office of the Director	\$ 1,601,989	\$ 1,723,031	\$ 1,714,752	\$ 1,800,490	\$ 1,854,504	\$ 1,910,139	\$ 1,986,545	\$ 2,066,007
Central Services	2,948,479	3,364,391	3,709,421	3,894,892	4,011,739	4,132,091	4,297,375	4,469,270
Community Connections & Partnerships	4,583,419	5,042,895	5,372,041	5,640,644	5,809,863	5,984,159	6,223,525	6,472,466
Resources & Stewardship	4,599,735	5,366,620	5,600,280	5,880,294	6,056,702	6,238,403	6,487,940	6,747,457
Trails & Facilities	4,859,711	5,226,473	5,437,863	5,709,756	5,881,049	6,057,481	6,299,780	6,551,771
Carryover/ATB Operating	-	13,391,004	-	-	-	-	-	-
Cost Allocation	2,121,454	2,121,454	2,051,446	2,102,732	2,155,300	2,209,183	2,264,413	2,321,023
Capital Improvement Program	10,756,861	4,038,705	4,943,000	7,500,000	6,000,000	6,000,000	6,000,000	6,000,000
Transfer to BMPA	1,153,790	1,084,424	1,084,424	1,084,424	490,769	490,769	490,769	490,769
Debt Service - Bonds & Notes	652,686	653,456	649,356	649,006	648,431	652,631	651,494	654,500
Total Uses of Funds	\$ 33,278,125	\$ 42,012,453	\$ 30,562,583	\$ 34,262,237	\$ 32,908,358	\$ 33,674,856	\$ 34,701,839	\$ 35,773,262
Ending Fund Balance Before Reserves	\$ 23,330,576	\$ 10,114,239	\$ 10,782,524	\$ 8,996,106	\$ 9,612,625	\$ 10,539,626	\$ 11,825,315	\$ 13,069,778
Reserves								
OSMP Contingency Reserve	\$ 4,504,253	\$ 4,916,549	\$ 5,123,917	\$ 5,084,825	\$ 5,112,588	\$ 5,534,971	\$ 5,740,368	\$ 5,954,652
OSMP High Priority Investments	-	-	1,000,000	1,000,000	1,500,000	2,000,000	2,500,000	2,500,000
Pay Period 27 Reserve	330,119	377,063	429,152	481,242	533,331	52,090	104,179	156,269
Sick/Vacation/Bonus Reserve	48,542	49,999	44,891	46,238	47,625	49,054	50,526	52,041
FEMA De-obligation Reserve	383,488	383,488	383,488	383,488	383,488	383,488	383,488	383,488
Total Reserves	\$ 5,266,402	\$ 5,727,099	\$ 6,981,448	\$ 6,995,793	\$ 7,577,032	\$ 8,019,603	\$ 8,778,561	\$ 9,446,450
Ending Fund Balance After Reserves	\$ 18,064,175	\$ 4,387,141	\$ 3,801,076	\$ 2,000,313	\$ 2,035,593	\$ 2,520,023	\$ 3,046,754	\$ 3,623,327

PERMANENT PARK & RECREATION 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 2,913,837	\$ 3,952,788	\$ 258,852	\$ 1,327,293	\$ 1,453,557	\$ 1,897,432	\$ 2,775,128	\$ 1,543,194
Sources of Funds								
Property Tax	\$ 3,601,159	\$ 3,588,584	\$ 3,781,318	\$ 3,819,131	\$ 4,010,087	\$ 4,050,188	\$ 4,252,698	\$ 4,295,225
Interest	93,899	36,477	2,649	7,566	8,285	10,815	15,818	8,796
Other Revenues	(18,340)	118,162	-	-	-	-	-	-
Total Sources of Funds	\$ 3,676,718	\$ 3,743,223	\$ 3,783,967	\$ 3,826,697	\$ 4,018,372	\$ 4,061,003	\$ 4,268,516	\$ 4,304,021
Uses of Funds								
Planning and Project Management	\$ 506,147	\$ 612,912	\$ 651,051	\$ 677,093	\$ 704,176	\$ 732,343	\$ 761,637	\$ 792,103
Construction and Maintenance Management	539,312	527,541	628,995	654,155	680,321	707,534	735,835	765,269
Capital Refurbishment Projects	1,732	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Cost Allocation	127,694	127,694	123,480	127,184	131,000	134,930	138,978	143,147
Capital Improvement Program	1,462,882	5,969,012	1,112,000	2,042,000	1,859,000	1,408,500	3,664,000	1,267,000
Total Uses of Funds	\$ 2,637,767	\$ 7,437,159	\$ 2,715,526	\$ 3,700,432	\$ 3,574,498	\$ 3,183,307	\$ 5,500,450	\$ 3,167,519
Ending Fund Balance Before Reserves	\$ 3,952,788	\$ 258,852	\$ 1,327,293	\$ 1,453,557	\$ 1,897,432	\$ 2,775,128	\$ 1,543,194	\$ 2,679,696
Reserves								
Pay Period 27 Reserve	\$ 26,695	\$ 30,840	\$ 32,285	\$ 34,716	\$ 37,148	\$ 2,432	\$ 4,863	\$ 7,295
Sick/Vacation/Bonus Reserve	10,035	10,336	10,646	10,966	11,295	11,633	11,982	11,982
Total Reserves	\$ 36,730	\$ 41,176	\$ 42,931	\$ 45,682	\$ 48,443	\$ 14,065	\$ 16,845	\$ 19,277
Ending Fund Balance After Reserves	\$ 3,916,058	\$ 217,676	\$ 1,284,362	\$ 1,407,875	\$ 1,848,989	\$ 2,761,063	\$ 1,526,349	\$ 2,660,419

PLANNING & DEVELOPMENT SERVICES 2022 FUND FINANCIAL

	2020 Actuals	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 10,920,990	\$ 11,699,163	\$ 11,456,320	\$ 10,395,618	\$ 9,492,856	\$ 8,880,335	\$ 8,579,749	\$ 8,464,902
Sources of Funds								
General Fund Transfer	\$ 2,284,292	\$ 1,961,097	\$ 2,015,469	\$ 2,275,933	\$ 2,544,211	\$ 2,820,537	\$ 2,905,153	\$ 2,992,308
Restricted Funds' Transfers (Public Works)	1,372,702	1,776,318	1,180,734	1,216,155	1,252,641	1,290,220	1,328,926	1,368,794
Restricted Funds' Transfers (Excise Tax Admin)	29,284	30,163	31,034	31,999	32,959	33,948	34,967	36,016
Grants	5,000	-	-	-	-	-	-	-
State Historic Tax Credit	3,500	-	-	-	-	-	-	-
Fees & Permits	9,716,939	8,400,000	8,703,000	9,085,440	9,448,858	9,826,812	10,219,884	10,628,680
Interest on Investments	265,982	174,700	286,408	260,716	238,147	222,834	215,320	212,448
Total Sources of Funds	\$ 13,677,699	\$ 12,342,278	\$ 12,216,646	\$ 12,870,243	\$ 13,516,816	\$ 14,194,351	\$ 14,704,250	\$ 15,238,246
Uses of Funds								
Admin, Financial & Communications Services	\$ 2,110,499	\$ 1,954,700	\$ 2,679,582	\$ 2,746,571	\$ 2,815,235	\$ 2,885,616	\$ 2,957,757	\$ 3,031,701
Information Resources	2,336,775	2,058,798	1,636,655	1,677,571	1,719,511	1,762,498	1,806,561	1,851,725
Comprehensive Planning	849,226	686,194	812,584	832,899	853,721	875,064	896,941	919,364
Land Use Review	1,691,202	1,635,209	1,899,638	1,947,129	1,995,807	2,045,702	2,096,845	2,149,266
Engineering Review	1,654,051	1,632,015	1,930,801	1,979,071	2,028,548	2,079,261	2,131,243	2,184,524
Bldg Construction, Inspection & Enforcement	2,000,282	2,017,938	2,135,092	2,188,470	2,243,181	2,299,261	2,356,743	2,415,661
Cost Allocation/Transfers	2,257,491	2,257,491	2,182,995	2,401,295	2,473,333	2,547,533	2,573,009	2,650,199
Encumbrances, Carryovers & Adjustments	-	342,775	-	-	-	-	-	-
Total Uses of Funds	\$ 12,899,526	\$ 12,585,121	\$ 13,277,347	\$ 13,773,005	\$ 14,129,337	\$ 14,494,937	\$ 14,819,098	\$ 15,202,440
Ending Fund Balance Before Reserves	\$ 11,699,163	\$ 11,456,320	\$ 10,395,618	\$ 9,492,856	\$ 8,880,335	\$ 8,579,749	\$ 8,464,902	\$ 8,500,707
Reserves								
Operating	\$ 971,694	\$ 627,581	\$ 873,600	\$ 908,544	\$ 944,886	\$ 982,681	\$ 1,021,988	\$ 1,062,868
State Historic Tax Credit Fund	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540
Pay Period 27	296,913	318,433	322,703	348,493	374,284	25,790	51,581	77,371
Sick/Vacation Accrual	66,430	68,423	77,209	79,526	81,912	84,369	86,900	89,507
Total Reserves	\$ 1,348,577	\$1,027,977	\$1,287,052	\$ 1,350,103	\$ 1,414,622	\$ 1,106,380	\$ 1,174,009	\$ 1,243,286
Ending Fund Balance After Reserves	\$ 10,350,586	\$ 10,428,342	\$ 9,108,566	\$ 8,142,753	\$ 7,465,713	\$ 7,473,369	\$ 7,290,892	\$ 7,257,421

PROPERTY & CASUALTY INSURANCE 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 4,959,966	\$ 4,074,889	\$ 3,366,177	\$ 2,711,694	\$ 2,192,329	\$ 1,880,240	\$ 1,913,638	\$ 2,046,666
Sources of Funds								
Charges to Departments	\$ 2,213,502	\$ 2,318,643	\$ 2,952,321	\$ 3,247,553	\$ 3,604,784	\$ 4,109,454	\$ 4,314,926	\$ 4,530,673
Interest on Investments	124,032	56,057	31,642	15,457	15,785	13,538	13,778	14,736
Total Sources of Funds	\$ 2,337,534	\$ 2,374,700	\$ 2,983,963	\$ 3,263,010	\$ 3,620,569	\$ 4,122,991	\$ 4,328,705	\$ 4,545,409
Uses of Funds								
Insurance Premiums:								
Airport	\$ 5,575	\$ 7,826	\$ 8,217	\$ 8,628	\$ 9,059	\$ 9,512	\$ 9,988	\$ 10,487
Liability	452,822	586,973	966,321	1,014,637	1,065,369	1,118,637	1,174,569	1,233,298
Crime	9,616	13,500	14,175	14,884	15,628	16,409	17,230	18,091
Boiler	44,206	44,700	46,935	49,282	51,746	54,333	57,050	59,902
Property	746,594	817,789	858,678	901,612	946,692	994,027	1,043,728	1,095,915
Flood	296,299	323,338	339,505	356,480	374,304	393,019	412,670	433,304
Actuarial Valuation Expense and Consulting	30,669	117,323	119,669	122,062	124,504	126,994	122,110	123,068
Claims Administration and Payment	937,374	669,566	692,836	706,692	720,826	735,243	749,948	764,947
CAO - Internal Legal Consulting	147,253	150,574	155,091	159,744	164,536	169,472	174,556	179,793
External Legal Consultation	339,992	100,572	177,583	181,135	184,757	188,453	166,500	179,685
Program Administration	212,212	251,252	259,436	267,219	275,236	283,493	267,327	270,542
Total Uses of Funds	\$ 3,222,611	\$ 3,083,412	\$ 3,638,446	\$ 3,782,375	\$ 3,932,658	\$ 4,089,593	\$ 4,195,677	\$ 4,369,033
Ending Fund Balance Before Reserves	\$ 4,074,889	\$ 3,366,177	\$ 2,711,694	\$ 2,192,329	\$ 1,880,240	\$ 1,913,638	\$ 2,046,666	\$ 2,223,042
Reserves								
Year-end Estimated Liabilities	\$ 1,145,059	\$ 1,145,059	\$ 1,161,237	\$ 1,190,049	\$ 1,248,636	\$ 1,286,095	\$ 1,324,678	\$ 1,364,418
City Reserve Policy (@ 80% risk margin)	517,567	517,567	524,879	537,902	564,383	581,315	598,754	616,717
Pay Period 27 Reserve	11,762	11,762	11,762	11,762	11,762	-	-	-
Total Reserves	\$ 1,674,388	\$ 1,674,388	\$ 1,697,878	\$ 1,739,713	\$ 1,824,781	\$ 1,867,410	\$ 1,923,432	\$ 1,981,135
Ending Fund Balance After Reserves	\$ 2,400,502	\$ 1,691,790	\$ 1,013,816	\$ 452,616	\$ 55,458	\$ 46,228	\$ 123,234	\$ 241,907

RECREATION ACTIVITY 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 1,379,911	\$ 1,310,318	\$ 1,491,343	\$ 649,843	\$ 86,221	\$ (149,486)	\$ (206,836)	\$ (55,560)
Sources of Funds								
Recreation Centers	\$ 832,269	\$ 2,927,722	\$ 2,046,670	\$ 2,763,005	\$ 3,039,305	\$ 3,191,270	\$ 3,350,834	\$ 3,518,376
Recreation Programs	388,645	1,215,707	1,210,342	1,694,479	1,813,092	1,940,009	2,075,809	2,221,116
Aquatics	428,670	966,618	944,849	1,039,333	1,112,087	1,189,933	1,273,228	1,362,354
Access and Inclusion	261,656	75,350	83,000	85,490	88,055	90,696	92,510	94,360
Golf Revenue	1,402,431	1,321,950	1,385,054	1,468,158	1,541,566	1,587,813	1,635,447	1,684,510
Reservoir Revenue	896,588	1,135,000	1,283,870	1,309,547	1,348,834	1,375,810	1,417,085	1,459,597
Sports	388,810	972,481	808,075	888,883	933,327	979,993	1,028,993	1,080,442
Misc. Recreation Revenue	305,270	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfers - General Fund	1,418,609	1,430,954	2,030,954	1,473,883	1,518,099	1,563,642	1,610,551	1,658,868
Transfers - Health and Wellness from GF	130,857	115,000	115,000	130,857	130,857	130,857	130,857	130,857
Transfer from the .25 Cent Sales Tax Fund	250,000	-	-	-	-	-	-	-
Transfers - Transportation Fund	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Sources of Funds	\$ 6,716,806	\$ 10,179,782	\$ 9,926,814	\$ 10,872,634	\$ 11,544,221	\$ 12,069,023	\$ 12,634,314	\$ 13,229,481
Uses of Funds								
Marketing & Communications	\$ 31,730	\$ 176,947	\$ 108,720	\$ 111,982	\$ 115,341	\$ 118,801	\$ 122,365	\$ 126,036
Recreation Administration	607,365	1,139,401	1,229,876	1,356,623	1,390,538	1,425,302	1,460,935	1,497,458
Recreation Centers	1,735,452	2,755,238	2,631,310	2,789,189	2,872,864	2,959,050	3,047,822	3,139,256
Recreation Programs	821,354	1,205,428	1,342,887	1,410,031	1,452,332	1,495,902	1,540,779	1,587,003
Aquatics	872,235	1,464,652	1,697,756	1,799,622	1,853,610	1,909,219	1,966,495	2,025,490
Access and Inclusion	558,138	626,744	744,452	826,341	851,132	876,666	902,966	930,055
Golf	1,198,209	1,222,015	1,396,842	1,473,668	1,525,246	1,571,004	1,618,134	1,666,678
Reservoir	719,582	1,088,448	1,233,042	1,270,033	1,308,134	1,347,378	1,387,799	1,429,433
Sports	242,333	319,885	383,430	398,767	410,730	423,052	435,743	457,531
Total Uses of Funds	\$ 6,786,400	\$ 9,998,757	\$ 10,768,314	\$ 11,436,255	\$ 11,779,928	\$ 12,126,373	\$ 12,483,038	\$ 12,858,939
Ending Fund Balance Before Reserves	\$ 1,310,318	\$ 1,491,343	\$ 649,843	\$ 86,221	\$ (149,486)	\$ (206,836)	\$ (55,560)	\$ 314,982
Reserves								
Pay Period 27 Reserve	\$ 278,096	\$ 278,096	\$ 278,096	\$ 278,096	\$ 278,096	\$ 39,728	\$ 79,456	\$ 119,184
Operating Reserve	678,640	999,876	753,782	914,900	1,060,194	1,212,637	1,248,304	1,285,894
Sick/Vacation Annual Reserve	45,920	47,298	51,845	53,400	55,002	56,652	58,352	60,102
Total Reserves	\$ 1,002,656	\$ 1,325,270	\$ 1,083,723	\$ 1,246,396	\$ 1,393,292	\$ 1,309,018	\$ 1,386,112	\$ 1,465,180

RECREATION ACTIVITY 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
CONTINUED								
Ending Fund Balance After Reserves	\$ 307,662	\$ 166,073	\$ (433,880)	\$ (1,160,175)	\$ (1,542,777)	\$ (1,515,854)	\$ (1,441,671)	\$ (1,150,198)
Proposed ARPA Funding								
Proposed ARPA Funding	\$ -	\$ 600,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Proposed ARPA Funding	\$ -	\$ 600,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance Before Reserves With Proposed APRA Funding	\$ 1,310,318	\$ 2,091,343	\$ 2,449,843	\$ 1,886,221	\$ 1,650,514	\$ 1,593,164	\$ 1,744,440	\$ 2,114,982
Ending Fund Balance After Reserves With Proposed ARPA Funding	\$ 307,662	\$ 766,073	\$ 1,366,120	\$ 639,825	\$ 257,223	\$ 284,146	\$ 358,329	\$ 649,802

STORMWATER/FLOOD MANAGEMENT UTILITY 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 34,708,211	\$ 40,593,754	\$ 18,231,204	\$ 18,441,218	\$ 13,907,873	\$ 14,124,809	\$ 15,106,689	\$ 16,898,274
Sources of Funds								
Service Charge Fees	\$ 13,223,145	\$ 13,083,700	\$ 14,683,050	\$ 16,477,907	\$ 18,492,167	\$ 20,752,649	\$ 21,833,862	\$ 22,971,406
Projected Rate Increases	-	1,570,044	1,761,966	1,977,349	2,219,060	1,037,632	1,091,693	1,148,570
Plant Investment Fees	1,364,035	300,000	250,000	350,000	350,000	350,000	350,000	350,000
Mile High Flood District	-	1,200,000	1,000,000	2,000,000	400,000	400,000	400,000	400,000
Interest on Investments	655,274	236,758	171,373	221,295	208,618	211,872	226,600	253,474
Rent and other miscellaneous revenue	11,880	9,000	9,000	12,000	12,360	12,731	13,113	13,506
Projected Bonds	-	-	-	-	92,233,200	-	-	-
Total Sources of Funds	\$ 15,254,333	\$ 16,399,502	\$ 17,875,390	\$ 21,038,551	\$ 113,915,405	\$ 22,764,885	\$ 23,915,268	\$ 25,136,957
Uses of Funds								
Operating								
Administration	\$ 723,092	\$ 753,747	\$ 960,173	\$ 979,376	\$ 998,964	\$ 1,028,932	\$ 1,059,800	\$ 1,091,594
Planning and Project Management	717,365	1,013,907	1,060,940	1,082,158	1,103,801	1,136,916	1,171,023	1,206,154
Stormwater Contract Management	118,167	96,775	126,775	129,311	131,897	135,854	139,929	144,127
Stormwater Quality and Education	921,166	1,024,535	1,062,465	1,083,715	1,105,389	1,138,551	1,172,707	1,207,888
System Maintenance	1,930,295	2,291,658	3,043,805	2,713,243	2,767,508	2,795,183	2,823,135	2,851,366
Public Space Reclamation	-	-	325,572	333,712	340,386	347,194	354,138	361,220
Total Operating Uses of Funds	\$ 4,410,085	\$ 5,180,621	\$ 6,579,730	\$ 6,321,514	\$ 6,447,944	\$ 6,582,629	\$ 6,720,732	\$ 6,862,350
Debt								
Wonderland Creek 2015 Revenue Bond	\$ 1,589,163	\$ 1,591,688	\$ 1,590,188	\$ 1,588,088	\$ 1,590,088	\$ 1,591,038	\$ 1,590,938	\$ 1,589,788
Projected Bond - South Boulder Creek/Goose Creek 2024	-	-	-	-	8,577,688	8,577,688	8,577,688	8,577,688
Total Debt Services	\$ 1,589,163	\$ 1,591,688	\$ 1,590,188	\$ 1,588,088	\$ 10,167,776	\$ 10,168,726	\$ 10,168,626	\$ 10,167,476
Transfers								
Cost Allocation	\$ 447,648	\$ 453,648	\$ 432,875	\$ 437,204	\$ 441,576	\$ 450,407	\$ 459,415	\$ 468,604
Planning & Development Services	210,105	523,917	416,933	429,441	442,324	455,594	469,262	483,340
Transportation - Admin Support	8,149	8,149	8,149	8,149	8,149	8,149	8,149	8,149
Total Transfers Out	\$ 665,902	\$ 985,714	\$ 857,957	\$ 874,794	\$ 892,049	\$ 914,150	\$ 936,826	\$ 960,092

STORMWATER/FLOOD MANAGEMENT UTILITY 2022 FUND FINANCIAL

	2020	2021	2022	2023	2024	2025	2026	2027
	Actual	Revised	Approved	Projected	Projected	Projected	Projected	Projected
CONTINUED								
Capital	\$ 2,703,640	\$ 9,136,717	\$ 8,637,500	\$ 16,787,500	\$ 3,957,500	\$ 4,117,500	\$ 4,297,500	\$ 5,517,500
Projected Bond - South Boulder Creek	-	-	-	-	91,320,000	-	-	-
Projected Bond Issuance Costs	-	-	-	-	913,200	-	-	-
Encumbrances, Carryover and Adjustments to Base	-	21,867,312	-	-	-	-	-	-
Total Uses of Funds	\$ 9,368,790	\$ 38,762,052	\$ 17,665,375	\$ 25,571,896	\$ 113,698,469	\$ 21,783,005	\$ 22,123,684	\$ 23,507,418
Ending Fund Balance Before Reserves	\$ 40,593,754	\$ 18,231,204	\$ 18,441,218	\$ 13,907,873	\$ 14,124,809	\$ 15,106,689	\$ 16,898,274	\$ 18,527,813
Reserves								
Bond Reserves	\$ 1,987,568	\$ 1,987,568	\$ 1,987,568	\$ 1,987,568	\$ 10,565,256	\$ 10,565,256	\$ 10,565,256	\$ 10,565,256
Post Flood Property Acquisition	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
FEMA Deobligation Reserve	41,750	41,750	41,750	41,750	41,750	41,750	41,750	41,750
Sick/Vacation/Bonus Reserve	11,060	11,392	15,791	16,265	16,753	17,256	17,773	18,307
Pay Period 27 Reserve	86,946	89,727	97,637	109,478	109,478	11,840	23,680	35,520
Operating Reserve	1,268,997	1,541,584	1,859,422	1,799,077	1,834,998	1,874,195	1,914,390	1,955,611
Capital Reserve	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Reserves	\$ 4,646,321	\$ 4,922,021	\$ 5,252,168	\$ 5,204,138	\$ 13,818,235	\$ 13,760,296	\$ 13,812,848	\$ 13,866,443
Ending Fund Balance After Reserves	\$ 35,947,433	\$ 13,309,183	\$ 13,189,051	\$ 8,703,735	\$ 306,574	\$ 1,346,393	\$ 3,085,426	\$ 4,661,370

SUGAR SWEETENED BEVERAGE DISTRIBUTION TAX 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 4,573,429	\$ 1,160,607	\$ 38,016	\$ 38,016	\$ 38,016	\$ 38,016	\$ 38,016	\$ 38,016
Sources of Funds								
Sugar Sweetened Beverage Tax	\$ 3,748,243	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000
Contributions & Donations	10,250	-	-	-	-	-	-	-
Boulder County reimb for CRC	207,760	-	-	-	-	-	-	-
Total Sources of Funds	\$ 3,966,253	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000
Uses of Funds								
Finance Oversight	\$ 48,981	\$ 60,556	\$ 60,827	\$ 62,652	\$ 64,531	\$ 66,467	\$ 68,461	\$ 70,515
Human Services Oversight	101,888	267,425	260,557	268,374	276,425	284,718	293,259	302,057
Community Funding and Grants	6,894,343	3,452,959	3,460,185	3,448,974	3,439,044	3,428,815	3,418,279	3,407,428
COVID & CRC operations	314,802	-	-	-	-	-	-	-
Carryover remaining fund balance	-	1,122,591	-	-	-	-	-	-
Cost Allocation	19,060	19,060	18,431	20,000	20,000	20,000	20,000	20,000
Total Uses of Funds	\$ 7,379,074	\$ 4,922,591	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000
Ending Fund Balance Before Reserves	\$ 1,160,607	\$ 38,016	\$ 38,016	\$ 38,016	\$ 38,016	\$ 38,016	\$ 38,016	\$ 38,016
Reserves								
Pay Period 27	\$ -	\$ 897	\$ 3,766	\$ 6,635	\$ 9,504	\$ 2,869	\$ 5,738	\$ 8,607
Total Reserves	\$ -	\$ 897	\$ 3,766	\$ 6,635	\$ 9,504	\$ 2,869	\$ 5,738	\$ 8,607
Ending Fund Balance After Reserves	\$ 1,160,607	\$ 37,119	\$ 34,250	\$ 31,381	\$ 28,512	\$ 35,147	\$ 32,278	\$ -

TRANSIT PASS GENERAL IMPROVEMENT DISTRICT 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 27,473	\$ 36,148	\$ 40,268	\$ 41,962	\$ 43,385	\$ 44,652	\$ 45,819	\$ 46,882	\$ 47,839
Sources of Funds									
Property Tax	\$ 14,962	\$ 15,411	\$ 15,583	\$ 16,050	\$ 16,532	\$ 17,028	\$ 17,539	\$ 18,065	\$ 18,607
Specific Ownership Tax	435	435	435	435	435	448	461	475	490
City of Boulder - ECO Pass Subsidy	5,105	7,710	5,092	4,944	4,944	4,944	4,944	4,944	4,944
Interest on Investments	2	27	38	31	25	25	26	27	27
Total Sources of Funds	\$ 20,504	\$ 23,583	\$ 21,148	\$ 21,461	\$ 21,936	\$ 22,445	\$ 22,970	\$ 23,511	\$ 24,068
Uses of Funds									
RTD ECO Pass Cost	\$ 11,532	\$ 19,167	\$ 19,167	\$ 19,742	\$ 20,334	\$ 20,944	\$ 21,572	\$ 22,219	\$ 22,886
Annual Administration Cost	297	297	287	296	335	335	335	335	335
Total Uses of Funds	\$ 11,829	\$ 19,464	\$ 19,454	\$ 20,037	\$ 20,669	\$ 21,279	\$ 21,907	\$ 22,554	\$ 23,221
Ending Fund Balance	\$ 36,148	\$ 40,268	\$ 41,962	\$ 43,385	\$ 44,652	\$ 45,819	\$ 46,882	\$ 47,839	\$ 48,685

TRANSPORTATION 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 26,004,524	\$ 24,025,414	\$ 14,530,014	\$ 16,394,839	\$ 19,218,795	\$ 21,581,772	\$ 23,497,494	\$ 25,473,393
Sources of Funds								
Sales Tax	\$ 25,941,869	\$ 23,846,965	\$ 29,372,039	\$ 30,586,063	\$ 31,609,421	\$ 32,660,324	\$ 33,791,202	\$ 34,534,608
Highway User's Tax	2,218,837	2,747,486	2,802,436	2,886,509	2,973,104	3,062,297	3,154,166	3,248,791
City-Auto Registrations	264,746	253,012	260,602	268,420	276,473	284,767	293,310	302,110
County Road & Bridge	365,961	346,550	353,480	360,550	367,761	375,116	382,618	390,270
St. Traffic Control & Hwy Maint. & Landscape	86,928	389,508	389,508	389,508	389,508	389,508	389,508	389,508
Reimbursements	116,587	110,000	110,000	110,000	110,000	110,000	110,000	110,000
External Funding	2,976,322	789,369	1,971,237	7,240,711	-	407,000	-	-
Interest on Investments	541,187	330,257	225,839	82,821	93,451	109,547	123,016	133,936
Lease Revenue - BTV	66,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Other Miscellaneous	258,376	170,000	200,000	200,000	200,000	200,000	200,000	200,000
Transfers from Other Funds	40,750	40,750	40,750	40,750	40,750	40,750	40,750	40,750
Estimated Revenue from ATB's & Carryover	-	9,988,777	-	-	-	-	-	-
HOP Reimbursement (RTD)	-	987,000	1,442,000	1,485,260	1,529,818	1,575,712	1,622,984	1,671,673
Total Sources of Funds	\$ 32,877,563	\$ 40,074,675	\$ 37,242,891	\$ 43,725,592	\$ 37,665,285	\$ 39,290,022	\$ 40,182,554	\$ 41,096,646
Uses of Funds								
Operating								
Transportation Planning	\$ 9,659,499	\$ 9,052,169	\$ 10,107,530	\$ 10,612,907	\$ 11,143,552	\$ 11,700,729	\$ 12,285,766	\$ 12,900,054
Project Management	407,343	584,150	720,948	756,995	794,845	834,587	876,317	920,133
Transportation Maintenance	4,725,385	5,774,223	6,174,484	6,483,208	6,807,369	7,147,737	7,505,124	7,880,380
Transportation Administration	1,679,911	1,714,661	1,937,437	2,034,309	2,136,024	2,242,826	2,354,967	2,472,715
Other Programs	-	50,000	633,228	664,889	698,134	733,041	769,693	808,177
Pay Period 27 Expense	-	-	-	-	-	-	-	-
Subtotal Operating Uses of Funds	\$ 16,472,138	\$ 17,175,203	\$ 19,573,627	\$ 20,552,308	\$ 21,579,924	\$ 22,658,920	\$ 23,791,866	\$ 24,981,459
Transfers								
Cost Allocation	\$ 1,705,683	\$ 1,790,967	\$ 1,649,395	\$ 1,731,865	\$ 1,818,458	\$ 1,909,381	\$ 2,004,850	\$ 2,105,092
Forest Glen GID	5,092	5,092	5,092	5,245	5,402	5,564	5,731	5,903
Parks & Recreation	28,000	28,000	47,687	47,687	47,687	47,687	47,687	47,687
HHS	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Planning & Development Services Fund	457,954	629,921	382,069	393,531	405,337	417,497	430,022	442,923
Subtotal Transfers to Other Funds	\$ 2,209,730	\$ 2,466,980	\$ 2,097,243	\$ 2,191,328	\$ 2,289,884	\$ 2,393,129	\$ 2,501,290	\$ 2,614,605

TRANSPORTATION 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
<i>CONTINUED</i>								
Capital Improvements Program	\$ 16,174,805	\$ 10,056,869	\$ 13,707,197	\$ 18,158,000	\$ 11,432,500	\$ 12,322,250	\$ 11,913,500	\$ 11,953,625
Encumbrances, Carryovers & Adjustments	-	19,871,022	-	-	-	-	-	-
Total Uses of Funds	\$ 34,856,673	\$ 49,570,074	\$ 35,378,067	\$ 40,901,636	\$ 35,302,308	\$ 37,374,299	\$ 38,206,656	\$ 39,549,689

Ending Fund Balance Before Reserves	\$ 24,025,414	\$ 14,530,014	\$ 16,394,839	\$ 19,218,795	\$ 21,581,772	\$ 23,497,494	\$ 25,473,393	\$ 27,020,350
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Reserves								
Sick & Vacation Liability Reserve	\$ 22,939	\$ 23,628	\$ 68,742	\$ 70,804	\$ 72,928	\$ 75,116	\$ 77,369	\$ 79,690
Operating Reserve	2,802,280	2,946,327	3,250,631	3,411,545	3,580,471	3,757,807	3,943,973	4,139,410
Pay Period 27 Reserve	290,761	290,761	292,548	294,336	296,123	1,787	3,575	5,362
FEMA Reserve	65,242	65,242	65,242	65,242	65,242	65,242	65,242	65,242
PERA Contingency	-	-	-	-	-	-	-	-
Total Reserves	\$ 3,181,222	\$ 3,325,958	\$ 3,677,163	\$ 3,841,927	\$ 4,014,764	\$ 3,899,952	\$ 4,090,159	\$ 4,289,704

Ending Fund Balance After Reserves	\$ 20,844,191	\$ 11,204,055	\$ 12,717,676	\$ 15,376,867	\$ 17,567,008	\$ 19,597,542	\$ 21,383,233	\$ 22,730,646
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TRANSPORTATION DEVELOPMENT 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 6,207,816	\$ 6,577,396	\$ 2,278,731	\$ 2,401,306	\$ 2,449,823	\$ 2,532,337	\$ 2,599,032	\$ 2,649,810
Sources of Funds								
Transportation Excise Tax	\$ 1,275,750	\$ 945,219	\$ 935,219	\$ 925,219	\$ 915,219	\$ 905,219	\$ 895,219	\$ 885,219
Transportation Impact Fee	85,975	52,594	54,172	48,172	42,172	36,172	30,172	24,172
Interest Income	138,712	21,605	21,473	13,687	13,964	14,434	14,814	15,104
External Funding	-	-	4,700,000	-	-	-	-	-
Reimbursements	-	10,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Sources of Funds	\$ 1,500,437	\$ 1,029,418	\$ 5,715,864	\$ 992,078	\$ 976,355	\$ 960,825	\$ 945,205	\$ 929,495
Uses of Funds								
Operating Expenditures	\$ 45,945	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Cost Allocation	9,529	9,529	9,214	9,214	9,214	9,214	9,214	9,214
Excise Tax Administration	8,554	8,810	9,075	9,347	9,627	9,916	10,214	10,520
Capital Improvement Program	1,066,829	800,000	5,500,000	850,000	800,000	800,000	800,000	800,000
Appropriations from ATBs & Carryover	-	4,434,744	-	-	-	-	-	-
Total Uses of Funds	\$ 1,130,857	\$ 5,328,083	\$ 5,593,289	\$ 943,561	\$ 893,841	\$ 894,130	\$ 894,428	\$ 894,734
Ending Fund Balance Before Reserves	\$ 6,577,396	\$ 2,278,731	\$ 2,401,306	\$ 2,449,823	\$ 2,532,337	\$ 2,599,032	\$ 2,649,810	\$ 2,684,570
Reserves								
Designated Reserve	\$ 310,391	\$ 328,870	\$ 113,937	\$ 120,065	\$ 122,491	\$ 126,617	\$ 129,952	\$ 132,490
No. Boulder Undergrounding	112,860	112,860	112,860	112,860	112,860	112,860	112,860	112,860
Pay Period 27 Reserve - 2024	8,726	8,726	8,726	8,726	8,726	1,247	2,493	3,740
Total Reserves	\$ 431,977	\$ 450,456	\$ 235,523	\$ 241,651	\$ 244,077	\$ 240,724	\$ 245,305	\$ 249,090
Ending Fund Balance After Reserves	\$ 6,145,419	\$ 1,828,275	\$ 2,165,783	\$ 2,208,172	\$ 2,288,260	\$ 2,358,308	\$ 2,404,505	\$ 2,435,480

UNIVERSITY HILL GENERAL IMPROVEMENT DISTRICT 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 1,036,361	\$ 998,252	\$ 3,565,717	\$ 3,275,971	\$ 684,726	\$ 562,489	\$ 439,373	\$ 315,370
Sources of Funds								
Property Tax	\$ 32,763	\$ 37,520	\$ 38,646	\$ 39,805	\$ 40,999	\$ 40,999	\$ 40,999	\$ 42,229
Ownership Tax	1,621	1,524	1,554	1,586	1,617	1,617	1,617	1,650
Short-Term Parking Revenue	89,096	85,000	60,000	60,600	61,206	61,206	61,206	61,818
Long-Term Parking Revenue	33,352	37,709	2,500	2,525	2,550	2,550	2,550	2,576
Other Parking Products-Meterhoods/Tokens	125	-	-	-	-	-	-	-
Interest	17,303	11,178	17,644	23,587	4,930	4,050	3,163	2,271
Proceeds from Pleasant St. Land Sale	-	2,740,000	-	-	-	-	-	-
General Fund Transfer to UHGID	325,000	250,000	270,000	270,000	270,000	270,000	270,000	270,000
Total Sources of Funds	\$ 499,260	\$ 3,162,931	\$ 390,345	\$ 398,103	\$ 381,303	\$ 380,422	\$ 379,536	\$ 380,543
Uses of Funds								
Administration	\$ 49,583	\$ 52,519	\$ 61,250	\$ 63,088	\$ 64,980	\$ 64,980	\$ 64,980	\$ 66,930
Access/Parking/Customer Service	16,932	19,615	21,430	22,073	22,736	22,736	22,736	23,418
Maintenance	89,857	95,636	93,324	96,124	99,008	99,008	99,008	101,978
Access/Parking/Administration	44,950	76,636	78,436	80,789	83,213	83,213	83,213	85,709
Asset Management (Maintenance)	31,593	78,488	103,167	106,262	109,450	109,450	109,450	112,733
District Vitality Activities	34,546	24,100	20,000	20,600	21,218	21,218	21,218	21,855
EcoPass Program	35,640	40,740	43,490	42,874	43,941	43,941	43,941	44,814
Capital Improvement Program - Projects	176,536	150,000	202,870	2,500,000	-	-	-	-
Capital Replacement Reserve	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Cost Allocation	48,732	48,732	47,124	48,538	49,994	49,994	49,994	51,494
Total Uses of Funds	\$ 537,369	\$ 595,466	\$ 680,092	\$ 2,989,348	\$ 503,539	\$ 503,539	\$ 503,539	\$ 517,930
Ending Fund Balance Before Reserves	\$ 998,252	\$ 3,565,717	\$ 3,275,971	\$ 684,726	\$ 562,489	\$ 439,373	\$ 315,370	\$ 177,984
Reserves								
Operating	\$ 89,741	\$ 99,443	\$ 113,575	\$ 81,721	\$ 84,091	\$ 84,091	\$ 84,091	\$ 86,494
Pay Period 27	-	-	12,387	12,387	12,387	1,770	3,539	5,309
Sick/Vacation Accrual	1,699	1,750	-	-	-	-	-	1,970
Total Reserves	\$ 91,440	\$ 101,193	\$ 125,962	\$ 94,108	\$ 96,478	\$ 85,861	\$ 87,630	\$ 93,773
Ending Fund Balance After Reserves	\$ 906,813	\$ 3,464,525	\$ 3,150,008	\$ 590,618	\$ 466,011	\$ 353,512	\$ 227,740	\$ 84,211

WASTEWATER UTILITY 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 29,872,000	\$ 26,070,637	\$ 8,664,464	\$ 9,751,153	\$ 7,705,246	\$ 6,273,145	\$ 5,639,372	\$ 7,510,709
Sources of Funds								
Operating								
Sewer Charges to General Customers	\$ 21,511,465	\$ 22,764,188	\$ 23,543,861	\$ 24,350,238	\$ 25,184,234	\$ 26,046,794	\$ 26,938,897	\$ 27,861,554
Projected Rate Increase	-	1,138,209	1,177,193	1,217,512	1,259,212	1,302,340	1,346,945	1,393,078
Surcharge/ Pretreatment Fees	204,154	142,353	142,353	142,353	142,353	142,353	142,353	142,353
Plant Investment Fees	1,229,924	1,000,000	900,000	800,000	800,000	800,000	800,000	800,000
Connection Charges	19,301	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Special Assessments	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Interest on Investments	623,155	553,034	363,908	409,548	323,620	263,472	236,854	315,450
Rent and other miscellaneous revenue	20,044	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Sale of fuel	5,454	800,000	500,000	500,000	500,000	500,000	500,000	500,000
Bond Proceeds	-	-	50,500,000	24,423,000	-	-	20,998,000	-
Total Sources of Funds	\$ 23,613,496	\$ 26,462,784	\$ 77,192,315	\$ 51,907,652	\$ 28,274,419	\$ 29,119,959	\$ 51,028,048	\$ 31,077,435
Uses of Funds								
Operating								
Administration	\$ 1,043,082	\$ 1,082,627	\$ 1,246,030	\$ 1,283,411	\$ 1,321,913	\$ 1,361,571	\$ 1,402,418	\$ 1,444,490
Planning and Project Management	450,021	415,794	422,364	435,035	448,086	461,528	475,374	489,635
Wastewater Quality & Environmental Svcs	1,190,402	1,172,100	1,213,080	1,249,473	1,286,957	1,325,566	1,365,333	1,406,293
System Maintenance	1,425,409	1,683,262	1,753,760	1,806,373	1,860,564	1,916,381	1,973,872	2,033,088
Wastewater Treatment	4,730,273	5,121,267	4,978,502	5,127,857	5,281,692	5,440,143	5,603,347	5,771,448
Total Operating Uses of Funds	\$ 8,839,187	\$ 9,475,050	\$ 9,613,736	\$ 9,902,148	\$ 10,199,212	\$ 10,505,188	\$ 10,820,344	\$ 11,144,954
Debt								
2012 Refunding of the WRRF 2005 Revenue Bond	\$ 3,142,250	\$ 3,124,750	\$ 3,127,250	\$ 3,128,500	\$ 3,128,500	\$ 3,128,500	\$ -	\$ -
WRRF UV, Digester, Headworks Imp 2010 Rev Bond	730,395	551,077	549,890	553,100	551,170	554,170	552,030	549,820
Sanitary Sewer Rehabilitation Bond 2015	676,131	677,631	678,932	680,581	676,781	677,681	678,131	678,131
Foothills Baseline Sewer Bond 2018	241,306	240,891	241,278	241,063	241,190	241,181	241,035	241,208
Anticipated Bond - Interceptor Replacement 2022	-	-	4,040,000	4,040,000	4,040,000	4,040,000	4,040,000	4,040,000
WRRF Nutrient Compliance and Sanitary Sewer Bond 2021	-	-	-	1,953,840	1,953,840	1,953,840	1,953,840	1,953,840
Arapahoe Trunk Sewer Bond 2026	-	-	-	-	-	-	1,784,830	1,784,830
Total Debt Service	\$ 4,790,082	\$ 4,594,349	\$ 8,637,350	\$ 10,597,084	\$ 10,591,481	\$ 10,595,372	\$ 9,249,866	\$ 9,247,829
Transfers								
Cost Allocation	\$ 1,060,744	\$ 1,050,444	\$ 1,009,977	\$ 1,060,476	\$ 1,113,500	\$ 1,169,175	\$ 1,227,634	\$ 1,289,016
Planning & Development Services	350,952	306,763	193,264	199,062	205,034	211,185	217,521	224,047
Transportation - Admin Support	-	16,300	16,300	16,789	17,293	17,812	18,346	18,896
Total Transfers Out	\$ 1,411,696	\$ 1,373,507	\$ 1,219,541	\$ 1,276,327	\$ 1,335,827	\$ 1,398,172	\$ 1,463,501	\$ 1,531,959

WASTEWATER UTILITY 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
CONTINUED								
Capital Improvement Program	\$ 12,373,894	\$ 14,694,831	\$ 6,135,000	\$ 7,755,000	\$ 7,580,000	\$ 7,255,000	\$ 6,625,000	\$ 9,185,000
Projected Bond-Interceptor/Siphon	-	-	50,000,000	-	-	-	-	-
WRRF Permit and Sanitary Sewer Improvements	-	-	-	24,200,000	-	-	-	-
Arapahoe Trunk Sewer	-	-	-	-	-	-	20,800,000	-
Bond Issuance Costs	-	-	500,000	223,000	-	-	198,000	-
Carryover, Encumbrances and Adjustments to Base	-	13,731,219	-	-	-	-	-	-
Total Uses of Funds	\$ 27,414,860	\$ 43,868,957	\$ 76,105,627	\$ 53,953,558	\$ 29,706,520	\$ 29,753,732	\$ 49,156,711	\$ 31,109,743
Ending Fund Balance Before Reserves	\$ 26,070,637	\$ 8,664,464	\$ 9,751,153	\$ 7,705,246	\$ 6,273,145	\$ 5,639,372	\$ 7,510,709	\$ 7,478,401
Reserves								
Bond Reserves	\$ 670,139	\$ 670,139	\$ 670,139	\$ 670,139	\$ 670,139	\$ 670,139	\$ 670,139	\$ 670,139
FEMA Deobligation Reserve	36,445	36,445	36,445	36,445	36,445	36,445	36,445	36,445
Sick/Vacation/Bonus Reserve	62,004	63,864	22,854	23,540	24,246	24,974	25,723	26,494
Pay Period 27 Reserve	226,024	226,024	226,024	226,024	226,024	32,289	64,578	96,867
Operating Reserve	2,562,721	2,712,139	2,708,319	2,794,619	2,883,760	2,975,840	3,070,961	3,169,228
Capital Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Reserves	\$ 4,057,333	\$ 4,208,611	\$ 4,163,781	\$ 4,250,767	\$ 4,340,614	\$ 4,239,687	\$ 4,367,846	\$ 4,499,173
Ending Fund Balance After Reserves	\$ 22,013,304	\$ 4,455,853	\$ 5,587,371	\$ 3,454,480	\$ 1,932,532	\$ 1,399,685	\$ 3,142,863	\$ 2,979,228

Note:

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

WATER UTILITY 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning of Year Fund Balance	\$ 42,153,750	\$ 46,555,821	\$ 32,405,008	\$ 33,459,709	\$ 32,974,325	\$ 21,617,134	\$ 20,194,763	\$ 23,837,894
Sources of Funds								
Sale of Water to General Cust	\$ 31,423,961	\$ 30,610,336	\$ 32,729,651	\$ 34,671,599	\$ 36,385,456	\$ 38,183,978	\$ 40,071,346	\$ 42,051,951
Bulk/Irrigation Water Sales	520,583	143,051	143,050	143,050	143,050	143,050	143,050	143,050
Hydroelectric Revenue	1,793,881	1,750,850	1,790,000	1,843,549	1,898,706	1,955,517	2,014,033	2,074,304
Miscellaneous Operating Revenues	-	5,000	5,000	5,000	5,000	5,000	-	-
Plant Investment Fees	5,462,209	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Connection Charges	322,275	130,000	130,000	130,000	130,000	130,000	130,000	130,000
Interest on Investments	744,840	567,791	648,101	669,194	659,487	432,343	403,895	476,758
Rent, assessments and other misc revenues	1,677,262	20,500	20,500	20,500	20,500	20,500	20,500	20,500
Transfer from General Fund - Fire Training Center	92,785	92,785	92,785	92,785	-	-	-	-
Projected Bond Proceeds	-	-	41,820,000	-	-	-	-	-
Total Sources of Funds	\$ 42,037,796	\$ 38,269,139	\$ 82,170,162	\$ 42,155,974	\$ 43,925,326	\$ 45,661,426	\$ 47,687,105	\$ 49,078,640
Uses of Funds								
Operating								
Administration	\$ 1,707,316	\$ 1,722,157	\$ 1,864,755	\$ 1,920,697	\$ 1,978,318	\$ 2,037,668	\$ 2,098,798	\$ 2,161,762
Planning and Project Management	1,314,664	724,215	737,966	760,105	782,908	806,395	830,587	855,504
Water Resources and Hydroelectric Operations	2,917,910	3,287,694	3,399,514	3,501,500	3,606,545	3,714,741	3,826,183	3,940,969
Water Treatment	1,014,598	4,998,204	5,068,537	5,220,593	5,377,211	5,538,527	5,704,683	5,875,823
Water Quality and Environmental Svcs	4,508,953	1,078,250	1,073,650	1,105,859	1,139,035	1,173,206	1,208,402	1,244,655
System Maintenance	2,444,529	3,424,724	3,444,313	3,547,642	3,654,071	3,763,694	3,876,604	3,992,903
Windy Gap Payment	818,282	1,351,124	428,000	206,000	212,180	218,545	225,102	231,855
Total Operating Uses of Funds	\$ 14,726,252	\$ 16,586,368	\$ 16,016,734	\$ 16,262,396	\$ 16,750,268	\$ 17,252,776	\$ 17,770,359	\$ 18,303,470
Debt								
Lakewood 2001 Rev Bond; Refunded in 2012	\$ 2,076,544	\$ 2,095,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Betasso WTP Improvements - 2015	2,260,681	2,259,981	2,258,681	2,256,781	2,259,281	2,256,081	2,257,281	2,258,469
Carter Lake Pipeline - 2018	2,406,044	2,401,909	2,405,771	2,403,726	2,405,999	2,404,908	2,403,465	2,405,192
Projected Bond - Barker/Albian Dam - 2022	-	-	3,763,800	3,763,800	3,763,800	3,763,800	3,763,800	3,763,800
Total Debt Service	\$ 6,743,269	\$ 6,757,490	\$ 8,428,252	\$ 8,424,307	\$ 8,429,080	\$ 8,424,789	\$ 8,424,546	\$ 8,427,461
Transfers								
Cost Allocation	\$ 1,717,381	\$ 1,735,381	\$ 1,660,708	\$ 1,743,743	\$ 1,830,931	\$ 1,922,477	\$ 2,018,601	\$ 2,119,531
Planning & Development Services	353,691	305,717	188,468	194,122	199,946	205,944	212,122	218,486
Transportation - Admin Support	16,300	16,300	16,300	16,789	17,293	17,811	18,346	18,896
Total Transfers Out	\$ 2,087,372	\$ 2,057,398	\$ 1,865,476	\$ 1,954,654	\$ 2,048,169	\$ 2,146,233	\$ 2,249,069	\$ 2,356,913

WATER UTILITY 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
CONTINUED								
Capital	\$ 14,027,622	\$ 13,399,207	\$ 12,985,000	\$ 16,000,000	\$ 28,055,000	\$ 19,260,000	\$ 15,600,000	\$ 20,980,000
Projected Bond - Betasso WTP IMP	51,211	-	-	-	-	-	-	-
Projected Bond - Albion Dam; WTP Imp; Meter Vault	-	-	41,420,000	-	-	-	-	-
Projected Bond - Issuance Costs	-	-	400,000	-	-	-	-	-
Encumbrances, Carryover and Adjustments to Base	-	13,619,489	-	-	-	-	-	-
Total Uses of Funds	\$ 37,635,725	\$ 52,419,952	\$ 81,115,462	\$ 42,641,357	\$ 55,282,517	\$ 47,083,798	\$ 44,043,974	\$ 50,067,844
Ending Fund Balance Before Reserves	\$ 46,555,821	\$ 32,405,008	\$ 33,459,709	\$ 32,974,325	\$ 21,617,134	\$ 20,194,763	\$ 23,837,894	\$ 22,848,691
Reserves								
Bond Reserve	\$ 2,081,429	\$ 2,081,429	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lakewood Pipeline Remediation Reserve	17,851,867	15,400,000	15,400,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Carter Lake Pipeline Reserve	1,530,697	1,530,697	-	-	-	-	-	-
FEMA Deobligation Reserve	87,951	87,951	87,951	87,951	87,951	87,951	87,951	87,951
Sick/Vacation/Bonus Reserve	65,040	66,991	64,661	66,600	68,598	70,656	72,776	74,959
Pay Period 27 Reserve	288,249	289,195	298,845	302,831	306,818	3,987	7,973	11,960
Operating Reserve	4,203,406	4,660,942	4,470,553	4,554,263	4,699,609	4,849,752	5,004,857	5,165,096
Capital Reserve	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Total Reserves	\$ 28,323,330	\$ 26,117,205	\$ 22,322,010	\$ 17,011,645	\$ 17,162,976	\$ 17,012,346	\$ 17,173,557	\$ 17,339,966
Ending Fund Balance After Reserves	\$ 18,232,491	\$ 6,287,804	\$ 11,137,699	\$ 15,962,680	\$ 4,454,158	\$ 3,182,417	\$ 6,664,337	\$ 5,508,725

Note:

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

WORKERS' COMPENSATION INSURANCE 2022 FUND FINANCIAL

	2020 Actual	2021 Revised	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	\$ 2,710,002	\$ 2,976,911	\$ 3,374,026	\$ 3,465,950	\$ 3,602,264	\$ 3,535,703	\$ 3,584,041	\$ 3,741,475
Sources of Funds								
Charges to Departments	\$ 2,469,693	\$ 2,538,150	\$ 2,437,708	\$ 2,632,725	\$ 2,659,052	\$ 2,685,642	\$ 2,712,499	\$ 2,739,624
Interest Earnings	79,445	30,201	30,485	30,659	30,879	31,102	31,326	31,551
Total Sources of Funds	\$ 2,549,138	\$ 2,568,351	\$ 2,468,193	\$ 2,663,383	\$ 2,689,931	\$ 2,716,744	\$ 2,743,824	\$ 2,771,175
Uses of Funds								
Insurance Premiums & Consultations	\$ 186,254	\$ 185,578	\$ 220,578	\$ 229,401	\$ 238,577	\$ 248,120	\$ 258,045	\$ 268,367
3rd Party Claims Administration	1,763,276	1,653,324	1,814,727	1,944,815	2,155,227	2,047,466	1,945,092	1,847,838
Program Administration	272,815	261,011	271,293	279,432	287,815	296,450	305,343	314,503
Cost Allocation	50,073	50,073	48,421	48,421	49,874	51,370	52,911	54,498
Risk Prevention Programs	9,811	21,250	21,250	25,000	25,000	25,000	25,000	25,000
Total Uses of Funds	\$ 2,282,229	\$ 2,171,236	\$ 2,376,269	\$ 2,527,069	\$ 2,756,493	\$ 2,668,405	\$ 2,586,391	\$ 2,510,206
Ending Fund Balance Before Reserves	\$ 2,976,911	\$ 3,374,026	\$ 3,465,950	\$ 3,602,264	\$ 3,535,703	\$ 3,584,041	\$ 3,741,475	\$ 4,002,444
Reserves								
Year-end Estimated Liabilities	\$ 2,796,185	\$ 3,006,257	\$ 3,240,521	\$ 3,490,246	\$ 3,315,734	\$ 3,149,947	\$ 2,992,450	\$ 2,842,827
Pay Period 27 Reserve	10,980	10,980	10,980	10,980	10,980	-	-	-
Total Reserves	\$ 2,807,165	\$ 3,017,237	\$ 3,251,501	\$ 3,501,226	\$ 3,326,714	\$ 3,149,947	\$ 2,992,450	\$ 2,842,827
Ending Fund Balance After Reserves	\$ 169,746	\$ 356,789	\$ 214,449	\$ 101,038	\$ 208,989	\$ 434,094	\$ 749,025	\$ 1,159,616

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BUDGET TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BUDGET TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BUDGET TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

FUND DEFINITIONS

GOVERNMENTAL FUNDS

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

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

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

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

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

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

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

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

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

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

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

Eviction Prevention and Assistance Services (EPRAS) Fund accounts for long-term rental tax collected to provide legal and rental assistance for those facing a potential eviction. This fund was created in 2021.

FUND DEFINITIONS

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

Library Fund accounts for 0.333 mills of dedicated property tax, gifts, and donations to fund the operations of the city-owned library and branches.

Lottery Fund accounts for State Conservation Trust Fund proceeds to be utilized for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.

Open Space Fund accounts for dedicated sales tax for the acquisition and maintenance of open space land.

Planning & Development Services Fund accounts for fees for services related to development and building services functions.

Recreation Activity Fund accounts for fees for services related to the provision of recreation, reservoir, and golf course services/programs.

Sugar-Sweetened Beverage Distribution Tax Fund accounts for two cents per ounce excise tax on the distribution of beverages with added sugar and other sweeteners to fund programs related to health promotion, general wellness programs, and chronic disease prevention that improve health equity, and other health programs especially for low-income residents and those most affected by chronic disease linked to sugary drink consumption.

Transit Pass GID Fund accounts for earmarked property tax authorized by the voters in 2000 to fund bus transit passes for participating neighborhoods.

Transportation Development Fund accounts for development fees to be utilized for the construction of transportation capital improvements related to new development and growth.

Transportation Fund accounts for dedicated sales tax and supplemented by city's share of the county road and bridge tax, state highway users' tax, and state auto registration fees for the construction, operation, and maintenance of all major thoroughfares, local streets, bikeways, and walkways.

CAPITAL PROJECT FUNDS - Accounts for financial resources to be used for acquisition, construction, and improvement of general fixed assets (other than those financed by Proprietary Funds). The City of Boulder has the following Capital Project Funds:

Boulder Junction Improvement Fund accounts for a portion of the use taxes collected from development in the area for the development of a new "Boulder Junction" 160-acre site located around 30th and Pearl Streets.

Community, Culture, & Safety Fund accounts for dedicated sales tax for the construction and improvement of capital assets outlined within the ballot language including improving community spaces, bolstering cultural projects and organizations, and enhancing safety.

Governmental Capital Fund accounts for a transfer from the General Fund to provide funding for general capital projects throughout the city.

Permanent Park & Recreation Fund accounts for 0.900 mills of dedicated property tax for the acquisition of park land or permanent improvements of park and recreation facilities.

FUND DEFINITIONS

PROPRIETARY FUNDS

ENTERPRISE FUNDS - Established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges. All activities necessary to provide such services are accounted for in these funds, including, but not limited to, administration, operations, maintenance, financing and related debt service, and billing collections. The City of Boulder has the following Enterprise Funds:

Boulder Junction Access (GID) - Parking Fund accounts for dedicated property tax and fees to fund programs to meet the parking facilities and service goals.

Downtown Commercial District Fund (formerly CAGID) accounts for dedicated property tax and fees for the maintenance and operations of parking facilities and services to the district.

Stormwater/Flood Management Utility Fund accounts for user fees and plant investment fees to support the acquisition, operation, and maintenance of stormwater and flood management facilities.

University Hill Commercial District Fund (formerly UHGID) accounts for dedicated property tax and fees for the maintenance and operations of parking facilities and services to the district.

Wastewater Utility Fund accounts for user fees and plant investment fees to support the acquisition, operation, and maintenance of wastewater facilities.

Water Utility Fund accounts for user fees and plant investment fees to support the acquisition, operation, and maintenance of water facilities.

INTERNAL SERVICE FUNDS - Established to finance and account for services and/or commodities required by other funds. The City of Boulder has the following Internal Service Funds:

Compensated Absences Fund accounts for a transfer from the General Fund for allowable payments (typically outstanding vacation accrual) to employees exiting the organization.

Computer Replacement Fund accounts for internal department transfers for the costs of acquiring and maintaining computer equipment used by other city departments.

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

Equipment Replacement Fund accounts for internal department transfers for the costs of acquiring equipment used by other city departments.

Facility Renovation & Replacement Fund accounts for internal department transfers for the costs of maintaining and replacing facilities within the City of Boulder.

Fleet Operations & Replacement Fund accounts for internal department transfers for the costs of acquiring automotive equipment used by other city departments, as well as the associated operating and maintenance costs.

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

Property & Casualty Insurance Fund accounts for internal department transfers and facilitates the monitoring of the city's self-insured property & casualty insurance plan.

FUND DEFINITIONS

Telecommunications Fund accounts for internal department transfers for the costs of operating, acquiring, and maintaining telecommunications equipment used by all city departments.

Workers' Compensation Insurance Fund accounts for internal department transfers and facilitates the monitoring of the city's self-insured workers compensation plan.

FIDUCIARY FUNDS

PENSION TRUST FUNDS - Accounts for the accumulation of resources to be used for retirement annuity payments at appropriate amounts and times in the future. Resources are contributed by employees and the City of Boulder at amounts determined by biennial actuarial studies and by state law.

Fire Pension Fund accounts for retirement annuity payments for the City of Boulder's firefighters.

Police Pension Fund accounts for retirement annuity payments for the City of Boulder's police officers.

CODIFIED FEES, RATES & CHARGES

The City of Boulder delivers numerous services to residents and businesses throughout the year. For certain services, good financial management requires the city to recover its costs, in part or in full. In general, these services are of special or unique benefit to the resident or business receiving the service, for example: building safety inspections, development review, vehicle parking, and wastewater treatment.

Similarly to households or private enterprises, city departments face cost increases related to wages and benefits, fuel, utilities, office equipment, and building renovation and repair. Cost recovery practices for the city thus include a periodic review of the fees charged to determine whether city expenditures on selected services are appropriately offset by the fee revenue collected. This review often takes place as part of the development of the budget and the city includes adjustments to fees in the budget document. Without inflation adjustments, the city would need to incrementally shift resources away from current programs to pay for services for residents or businesses receiving a special benefit.

This section provides a summary of fees, rates, or user charges codified in the Boulder Revised Code (BRC) section 4-20 for six departments/divisions:

Climate Initiatives

Community Vitality

Finance - Tax & License

Fire-Rescue

Planning & Development Services

Utilities

The information in this section includes what the city charges in 2021, approved 2022 fees, and the % change in the fees, which are effective January 1, 2022 unless otherwise noted. For many fees in this section, the change mirrors the rate of inflation in the general level of prices in the economy, the change in construction cost indices widely used in various industries, or the result of a calculation of costs incurred by the city when the actual costs are known.

CODIFIED FEES, RATES & CHARGES

CLIMATE INITIATIVES

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

Based on the actual city administrative costs incurred to administer the Construction and Demolition ordinance and permit program, an applicant for a building or demolition permit which requires a deposit under section 3601.2.3 of the City of Boulder Building code or section R328.2.3 of the City of Boulder Residential Code shall pay an administrative fee of \$219.00. The previous fee was based on an estimate. The revised fee reflects the actual costs incurred by the City of Boulder in the continued development and on-going administration of the program.

CLIMATE INITIATIVES FEES, RATES, & CHARGES

FEE PAID BY TYPICAL APPLICANTS

	2021 Approved	2022 Approved	Units	Percent Change	B.R.C. Section
Energy Impact Offset Fee					
Annual fee of \$0.0185 per kWh per license	\$ 10,000.00	\$ 9,300.00	per year	-7.0%	4-20-64 4-20-67
Construction and Demolition Administrative Fee					
Administrative fee for building or demolition permit	\$ 100.00	\$ 219.00	per year	119.0%	4-20-72

DEPARTMENT REVENUE IMPACT

	2021 Approved	2022 Approved	Percent Change
Climate Initiatives			
Energy Impact Offset Fee	\$ 400,000	\$ 350,000	-12.5%
Construction and Demolition Administration Fee	11,000	11,000	0.0%
Total	\$ 411,000	\$ 361,000	-12.5%

CODIFIED FEES, RATES & CHARGES

COMMUNITY VITALITY

Community Vitality sets a schedule of user fees to recover a share of the cost of providing mall permits and facilities on the Pearl Street Mall. The fees are based on what the public would pay for similar services from private enterprise. The department reviews all fees annually and uses the current Consumer Price Index (CPI) projections to increase fees for the Pearl Street Mall permit and fee program.

In addition to the mall fees in section 4-20, Community Vitality sets fees for long-term parking permits in the Downtown garages and for Downtown and University Hill lots. Staff annually assesses the Downtown Commercial District (CAGID) and University Hill Commercial District (UHGID) long-term parking rates with private sector rates and makes adjustments in alignment with demand and the market. These rate changes also help CAGID and UHGID keep pace with rising expenses.

For 2022, Downtown garage permits will increase from \$465 per quarter to \$480 per quarter and downtown surface lots will increase from \$270 per quarter to \$278 per quarter. This adjustment brings the garage permits in line with the surrounding area businesses and reflects the changes to CPI in 2020 and 2021. University Hill permit costs will not change for 2022.

COMMUNITY VITALITY FEES, RATES, & CHARGES

FEE PAID BY TYPICAL BUSINESS / INDIVIDUAL

	2021 Approved	2022 Approved	Units	Percent Change	B.R.C. Section
Long-Term Parking Permit Fees					
Downtown Garages	\$ 465.00	\$ 480.00	per quarter	3.2%	
Downtown Surface Lots	270.00	278.00	per quarter	3.0%	
Mall Permits/Fees					
Mobile Vending Carts	\$ 2,370.00	\$ 2,445.00	per year	3.2%	4-20-11
Ambulatory Vendor Permit (May-Sep)	120.00	123.50	per month	2.9%	4-20-11
Ambulatory Vendor Permit (Oct-Apr)	60.00	62.00	per month	3.3%	4-20-11
Electricity Event Fee	21.00	21.50	per day	2.4%	4-20-11
Entertainment Vending Permit	17.00	17.50	per month	2.9%	4-20-11
Personal Services Vending Permit (May-Sep)	120.00	124.00	per month	3.3%	4-20-11
Personal Services Vending Permit (Oct-Apr)	60.00	62.00	per month	3.3%	4-20-11

DEPARTMENT REVENUE IMPACT

	2021 Approved	2022 Approved	Percent Change
Community Vitality			
Mobile Vending Carts	\$ 29,966	\$ 30,914	3.2%
Mall Kiosk Advertising	4,928.63	5,072.38	2.9%
Ambulatory/Personal Service Permit	4,218.91	4,339.45	2.9%
Electricity Event Fee	525.31	537.82	2.4%
Entertainment Vending Permit	106.09	109.21	2.9%
Personal Services Vending Permit	1,539.00	1,590.30	3.3%
Downtown garage long term parking permit	3,781,113.84	3,903,085.25	3.2%
Downtown lot long term parking permit	257,807.00	265,445.73	3.0%
Total	\$ 4,080,205	\$ 4,211,094	3.21%

CODIFIED FEES, RATES & CHARGES

FINANCE - TAX & LICENSE DIVISION

The Finance Department charges a fee for the following seven city licenses: Auction Licenses; Circus, Carnival and Menagerie Licenses; Hemp Licenses; Itinerant Merchant Licenses; Secondhand Dealer and Pawnbroker Licenses; Mobile Food Vehicle Sales Licenses, and Tobacco Licenses. In 2022, all license fees, are set to increase by the CPI, rounded up to the nearest whole dollar. For Hemp licenses and Tobacco licenses, it is recommended to keep the license fees the same for the first year of processing to add predictability for license applicants and city staff.

City Licensing has taken on the state's portion of review for local only special event liquor permit processing. For three city licenses, City Licensing now completes the background check work, previously completed by the Police Department. As a result, for three of these licenses (Auction, Itinerant Merchant, and Secondhand Dealer/Pawnbroker), the city charges an additional \$7 fee for each employee of the applicant business subject to an on-line background check through the Colorado Bureau of Investigation (CBI), to review for assessment of criminal operation concerns.

In addition, City Licensing coordinates Medical and Recreational Marijuana Business licensing, in collaboration with Police, Fire, Planning Code Enforcement, and the City Attorney's Office, collecting and reviewing citywide expenditures, to allow for determination of reasoned and concrete rationale before suggesting any changes to those license fees. Liquor Licensing fees are set and capped by the State Liquor Code and State Rules.

CODIFIED FEES, RATES & CHARGES

FINANCE - TAX & LICENSE DIVISION FEES, RATES & CHARGES

FEE PAID BY TYPICAL APPLICANTS

	2021 Approved	2022 Approved	Units	Percent Change	B.R.C. Section
Auctioneer License Fee					
Annual fee with license issued each event	\$ 93.00	\$ 95.00	per year	2.2%	4-20-3
Total including background checks ¹	107.00	109.00	per year	1.9%	4-20-3
Circus, Carnival, & Menagerie License Fee					
Cost per event day	\$ 480.00	\$ 490.00	per day	2.1%	4-20-5
Itinerant Merchant License Fee					
Annual license fee	\$ 64.00	\$ 66.00	per year	3.1%	4-20-10
Total including background checks ²	106.00	108.00	per year	1.9%	4-20-10
Secondhand Dealer & Pawnbroker License Fee					
Secondhand Calendar/Renewal	\$ 128.00	\$ 131.00	per year	2.3%	4-20-17
Total including background checks ²	170.00	173.00	per year	1.8%	4-20-17
Pawn Calendar/Renewal ³	128.00	131.00	per year	2.3%	4-20-17
Total including background checks ²	170.00	173.00	per year	1.8%	4-20-17
Mobile Food Vehicle License Fees					
MFV License fee	\$ 268.00	\$ 274.00	per year	2.2%	4-20-66
MFV Renewal fee	268.00	274.00	per year	2.2%	4-20-66
Tobacco and ESD Retailer License Fees³					
TOB License Fee	\$ 370.00	\$ 370.00	per year	0.0%	4-20-75 and CM Rule
TOB Renewal Fee	280.00	280.00	per year	0.0%	4-20-75 and CM Rule
Hemp Business License Fees⁴					
HMP License Fee (Registration and License)	\$ 1,600.00	\$ 1,600.00	per year	0.0%	4-20-73
Hemp Renewal Fee	1,100.00	1,100.00	per year	0.0%	4-20-73

Notes:

¹Assumes that two people would require background checks at \$7 each for a typical license.

²Assumes that six people would require background checks at \$7 each for a typical license.

³City Licensing would recommend keeping both the license and renewal fee the same for Tobacco and ESD Retailer licenses as this is the first full year of this license program.

⁴City Licensing would recommend keeping both the license and renewal fee the same for Hemp Business license as this is the first full year of this license program.

DEPARTMENT REVENUE IMPACT

	2021 Approved	2022 Approved	Percent Change
Finance - Tax and License			
Auctioneer License Fees	\$ 214	\$ 218	1.9%
Circus, Carnival, & Menagerie License Fee	960	980	2.1%
Itinerant Merchant License Fee	424	432	1.9%
Second Hand Dealer/ Pawnbroker License Fee	850	865	1.8%
Mobile Food Vehicle License/Renewal Fees	13,400	13,700	2.2%
Tobacco and ESD License/Renewal Fees	18,760	18,760	0.0%
Hemp Business License/Renewal Fees	9,900	9,900	0.0%
Total	\$ 44,508	\$ 44,855	0.8%

CODIFIED FEES, RATES & CHARGES

FIRE-RESCUE

Fire inspections are conducted on all commercial buildings within the City of Boulder. Depending on building use, the inspection may occur every year, every other year or every three years. An example would be an office type building with fire sprinklers which is considered low risk and would be inspected every three years. A business which uses or produces hazardous materials is considered a higher risk and is inspected annually by Boulder Fire-Rescue (BFR).

The initial inspection is conducted by on-duty fire crews. All inspections are to ensure compliance with the city's adopted fire code, the 2018 International Fire Code (IFC). If the business is in violation of a section(s) of the IFC the business owner is notified with a "violation" notice sent to them via E-mail. Most often, a 30-day time allowance is given to correct the violation. After the 30 days, a re-inspection occurs to verify the violation(s) have been corrected. This re-inspection (considered the first re-inspection) is done by a Fire Code Inspector within the Community Risk Reduction Division of BFR. If the violation(s) are not corrected at that time, additional time may be granted. That time typically ranges from 15 to 30 days. A second re-inspection would occur by the Fire Code Inspector to once again verify they have corrected and complied with the violations noted from the original inspection. At this time, the business has had between 45 and 60 days to correct the originally noted violation(s). The second re-inspection would be the third trip that Boulder Fire-Rescue has been on site to inspect and re-inspect to ensure the business is compliant with fire code. It is not until the second re-inspection (or third trip to the business) that BFR are able to assess a fee for the inspections. The fee is a means to encourage compliance without issuing a court summons.

CODIFIED FEES, RATES & CHARGES

FIRE-RESCUE FEES, RATES, & CHARGES

FEE PAID BY TYPICAL APPLICANTS

	2021 Approved	2022 Approved	Units	Percent Change	B.R.C. Section
Commercial/Business Inspections					
Commercial/Business 2nd Re-inspection	\$ 100.00	\$ 100.00	per inspection	0.0%	4-20-52
Commercial/Business 3rd plus Re-inspection	250.00	250.00	per inspection	0.0%	4-20-52
Fire Protection System Inspections					
Fire Inspection Failure to Show	\$ 250.00	\$ 250.00	per inspection	0.0%	4-20-52
Above Ground Hydrostatic Sprinkler Test ¹					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Second Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
Sprinkler System Final Pump Test ¹					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Second Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
Fire Protection and Alarm System Installation ¹					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
False Fire Alarm Fees					
Third False Alarm	\$ 150.00	\$ 150.00	per alarm	0.0%	4-20-52
Fourth False Alarm	300.00	300.00	per alarm	0.0%	4-20-52
Fifth False Alarm	600.00	600.00	per alarm	0.0%	4-20-52
Sixth and Subsequent False Alarm	1,200.00	1,200.00	per alarm	0.0%	4-20-52

DEPARTMENT REVENUE IMPACT

	2021 Approved	2022 Approved	Percent Change
Commercial/Business Inspections	\$ 1,250	\$ 1,250	0.0%
Fire Protection System Inspections	1,750	1,750	0.0%
False Alarm Fees	6,000	6,000	0.0%
Total	\$ 9,000	\$ 9,000	0.0%

CODIFIED FEES, RATES & CHARGES

PLANNING & DEVELOPMENT SERVICES

Impact Fees and the Transportation Excise Tax

In November 2016, City Council approved increases to development excise taxes (DETs) and impact fees, which help pay for new growth. Excise taxes and impact fees are one-time charges to fund capital improvements necessitated by new development, helping the city build new facilities, purchase equipment such as fire trucks, develop multi-modal transportation facilities, and support affordable housing. The updated tax and fee changes went into effect on July 1, 2017. The maximum amount the city can charge as an excise tax is limited by the amounts approved by voters.

In 2022, P&DS proposes to adjust the impact fees and the residential Transportation Excise Tax by an inflationary factor, using the Engineering News Record cost index and the prior year's Consumer Price Index, respectively. The first table below demonstrates the impact the changes would have on three types of development scenarios.

Affordable Housing Commercial Linkage Fee

On May 1, 2018 the City Council adopted changes to the affordable housing commercial linkage fee, also known as the affordable housing capital facility impact fee. The linkage fee was phased in with adopted amounts over a 3-year period (2019-2021) for non-residential development. Starting in 2022, the linkage fee will be increased by an inflationary factor like other impact fees. Qualified non-profits and developments with affordable commercial space are eligible for reduced rates.

CODIFIED FEES, RATES & CHARGES

PLANNING & DEVELOPMENT SERVICES FEES, RATES, & CHARGES

FEE PAID BY TYPICAL PROJECT

	2021 Approved	2022 Approved	Units	Percent Change	B.R.C. Section
Single Family Residential (3,000 sq. ft)					
Capital Facility Impact Fees	\$ 10,302.00	\$ 10,456.53	per application	1.5%	4-20-62
Transportation Excise Taxes	3,910.31	3,988.52	per application	2.0%	3-8-3
Multifamily Residential (10 units)					
Capital Facility Impact Fees	\$ 67,755.00	\$ 68,771.33	per application	1.5%	4-20-62
Transportation Excise Taxes	28,370.00	28,937.40	per application	2.0%	3-8-3
Non-residential (7,500 sq. ft. retail)					
Capital Facility Impact Fees	\$ 17,925.00	\$ 18,193.88	per application	1.5%	4-20-62
Affordable Housing Linkage Fee	150,000.00	152,250.00	per application	1.5%	4-20-62
Transportation Excise Taxes ¹	18,600.00	18,600.00	per application	0.0%	3-8-3
Leases for Point-to-Point Telecommunications Conduit Crossings	\$ 18.44	\$ 18.81	per lineal foot	2.0%	4-20-20

Notes:

The above table demonstrates the impact that the inflationary changes would have on three types of development scenarios:

- A 3,000 square foot single family residential project
- A 10 unit multifamily project in which five units are 1,000 square feet in size, and five units are 1,500 square feet in size
- A 7,500 square foot retail project

¹The non-residential Transportation Excise Tax rate is at its maximum.

DEPARTMENT REVENUE IMPACT

	2021 Approved	2022 Approved	Percent Change
Planning & Development Services			
Capital Facility Impact Fees	\$ 578,708	\$ 1,452,592	151.0%
Affordable Housing Linkage Fee	525,000	3,525,000	571.4%
Transportation Excise Taxes	945,219	935,219	-1.1%
Transportation Impact Fee	52,594	54,172	3.0%
Leases for Point-to-Point Telecommunications Conduit Crossings	1,600	1,600	0.0%
Total	\$ 2,103,121	\$ 5,968,583	183.8%

CODIFIED FEES, RATES & CHARGES

UTILITIES DEPARTMENT

Utility Rate, Specific Service Charges, and Fee Changes: The city owns and operates three utilities: water, wastewater, and stormwater/flood management. Each utility operates as a self-supporting enterprise fund and assesses a variety of rates, charges, and fees to ensure revenues are sufficient to meet operating, maintenance and capital costs and to maintain the financial integrity of each utility. Revenues generated from customers' monthly utility bills are the largest revenue source for each utility, accounting for 80 to 95 percent of total revenues.

The monthly customer bill for water and wastewater services includes a quantity charge based on the volume of use and a fixed service charge based on meter size. Most of the costs associated with the water and wastewater utilities are fixed and the fixed portion of the bill helps support revenue stability and more equitable distribution of costs. The variable portion of the bill is intended to provide a price signal to incentivize efficient water use and helps cover the additional costs the city incurs related to peak demand periods.

Comparing bills from year-to-year is a challenge due to the impact weather has on utility bills. In relatively wet and cooler summers, bills will be lower due to reduced outdoor use. Not including weather impacts, customer bill changes are generally a result of rate increases to fund additional infrastructure investment, keep pace with inflation, and meet regulatory requirements. The following table shows estimates of the effects on total utility bills for three sample customer types:

- **Single Family Inside City Residential** account with an average winter consumption of 4,000 gallons, total annual water consumption of 90,000 gallons and irrigable area of 5,200 square feet. For stormwater charges, the account has 3,000 square feet of impervious area;
- **Inside City Commercial - Restaurant** account with a 1" meter, 412,000 gallons of annual consumption, and 7,000 square feet of impervious area; and
- **Inside City Commercial - Hotel** with a 3" meter, 3,200,000 gallons of annual consumption, and 153,000 square feet of impervious area.

UTILITY BILL FOR TYPICAL ACCOUNT

	2021 Approved	2022 Approved	Units	Percent Change	B.R.C. Section
Water Utility Bill					
Residential Use	\$ 45.06	\$ 48.21	per month	7.0%	4-20-25
Commercial Use - Restaurant	140.98	150.85	per month	7.0%	4-20-25
Commercial Use - Hotel	1,334.72	1,428.15	per month	7.0%	4-20-25
Wastewater Utility Bill					
Residential Use	\$ 39.32	\$ 41.29	per month	5.0%	4-20-28
Commercial Use - Restaurant	243.65	255.84	per month	5.0%	4-20-28
Commercial Use - Hotel	1,894.10	1,988.80	per month	5.0%	4-20-28
Stormwater/Flood Management Utility Bill					
Residential Use	\$ 19.64	\$ 22.00	per month	12.0%	4-20-45
Commercial Use - Restaurant	38.35	42.95	per month	12.0%	4-20-45
Commercial Use - Hotel	834.09	934.18	per month	12.0%	4-20-45

CODIFIED FEES, RATES & CHARGES

UTILITIES, CONTINUED

Utilities also assesses charges to new customers and customers increasing use of utility infrastructure, which includes fees for physical connections or “taps” into city-owned pipes. The charges are set at a level that recovers costs of providing services. Changes in the fees are generally attributable to cost changes in equipment, materials, fleet, and personnel costs. The table below displays the changes to fees paid by typical users of these services.

UTILITIES FEES, RATES, & CHARGES

CHARGE FOR TYPICAL CUSTOMER

	2021 Approved	2022 Approved	Units	Percent Change	B.R.C. Section
Utility Specific Service Charges					
Meter Installation - 3/4 inch meter	\$ 344.00	\$ 417.00	per occurrence	21.2%	4-20-23
Meter Installation - 2 inch meter	1,206.00	1,061.00	per occurrence	-12.0%	4-20-23
Water Tap Fee - 3/4 inch tap	248.00	178.00	per occurrence	-28.2%	4-20-23
Water Tap Fee - 2 inch tap	392.00	342.00	per occurrence	-12.8%	4-20-23
Wastewater Tap Fee - 4 inch tap	173.00	189.00	per occurrence	9.2%	4-20-27

PLANT INVESTMENT FEES

	2021 Approved	2022 Approved	Units	Percent Change	B.R.C. Section
Water Plant Investment Fee (PIF)					
Single Family Residential Outdoor (first 5,000 sq. ft. of irrigable area)	\$ 2.98	\$ 3.02	per sq. ft. irrigated area	1.5%	4-20-26
Single Family Residential Indoor	12,769.93	12,961.48	single unit dwelling	1.5%	4-20-26
Wastewater Plant Investment Fee (PIF)					
	\$ 4,980.81	\$ 5,055.52	single unit dwelling	1.5%	4-20-29
Stormwater / Flood Management Plant Investment Fee (PIF)					
	\$ 2.29	\$ 2.32	per sq. ft. impervious area	1.5%	4-20-46

DEPARTMENT REVENUE IMPACT

	2021 Approved	2022 Approved	Percent Change
Public Works - Utilities			
Water Utility Rates ¹	\$ 32,951,163	\$ 34,912,727	6.0%
Wastewater Utility Rates ¹	23,902,397	24,721,054	3.4%
Stormwater / Flood Management Utility Rates	14,653,744	16,445,017	12.2%
Water Utility Specific Service Charges	251,050	251,050	0.0%
Wastewater Utility Specific Service Charges	10,000	10,000	0.0%
Total	\$ 71,768,354	\$ 76,339,848	6.4%

¹Billed usage revenue is dependent on multiple factors including indoor usage efficiencies and weather affection outdoor watering. In 2021, Water and Wastewater revenue is adjusted for decreased usage.

BUDGET POLICIES

FINANCIAL & MANAGEMENT POLICIES

The purpose of the City of Boulder's Financial and Management Policies is to provide guidelines and goals that will influence and direct the financial management practice of the city. A financial policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. An effective financial policy:

- Provides principles and guidelines that minimize costs and reduce risk;
- Maintains appropriate financial capacity for present and future needs; and
- Ensures legal compliance and appropriate internal controls.

The following financial and management policies are intended to be consistent with the City of Boulder's Charter and the Boulder Revised Code. The related section of the City Charter can be found at: [City Charter Article VI Finance and Record](#). The Boulder Revised Code can be found at: [Boulder Revised Code](#).

SECTION 1: BUDGET POLICY

1.1 Budget Submittal & Adoption

- No later than three months before the end of each fiscal year, the City Manager shall prepare and submit to the council an annual budget for the ensuing year.
- City Council will adopt a budget every year by December 1 prior to the budget period.
- The legal period of the council adopted budget is one fiscal year.
- The fiscal period for the City of Boulder is January 1 to December 31.

1.2 Form of Budget

- The budget shall present an itemized statement of the appropriations approved by the City Manager for estimated expenses and for permanent improvements for each department and each division for the ensuing fiscal year.
- Comparative data of the appropriations and the expenditures for the current and last preceding fiscal year as well as the increases or decreases in the approved budget shall be provided.

1.3 Balanced Budget

- Annual budgets shall be balanced. Budgeted expenditures and transfers-out will not exceed reasonable projections of the sum of current year revenues, transfers-in, and available fund balances.
- One-time revenues shall only be used to cover one-time costs and ongoing revenues shall only be used to cover ongoing costs.
- Debt service shall not be utilized for operating expenses.

1.4 Changes to Adopted Budget

- Normally, initial appropriations (excluding carryovers and encumbrances) will be made only in the context of the annual budget process when all city needs can be reviewed and prioritized in a comprehensive manner. The annual budget process will also include a projection of the multi-year impact of decisions. Two annual, one-time adjustments to the initial appropriations may be submitted to City Council for approval.

1.5 Budget Process

- While the Charter establishes time limits and the essential content of the City Manager's adopted budget, the budget preparation process is not prescribed. The preparation process is developed by the City Manager with input from the City Council.

BUDGET POLICIES

- The city will develop its annual budget in such a manner in order to incorporate historical trend analysis for revenues and expenditures with an adjustment for current financial trends and developments as appropriate.

1.6 Budgetary Control

- The City of Boulder monitors revenues and expenditures on an ongoing basis and ensures that expenditures do not exceed appropriations in a fund for the annual fiscal period.

SECTION 2: REVENUE POLICY

2.1 Revenue Review & Projection

- The city reviews estimated revenue and fee schedules as part of the budget process. Estimated revenue is projected in a “most likely” scenario for five years and updated annually.
- A long-range financial plan that accounts for long-term revenue and expenditures is updated every five years.

2.2 User Fee Guidelines

- The City of Boulder is allowed to recapture, through fees, up to the full cost of providing specific services. The fees will be calculated based on the end user of the service, administrative costs, and market rates.
- Adopted rate increases are based on the Citywide Pricing Policy Guidelines, adopted by council in 1994. User fees shall be aligned with these guidelines over a five-year period.
- Fees will be reviewed and updated on an ongoing basis.
- After a fee has been set, any subsidy or reduced rate user fee offered by the City of Boulder will be based primarily on economic or financial need and is available to City of Boulder residents only. The basis for determining financial need will be 50% of the average median income (AMI) for Boulder County.

2.3 Utility Charges

- Adopted rate increases to monthly user fees are developed using a cost-of-service methodology which includes the following:
 - Determination of the Utility’s revenue requirements for operations, maintenance and capital construction;
 - Ability of the Utility to maintain adequate reserves and meet debt service coverage requirements;
 - Analysis of customer demands and usage characteristics;
 - Allocation of revenue requirements to customer service characteristics; and
 - Development and design of rate schedules.
- Other charges for specific services are designed to recover costs and follow the Citywide Pricing Policy Guidelines, adopted by council in 1994.
- Plant Investment Fees, one-time charges to customers connecting to the utility system, are based on the replacement value of the utility assets and are reviewed every three to five years.

2.4 Property Tax

- Mill levies shall be certified compliant with the City Charter and TABOR restrictions (with the exception of voter approved removal of TABOR limitations, commonly known as “de-Brucing”).

BUDGET POLICIES

- The City Council shall make an annual appropriation, which shall amount to not less than the return of one-third of a mill tax levied upon each dollar of assessed valuation of all taxable property in the City of Boulder.

2.5 Excise Taxes

- In November 1998, the electorate approved a ballot issue that increased the current excise tax rates by an inflationary factor. The rate will be adjusted annually by an inflation factor until the maximum amount included in the ballot issue is reached.

2.6 Education Excise Tax

- Education excise tax revenues shall be expended in a manner that supports both Boulder Valley School District (BVSD) and City of Boulder needs and objectives.
- Potential projects for education excise tax expenditure may be adopted either by the city or BVSD.

2.7 Asset Forfeiture Revenue

- Asset forfeiture/seizure revenue resulting from crime prevention/apprehension activities by the Police Department shall be held in reserve and spent only in accordance with the related Federal Guidelines.

2.8 Accrued Interest-Earmarked Funds

- The determination of whether earmarked funds shall accrue interest income is whether the General Fund costs required to collect and administer such funds are allocated to the subject funds.
- Interest income shall not be distributed to funds unless they are bearing their appropriate allocation of administrative costs.

2.9 Unspent Revenues

- On an annual basis, any unspent revenues subject to and in compliance with the associated limitations of TABOR revenue and spending constraints shall be “reserved” and therefore will be considered “spending” in the current fiscal year.

SECTION 3: FINANCIAL ADMINISTRATION

3.1 General Information

- The Finance Department shall collect taxes and maintain financial records.

3.2 Financial Audit

- In accordance with City Charter requirements, the city will contract for an annual audit by a qualified independent certified public accountant. The city will strive for an unqualified auditors’ opinion.

3.3 Administrative Charges

- The city shall employ a cost allocation system to identify the full cost of providing services to the public and recover certain costs incurred by various funds in providing support services to other city departments.
- The system shall accomplish the following objectives: complete recovery of costs incurred with the exception of the costs of “general governance”; equitable allocation of costs to users; provision of incentives for service providers to deliver products and services efficiently and effectively; provision of a stable cost allocation system to facilitate the organization’s budgeting for charges and revenues; and promotion of customer confidence in and acceptance of the accuracy, reasonableness, and fairness of the charges they incur.

BUDGET POLICIES

- Charges for “general governance” (City Council, City Clerk, council support and elections, etc.) shall not be cost allocated to restricted funds but instead shall be entirely funded out of the General Fund. The “general governance” category shall not include election costs for ballot issues related to funds with earmarked revenue sources. Costs for non-General Fund ballot issues shall be charged to the appropriate fund.

3.3 Administrative Charges (Continued)

- Boulder Housing Partners (formerly the Housing Authority) shall not be charged cost allocation. The City Attorney serves as General Counsel to Boulder Housing Partners and all costs for services provided by the City Attorney’s Office shall be borne by the General Fund.

3.4 Building Maintenance/Renovation

- To protect city investment in facilities, funds shall be budgeted annually for maintenance of such facilities. To extend the life of these assets, the goal shall be to increase the funds budgeted annually for maintenance of facilities to approximately 2% of the replacement cost (with the exception of debt financed facilities).
- The Facility & Asset Manager will prioritize maintenance/renovation needs to ensure that critical systems are properly maintained so that facility safety and operations continue without interruption.
- If/when the revenue base permits, facility maintenance funding shall be given a high priority before consideration of other service restorations or additions.

3.5 Replacement Costs

- Funds shall be reserved annually for replacement of city equipment and computers, and these costs will be reflected in the operating expenditures of the activity using the equipment, to facilitate accurate costing of service delivery.
- Recognizing the contribution of technology in efficient and effective service provision, improvements in technology shall be important considerations in resource allocations.
- Vehicles shall normally be purchased rather than leased and a vehicle replacement fund shall be maintained for replacement of vehicles at the end of their useful life. In the limited situations where vehicles may be leased (temporary vehicles, fire apparatus, etc.) specific approval by the City Manager is required.

3.6 Vehicle Charges

- It is the expectation of the City Manager’s Office that all departments will meet the objectives of the Fleet Evaluation Study. These objectives are for no increase in miles driven in the conduct of City business and no net increase in the number of fleet units.

3.7 Grant Expenditures

- Expenditures related to grants shall continue only during the period of time they are funded by the grant.
- Any grant employees will be considered fixed-term.
- The City Manager shall appoint a Grants Committee of Finance and Budget staff to review applications for new grants before they are submitted to the granting agency.

3.8 Property & Casualty and Workers’ Compensation Funds

- Both the Property & Casualty and the Workers’ Compensation liability will be self-insured. The goal for both is to fully fund an actuarially calculated liability as of the end of the prior year at the appropriate confidence level.

BUDGET POLICIES

- An actuarial study will be completed every two years in order to determine the appropriate reserve levels.

3.9 Accumulated Sick, Vacation Time, & Appreciation Bonus

- To facilitate the long-term financial sustainability of the City, liabilities associated with accumulated sick time, vacation time, appreciation bonuses, and/or any other employee benefits that would result in liability upon termination or retirement shall be fully funded.

3.10 Compensation Policy

- The Human Resources Department shall develop and maintain a compensation philosophy that supports responsible stewardship of public funds, while enabling the city to attract, engage, empower and retain exceedingly talented employees who are committed to serving the community.

SECTION 4: CAPITAL IMPROVEMENT PLAN

4.1 Capital Improvement Plan (CIP) Submission

- In coordination, the Finance and Planning departments will submit annually to the City Manager, not less than thirty days prior to the date for submission of the City Manager's adopted budget to the City Council, a list of approved capital improvements to be undertaken during the forthcoming six-year period, accompanied by a six-year capital budget.
- While the Charter establishes time limits and the essential content of the adopted CIP budget, the budget preparation process is not prescribed. The preparation process is developed by the City Manager with input from the City Council.

4.2 Inclusion of Operating Costs

- Prior to approval of capital projects, associated operating costs must be identified, in accordance with the CIP Guiding Principles, and included in balanced multi-year operating budgets.

4.3 Capital Improvement Project Contingency Funds

- CIP project contingency funds may be expended by the Project Manager, with Director approval, for unanticipated needs or changes that are within the original scope of the project.
- Requested modifications exceeding the original scope of the project shall be presented to council for approval.

4.4 CIP Arts Funding

- Where feasible, Project Managers, when designing capital projects should incorporate public art into the design.

SECTION 5: PENSION PLAN POLICY

5.1 Authorization to Expend Funds for Administrative Costs

- If budgetary conditions permit, the city may authorize defined contribution (money purchase) pension plans to expend certain forfeiture funds for administrative costs. The plan board(s) may submit a request annually to the City Manager to be considered in the context of the city's annual budget process.

5.2 Increase for "Old Hire" Police and Fire Pension Plans

- "Ad hoc"/cost of living increases, from within the pension plans, for retirees of the Old Hire Police and Old Hire Fire Pension Plans will be funded only if adequate funds are available, on an actuarially sound basis, from existing plan assets.

BUDGET POLICIES

SECTION 6: DEBT POLICY

6.1 Policy Statements

- The city shall not become indebted for any purpose or in any manner to which the total amount exceeds 3% of the assessed valuation of the taxable property within the city (including existing debt).
- Debt shall be considered only for capital purchases/projects and the term of the debt shall not exceed the useful life of the financed asset.
- The city will follow all continuing disclosure requirements for debt issuance.
- The term of any bond issues and the rate of interest shall be fixed by the ordinance submitting the question to the registered electors of the city.
- When using the competitive bond sales method, bonds shall be sold to the responsible bidder with the lowest true interest cost to the city.
- Municipal bonds, interfund loans, equipment leases (with the exception of vehicles) and sale/leaseback agreements are approved methods for financing capital projects.

SECTION 7: RESERVE POLICY

7.1 Fund Reserves

- The table at the end of this section defines individual reserve goals by fund.

7.2 Declared Emergency

- In the case of a declared emergency within the city, applicable insurance coverage (subject to the related deductibles) would be the first funding source utilized. Emergency reserves and reserve funds established for other purposes may be utilized for needs related to emergency situations.
- The following reserve categories could be utilized if required (as prioritized based upon the importance of the needs related to the emergency versus the negative impact of the steps necessary to replenish reserves in the future):

General Fund (no legal restrictions):

- Emergency/stabilization reserve;
- Computer replacement reserve;
- Facility renovation and replacement reserve;
- Workers compensation reserve (would have to “book” any unfunded liability);
- Property & casualty self-insurance reserve (would have to “book” any unfunded liability); and
- Insurance stabilization reserve.

Restricted funds (only for emergency purposes within the function of each fund):

- Emergency/stabilization reserves; and
- Various replacement reserves.

BUDGET POLICIES

SECTION 8: CASH MANAGEMENT & INVESTMENTS

8.1 Investment

- It is the policy of the City of Boulder to invest public funds in a manner which will provide preservation of capital, meet the daily liquidity needs of the city, diversify the city's investments, conform to all cited local and state statutes governing the investment of public funds, and generate market rates of return.
- Investments shall be made in accordance with the City Charter and city ordinances and resolutions concerning social or environmental issues.

8.2 Diversification

- It is the policy of the city to diversify its investment portfolio. Investments shall be diversified to eliminate the risk of loss resulting from over-concentration of assets in a specific maturity, a specific issuer or a specific class of securities. Diversification strategies shall be reviewed periodically by the Investment Committee.

8.3 Cash Management

- All excess cash, except for cash in certain restricted and special accounts, shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proration their respective average balances bear to the total pooled balance. Interest earnings shall be distributed to the individual funds on a quarterly basis.

8.4 Reporting

- The City Manager, or City Manager's delegate, shall prepare regular reports, at least annually, to the City Council on the investment earnings and performance results of the city's investment portfolio.

BUDGET POLICIES

RESERVE TARGETS					
Category	Purpose	Current Reserve Target	2022 Projected Amount	Reserve Target Met (Yes/No)	Percent of Reserve
GENERAL					
Uses of Funds per Reserve Target					\$ 160,994,960
Emergency/Stabilization	Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.	Reserve goal is to hold an amount equal to 19.5% of estimated following year ongoing expenditures	\$31,394,017	Yes	19.5%
.25 CENT SALES TAX					
Uses of Funds per Reserve Target					\$ 6,152,321
Emergency/Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	Established 15% reserve of Fund's operating budget (including transfers).	\$1,279,791	Yes	21%
AIRPORT					
Uses of Funds per Reserve Target					\$ 1,048,765
Emergency/Stabilization	This is an unappropriated reserve for operating, capital emergencies, and revenue shortfalls.	5% of Fund's beginning balance.	\$52,438	Yes	5%
BOULDER JUNCTION GENERAL IMPROVEMENT DISTRICT - PARKING					
Uses of Funds per Reserve Target					\$ 408,677
Emergency/Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	16.7% of Fund's total uses.	\$85,908	Yes	21.0%
BOULDER JUNCTION GENERAL IMPROVEMENT DISTRICT - TDM					
Uses of Funds per Reserve Target					\$ 371,082
Emergency/Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	16.7% of Fund's total uses.	\$61,115	Yes	16.5%
CAPITAL DEVELOPMENT					
Uses of Funds per Reserve Target					\$ 120,870
Emergency/Stabilization	Reserve was established to cover emergencies and revenue fluctuations.	Current reserve policy designates \$500,000 to cover the purposes of the fund.	\$500,000	Yes	N/A
CLIMATE ACTION PLAN					
Uses of Funds per Reserve Target					\$ 2,056,930
Emergency/Stabilization	Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.	Reserve is currently set at \$50,000.	\$50,000	Yes	N/A
DOWNTOWN COMMERCIAL DISTRICT					
Uses of Funds per Reserve Target					\$ 8,365,353
Emergency/Stabilization	This is an unappropriated reserve to fund unanticipated operating emergencies. Also included within this reserve are funds intended to meet the 3% of Funding Sources Reserve Requirements of TABOR.	16.7% of Fund's total uses.	\$1,397,014	Yes	16.7%
LIBRARY					
Uses of Funds per Reserve Target					\$ 1,399,088
Emergency/Stabilization	Reserve was established to cover emergencies.	Current reserve policy designates 10% of annual Library property tax revenues for emergencies.	\$140,014	Yes	10%

BUDGET POLICIES

RESERVE TARGETS						
Category	Purpose	Current Reserve Target	2022 Projected Amount	Reserve Target Met (Yes/No)	Percent of Reserve	
OPEN SPACE						
Uses of Funds per Reserve Target						\$ 25,619,583
Emergency/Stabilization	Reserve was established to cover revenue fluctuations which might impact the Fund's ability to make debt service payments, as well as emergencies related to acquisitions.	Reserve per OSBT is to cover an amount based on 20% of operating budget plus outstanding General Obligation and BMPA debt totals supported by sales tax revenues.	\$5,123,917	Yes	20%	
PLANNING AND DEVELOPMENT SERVICES						
Uses of Funds per Reserve Target						\$ 8,703,033
Emergency/Stabilization	This is an unappropriated reserve which was established to cover revenue fluctuations and operating emergencies.	10% of the operating budget that is funded by fees and permit revenue.	\$873,600	Yes	10%	
RECREATION ACTIVITY						
Uses of Funds per Reserve Target						\$ 10,768,314
Emergency/Stabilization	Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.	Target is to allow a rolling fund balance to provide stability to annual operations that may otherwise be affected by shortfalls in revenue.	\$753,782	Yes	7%	
STORMWATER/FLOOD MANAGEMENT UTILITY						
Uses of Funds per Reserve Target						\$ 7,437,687
Emergency/Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	25% of Fund's operating budget (including transfers).	\$1,859,422	Yes	25%	
TRANSPORTATION						
Uses of Funds per Reserve Target						21,670,870
Emergency/Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	Reserve is set at 15% of Fund's operating budget.	\$3,250,631	Yes	15%	
TRANSPORTATION DEVELOPMENT						
Uses of Funds per Reserve Target						2,278,731
Emergency/Stabilization	This is an unappropriated reserve for operating and capital emergencies and revenue shortfalls.	5% of Fund's beginning balance.	\$113,937	Yes	5%	
UNIVERSITY HILL COMMERCIAL DISTRICT						
Uses of Funds per Reserve Target						\$ 680,092
Emergency/Stabilization	This is an unappropriated reserve to fund unanticipated operating emergencies. Also included within this reserve are funds intended to meet the 3% of Funding Sources Reserve Requirements of TABOR.	16.7% of Fund's total uses.	\$113,575	Yes	16.7%	
WASTEWATER UTILITY						
Uses of Funds per Reserve Target						\$ 10,833,277
Emergency/Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	25% of Fund's operating budget (including transfers).	\$2,708,319	Yes	25%	
WATER UTILITY						
Uses of Funds per Reserve Target						\$ 18,217,050
Emergency/Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	25% of Fund's operating budget (including transfers).	\$4,554,263	Yes	25%	

DEBT SERVICE

DEBT POLICY

As stated in the Financial and Management Policies, debt shall be considered only for capital purchases/projects and the term of the debt shall not exceed the useful life of the financed asset. Municipal bonds, notes, direct purchase notes, interfund loans, equipment leases (with the exception of vehicles), certificates of participation, and sale/leaseback agreements are approved methods for financing capital projects.

DEBT ADMINISTRATION

The following table shows the city's outstanding debt issuance as of December 31, 2020.

SUMMARY OF OUTSTANDING DEBT (in \$1,000s)			
	Government	Business	Total
General obligations bonds	\$ 7,501	\$ 2,426	\$ 9,927
Revenue bonds	-	107,457	107,457
Capital improvement notes	31,242	-	31,242
Certificates of Participation	53,371	-	53,371
Lease purchase revenue notes	8,144	-	8,144
Notes payable	5,651	-	5,651
Direct purchase notes	8,630	5,100	13,730
Capital lease purchase agreements	5,389	-	5,389
Subtotal	\$ 119,928	\$ 114,983	\$ 234,911
Compensated absences	\$ 11,104	\$ 1,194	\$ 12,298
Estimated claims payable	3,755	-	3,755
Total	\$ 134,787	\$ 116,177	\$ 250,964

The Combined Schedule of Long-Term Debt Payable and the current debt schedules by fund for 2021-2027 present more detailed information about the debt position of the city.

The city's general obligation and revenue bond credit rating has been established as Aa1 by Moody's Investors Service and AAA by Standard & Poor's. The primary reasons for these high rating levels are the general strength and diversity of the Boulder economy anchored by a major university, above average income indicators, strong financial performance and reserve policies, and affordable debt levels.

Under the City Charter, the city's general obligation bonded debt issuances are subject to a legal limitation based on 3% of total assessed value of real and personal property. None of the city's outstanding debt is supported by property taxes. As a result, all bonded debt is considered to be self-supporting and the ratio of net bonded debt to assessed valuation is zero. The actual calculation of the debt margin is presented in the Computation of Legal Debt Margin schedule.

DEBT SERVICE

GENERAL OBLIGATION BONDS

General Obligation Bonds are direct obligations of that pledge the full faith and credit of the City from ad valorem taxes and other general revenues. Except for refunding bonds issued to achieve savings, City voters must approve general obligation debt prior to issuance. The City's total general obligation debt limit per the City Charter is 3% of the total assessed value of real and personal property. The City's current general obligation debt is issued as sales tax revenue bonds enhanced by a general obligation pledge of the full faith and credit of the City.

Series 2014 Open Space Acquisition Bonds

In October 2014, the City issued \$10 million of Open Space Acquisition Bonds Series 2014 to finance open space acquisitions. Funding for the bond is payable from the Open Space Fund sales tax revenues and are also backed by the full faith and credit of the City. The bonds will mature in 2034 and, as of 12/31/2021, has an outstanding debt service amount of \$8.48 million at an interest rate between 2.00% and 3.00%.

REVENUE BONDS

Revenue Bonds are payable from specific, dedicated source of revenues which does not pledge the full faith and credit of the City. Except for refunding bonds issued to achieve savings, City voters must approve dedicated tax revenue bonds prior to issuance.

Series 2018 Water Utility Fund and Wastewater Utility Fund Revenue Bonds

In June 2018, the City issued \$38.26 million in revenue bonds from the Water and Sewer funds to construct and improve the City's water treatment plant, a solar photovoltaic project to provide power to the plant, and replacement of sewer lines. The revenue bonds are paid through the Water Utility Fund and Wastewater Utility Fund. The bonds will mature in 2038 and, as of 12/31/2021, has an outstanding debt service amount of \$44.98 million at an interest rate between 3.00% and 3.375%.

Series 2015 Stormwater/Flood Management Utility Fund Revenue Bonds

In July 2015, the City issued \$22.85 million in revenue bonds from the Stormwater/Flood Management Utility Fund to finance storm water and flood management improvements. The revenue bonds are paid through the Storm Water/Flood Management Utility Fund. The bonds will mature in 2035 and, as of 12/31/2021, has an outstanding debt service amount of \$20.67 million at an interest rate between 2.00% and 3.50%.

Series 2012 – Central Area General Improvement District General Obligation Refunding Bonds

In November 2012, the City issued \$7.28 million in General Obligation Refunding Bonds to advance refund the Series 2003 City of Boulder Central Area General Improvement District General (CAGID) Obligation Bonds. The purpose of the 2003 Series General Obligation Bonds is to construct an underground parking structure within the Central Area General Improvement District. The bonds will be repaid through pledged revenues derived from the operation and use of the parking garage, certain incremental property, sales and accommodations taxes, other CAGID revenues, and by the full faith and credit of the CAGID. The bonds will mature in 2023 and, as of 12/31/2021, has an outstanding debt service amount of \$2.34 million at an interest rate between 2.00% and 3.00%.

DEBT SERVICE

NOTES PAYABLE

Notes payable are short-term debt obligations which typically mature within a year or less but may mature within ten years.

Series 2021 Capital Improvement Projects General Fund – Refunding Note

In March 2012, the City issued \$49 million in General Fund Capital Improvements to finance over 89 individual capital improvement projects including: Boulder Reservoir infrastructure improvements, park shelter replacements, main library renovations, and road reconstruction. The City has pledged all legally available funding and revenues of their General Fund for repayment. In January 2021, the City issued a General Fund Refunding Note in the amount of \$26.8 million to advance refund the outstanding Series 2012 General Fund Capital Improvements. The Refunding Note will mature in 2031 and, as of 12/31/2021, has an outstanding debt service amount of \$28.4 million at an interest rate of 1.55%.

Series 2020 - Taxable Pension Obligation Refunding Notes

In September 2020, the City issued \$5.45 million in Taxable Pension Obligation Refunding Notes to refund the Series 2010 Taxable Pension Obligation Bonds which was subject to redemption in October 2020. The purpose of the Series 2010 Taxable Pension Obligation Bonds was to establish a more predictable pension obligation payment schedule with the proceeds deposited into money market mutual funds for the 'Old Hire Police' and 'Old Hire Fire' pension fund accounts. The City has pledged all legally available funding and revenues of their General Fund to repay the Note. The Refunding Notes will mature in 2030 and, as of 12/31/2021, has an outstanding debt service amount of \$5.36 million at an interest rate of 1.66%.

Series 2020 - General Obligation Waste Reduction Refunding Notes

In November 2009, the City issued \$6 million in General Obligation Waste Reduction Bonds to finance the City's acquisition of a parcel of land at 6400 Arapahoe Road and to construct and improve recycling and waste reduction facilities on the property. On January 16, 2020, these bonds were refunded and replaced with \$3,515,000 of Series 2020 GO Waste Reduction Refunding Notes which are payable from the City's trash tax revenues and additionally secured by the full faith and credit of the City. The Refunding Notes will mature in 2029 and, as of 12/31/2021, has an outstanding debt service amount of \$3.12 million at an interest rate of 2.01%.

Series 2018 – Hogan-Pancost Land Acquisition Note

In April 2018, the City issued \$2.75 million in Notes to finance the purchase of the Hogan-Pancost Property located in the City of Boulder. The Note Payable is for a five-year term that will mature in 2023 and, as of 12/31/2021, has an outstanding debt service amount of \$0.96 million at an interest rate of 6.00%.

DEBT SERVICE

CAPITAL LEASE PURCHASE AGREEMENTS

A Capital Lease Purchase Agreement is a lease agreement in which the lessor agrees to transfer the ownership rights to the lessee after the completion of the lease period. The leases are subject to annual appropriation and do not constitute a general obligation or other indebtedness of the City. The City's obligation to make payments relating to its leases is contingent upon the City appropriating the rental payments for the then-current fiscal year. In the event of non-appropriation, the lease terminates, and the pledged assets are liquidated to the benefits of the lease holders.

Energy Efficiency Improvement Project – Phase I with Banc of America

In September 2010, the City entered into a \$1.5 million Capital Lease Purchase Agreement with Banc of America Leasing & Capital, LLC, the proceeds of which were used for capital lease improvements including the installation of a solar photovoltaic system. The Capital Lease Purchase Agreement will mature in 2023 and, as of 12/31/2021, has an outstanding debt service amount of \$316 thousand at an interest rate of 4.93%.

Energy Efficiency Improvement Project – Phases II and III with SunTrust Equipment Finance & Leasing Corp.

In October 2010, the City entered into a \$6.5 million Capital Lease Agreement with All American Investment Group, LLC to fund the second phase of energy efficiency improvements to help the City meet its environmental sustainability goals. In January 2012, the City refinanced this lease with SunTrust Equipment Finance and Leasing Corporation and borrowed an additional \$3.24 million for the third phase of the energy efficiency improvements to several different city buildings. The refinancing extended the term of the lease agreement expiration to 2027 and, as of 12/31/2021, has an outstanding debt service amount of \$4.59 million an interest rate of 2.65%.

DEBT SERVICE

2021-2027 DEBT SERVICE (in \$1,000s)							
Fund/Debt Issues	2021 Actual	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
General Fund							
Bonds							
General Obligation Waste Reduction Notes, issued 1/16/2020 - final payment occurs in 2029							
Principal	\$ 325	\$ 335	\$ 340	\$ 345	\$ 355	\$ 360	\$ 370
Interest	64	57	51	44	37	30	23
Subtotal	\$ 389	\$ 392	\$ 391	\$ 389	\$ 392	\$ 390	\$ 393
Taxable Pension Obligation - Refunding Notes, issued 9/16/2020 - final payment occurs in 2030							
Principal	\$ 500	\$ 515	\$ 525	\$ 535	\$ 540	\$ 550	\$ 555
Interest	94	82	73	65	56	47	38
Subtotal	\$ 594	\$ 597	\$ 598	\$ 600	\$ 596	\$ 597	\$ 593
General Fund Bonds - Refunding Note - Capital Improvement Projects, issued 1/19/2021 - final payment occurs in 2031							
Principal	\$ 440	\$ 345	\$ 2,745	\$ 2,785	\$ 2,815	\$ 2,855	\$ 2,890
Interest	291	390	325	291	256	221	185
Subtotal	\$ 731	\$ 735	\$ 3,070	\$ 3,076	\$ 3,071	\$ 3,076	\$ 3,075
General Fund Bonds - Hogan-Pancost Land Acquisition (A + B) - Bond Series 2018 - final payment occurs in 2023							
Principal	\$ 565	\$ 599	\$ 313	\$ -	\$ -	\$ -	\$ -
Interest	76	41	7	-	-	-	-
Subtotal	\$ 641	\$ 640	\$ 320	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,355	\$ 2,364	\$ 4,379	\$ 4,065	\$ 4,059	\$ 4,063	\$ 4,061
Capital Improvement - Community, Culture, Safety Tax Fund							
Note							
CCS Sales and Use Tax Rev. Notes - Capital Improvement Projects - Series 2019 - final payment occurs in 2022							
Principal	\$ 2,055	\$ 2,119	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	128	65	-	-	-	-	-
Subtotal	\$ 2,183	\$ 2,184	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,183	\$ 2,184	\$ -	\$ -	\$ -	\$ -	\$ -
Open Space Fund							
Bond							
Open Space Acquisition Bonds Series 2014 - final payment occurs in 2034							
Principal	\$ 455	\$ 460	\$ 470	\$ 480	\$ 495	\$ 505	\$ 520
Interest	198	189	179	168	158	146	135
Subtotal	\$ 653	\$ 649	\$ 649	\$ 648	\$ 653	\$ 651	\$ 655
Total	\$ 653	\$ 649	\$ 649	\$ 648	\$ 653	\$ 651	\$ 655

DEBT SERVICE

2021-2027 DEBT SERVICE (in \$1,000s)												
Fund/Debt Issues	2021	2022	2023	2024	2025	2026	2027					
	Actual	Approved	Projected	Projected	Projected	Projected	Projected					
Water Utility Fund												
Bonds												
Water and Sewer Revenue Refunding Bonds - Series 2011 - final payment occurs in 2021												
Principal	\$ 2,015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Interest	81	-	-	-	-	-	-					
Subtotal	\$ 2,096	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Water and Sewer Revenue Bonds - Series 2016 - final payment occurs in 2035												
Principal	\$ 1,565	\$ 1,595	\$ 1,625	\$ 1,660	\$ 1,690	\$ 1,725	\$ 1,765					
Interest	695	664	632	599	566	532	493					
Subtotal	\$ 2,260	\$ 2,259	\$ 2,257	\$ 2,259	\$ 2,256	\$ 2,257	\$ 2,258					
Water and Sewer Revenue Bonds - Series 2018 - final payment occurs in 2038												
Principal	\$ 1,386	\$ 1,431	\$ 1,472	\$ 1,518	\$ 1,563	\$ 1,609	\$ 1,659					
Interest	1,016	975	931	887	842	795	747					
Subtotal	\$ 2,402	\$ 2,406	\$ 2,403	\$ 2,405	\$ 2,405	\$ 2,404	\$ 2,406					
Total	\$ 6,758	\$ 4,665	\$ 4,660	\$ 4,664	\$ 4,661	\$ 4,661	\$ 4,664					
Wastewater Utility Fund												
Bonds												
Water and Sewer Notes, issued 9/17/2020 - final payment occurs in 2030												
Principal	\$ 465	\$ 485	\$ 495	\$ 500	\$ 510	\$ 515	\$ 520					
Interest	86	65	58	51	44	37	30					
Subtotal	\$ 551	\$ 550	\$ 553	\$ 551	\$ 554	\$ 552	\$ 550					
Water and Sewer Revenue Refunding Bonds - Series 2012 - final payment occurs in 2025												
Principal	\$ 2,450	\$ 2,575	\$ 2,705	\$ 2,820	\$ 2,945	\$ -	\$ -					
Interest	675	552	423	288	147	-	-					
Subtotal	\$ 3,125	\$ 3,127	\$ 3,128	\$ 3,108	\$ 3,092	\$ -	\$ -					
Water and Sewer Revenue Bonds - Series 2015 - final payment occurs in 2035												
Principal	\$ 435	\$ 445	\$ 460	\$ 470	\$ 485	\$ 500	\$ 500					
Interest	243	234	221	207	193	178	178					
Subtotal	\$ 678	\$ 679	\$ 681	\$ 677	\$ 678	\$ 678	\$ 678					
Water and Sewer Revenue Bonds - Series 2018 - final payment occurs in 2038												
Principal	\$ 139	\$ 143	\$ 148	\$ 152	\$ 157	\$ 161	\$ 166					
Interest	102	98	93	89	84	80	75					
Subtotal	\$ 241	\$ 241	\$ 241	\$ 241	\$ 241	\$ 241	\$ 241					
Total	\$ 4,595	\$ 4,597	\$ 4,603	\$ 4,577	\$ 4,565	\$ 1,471	\$ 1,469					
Stormwater/Flood Management Utility Fund												
Bonds												
Storm Water & Flood Revenue - Bonds Series 2015 - final payment occurs in 2035												
Principal	\$ 1,040	\$ 1,070	\$ 1,100	\$ 1,135	\$ 1,170	\$ 1,205	\$ 1,240					
Interest	551	520	488	455	421	386	350					
Total	\$ 1,591	\$ 1,590	\$ 1,588	\$ 1,590	\$ 1,591	\$ 1,591	\$ 1,590					

DEBT SERVICE

2021-2027 DEBT SERVICE (in \$1,000s)

Fund/Debt Issues	2021 Actual	2022 Approved	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Downtown Commercial District Fund							
Bonds							
CAGID Refunding - Bonds Series 2012 - final payment occurs in 2023							
Principal	\$ 765	\$ 790	\$ 820	\$ -	\$ -	\$ -	\$ -
Interest	71	48	25	-	-	-	-
Total	\$ 836	\$ 838	\$ 845	\$ -	\$ -	\$ -	\$ -
Boulder Municipal Property Authority (BMPA) Fund							
Lease Purchase Revenue Notes							
<i>This debt is paid with base rentals transferred from various funds as indicated in the above debt service schedules.</i>							
2013A E.R.T.L. - final payment occurs in 2023							
Principal	\$ 539	\$ 557	\$ 575	\$ -	\$ -	\$ -	\$ -
Interest	54	37	19	-	-	-	-
Subtotal	\$ 593	\$ 594	\$ 594	\$ -	\$ -	\$ -	\$ -
2018 Lippencott Property							
Principal	\$ 264	\$ 274	\$ 283	\$ 293	\$ 303	\$ 314	\$ 325
Interest	227	217	208	198	188	177	166
Subtotal	\$ 491	\$ 491	\$ 491	\$ 491	\$ 491	\$ 491	\$ 491
Certificates of Participation							
Taxable Certificates of Participation - Series 2015 - final payment in 2035							
Principal	\$ 1,625	\$ 1,670	\$ 1,725	\$ 1,780	\$ 1,840	\$ 1,900	\$ 1,960
Interest	1,200	1,151	1,097	1,041	983	923	861
Subtotal	\$ 2,825	\$ 2,821	\$ 2,822	\$ 2,821	\$ 2,823	\$ 2,823	\$ 2,821
Broadband - Taxable Certificates of Participation - Series 2019 - final payment in 2039							
Principal	\$ 810	\$ 825	\$ 845	\$ 865	\$ 885	\$ 905	\$ 930
Interest	500	482	464	445	425	403	380
Subtotal	\$ 1,310	\$ 1,307	\$ 1,309	\$ 1,310	\$ 1,310	\$ 1,308	\$ 1,310
Total	\$ 5,219	\$ 5,213	\$ 5,216	\$ 4,622	\$ 4,624	\$ 4,622	\$ 4,622
Facility Renovation & Replacement Fund							
Capital Leases							
Energy Efficiency Improvement Project - Phase I with Banc of America Leasing and Capital, LLC							
Principal	\$ 139	\$ 146	\$ 153	\$ -	\$ -	\$ -	\$ -
Interest	19	12	5	-	-	-	-
Subtotal	\$ 158	\$ 158	\$ 158	\$ -	\$ -	\$ -	\$ -
Energy Efficiency Improvement Project - Phases II and III with Suntrust Equipment Finance & Leasing Corp.							
Principal	\$ 721	\$ 780	\$ 843	\$ 910	\$ 970	\$ 482	\$ 245
Interest	150	127	101	73	43	16	3
Subtotal	\$ 871	\$ 907	\$ 944	\$ 983	\$ 1,013	\$ 498	\$ 248
Total	\$ 1,029	\$ 1,065	\$ 1,102	\$ 983	\$ 1,013	\$ 498	\$ 248

DEBT SERVICE

COMPUTATION OF LEGAL DEBT MARGIN FOR THE LAST TEN YEARS (in \$1,000s)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Assessed Value (Prior Year Assessed Value for Current Year Collections - Estimated)										
	\$ 2,498,114	\$ 2,500,706	\$ 2,567,475	\$ 2,599,362	\$ 3,146,952	\$ 3,667,034	\$ 3,659,653	\$ 4,028,404	\$ 4,038,453	\$ 4,287,208
Debt Limit - 3% of Total Assessed Value										
	\$ 74,943	\$ 75,021	\$ 77,024	\$ 77,981	\$ 94,409	\$ 110,011	\$ 109,790	\$ 120,852	\$ 121,154	\$ 128,616
Amount of Debt Applicable to Debt Margin										
Total bonded debt	\$ 87,242	\$ 77,024	\$ 77,981	\$ 70,793	\$ 37,071	\$ 30,806	\$ 24,326	\$ 20,531	\$ 18,557	\$ 16,477
<i>Less deductions allowed by charter:</i>										
Self-supporting GO bonds	\$ 87,242	\$ 77,024	\$ 77,981	\$ 70,793	\$ 37,071	\$ 30,806	\$ 24,326	\$ 20,531	\$ 18,557	\$ 16,477
Total Deductions	\$ 87,242	\$ 77,024	\$ 77,981	\$ 70,793	\$ 37,071	\$ 30,806	\$ 24,326	\$ 20,531	\$ 18,557	\$ 16,477
Debt Applied to Debt Margin										
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Legal Debt Margin	\$74,943	\$75,021	\$77,024	\$77,981	\$94,409	\$110,011	\$109,790	\$120,852	\$121,154	\$128,616

Note: The total indebtedness of the City, payable solely from the proceeds of ad valorem taxes, shall not exceed 3% of assessed value of taxable property in the municipality. Indebtedness payable in whole or in part from other revenue sources, or is subject to annual appropriations by the Boulder City Council, is not included in this limitation. (Charter of the City of Boulder, Sec. 97)

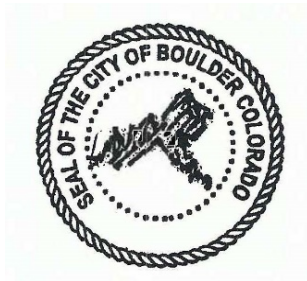
STATE OF COLORADO)
)
COUNTY OF BOULDER) SS:
)
CITY OF BOULDER)

ORDINANCE NO. 8505

I, Elesha Johnson, City Clerk of Boulder, Colorado, do hereby certify that the attached document is a true and correct copy of **Ordinance 8505, “AN ORDINANCE ADOPTING A BUDGET FOR THE CITY OF BOULDER, COLORADO, FOR FISCAL YEAR 2022 AND SETTING FORTH RELATED DETAILS”**, passed and adopted by the Boulder City Council on the 19th day of October 2021.

I further certify that the original is on file with the City Clerk’s Office, 1777 Broadway, Boulder, Colorado 80302.

Dated this 7th day of December 2021.





Elesha Johnson
City Clerk

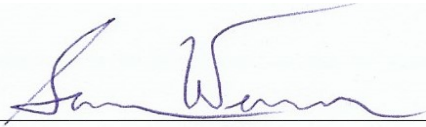
1	Lottery Fund	1,007,100
2	Medical Self-Insurance Fund	16,645,349
3	Open Space Fund	30,562,582
4	Permanent Park and Recreation Fund	2,715,526
5	Planning and Development Services Fund	13,277,347
6	Property and Casualty Insurance Fund	3,638,446
7	Recreation Activity Fund	10,768,314
8	Stormwater/Flood Management Utility Fund	17,665,375
9	Sugar-Sweetened Beverage Distribution Tax Fund	3,800,000
10	Telecommunications Fund	226,409
11	Transportation Fund	35,378,067
12	Transportation Development Fund	5,593,289
13	Wastewater Utility Fund	76,105,627
14	Water Utility Fund	81,115,462
15	Worker's Compensation Insurance Fund	2,376,269
16	TOTAL	\$ 526,458,729

16 Section 2. That the proposed budget as submitted with the expenditures as
17 summarized above be adopted as the budget of the City of Boulder, Colorado, for the
18 2022 fiscal year.

19 Section 3. This ordinance is necessary to protect the public health, safety, and
20 welfare of the residents of the city, and covers matters of local concern.
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INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED
BY TITLE ONLY this 28th day of September 2021.



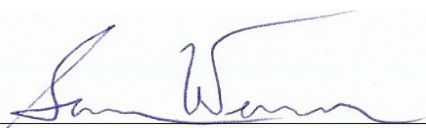
Mayor

Attest:




City Clerk

READ ON SECOND READING, PASSED AND ADOPTED, this 19th day of
October 2021.



Mayor

Attest:



City Clerk

ADOPTED BUDGET RECONCILIATION

The Boulder City Council deliberated the City Manager's 2022 Recommended Budget of \$462.5 million during two readings on September 28, 2021 and on October 19, 2021. The Council unanimously approved the 2022 Recommended Budget on final reading, October 19, 2021, without changes. Therefore, no budgetary items required reconciliation between the 2022 Recommended Budget and the 2022 Approved Budget.

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