

UNIVERSITY HILL COMMERCIAL AREA MANAGEMENT COMMISSION
REGULAR MEETING – March 19, 2013
9 – 11 a.m.
SPARK, 1310 COLLEGE AVENUE
AGENDA

1. Roll Call
2. Approval of the October 1, 2013 and February 19, 2014 Meeting Minutes
3. Police Update
4. Public Participation
5. CUSG Update
6. UHNA Update
7. Parking Services Update: New Maintenance Supervisor, Patrick Judd
8. Presentation of the Proposal for a Public/Private Partnership on the 14th Street UHGID Lot
9. Matters from the Commissioners: Recognition of Ron Mitchell and Bonnie Dahl
10. Matters from Staff
 - Hill Reinvestment Strategy Update
 - Pilot Parklet Competition
 - Hill Travel Survey Update
 - How Can Staff Better Serve You?
 - Board Attendance

Attachments

- Sales and Use Tax Revenue Reports – December 2013
- Revenues and Expenditures – Preliminary 2013
- Police Stats
- Hill Reinvestment Strategy
- Hill Coordinator's Draft Job Description
- Code and Requirements for Attendance

DUHMD/PS 2014 Priorities

University Hill

Hill Reinvestment Strategy Development, Adoption and Implementation

- Capital Improvements
- Marketing and Events
- Organizational Structure
- Clean and Safe
- Innovation

14th Street Mixed Use Development Partnership
"Parklet" pilot

Boulder Junction

Implementation of TDM District

- PILOT payments
- Revised budget projections

Depot Square Garage Operations
Parking Plan for future development

Downtown

"Parklet" Study

Civic Area Plan Participation

Civic Use Pad Recommendation

Implementation of Bond Projects:

- 15th Street Streetscape

UHCAMC 2013 Priorities

- Support the Residential Service District
- Support the Hill Ownership Group
- Create a clear brand identity for the Hill Commercial area that includes a focus on sustainability, creativity, innovation
- Encourage sustainable pilots to meet our energy future
- Think creatively but carefully about affordable housing on the hill
- Provide funding through the CIP for capital projects on the hill
- Develop sustainable partnerships with the University
- Changes to the regulations in the hill commercial area to promote creativity

Mission Statement: We serve the downtown, University Hill and affected communities by providing quality program, parking enforcement, maintenance and alternative modes services through the highest level of customer service, efficient management and

- West End Streetscape

Parking

AMPS Phase I Implementation: Work Plan Development, Scope and Phased Implementation
Garage Arts Plan
Parking Philosophy
NPP Expansions

Internal

Division Value Goal: Customer Service
Name Change
Office Space Planning and Remodel Phase II

effective problem solving.

**CITY OF BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING MINUTES FORM**

NAME OF BOARD/COMMISSION:

**UNIVERSITY HILL COMMERCIAL AREA
MANAGEMENT COMMISSION**

NAME/TELEPHONE OF PERSON PREPARING SUMMARY:

Ruth Weiss – 303-413-7318

NAMES OF MEMBERS, STAFF, AND INVITED GUESTS PRESENT:

COMMISSIONERS: DAHL, GRIFFITH, MITCHELL (absent), RAJ

STAFF:

LANDRITH, WEISS, JOBERT, MATTHEWS, HERRING, WINTER (arrived 2:35 p.m.)

GUESTS:

LISA SPALDING, MONIQUE COLE

TYPE OF MEETING: Off Site

MINUTES

MEETING: October 1, 2013

AGENDA ITEM 1 – Roll Call: Meeting called to order at 1:40 p.m.

AGENDA ITEM 2 – Committee Assignments:

AGENDA ITEM 3 - Approval of August 21, 2013 Minutes: (See Action Item Below):

AGENDA ITEM 4 - Police Update: None

AGENDA ITEM 5 – Public Participation: Lisa Spalding spoke with Raj about historical land marking the Fox Theater and asked if there were enough people doing it; it would be a draw to bring people to the hill. Raj offered that it is the one distinction of the hill. Spalding offered that the properties would need to be cleaned up prior to designation.

AGENDA ITEM 6 - Public Hearing and Consideration of a Motion to Make a Recommendation to City Council of the Downtown and University Hill Management, Parking Services 2014 Budget: Griffith motioned to make the recommendation to council. Dahl questioned doing an annual hill event as the budget currently stands. Jobert mentioned that there is a line item in the budget of \$10,000 for it. Griffith offered that council needs to look at ways to get more funds to UHGID. Jobert mentioned that it starts with Molly Winter and to contact her for the 2015 budget. Jobert gave a quick review of the budget; Raj questioned what the money would be used for. Jobert offered that it varies with what is going on and it is meant to market hill parking. Parking revenue was discussed. Griffith requested costs for several events. Raj seconded the motion. All commissioners were in agreement and the motion passed 3-0.

AGENDA ITEM 7 – Historic District Discussion – James Hewat: Hewat offered that there are a couple historic districts on the hill, building designations were updated about 4 years ago. Raj questioned getting the data and Hewat replied it was available at Carnegie Library. Hewat mentioned that Boyers had a few buildings landmarked. Griffith questioned understanding how to make a building designated historic to offer recommendations as a commission. Griffith continued with inquiry into historical cultural designation. Raj discussed the Jones Drug building. Hewat remarked that the Jones building went to the historic designation committee and the building did not have historic integrity, but it was a landmark with strong associations. Hewat offered that the process is best by first talking with property owners and need to have several interested. Hewat mentioned that 25% of the owners need to be interested to do designation and it is a collaborative situation; it about gauging what people feel is important. Hewat continued that it is about streets having a designation rather than looping buildings. Hewat continued with the Pearl Street historic designations and that it is on the National Historic Registry. Hewat continued that when something is designated and tax credits are available for repairs and used Boyers project as an example. Griffith mentioned to host a meeting with property owners and discuss historic designating. Hewat commented that national and statewide stats show that historic districts have a higher value than those that are not. Discussion on land marking continued. Monique Cole questioned if a property is designated, is it harder to put new windows that are energy efficient and Hewat replied that there is a way to rehab the historic windows to achieve energy efficiency. Cole questioned if tenants are eligible for tax credits and Hewat replied that if they are there for more than 5 years, yes.

AGENDA ITEM 8 – Smoking Ban Proposals/Discussion: Moved to November meeting.

AGENDA ITEM 9 – CUSG Update: Landrith mentioned that Homecoming is on the 26th commencing at 9 am from

Pennsylvania, gave the route and budgeting will be limited as sponsorship was poor. Griffith questioned what would make the parade a success and Landrith replied that not many merchants are open at 9 am and most people tail gate by the field. The theme is Celebrate Colorado.

AGENDA ITEM 10 – UHNA Update: Cole reported that the Executive Committee has not met in several months and there is concern with bears and that bear proof containers should be mandatory. Couch burning was discussed and fireworks during the rain were impressive per Cole. Cole continued that UHNA has not made a stand on the alcohol issue. Cole mentioned that Aspen has a bear container ordinance and it has been successful. The trash container fees were discussed. Cole offered that the Executive Committee (EC) is meeting tonight or tomorrow night. Commissioners requested of Cole to provide UHNA EC meeting dates.

AGENDA ITEM 11 - Parking Services Update: Matthews commented that flood damaged items in the alley will not be picked up by city staff and it needs to be put on the street; will post no parking signs and will go thru as best as they can. Matthews continued that there was a day of service in August and did a lot of work on College; working with fraternities to do another day of service in October; and, the 14th Street lot retrofit was discussed.

AGENDA ITEM 12 – AMPS Guiding Principles Feedback: Matthews mentioned that it may be pushed back for submittal with council. Winter is looking for thoughts and feedback from the commission. Winter mentioned that due to the flood it may be pushed back to January 2014.

AGENDA ITEM 13 – Matters from the Commissioners: Spark update – not available. Griffith questioned if funds were going to be provided and Winter replied affirmatively with \$1,000. Pass Port to the Hill event, Dahl mentioned that the kind of crowds anticipated did not come; 5 – 9 pm to the businesses with 33 and retail and food specials, 13th Street was closed and did not think it went that well; Dahl continued that it was a good idea and that perhaps a 3 – 7 pm would be better and it could be reworked. Dahl mentioned that they spent under \$3,000, more in advance and frustrated with those that dropped the ball. Griffith questioned the marketing for the event and they placed ads in the Colorado Daily and some online ads, CUSG did not work out, and, need to get sponsorship to get it blown up. Dahl mentioned that students have changed over the years and some had no interest in going to the hill; a matter of the sociology and psychology of events. Marketing ideas were discussed by Griffith. Dahl offered that the piece missing is the coordination with CU and has to happen in a big way, apathy is embedded. Griffith discussed data collection/survey results and advertising ideas.

AGENDA ITEM 10 – Matters from the Staff: Winter mentioned that she hadn't heard from Michael Boyers and will follow up with him. The 14th Street Lot was discussed and the financial implications. Winter continued that it is very complicated and has broader impact on the hill. Winter mentioned that there is a specific mention of the Hill in the City of Boulder Economic Sustainability Strategy, pages 21, 29 and 30 and it's going to council on the 29th. This is a great effort that primarily focuses on primary employers. Griffith mentioned that its part of an eco system and a larger connectivity. EBikes Proposal and the different options' awareness to use multi use paths as a pilot going to council tonight for first reading. Mural project for the fall per Landrith does not have private property owner to provide a wall for it and is now looking toward spring.

Meeting adjourned at 3:12 p.m.

ACTION ITEMS:

MOTION: Dahl motioned to approve the August 21, 2013 UHCAMC meeting minutes. Raj seconded the motion. All commissioners approved.

MOTION: Griffith motioned to make a recommendation to City Council of the Downtown and University Hill Management, Parking Services 2014 Budget. Raj seconded the motion. All commissioners were in agreement and the motion passed 3-0.

November 20, 2013	FUTURE MEETINGS 1777 West Conference Room, Muni Bldg	Regular
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APPROVED BY:

UNIVERSITY HILL COMMERCIAL AREA
MANAGEMENT COMMISSION

Attest:
Ruth Weiss

Hillary Griffith, Chair

City of Boulder

Sales & Use Tax Revenue Report

December, 2013

Issued February 19, 2014

This report provides information and analysis related to total year 2013 sales and use tax collections.

Results are for actual sales activity through the month of December, the tax on which is received by the city in the subsequent month. For clarification of any information in this report, please contact Cheryl Pattelli, Director of Fiscal Services, at (303)441-3246 or cpattelli@bouldercolorado.gov.

REVENUE COMPARISONS TO COMPARABLE PERIOD IN PRIOR YEAR

As reflected in Table 1, Sales and Use Tax has increased from the 2012 base by 7.56%. A significant portion of this increase was due to one-time events (covered below) that will not occur on a monthly basis. Table 1 includes actual revenue for both comparative years.

TABLE 1

ACTUAL SALES AND USE TAX REVENUE

TAX CATEGORY	% CHANGE IN REVENUE Increase/(Decrease)	% OF TOTAL
Sales Tax	4.81%	78.83%
Business/Consumer Use Tax	(1.30%)	8.95%
Construction Use Tax	52.04%	9.56%
Motor Vehicle Use Tax	10.54%	2.67%
Total Sales & Use Tax	7.56%	100.00%

ANALYSIS OF YEAR-TO-DATE RESULTS

- Retail Sales Tax – YTD retail receipts are up by 4.81%. A portion of this increase is due to business-to business sales that are one-time retail (not use tax) and will not reoccur on a monthly basis. Another portion is due to large audit revenue collected during the month of September.
- Business/Consumer Use Tax – YTD revenue is down by 1.30%.
- Construction Use Tax – This category is up by 52.04%. Excluding Boulder Junction projects (the majority of which occurred in the 2012 “base” and are specifically dedicated to fund projects in that area), Construction Use Tax is up by 69.72%. This “adjusted” increase is due primarily due to a number of large one-time projects.
- Motor Vehicle Use Tax is up by 10.54%.

COMPLEXITIES IN INTERPRETING RETAIL TRENDS

Retail Sales Tax trends have been inconsistent. The city experienced negative performance in August and September, and December performance was not strong (up only 1.41%). Without significant audit revenue collected in the month of September, retail sales tax for the month would have been down by 4.59%. It is unknown how much of the downtrend in August and September or the weak sales in December may have been due to impacts of the flood, downward trends in consumer purchasing activity in general, and the continuing increase in internet shopping. The only significantly growth YTD has been in General Retail, Utilities (primarily the sale of natural gas and electricity), Automotive Trade, Building Materials, and Computer Related Business.

The other larger trend relates to large one-time construction projects in the City. These projects generate significant construction use tax during the year they are built. It is important to note that these projects, though generating significant revenue in 2013 and 2014, will probably not be duplicated in the continuing revenue “base” that funds City services in future years. When this building trend “blip” eventually slows down, combined sales and use tax revenue may experience much slower growth. Large increases in construction use tax revenue cannot be counted on to fund on-going expenditures in the future. Due to this, the city’s financial policy in this situation is to spend these incremental one-time revenues on one-time expenditures.

DETAILED ANALYSIS OF MAJOR CATEGORIES

The following monthly information is provided to enable identification of trends in the various categories.

Retail Sales Tax – December YTD retail sales tax revenue was up by 4.81% from that received in 2012. A portion of this increase was due to business-to-business sales which are one-time in nature and do not occur on an ongoing basis throughout the year. Another significant portion was due to audit revenue collected during the month of September. Although increases have occurred in the months of October and November, on-going consumer retail results have not shown continued consistency in growth during the last half of the year. Therefore, no definite trend has been revealed for retail sales as we enter 2014.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
3.61%	13.56%	6.18%	1.94%	3.48%	9.10%	10.98%	(1.67%)	(0.03%)	6.52%	7.50%	1.41%

Food Stores - Retail sales tax revenue for food stores is up by 2.41% YTD. A portion of the variable performance is due to timing issues where the vendor files 13 tax returns per year and the extra return does not occur in the same month each year.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
(7.02%)	19.74%	(7.91%)	(1.22%)	1.18%	7.79%	5.76%	(20.65%)	(2.63%)	5.45%	-0.45%	6.88%

Sales at **Eating Places** are both an important revenue source (Eating Places comprise approximately 13.00% of sales/use tax) and are usually an indicator of the health of the economy in the city. This discretionary category is often correlated with unemployment (disposable income) and consumer confidence. Total December YTD retail tax at Eating Places is up by 1.75%.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2.24%	1.15%	2.18%	1.58%	(4.10%)	8.13%	9.95%	(4.42%)	(4.88%)	9.00%	2.90%	-0.72%

Apparel Store retail sales are up by 1.13% YTD.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
9.08%	(3.08%)	(1.11%)	(1.73%)	6.93%	9.12%	(1.69%)	(12.11%)	(1.71%)	13.05%	8.68%	-5.43%

General Retail is up by 5.41% YTD. A significant portion of the increase in January and February was due to business-to-business sales and is not expected to reoccur on a monthly basis.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
15.69%	14.60%	2.18%	(0.28%)	(5.53%)	6.09%	10.20%	4.52%	(10.65%)	5.36%	14.14%	13.13%

Utilities (primarily retail sales tax on natural gas and electricity) are up by 6.84% YTD. Tax on Public Utilities comprises approximately 5.00% of total sales and use tax revenue.

Three, sometimes offsetting, factors appear to be impacting tax on natural gas and electricity sales: 1) base rates have increased; 2) natural gas cost (impacting the “fuel cost adjustment”) used for heating and for the generation of electricity are increasing; and 3) conservation may be impacting the volume of usage. According to an article in the June 18, 2013 *Denver Post*, the average electricity bill for the 2013

summer quarter is projected to rise almost 6 percent... when compared with the summer of 2012. In the past 12 months, the spot price of natural gas on the New York Mercantile Exchange has risen more than 47 percent. Last year the natural-gas price hit a 10-year-low. The cost of fuel is just one part of the monthly gas and electric bill, but it is directly passed to customers through the Commodity Adjustment.

Even as natural gas prices and rates increase, the direction for this category may be uncertain if conservation strategies are successful and businesses significantly cut their energy use. According to a 2006 study by the City of Boulder, commercial and industrial sector energy use makes up 83% of Boulder's energy use.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
(0.18%)	2.82%	3.18%	26.98%	21.01%	10.70%	3.98%	(2.13%)	18.96%	13.59%	4.32%	14.65%

MEDICAL MARIJUANA BUSINESS SALES TAX

Total YTD retail sales tax revenue collected in this category is \$938,328, up by 18.82% from 2012. Monthly sales tax revenue, and the percentage change from the same time period in 2012, is presented below. This industry segment represents less than one half one percent of total sales/use tax collections.

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
\$66,591	\$70,084	\$81,364	\$73,574	\$69,421	\$73,714	\$75,094	\$86,156	\$81,333	\$92,875	\$80,911	\$87,205
24.94%	15.64%	27.19%	11.21%	(1.92%)	15.27%	25.87%	38.88%	30.19%	46.27%	(0.75%)	6.64%

Significant YTD increases / decreases by tax category are summarized in Table 2.

TABLE 2

2013 RETAIL SALES TAX (% Change in Comparable YTD Collections)	
STRENGTHS: <ul style="list-style-type: none"> ▪ Food Stores up by 2.41% ▪ Eating Places up by 1.75% ▪ Apparel Stores up by 1.13% ▪ General Retail up by 5.41% ▪ Transportation/Utilities up by 9.20% ▪ Automotive Trade up by 10.49% ▪ Building Material Retail up by 16.96% ▪ Computer Related Business up by 11.39% ▪ BVRC (excl 29th St) up by 6.71% ▪ TwentyNinth St up by 5.97% ▪ Table Mesa up by 4.74% ▪ All Other Boulder up by 12.80% ▪ Boulder County up by 8.30% ▪ Out of State up by 4.30% ▪ Gunbarrel Industrial up by 8.13% ▪ Gunbarrel Commercial up by 2.79% ▪ Pearl Street Mall up by 1.32% ▪ Boulder Industrial up by 15.07% ▪ Public Utilities up by 6.84% 	WEAKNESSES: <ul style="list-style-type: none"> ▪ Home Furnishings down by 1.07% ▪ Consumer Electronics down by 8.84% ▪ Univ. of Colorado down by 0.43% ▪ The Meadows down by 7.61% ▪ Downtown down by 2.18% ▪ UHGID (the "hill") down by 0.30% ▪ N. 28th St. Commercial down by 2.10% ▪ The Meadows down by 7.61% ▪ Metro Denver down by 0.24%

2013 USE TAX (% Change in YTD Comparable Collections)	
STRENGTHS: <ul style="list-style-type: none"> ▪ Motor Vehicle Use Tax up by 10.54% ▪ Construction Use Tax up by 52.04% (when adjusted to exclude dedicated Boulder Junction tax, up by 69.72%) 	WEAKNESSES <ul style="list-style-type: none"> ▪ Business Use Tax down by 1.30%

ACCOMMODATION TAX

Total year 2013 Accommodation Tax revenue is up by 7.85% from the same period in 2012.

ADMISSIONS TAX

Total year 2013 Admission Tax revenue is down by 5.19% from the same period in 2012.

REVIEW OF VARIOUS ECONOMIC DATA

The following information also looks forward to the state of the 2013 economy and discusses some of the positive events and the continuing negative pressures that will impact City of Boulder sales and use tax revenue.

The area jobless rate continues to shrink, reports the *Boulder County Business Report* on January 28, 2014:

Unemployment rates in Boulder and Broomfield counties continue to shrink in December as Colorado once again recorded its lowest rate since December 2008....

Boulder County's unemployment rate slid from 4.7 percent in November to 4.4 percent in December, more than a full percentage point below December 2012's 5.5 percent rate.

Broomfield County's jobless rate dropped from 5.5 percent in November to 5.3 percent in December... That's compared to the county's December 2012 rate of 6.6 percent.

Boulder and Broomfield counties' unemployment rates dropped for the sixth month in a row.

Articles in the January 22 and January 31, 2014 *Boulder County Business Report* cautions that the economic surge is not without its challenges:

The Front Range's economic surge will continue and grow through 2014. That doesn't mean there won't be some pitfalls and hurdles along the way. From rising interest rates to stagnant wages to lasting effects of September's flood to a lack of space for Boulder businesses to grow, there are still plenty of reasons to at least keep in check the enthusiasm surrounding the improving economy. That was the general theme at the Boulder County Business Report's CEO Roundtable focused on the economy....

Plenty of new commercial development is on the way in Boulder, but to some extent it can't keep pace with some of the economic growth that's happening now. Expanding local companies are challenged to find not only space but also, talent, from software developers to executives.

At the University of Colorado, a major piece to Boulder's economic puzzle, the economic pressures are more monetary as federal research dollars and state funding continue to decrease. On the plus side, a \$5.8 billion to the National Science Foundation's research and development budget for 2014 is expected to positively impact the region's many federal labs and the University of Colorado...

According to Phyllis Resnick, lead economist the Colorado Futures Center at Colorado State University, sales-tax revenue continues to be eroded by consumers buying goods on the Internet, which aren't taxed, she said "There are headwinds against the state sales tax. It is facing all kinds of problems. It was beefed up by the Federal Reserve stimulus (program), and people were spending more money, but we think that gravy train is about to end."

A summary of relatively positive economic news was included in a December 31, 2013 article published by the *Associated Press*. Unfortunately, several of the factors mentioned (new housing sales and increasing internet sales) do not necessarily generate sales and/or use tax for the City of Boulder.

U.S. consumer confidence jumped this month on a better outlook for hiring and overall growth, supporting other signs that show the economy could accelerate in 2014. The Conference Board said Tuesday that its index of consumer confidence rose to 78.1 in December, up from 72 in the previous month. November's figure was revised up from 70.4.

Consumer confidence is nearly back to where it was before the partial government shutdown in October. Steady job gains and a surging stock market have made Americans more optimistic about the economy and hiring both now and in the next six months.

"The upbeat consumer mood bodes well for spending in 2014," said Michael Dolega, senior economist at TD Economics. Optimism about the job market is at a five-year high. A better job market could also drive more consumer spending, which accounts for 70 percent of economic activity.

A last-minute surge of online shopping helped boost overall holiday spending, according to a MasterCard Advisors' SpendingPulse report. Sales from Nov. 1 through Dec. 24 rose 3.5 percent compared with last year, the firm said last week. While many retailers have reported disappointing holiday sales, consumers appear to be spending more at car dealers, on utilities and other services and online. Americans increased their spending in November by the most in five months, according to government data, led by big gains in auto purchases.

The consumer confidence report shows Americans are willing to spend more on large purchases. The percentage of Americans planning to buy a home in the next six months rose to the highest level since July. And the proportion of Americans planning to purchase a major appliance in the next six months rose in December from the previous month.

Better hiring is putting more money in more Americans' wallets. Employers have added an average of 200,000 jobs a month in the past four months, a big improvement from the summer. Those gains have helped push the unemployment rate to 7 percent, a five-year low.

There are some weak spots: Income rose at a slower pace than spending last month. That means Americans saved less to spend more. And existing home sales have fallen for three straight months, held back by higher prices and mortgage rates.

Still, the economy expanded at a 4.1 percent annual rate in the third quarter, the best showing in nearly two years. The healthy gain largely reflected a jump in restocking, as companies built up their inventories. That's unlikely to be repeated in the current quarter. But many economists have become more optimistic about the fourth quarter and expect growth will clock in at a solid 2.5 percent annual rate.

Although tax from eating places increased in October and November, the following information published on December 2, 2013 by *Bankrate.com* may shed some light on the reason why restaurant sales have weakened:

According to the Tax Policy Center, a worker earning a \$40,000 median wage will take home \$800 less this year than in 2012, a 2.3 percent reduction. A single high earner making \$120,000 will see his or her payroll tax bill jump more than \$2,400, a 2.5 percent cut in take-home pay. That amount could move even higher because there's an extra 0.9 percent payroll tax for the highest earners, due to the Affordable Care Act.

How are Americans making up for the money they're not getting each month? A new study from Accounting Principals of Jacksonville, Fla., shows that as a result of payroll tax increases, 20 percent of American workers are going out to bars and restaurants less often, and 19 percent are eating out for lunch less often.

The following projections are included in the December 2013 publication of *Focus Colorado: Economic and Revenue Forecast* by the Colorado Legislative Council Staff:

	2011	2012	2013	2014	2015
Unemployment Rate	8.6%	8.0%	7.0%	6.7%	6.4%
Personal Income	7.3%	5.1%	3.9%	5.7%	6.0%
Wage and Salary Income	4.4%	5.3%	4.2%	5.3%	5.6%
Retail Trade Sales	6.8%	6.0%	4.3%	5.3%	5.4%
Denver-Boulder Inflation Rate	3.7%	1.9%	2.9%	2.9%	2.5%

The September 20, 2013 publication, *The Colorado Outlook*, by the Governor's Office of State Planning and Budgeting includes the following forecast for the same financial parameters:

	2011	2012	2013	2014	2015
Unemployment Rate	8.6%	8.0%	7.0%	6.4%	5.9%
Personal Income	7.3%	5.1%	3.6%	5.6%	5.5%
Wage and Salary Income	4.4%	5.3%	4.0%	5.2%	5.4%
Retail Trade Sales	7.7%	5.4%	4.4%	5.6%	5.5%
Denver-Boulder Inflation Rate	3.7%	1.9%	2.6%	2.4%	2.5%

It is important to note that "Retail Trade Sales" on the State level are not strictly consistent with the taxable retail sales tax base of the City of Boulder. The State forecasts may include gasoline and some retail services that are not included in the City of Boulder tax base.

The report from the Governor's Office of State Planning and Budgeting includes a similar view of the Colorado economy:

Economic activity in Colorado is a primary factor determining State revenue levels. The state's human capital and entrepreneurial energy is helping growth in today's more technological and knowledge-based economy. Colorado's specialization in diverse industries is also helping its economic foundation. As with the nation, however, economic progress across the state is uneven. Further, the economy is always vulnerable to adverse, often unexpected, events that could constrain budget condition.

Total Net Sales/Use Tax Receipts by Tax Category	DECEMBER YTD Actual			
	2012	2013	% Change	% of Total
Sales Tax	77,741,989	81,485,022	4.81%	78.83%
Business Use Tax	9,372,954	9,251,454	-1.30%	8.95%
Construction Sales/Use Tax	6,497,662	9,879,257	52.04%	9.56%
Motor Vehicle Use Tax	2,494,361	2,757,267	10.54%	2.67%
Total Sales and Use Tax	96,106,967	103,373,001	7.56%	100.00%

Total Net Sales/Use Tax Receipts by Industry Type	DECEMBER YTD Actual			
	2012	2013	% Change	% of Total
Food Stores	13,060,743	13,454,838	3.02%	13.02%
Eating Places	12,937,276	13,174,730	1.84%	12.74%
Apparel Stores	3,717,039	3,774,426	1.54%	3.65%
Home Furnishings	2,733,694	2,710,604	-0.84%	2.62%
General Retail	20,402,962	20,776,166	1.83%	20.10%
Transportation/Utilities	7,022,842	7,714,987	9.86%	7.46%
Automotive Trade	6,314,939	6,979,769	10.53%	6.75%
Building Material-Retail	3,192,767	3,694,286	15.71%	3.57%
Construction Firms Sales/Use Tax	6,161,404	9,046,281	46.82%	8.75%
Consumer Electronics	2,117,292	1,981,666	-6.41%	6.85%
Computer Related Business Sector	6,355,355	7,082,053	11.43%	12.56%
All Other	12,090,656	12,983,195	7.38%	0.00%
Total Sales and Use Tax	96,106,967	103,373,001	7.56%	100.00%

Total Net Sales/Use Tax Receipts by Geographic Area	DECEMBER YTD Actual			
	2012	2013	% Change	% of Total
North Broadway	1,371,364	1,412,272	2.98%	1.37%
Downtown	6,451,278	6,527,958	1.19%	6.31%
Downtown Extension	709,812	776,616	9.41%	0.75%
UHGID (the "hill")	1,060,228	1,042,370	-1.68%	1.01%
East Downtown	650,546	703,113	8.08%	0.68%
N. 28th St. Commercial	4,695,772	4,861,434	3.53%	4.70%
N. Broadway Annex	449,011	702,410	56.43%	0.68%
University of Colorado	1,251,998	974,151	-22.19%	0.94%
Basemar	2,011,501	2,573,540	27.94%	2.49%
BVRC-Boulder Valley Regional Center	19,370,696	19,401,650	0.16%	18.77%
29th Street	7,721,419	8,105,236	4.97%	7.84%
Table Mesa	2,427,029	2,537,405	4.55%	2.45%
The Meadows	891,835	847,771	-4.94%	0.82%
All Other Boulder	5,119,334	6,191,614	20.95%	5.99%
Boulder County	1,081,894	1,209,766	11.82%	1.17%
Metro Denver	3,045,355	3,725,221	22.32%	3.60%
Colorado All Other	226,118	321,703	42.27%	0.31%
Out of State	10,959,470	11,540,647	5.30%	11.16%
Airport	62,717	93,188	48.58%	0.09%
Gunbarrel Industrial	5,811,852	6,261,854	7.74%	6.06%
Gunbarrel Commercial	1,171,055	1,267,930	8.27%	1.23%
Pearl Street Mall	2,821,103	2,858,347	1.32%	2.77%
Boulder Industrial	8,491,146	9,921,949	16.85%	9.60%
Unlicensed Receipts	1,296,949	1,932,108	48.97%	1.87%
County Clerk	2,494,361	2,757,267	10.54%	2.67%
Public Utilities	4,463,122	4,825,482	8.12%	4.67%
Total Sales and Use Tax	96,106,967	103,373,001	7.56%	100.00%

Miscellaneous Tax Statistics	DECEMBER YTD Actual		
	2012	2013	% Change in Taxable Sales
Total Food Service Tax	658,553	606,694	-7.87%
Accommodations Tax	5,048,277	5,444,655	7.85%
Admissions Tax	622,444	590,139	-5.19%
Trash Tax	1,712,626	1,757,807	2.64%
Disposable Bag Fee	0	136,753	

COMPARISON OF YEAR-TO-DATE ACTUAL REVENUE FOR THE YEAR 2013 TO COMPARABLE PERIOD IN 2012

USE TAX BY CATEGORY			SALES TAX BY CATEGORY			
DECEMBER YTD Actual			Standard Industrial Code	DECEMBER YTD Actual		
2012	2013	% Change		2012	2013	% Change
80,879	162,628	101.08%	Food Stores	12,979,864	13,292,211	2.41%
158,081	172,318	9.01%	Eating Places	12,779,194	13,002,411	1.75%
43,910	59,678	35.91%	Apparel Stores	3,673,129	3,714,749	1.13%
12,409	18,372	48.05%	Home Furnishings	2,721,285	2,692,232	-1.07%
2,067,611	1,448,849	-29.93%	General Retail	18,335,350	19,327,316	5.41%
188,142	251,334	33.59%	Transportation/Utilities	6,834,700	7,463,654	9.20%
2,578,571	2,851,583	10.59%	Automotive Trade	3,736,368	4,128,185	10.49%
56,737	26,230	-53.77%	Building Material-Retail	3,136,030	3,668,055	16.96%
5,757,436	8,616,554	49.66%	Construction Use Tax	0	0	na
0	0	na	Construction Sales Tax	403,967	429,727	6.38%
48,872	96,167	96.77%	Consumer Electronics	2,068,420	1,885,500	-8.84%
3,629,702	4,046,081	11.47%	Computer Related Business	2,725,653	3,035,972	11.39%
3,742,627	4,138,184	10.57%	All Other	8,348,029	8,845,011	5.95%
18,364,977	21,887,979	19.18%	Total Sales and Use Tax	77,741,989	81,485,022	4.81%

USE TAX BY CATEGORY			SALES TAX BY CATEGORY			
DECEMBER YTD Actual			Geographic Code	DECEMBER YTD Actual		
2012	2013	% Change		2012	2013	% Change
46,359	118,719	156.09%	North Broadway	1,325,005	1,293,552	-2.37%
317,882	528,205	66.16%	Downtown	6,133,397	5,999,753	-2.18%
29,515	93,403	216.46%	Downtown Extension	680,297	683,213	0.43%
32,192	17,368	-46.05%	UHGID (the "hill")	1,028,035	1,025,002	-0.30%
73,284	83,846	14.41%	East Downtown	577,262	619,266	7.28%
102,980	365,185	254.62%	N. 28th St. Commercial	4,592,792	4,496,250	-2.10%
9,705	247,299	2448.16%	N. Broadway Annex	439,306	455,111	3.60%
274,135	503	-99.82%	University of Colorado	977,863	973,647	-0.43%
99,890	641,710	542.42%	Basemar	1,911,610	1,931,830	1.06%
1,531,968	365,597	-76.14%	BVRC	17,838,728	19,036,053	6.71%
240,940	178,071	-26.09%	29th Street	7,480,479	7,927,165	5.97%
42,788	40,166	-6.13%	Table Mesa	2,384,242	2,497,238	4.74%
16,644	39,196	135.50%	The Meadows	875,191	808,576	-7.61%
2,181,926	2,878,126	31.91%	All Other Boulder	2,937,408	3,313,488	12.80%
112,706	160,138	42.08%	Boulder County	969,188	1,049,629	8.30%
317,546	1,004,052	216.19%	Metro Denver	2,727,808	2,721,168	-0.24%
32,429	16,795	-48.21%	Colorado All Other	193,689	304,909	57.42%
1,572,366	1,749,713	11.28%	Out of State	9,387,104	9,790,933	4.30%
41,740	63,798	52.85%	Airport	20,977	29,390	40.11%
4,597,088	4,948,291	7.64%	Gunbarrel Industrial	1,214,765	1,313,563	8.13%
7,869	72,258	818.26%	Gunbarrel Commercial	1,163,186	1,195,672	2.79%
43,654	44,193	1.23%	Pearl Street Mall	2,777,449	2,814,154	1.32%
3,265,102	3,908,371	19.70%	Boulder Industrial	5,226,044	6,013,578	15.07%
802,074	1,425,380	77.71%	Unlicensed Receipts	494,876	506,728	2.39%
2,494,361	2,757,267	10.54%	County Clerk	0	0	na
77,835	140,329	80.29%	Public Utilities	4,385,287	4,685,152	6.84%
18,364,977	21,887,979	19.18%	Total Sales and Use Tax	77,741,989	81,485,022	4.81%

TOTAL CITY SALES AND USE TAX COLLECTIONS

REVENUE CATEGORY	YEAR	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	% Change in Taxable Sales
RETAIL SALES TAX	2006	4,734,249	4,645,436	5,537,253	4,659,458	4,882,331	6,129,363	4,737,773	5,237,757	6,156,056	4,950,305	4,387,847	7,891,618	63,949,446	7.10%
Rate Chg 3.41%>3.56%	2007	5,118,353	5,014,615	6,918,421	4,965,981	5,500,701	6,712,841	5,565,371	6,393,028	6,954,377	5,747,963	5,695,703	8,411,484	72,998,838	9.34%
Rate Chg 3.56%>3.41%	2008	5,197,400	5,105,109	6,005,946	5,331,447	5,488,450	6,572,335	5,508,796	6,258,640	6,620,535	5,382,779	5,255,155	7,443,455	70,170,045	0.35%
Rate 3.41%	2009	4,919,570	4,659,632	5,850,038	5,077,648	5,131,444	6,428,343	5,206,770	5,790,533	6,093,314	5,170,325	4,735,769	7,814,230	66,877,613	-4.69%
	2010	4,576,034	5,386,190	6,196,697	5,320,225	5,470,595	6,895,283	5,522,076	5,943,315	6,855,385	5,652,938	5,240,211	8,414,157	71,473,106	6.87%
	2011	5,394,367	5,132,437	6,692,597	5,630,200	5,708,608	7,016,826	5,580,953	6,531,707	7,286,644	5,765,805	5,830,545	8,390,145	74,960,833	4.88%
	2012	5,363,541	5,129,096	6,754,740	5,599,150	5,988,770	7,304,270	5,551,489	7,062,958	7,502,227	6,188,194	5,693,025	9,604,529	77,741,989	3.71%
	2013	5,557,163	5,824,808	7,171,949	5,707,649	6,197,302	7,968,604	6,161,076	6,944,797	7,500,133	6,591,707	6,120,225	9,739,609	81,485,022	4.81%
Change from prior year (Month)		3.61%	13.56%	6.18%	1.94%	3.48%	9.10%	10.98%	-1.67%	-0.03%	6.52%	7.50%	1.41%		
Change from prior year (YTD)		3.61%	8.48%	7.58%	6.19%	5.63%	6.33%	6.95%	5.70%	4.94%	5.09%	5.30%	4.81%		
CONSUMER USE TAX (Includes Motor Vehicle)	2006	686,686	517,101	1,277,146	577,144	964,529	781,362	895,403	776,258	1,054,696	727,776	1,092,224	1,287,157	10,637,482	-4.43%
Rate Chg 3.41%>3.41%	2007	763,650	574,008	975,178	888,726	733,196	858,072	975,456	652,501	923,667	732,463	716,317	1,575,908	10,369,140	-6.63%
Rate Chg 3.56%>3.41%	2008	818,034	991,472	1,109,160	669,214	736,901	1,067,769	732,334	596,399	899,934	989,683	599,876	1,253,267	10,464,043	5.35%
Rate 3.41%	2009	909,558	657,250	1,062,587	997,891	531,724	790,819	858,325	1,299,767	989,089	741,578	698,452	1,600,457	11,137,497	6.44%
	2010	687,502	778,796	913,223	701,931	662,382	945,800	620,328	633,593	909,315	752,143	618,493	1,366,131	9,589,636	-13.90%
	2011	1,247,135	650,595	1,034,670	727,395	850,561	1,166,185	958,724	771,357	1,044,032	703,092	903,665	1,410,793	11,468,205	19.59%
	2012	763,425	768,580	859,971	976,451	1,212,071	1,033,899	729,829	940,127	957,894	1,417,818	737,310	1,469,940	11,867,314	3.48%
	2013	1,132,015	762,369	979,120	866,143	911,993	963,938	835,063	768,003	1,338,726	1,121,736	807,130	1,522,486	12,008,722	1.19%
Change from prior year (Month)		48.28%	-0.81%	13.86%	-11.30%	-24.76%	-6.77%	14.42%	-18.31%	39.76%	-20.88%	9.47%	3.57%		
Change from prior year (YTD)		48.28%	23.65%	20.13%	11.20%	1.55%	0.02%	1.68%	-0.90%	3.82%	0.20%	0.85%	1.19%		
CONSTRUCTION USE TAX	2006	197,263	331,341	420,749	294,094	337,237	774,420	352,533	261,409	343,749	559,975	410,958	1,018,272	5,302,000	-5.28%
Rate Chg 3.41%>3.56%	2007	293,078	347,860	112,016	293,061	621,413	430,207	1,119,425	259,226	421,376	286,524	376,978	253,590	4,814,755	-13.02%
Rate Chg 3.56%>3.41%	2008	330,080	347,219	748,549	454,797	327,855	241,649	100,759	442,652	347,954	217,885	107,831	381,753	4,048,982	-12.21%
Rate 3.41%	2009	944,905	111,907	425,028	775,511	279,761	995,132	721,209	676,301	235,485	223,169	591,970	1,467,798	7,449,176	83.98%
	2010	591,599	242,591	245,829	362,619	226,230	1,921,675	1,075,078	467,423	245,361	234,021	408,868	531,670	6,550,964	-12.06%
	2011	622,872	281,210	274,661	240,970	2,150,036	352,336	352,846	455,211	478,988	314,958	177,137	471,157	6,172,383	-5.78%
	2012	385,392	1,697,323	315,856	503,719	342,448	375,499	595,334	214,896	422,866	473,523	799,552	371,254	6,497,662	5.27%
	2013	732,539	941,380	298,613	577,351	366,959	728,141	845,123	1,182,131	1,196,147	876,749	622,491	1,511,632	9,879,257	52.04%
Change from prior year (Month)		90.08%	-44.54%	-5.46%	14.62%	7.16%	93.91%	41.96%	450.09%	182.87%	85.15%	-22.15%	307.17%		
Change from prior year (YTD)		90.08%	-19.63%	-17.76%	-12.14%	-10.11%	0.68%	6.51%	28.03%	41.52%	45.40%	36.58%	52.04%		
TOTAL FOR MONTH & CHANGE FROM PREVIOUS YEAR (MONTH & YTD)	2006	5,618,198	5,493,878	7,235,148	5,530,896	6,184,096	7,685,145	5,985,709	6,275,424	7,554,500	6,238,056	5,891,030	10,197,046	79,888,928	4.52%
Rate Chg 3.41%>3.56%	2007	6,175,081	5,936,481	8,005,615	6,147,768	6,855,311	8,001,120	7,660,252	7,304,754	8,299,420	6,766,951	6,788,999	10,240,982	88,182,732	5.73%
Rate Chg 3.56%>3.41%	2008	6,345,513	6,443,800	7,863,654	6,455,459	6,553,206	7,881,753	6,341,889	7,297,691	7,868,423	6,590,347	5,962,862	9,078,475	84,683,070	0.26%
Rate 3.41%	2009	6,774,033	5,428,789	7,337,653	6,852,049	5,942,929	8,214,294	6,786,304	7,766,601	7,317,887	6,135,072	6,026,191	10,882,485	85,484,286	0.92%
	2010	5,855,134	6,407,577	7,355,749	6,384,774	6,359,207	9,762,758	7,217,482	7,044,332	8,010,061	6,639,102	6,265,572	10,311,957	87,613,706	2.51%
	2011	7,264,374	6,064,242	8,001,928	6,598,565	8,709,205	8,535,347	6,892,523	7,758,275	8,809,664	6,783,855	6,911,348	10,272,096	92,601,421	5.69%
	2012	6,512,359	7,594,999	7,930,567	7,079,320	7,543,289	8,713,668	6,876,652	8,217,981	8,882,987	8,079,535	7,229,887	11,445,723	96,106,966	3.79%
	2013	7,421,717	7,528,557	8,449,682	7,151,142	7,476,254	9,660,683	7,841,262	8,894,931	10,035,006	8,590,192	7,549,846	12,773,727	103,373,001	7.56%
Less Refunds	2005	-246	-66,044	-909	-2,666	-1,647	-10,080	-3,062	-4,207	-846	0	-1,586	0	-4,757	-96,051
	2006	-40,302	-5,272	-22,761	-363	-5,089	0	0	-7,568	-806	-5,947	-406	-16,773	-105,296	
	2007	0	-38,291	-2,013	-729	-9,326	-14,547	-14,440	-677	0	-5,963	0	-5,015	-91,001	
	2008	-978	0	-46,974	-1,409	0	-2,375	-445	-9,493	-1,429	0	-48,521	-500	-112,123	
Less Refunds	2009	-3,335	0	0	-1,111	-602	-692	-967	-3,520	-2,747	-179,087	-65,331	-26,376	-283,770	
	2010	-3,469	-68,130	-35,924	-1,444	-43,920	-8,332	-1,648	-4,204	-7,969	0	-12,480	-214	-183,234	
	2011	-8,569	-2,479	-1,188	-2,918	0	0	-7,175	0	0	-162	0	-140,199	-162,690	
Adjusted total	2006	5,577,896	5,488,606	7,212,388	5,530,333	6,178,998	7,685,145	5,985,709	6,267,856	7,553,694	6,232,110	5,890,624	10,180,273	79,783,631	4.51%
Rate Chg 3.41%>3.56%	2007	6,175,081	5,898,190	8,003,602	6,147,039	6,845,984	7,986,572	7,645,612	7,304,077	8,299,420	6,760,988	6,788,999	10,235,967	88,091,731	5.76%
Rate Chg 3.56%>3.41%	2008	6,344,536	6,443,800	7,816,680	6,454,050	6,553,206	7,879,378	6,341,444	7,288,198	7,866,905	6,590,347	5,914,341	9,077,975	84,570,947	0.23%
Rate 3.41%	2009	6,770,698	5,428,789	7,337,653	6,850,938	5,942,327	8,213,602	6,785,337	7,763,080	7,315,140	5,955,985	5,960,860	10,856,109	85,160,517	0.72%
	2010	5,851,665	6,339,447	7,319,826	6,383,330	6,315,288	9,758,926	7,215,834	7,040,127	8,002,092	6,639,102	6,253,092	10,311,744	87,430,472	2.64%
	2011	7,255,806	6,061,763	8,000,739	6,595,647	8,709,205	8,535,347	6,885,348	7,756,275	8,809,664	6,783,693	6,911,348	10,131,987	92,438,731	5.73%
	2012	6,512,359	7,594,999	7,930,567	7,079,320	7,543,289	8,713,668	6,876,652	8,217,981	8,882,987	8,079,535	7,229,887	11,445,723	96,106,966	3.79%
	2013	7,421,717	7,528,557	8,449,682	7,151,142	7,476,254	9,660,683	7,841,262	8,894,931	10,035,006	8,590,192	7,549,846	12,773,727	103,373,001	7.56%
% Change (month)		13.96%	-0.87%	6.55%	1.01%	-0.89%	10.87%	14.03%	8.24%	12.97%	6.32%	4.43%	11.60%		
% Change (YTD)		13.96%	5.86%	6.18%	4.92%	3.73%	5.10%	6.27%	6.54%	7.36%	7.26%	7.01%	7.56%		

UHGID Retail Sales Tax Comparison by Standard Industrial Classification

UHGID Sales Tax ONLY												
Year	Sales Tax Rate	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	All Others	GRAND TOTAL	% Change from prior year	UHGID 3 year avg		
1995	2.86%	\$40,972	\$348,027	\$100,979	\$122,507	\$294,154	\$15,424	\$922,063				
1996	3.11%	\$33,737	\$341,096	\$145,399	\$74,188	\$317,697	\$15,069	\$927,187	-7.53%			
1997	3.11%	\$37,557	\$320,993	\$126,540	\$39,846	\$316,938	\$6,167	\$848,079	-8.53%			
1998	3.26%	\$33,806	\$348,974	\$126,695	\$40,557	\$306,134	\$6,258	\$862,424	-2.99%	3 year avg 96-98		
1999	3.26%	\$34,065	\$344,848	\$92,878	\$46,325	\$345,214	\$1,311	\$864,642	0.26%	3 year avg 97-99		
2000	3.26%	\$34,841	\$376,947	\$99,206	\$39,066	\$366,065	\$4,559	\$920,684	6.48%	3 year avg 98-00		
2001	3.26%	\$41,985	\$392,466	\$103,513	\$35,111	\$318,518	\$19,632	\$911,225	-1.03%	3 year avg 99-01		
2002	3.26%	\$42,223	\$402,894	\$89,454	\$34,104	\$313,566	\$24,644	\$906,885	-0.48%	3 year avg 00-02		
2003	3.26%	\$43,601	\$413,020	\$94,036	\$35,450	\$303,775	\$39,439	\$929,322	2.47%	3 year avg 01-03		
2004	3.41%	\$47,442	\$452,585	\$87,695	\$25,958	\$300,441	\$33,650	\$947,770	-2.50%	3 year avg 02-04		
2005	3.41%	\$55,352	\$490,892	\$98,605	\$28,891	\$287,524	\$18,741	\$980,005	3.40%	3 year avg 03-05		
2006	3.41%	\$56,511	\$521,081	\$86,527	\$33,045	\$321,380	\$13,233	\$1,031,776	5.28%	3 year avg 04-06		
2007	3.56%	\$56,250	\$579,412	\$72,123	\$30,921	\$352,147	\$11,234	\$1,102,088	2.31%	3 year avg 05-07		
2008	3.41%	\$59,273	\$564,502	\$63,307	\$24,768	\$333,238	\$7,556	\$1,052,643	-4.49%	3 year avg 06-08		
2009	3.41%	\$49,066	\$576,030	\$44,712	\$24,213	\$326,667	\$24,474	\$1,045,162	-0.71%	3 year avg 07-09		
2010	3.41%	\$40,028	\$601,335	\$37,853	\$30,571	\$355,459	\$8,597	\$1,073,844	2.74%	3 year avg 08-10		
2011	3.41%	\$58,221	\$645,750	\$31,199	\$29,330	\$281,816	\$246	\$1,046,562	-2.54%	3 year avg 09-11		
2012	3.41%	\$74,972	\$630,882	\$28,068	\$30,800	\$254,698	\$8,615	\$1,028,035	-1.77%	3 year avg 11-12		
2013	3.41%	\$88,270	\$634,036	\$19,574	\$23,914	\$247,828	\$11,382	\$1,025,004	-0.29%	3 year avg 12-13		

UHGID Sales Tax Revenues (NO use tax)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
January	83,022	96,846	100,032	99,422	98,853	118,058	120,247	113,123	110,986	112,825	100,726	85,100	83,445
February	65,046	56,994	63,769	64,521	72,140	79,436	78,684	81,957	76,043	73,913	69,547	84,232	71,520
March	64,537	68,740	69,760	72,985	72,060	75,944	75,112	72,996	78,172	83,309	77,463	93,790	85,702
April	60,826	68,547	62,055	66,129	74,662	82,378	79,016	91,281	80,517	84,060	90,460	84,564	87,124
May	61,329	56,306	62,078	65,583	61,131	68,638	90,603	74,823	71,299	74,711	86,261	84,923	73,530
June	92,013	76,086	69,726	73,693	69,085	72,486	71,063	66,754	62,685	74,080	75,299	69,958	76,685
July	59,675	63,058	48,079	53,263	65,768	56,168	67,097	65,755	62,034	71,846	77,257	67,462	68,064
August	88,127	87,167	125,801	124,050	144,466	109,263	118,556	145,179	149,212	138,971	121,559	96,703	102,501
September	123,121	129,966	104,739	108,698	99,702	147,416	149,898	117,567	118,373	121,834	109,669	121,503	105,425
October	66,451	73,867	81,351	82,562	93,865	89,472	101,034	93,772	82,191	89,506	89,788	90,290	109,016
November	60,396	58,271	67,097	64,189	65,915	60,321	71,082	65,404	70,564	71,343	75,716	74,312	79,492
December	86,683	71,034	74,835	72,674	62,359	72,197	79,696	64,029	83,085	77,446	72,817	75,198	82,497

Totals	911,224	906,884	929,322	947,770	980,005	1,031,777	1,102,088	1,052,642	1,045,162	1,073,843	1,046,562	1,028,035	1,025,001
Tax Rate	3.26	3.26	3.26	3.41	3.41	3.41	3.56	3.41	3.41	3.41	3.41	3.41	3.41
\$ change from f	-9,460	-4,340	22,438	18,448	32,235	51,772	70,311	-49,446	-7,480	28,681	-27,281	-18,527	-3,034
% change from	-1.0%	-0.5%	2.5%	2.0%	3.4%	5.3%	6.8%	-4.5%	-0.7%	2.7%	-2.5%	-1.8%	-0.3%
3 year avg change			0.3%	1.3%	2.6%	3.6%	5.2%	2.5%	0.5%	-0.8%	-0.2%	-0.5%	-1.5%

UHGID Yearly Summary
Sales and Use Tax Breakdown by Industry Category

	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total
2013	\$88,275 8%	\$637,367 61%	\$19,583 2%	\$23,914 2%	\$247,903 24%	\$25,327 2%	\$1,042,369 100%
2012	\$74,987 7%	\$637,659 60%	\$28,068 3%	\$30,800 3%	\$257,134 24%	\$31,580 3%	\$1,060,228 100%
2011	\$58,221 5%	\$650,532 59%	\$31,199 3%	\$29,330 3%	\$281,896 26%	\$49,701 5%	\$1,100,879 100%
2010	\$40,028 3%	\$604,913 53%	\$37,852 3%	\$30,571 3%	\$355,637 31%	\$81,746 7%	\$1,150,748 100%
2009	\$49,066 5%	\$578,900 55%	\$44,712 4%	\$24,213 2%	\$326,839 31%	\$34,018 3%	\$1,057,749 100%
2008	\$60,686 6%	\$568,892 53%	\$63,307 6%	\$24,768 2%	\$333,780 31%	\$12,073 1%	\$1,063,507 100%
2007	\$66,250 5%	\$588,610 53%	\$72,142 6%	\$30,921 3%	\$353,173 32%	\$19,270 2%	\$1,120,367 100%
2006	\$66,511 5%	\$525,911 50%	\$86,527 8%	\$33,045 3%	\$321,897 31%	\$19,261 2%	\$1,043,152 100%
2005	\$58,421 6%	\$493,955 50%	\$98,605 10%	\$28,891 3%	\$288,004 29%	\$29,024 3%	\$996,900 100%
2004	\$47,446 5%	\$461,253 44%	\$87,695 8%	\$25,958 2%	\$301,938 29%	\$124,607 12%	\$1,048,897 100%
2003	\$43,618 5%	\$417,782 44%	\$94,036 10%	\$35,450 4%	\$304,099 32%	\$46,965 5%	\$941,951 100%
2002	\$42,268 5%	\$407,606 44%	\$89,454 10%	\$34,104 4%	\$313,795 34%	\$41,419 4%	\$928,646 100%

City Wide Yearly Summary
UHGID Sales and Use Tax as a Percent of Total City Wide Sales and Use Tax

	Food Stores	Eating Places	Apparel Stores	Home Furnishings	General Merch	All Other	Total
2013	\$13,454,838 1%	\$13,174,730 5%	\$3,774,426 1%	\$4,692,270 1%	\$20,776,166 1%	\$47,500,571 0%	\$103,373,001 1.0%
2012	\$13,060,743 1%	\$12,937,276 5%	\$3,717,039 1%	\$4,850,986 1%	\$20,402,962 1%	\$41,137,961 0%	\$96,106,967 1.1%
2011	\$12,241,084 1%	\$11,838,300 5%	\$3,426,738 1%	\$5,259,120 1%	\$19,948,416 1%	\$39,725,073 0%	\$92,438,731 1.2%
2010	\$11,130,533 0%	\$10,930,482 6%	\$2,690,372 1%	\$4,459,406 1%	\$19,279,577 2%	\$38,940,102 0%	\$87,430,472 1.3%
2009	\$11,160,109 0%	\$10,572,840 5%	\$2,626,020 2%	\$4,304,383 1%	\$17,515,062 2%	\$39,002,103 0%	\$85,180,517 1.7%
2008	\$11,204,475 1%	\$10,910,035 5%	\$2,819,260 2%	\$4,827,635 1%	\$18,101,297 2%	\$36,708,245 0%	\$84,570,947 1.3%
2007	\$11,205,584 1%	\$10,888,135 5%	\$2,804,311 3%	\$5,522,090 1%	\$18,040,152 2%	\$39,631,459 0%	\$88,091,731 1.3%
2006	\$10,392,059 1%	\$9,582,212 5%	\$2,424,694 4%	\$4,611,056 1%	\$15,402,540 2%	\$37,371,060 0%	\$79,783,631 1.3%
2005	\$10,046,723 1%	\$8,995,846 5%	\$2,362,366 4%	\$4,465,788 1%	\$14,587,419 2%	\$35,882,350 0%	\$76,340,492 1.3%
2004	\$10,148,861 0%	\$8,637,718 5%	\$2,232,147 4%	\$3,118,312 1%	\$14,123,007 2%	\$32,171,342 0%	\$70,431,387 1.5%
2003	\$9,052,658 0%	\$7,847,285 5%	\$2,046,951 5%	\$3,922,549 1%	\$13,185,423 2%	\$31,552,637 0%	\$67,607,503 1.4%
2002	\$9,294,397 0%	\$8,133,237 5%	\$2,346,305 4%	\$4,164,992 1%	\$13,572,651 2%	\$33,815,600 0%	\$71,327,182 1.3%

Sales and Use Tax Revenues Generated in the UHGID Area by Standard Industrial Classification

	Food Stores	Eating Places	Apparel Stores	Home Furnish.	Gen. Merchandise	Construction	All Others	GRAND TOTAL
2011 (sales tax rate of 3.41%)								
January	4,508	50,460	1,204	2,400	41,579	900	607	101,659
February	4,634	46,447	973	2,297	14,556	3,724	741	73,373
March	4,870	51,591	1,994	2,249	16,375	9,059	963	87,101
April	5,438	66,217	1,834	2,458	18,772	298	(1,084)	93,933
May	4,175	54,508	1,611	1,950	23,506	25,023	711	111,486
June	4,024	50,603	2,424	2,264	15,395	1,257	1,133	77,100
July	4,386	49,952	2,253	2,261	17,963	2,280	557	79,652
August	5,529	54,052	2,960	2,839	55,427	478	787	122,071
September	6,123	66,496	5,588	2,264	28,241	638	1,602	110,953
October	5,946	64,799	3,410	3,019	19,015	43	(5,330)	90,904
November	4,833	50,027	3,257	2,699	14,365	3,215	573	78,970
December	3,754	45,380	3,688	2,629	16,701	499	1,026	73,678
2011 TOTAL	58,221	650,532	31,199	29,330	281,896	47,416	2,286	1,100,879
2012 (sales tax rate of 3.41%)								
January-December	74,987	637,659	28,068	30,800	257,134	21,390	10,190	1,060,228
2012 TOTAL	74,987	637,659	28,068	30,800	257,134	21,390	10,190	1,060,228
2013 (sales tax rate of 3.41%)								
January	5,943	42,867	692	1,897	31,839	307	1,769	85,314
February	6,733	47,024	793	2,316	14,252	233	494	71,845
March	7,356	58,287	2,599	2,239	14,377	9	1,150	86,017
April	8,177	60,975	1,098	2,254	14,143	1,364	574	88,585
May	7,428	44,596	1,141	1,945	17,981	51	502	73,644
June	6,202	49,221	2,797	1,675	15,803	1,783	1,316	78,797
July	6,778	45,052	1,410	1,929	14,021	223	506	69,919
August	7,880	59,050	2,478	2,320	30,234	826	655	103,443
September	9,034	58,377	2,276	1,593	33,195	342	1,355	106,172
October	9,092	75,238	1,588	2,109	20,456	296	628	109,407
November	7,239	55,042	1,019	1,854	14,400	6,281	473	86,308
December	6,413	41,638	1,692	1,783	27,202	115	4,075	82,918
2013 TOTAL	88,275	637,367	19,583	23,914	247,903	11,830	13,497	1,042,369
% Change from 2009-2010								
	-18.42%	4.49%	-15.34%	26.26%	8.81%	884.87%	-62.08%	8.79%
% Change from 2010-2011								
	45.45%	7.54%	-17.58%	-4.06%	-20.73%	-33.78%	-77.47%	-4.33%
% Change from 2011-2012								
	28.80%	-1.98%	-10.03%	5.01%	-8.78%	-54.89%	345.85%	-3.69%
% Change from 2012-2013								
	17.72%	-0.05%	-30.23%	-22.36%	-3.59%	-44.69%	32.45%	-1.68%
% Change from previous year month								
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

M E M O R A N D U M

TO: UHCAMC Advisory Committee
Molly Winter - Executive Director

FROM: Donna Jobert, Financial Manager

SUBJECT: PRELIMINARY 2013 Revenues and Expenditures

DATE: March 5, 2014

Shown below is a summary of 2013 revenues and expenditures. The 2013 budget and 2012 actuals are shown for comparative purposes.

Overall revenues are 99.8% of total budget collected and are down \$422 when compared with last year. Property and Ownership taxes are above budget and \$5,841 greater than last year. Meter revenues for on-street meters are near budget to date. They are \$15,042 below last years revenue. Meter revenue for the 14th St lot is under budget and \$2090 below last year's revenue. Meter revenue for the Pleasant St lot is over budget and \$3875 above last year's revenue. Permit revenue for the Pleasant Lot is lower than last year. This may be due to timing of payments as, permit revenue is near budget to date.

Expenditures for 2013 equal 99% of budgeted expenses and up \$49,577 compared with last year.

The most significant variance is for consultant and study expenses in 2013
Parking and revitalization study consultants include: Fox Tuttle, Rothweiler Group Economic & Planning and RRC Associates
Study appropriations were carried over from 2012 and are expensed in 2013, more studies will be carried over from 2013.
Funds for studies have also been encumbered for parklets and the Penn St event space.
Expenses to date for Econ Vit/Marketing include \$1500 to Hill Flea, \$900 for a student parking ad, \$1500 for Passport and \$2400 for Homecoming and other misc marketing expenses
Cost allocation (amount UHGID pays the City GF for internal services) decreased from 2012.
The expenditures exceed revenue by \$34,036.

UHGID Revenues and Expenditures - 2013

Revenues	2013	2013	%	2012	2012-2013	2012-2013
	Revenue Collected	Approved Budget		Revenue Collected	\$ Difference	% Difference
Taxes	\$ 33,236	\$ 29,627	112.2%	\$ 27,395	\$ 5,841	21.3%
Street Meters	413,754	400,000	103.4%	428,796	(15,042)	-3.5%
Returned to GF	(13,754)			(28,796)	15,042	-52.2%
14th Street Lot	50,923	66,000	77.2%	53,013	(2,090)	-3.9%
Pleasant Lot (permits)	37,795	37,996	99.5%	40,667	(2,872)	-7.1%
Pleasant Lot (meters)	19,500	15,000	130.0%	15,625	3,875	24.8%
Tokens	0	500	0.0%	500	(500)	-
Meterhoods	8,313	5,500	151.1%	12,850	(4,538)	-35.3%
Miscellaneous revenues	861	0	-	1,715	(854)	-49.8%
Interest	4,950	6,158	80.4%	7,410	(2,460)	-33.2%
Grandview MOU	4,020	0		0	4,020	-
TOTAL	\$ 559,597	\$ 560,781	99.8%	\$ 559,175	\$ 422	0.1%

Expenditures	2013	2013	%	2012	2012-2013	2012-2013
	Expense	Budget		Expense	\$ Difference	% Difference
Parking Svcs Personnel	\$ 157,384	\$ 161,649	97.4%	\$ 148,395	\$ 8,989	6.1%
Parking Svcs Non-personnel	134,885	141,175	95.5%	146,667	(11,782)	-8.0%
Pay Station Replacement Reserve	15,011	13,086	114.7%	15,011	-	-
Vac/Sick Liability Adjustment	541	2,323	23.3%	8,378	(7,837)	-
DUHMD Personnel	113,697	115,155	98.7%	104,116	9,581	9.2%
DUHMD Non-personnel	31,717	30,406	104.3%	32,566	(849)	-2.6%
Studies	45,943	39,000	117.8%	30,000	15,943	-
Economic Vitality - Mktg/Parking	6,375	10,000	63.8%	2,400	3,975	165.6%
Eco-Pass Prog.	-	675	0.0%	-	-	-
Cost Allocation/Benefit fund	47,264	47,264	100.0%	47,523	(259)	-0.5%
Capital Replacement Reserve	9,000	9,000	100.0%	9,000	-	-
Encumbered for Studies	26,966	30,000	89.9%	-	26,966	-
Encumbered for tree grates	4,850			-	4,850	-
TOTAL	\$ 593,633	\$ 599,733	99.0%	\$ 544,056	\$ 49,577	9.1%

DRAFT: University Hill Reinvestment Strategy 2013-2018
November 14, 2013

University Hill occupies a special place in the hearts and imaginations of many Boulderites, CU alumni, current residents and business owners. The business district is designated as one of the three major business centers in Boulder and has a rich historic past as a shopping and music center for the area. The residential neighborhood is one of the city's oldest, full of beautiful architecture and tree-lined streets. Across Broadway is the main campus and heart of the University of Colorado with its abundant academic and cultural facilities.

Given this context, it is widely acknowledged that the area faces challenges. As the regional and local retail landscape has changed and there are greater transportation options, the Hill business district has lost some of its business diversity and vibrancy. The residential district is a mix of high density, student-focused rental properties with varying degrees of maintenance, Greek houses, and permanent residents in single family homes. Area residents frequently experience quality of life concerns such as noise and vandalism. The high density area is plagued by litter and graffiti. The University, while a major influence on the Hill, does not have a physical or programmatic presence on the Hill.

There have been a number of studies, analyses and community engagement processes to create a common vision for the Hill and present options and ideas for revitalization. While there have been some positive outcomes they have been isolated and have not achieved the long term, sustainable revitalization that has been expected. What is presented here is a new approach to this complicated and challenging issue within our community – **a Hill reinvestment strategy**. The basis for this strategy is that there are hard, cold realities that must be accepted prior to making meaningful and long term change. In order to proceed with working on the Hill, these realities must be understood and acknowledged, and inform the development of any Hill efforts:

- Hill cannot be revitalized on its own; no single entity can do it; all the stakeholders need to be part of the solution, everyone; a new paradigm is needed to ensure long term, sustainable success.
- The Hill is different and unique and needs different and unique solutions; we cannot rely on the normal planning tool box; this is community development not planning. It will require direct intervention and it will require public money to fuel change.
- The past is the enemy of the future; while we can learn from the past, the Hill is frozen in people's minds and stymied by the past and people's perceptions of past events: riots, music center, citywide shopping destination; and these perceptions are holding the Hill back from a different future.
- There is not a common vision for the Hill and hence efforts have been stuck in a tug of war about what people think the Hill should be. Another visioning process will not change that fact.
- Sustainable change on the Hill is longer than a two year timeframe of a Council work program.
- There is distrust of the city within the Hill community.
- In order to proceed with this reinvestment strategy, we must be willing to embrace uncertainty, risk and a lack of total control. The Hill will require solutions that are not traditional in Boulder.
- The Hill needs a community champion and that champion is the city of Boulder.

As the Hill champion, the city can provide resources to leverage a foundation of existing collaborative relationships among Hill stakeholders. In recent years, partnerships have developed among a broad spectrum of community stakeholders including property managers, investment property owners, local business owners, the responsible hospitality association, visitor's bureau, permanent Hill residents, student organizations, CU faculty and staff, city staff, and others. Programs and initiatives that have grown from these relationships include the Hill Ownership Group, the Residential Service District (RSD), the Addressing Alcohol Concerns Together (AACT) public health coalition, Move-In Orientation, CU Dialogues, CURJ, CU Day of Service, the Spark co-working facility, and the Hill Flea, among others.

Comment [a1]: Lisa's. Keep or not, up to you.

This outline is the result of a Hill staff team's commitment to re-shape and re-think the revitalization effort proposing both *quick and coordinated action* on some of the many good ideas that have emerged during the recent past, and a longer term commitment to ensure sustainable change. Some ideas have come from various studies or plans while others spring from stakeholder input or the sound judgment of staff. The approach is built on three key assumptions: 1) that the long term sustainability of the Hill can only be accomplished by a broad-based coalition of stakeholders building an organizational structure that is financially sustainable; 2) a multi-pronged strategy is needed, focusing on public spaces and infrastructure, marketing and programming, building a culture of innovation, ensuring a clean and safe community, and organizational capacity); and 3) that the city is the entity to "prime the pump" in order to provide the support to build the initial momentum the Hill reinvestment strategy needs. UHGID resources contribute to the effort but are not sufficient to create substantial and sustainable change.

The Hill Reinvestment Strategy proposes a comprehensive approach broken into five categories :

- *Public Spaces and Infrastructure*
- *Marketing and Programming*
- *Building a Culture of Innovation*
- *Clean and Safe Community*
- *Building Organizational Capacity*

And planned within two phases: the shorter term: Prime the Pump, and longer term: Sustainable Strength. This scope of work will be started by existing city staff but part of the plan is to designate additional, dedicated staff in 2014 to help manage the work. Staff would be augmented by contractors as needed.

The "Prime the Pump" Phase (2014 – 2015)

Public Spaces and Infrastructure

- Concept Design for Pennsylvania event street - spring of 2014
- Develop proposal for the Hill business district irrigation plan – summer of 2014?
- Implement a pilot "parklet" on Pennsylvania Street – spring of 2014
- Implement a mural on the Fox Theatre through the CU Libby Residential Academic Program (Libby RAP)– spring of 2014
- Identify CIP funding timeline for capital projects - tbd
 - Pennsylvania Event Street
 - Residential/commercial districts gateway features
 - Hill business district irrigation system

- Residential area corridor pedestrian lighting

Marketing and Programming

- Continue support for existing and identify resources for new events
- Develop a marketing and communication plan

Building a Culture of Innovation

- Support Spark co-working facility opening January 2014 – UHGID financial contribution fall of 2013
- Explore and develop innovative zoning tools - tbd
- Explore incentives for innovative types of businesses - tbd
- Explore an Eco District on the Hill and/or LEED ND status – winter 2013/14

Clean and Safe Community

- Continue and strengthen policing and enforcement - on-going
- Implement the RSD - reevaluate funding model – winter 2013/14; pilot implementation 2014-2016
- [Expand Move-In Orientation – summer/fall 2014](#)
- [Coordinate with CU and Greek organizations on Hill Service projects – begin spring 2014](#)
- Enhanced maintenance in the commercial area through hiring a maintenance supervisor – January 2014
- Explore building code enforcement strategy
- [Explore minimum landscaping policy/strategy](#)

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Building Organizational Capacity

- Explore the potential for a business improvement district or other mechanism- winter 2013
- Explore potential of the Denver Theatre District signage model for ongoing funding – winter 2013/4
- Develop interim staffing plan and funding – winter 2013/4
- Make recommendations on organizational options – by 3rd quarter of 2014.

Sustainable Strength Phase 2016 –

The “Sustainable Strength” phase will begin sometime in 2016. By that time, it is expected that a first phase capital work will have shown visible results, that a collaboratively funded, two -year pilot period for the RSD will have shown visible results, and that a proposal will be developed for a new organizational model with a sustainable revenue stream will be identified to take over management of many Hill functions.

Public Space and Infrastructure

- Implementation plan for capital projects established

Marketing and Programming

- New event in place
- Staffing resources in place
- Communication strategy in place

Clean and Safe Community

- Continue enforcement strategies
- Continually assess commercial district maintenance needs
- RSD assessment and long term plan developed

Building Organizational Capacity

- Implement new organizational structure

The transition of responsibilities from solely the city to a new Hill organization is reflected, simply, in this table:

	"Prime the Pump"		"Sustainable Strength"		
	2014	2015	2016	2017	2018
Public Spaces & Infrastructure	O	O	O	O	O
Marketing & Programming	O	O	X	X	X
Culture of Innovation	O	O	O X	O X	O X
Clean & Safe	O	O	O X	O X	O X
Organizational Capacity	O	O	X	X	X

O - Mainly City Responsibility

X - Mainly Hill Organization Responsibility

O X - Shared Responsibility

The first phase will require an infusion of new city resources beyond UHGID financial support. Staff anticipates a first phase budget of approximately \$350,000 per year. Capital projects implementation is not included in this budget. It is possible the two half time FTEs could be combined into one to make management more efficient but that is not likely to reduce costs in any way. City staff involvement would continue but would be projected to decrease as additional resources are brought on line.

.5 FTE Hill Coordinator	\$50,000
.5 FTE RSD Coordinator	\$50,000
RSD Services	\$150,00
Marketing/Events	\$50,000
Contractors/Consultants	\$50,000
Total	\$350,000

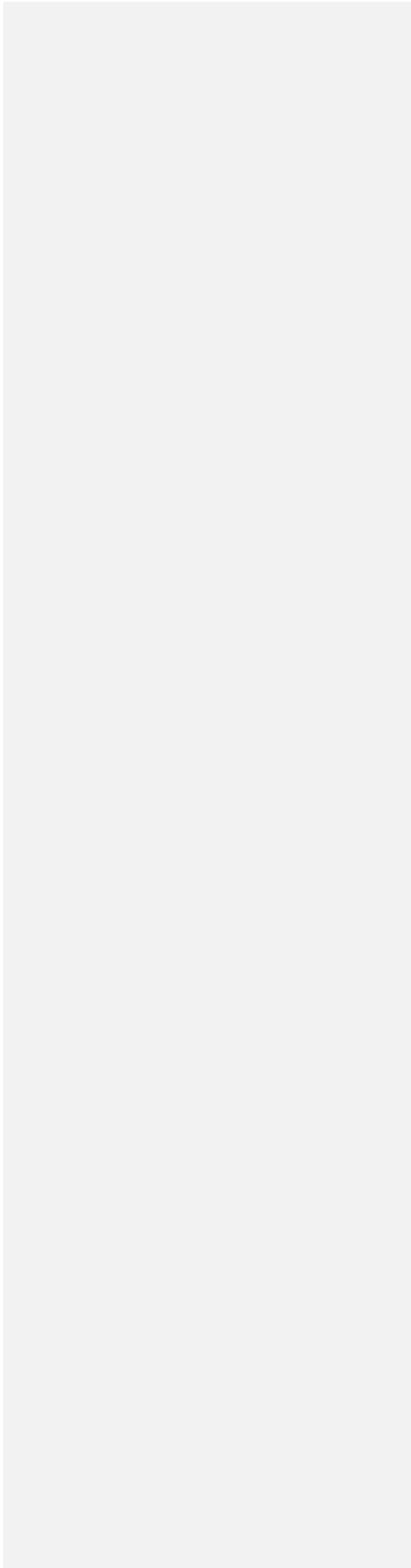
Comment [a3]: I adjusted the budget so it adds up. Feel free to adjust downward if you want.

Measuring Success

Ultimately, the sustainability of the Hill will require a culture shift. This is not something that can be achieved on a short timeline. Long term outcomes must be defined for the long term effort but, in the meantime, short term success for the strategy is more appropriately measured by key outputs such as capital projects completed or new events established.

Staff is considering one exception, however, that could provide insight into the program’s success in the first few years. A neighborhood survey of resident perceptions could be administered at regular intervals (perhaps annually) and would indicate whether short term initiatives were making any tangible difference in the eyes of the neighborhood. Staff will be researching this option, including the cost, as part of its planning and setup in the first quarter of 2014.

DRAFT



**CITY OF BOULDER
DRAFT POSITION DESCRIPTION**

DATE: 03/2014

POSITION TITLE: Hill (Redevelopment/Revitalization/Community Development ?) Coordinator

EMPLOYEE GROUP: MGMT

DEPARTMENT/DIVISION: Downtown, University Hill Management Division and Parking Services

OVERALL JOB OBJECTIVE:

Within a two-year term period under the general direction of the (? DUHMD/PS Director), and in collaboration with key University Hill Stakeholders and the city's Hill Team, the Hill Coordinator will be responsible for the coordination of the hill reinvestment strategy, development of an integrated, comprehensive work plan with a schedule and timeline, identification of a budget and needed resources and a plan for implementation. Plays an active, leadership role in project design and implementation. Develops, maintains and enhances partnerships between the city of Boulder and the University Hill community and stakeholders including residents, property and business owners, CU administration and students and community groups.

ESSENTIAL COMPETENCIES:

- Must be able to build effective teams and coordinate necessary functions with internal city departments and build and maintain relations with other agencies, business and property owners, community groups, residents and other organizations.
- Must be comfortable working with ambiguity.
- Exhibits excellent problem solving skills.
- Ability to deal effectively with people in difficult or controversial situations
- Experience and knowledge of both public and private processes for community development, redevelopment strategies, and downtown revitalization.
- Must display experience with tactical execution of programs and strategies.
- Must have excellent communication skills appropriate to a variety of audiences.
- Ability to clearly define processes, establish responsibilities and keep good records and reports.

DUTIES AND RESPONSIBILITIES:

1. Utilize the existing Hill reinvestment strategy framework to develop an integrated work program, timeline, budget and tactical implementation strategies in partnership with Hill stakeholders and interdepartmental staff team. Responsible for implementation of specific projects
Coordinate the interdepartmental staff team and manage the work program, timeline and reports to City Council and other key internal and external stakeholders.
2. Act as the coordinator and/or project manager for specific tasks, and direct the activities of consultants, including managing contracts and procurement and selection process.
3. Research, analyze and present options for community and downtown redevelopment strategies with value to enhancing the Hill commercial and residential neighborhoods. Research, evaluate and recommend sustainable, long term district organizational and funding options.
4. Develop an action strategy for revitalization of the hill commercial district including marketing and

promotion in collaboration with the business and property owners and city staff. Assess the resources and capacity to deliver and manage programs and services. Identify short and long term programs and projects and implement.

5. Identify and create an inventory of physical, economic, organizational and human resources appropriate for application to the Hill reinvestment strategy.
6. Provide outreach and communication to all Hill stakeholder groups and establish and maintain community engagement opportunities to ensure involvement and participation of stakeholder groups.
7. Participant as a team member on public private partnerships.
8. Ensure coordination and integration of the hill reinvestment strategy with the city's Sustainability Framework and other city goals and plans.
9. Develop benchmarks and milestones in order to monitor the achievement of the hill reinvestment strategy.
10. Serve as a representative of the City on Hill Revitalization issues, including:
 - Represent the City at community meetings and hearings.
 - Prepare materials for public review, including memoranda and background materials.
 - Make public presentations to both large and small groups.
 - Prepare periodic status reports on the development and implementation of the Hill Revitalization Plan.
 - Respond to public inquiries and provide information to interested groups or individuals.
 - Initiate and maintain contact with affected and interested parties.
 - Build partnerships with individuals and organizations representing community, nonprofit, University and business interests.
11. Collaborate with various city departments within the organization to develop plans and schedules

Other:

- Performs related duties as required to meet the needs of the city.
- Takes proper safety precautions to prevent accidents. Responsible for the safety of self, others, materials, and equipment. Uses all required safety equipment and follows all safety regulations, policies and procedures. Reports all accidents and damage to city property.
- Responsible for knowing and complying with all city and department policies; participating in professional trainings and development; and adhering to attendance and workplace attire policies.

Generally, duties and responsibilities are listed from most to least critical or time consuming.

CITY VISION AND VALUES:

The City of Boulder is committed to service excellence for an inspired future and the following values:

- **Customer service** - We are dedicated to exceeding the expectations of our community and our co-workers by demonstrating consistent and professional service with a solution-oriented approach
- **Respect** - We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity.

- **Integrity** - We are stewards of the public's trust and are committed to service that is transparent and consistent with city regulations and policies. We are honorable, follow through on our commitments and accept responsibility.
- **Collaboration** - We are committed to organizational success and celebrate our shared dedication to public service. We believe community collaboration and the sum of our individual contributions leads to great results.
- **Innovation** - We promote a forward-thinking environment that supports creativity, calculated risks and continuous improvement. We embrace change and learn from others in order to deliver leading edge service.

BACKGROUND INFORMATION:

Demonstrated personal and professional honesty and integrity; demonstrated good judgment as shown in applicant's criminal history, background and motor vehicle record, use of drugs and alcohol. **Applicants who use, possess, distribute or grow marijuana or medical marijuana, and/or own, operate, or have any interest in a marijuana dispensary will be disqualified.** Preference will be given to applicants who have no history of use, sale or possession of illegal substances. Computer Voice Stress Analyzer used for verification of applicant information. The following will disqualify any applicant from consideration:

- ◆ Any felony conviction.
- ◆ Any commission of a felony in the previous 5 years, including felonious drug use or possession.
- ◆ Any non-traffic related misdemeanor within the previous 36 months.
- ◆ Any convictions and/or protective order(s) issued for domestic violence offenses which would preclude possession of a firearm.
- ◆ The use, sale, possession, or transfer of any controlled substance in the previous 3 years. (There will be zero tolerance for regular marijuana use or use of any other controlled substance in previous 36 months).
- ◆ Eight points or three moving violation convictions, or a suspended, restricted, or revoked license in the previous 24 months.
- ◆ Any false or untrue statements or material omissions in the application and related paperwork or during the selection process.

ORGANIZATIONAL STRUCTURE:

(1) TITLE OF IMMEDIATE SUPERVISOR: ? Director of Downtown, University Hill Management Division and Parking Services

REQUIRED MINIMUM QUALIFICATIONS

- Education: Bachelor's degree from an accredited college or university with major emphasis in public administration, planning, marketing, business or a closely related field.
- Experience: Five (5) years of experience in community development, downtown management, economic development, marketing, community organizing or related experience. Or any equivalent combination of education and/or experience.
- Are background checks required? The Human Resources Department can provide you with guidance if you are not sure. A criminal record is required for, but not limited, to the following:

- public safety personnel,
- positions that require access to homes or businesses,
- positions that have contact with children, the elderly or other vulnerable populations,
- positions that handle money or require access to financial systems, and
- positions that deal with information of a confidential nature.

The language to use is the following: "Have and maintain acceptable background information, including criminal conviction history".

- Does the job require driving? If yes, a driver's license is required. The language to use is the following: "Valid driver's license. Have and maintain an acceptable motor vehicle record".

DESIRED QUALIFICATIONS – In addition to the required minimum qualifications

- Master's degree in planning, business, community development, public administration or equivalent degree.
- Experience with public private partnerships.
- Experience working in communities with a university.
- Experience working as a main street manager or with a downtown redevelopment agency.

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EXAMPLES:

(Example for an office job)

WORKING CONDITIONS - Required Physical and Mental Effort, and Environmental Conditions

Physical and Mental Effort:

Sufficient clarity of speech and hearing or other communication capabilities that permits the employee to communicate effectively on the telephone and in person. Sufficient vision or other powers of observation that permits the employee to review, evaluate and prepare a variety of written documents and materials. Sufficient manual dexterity that permits the employee to operate computer equipment and other office equipment. Sufficient personal mobility and physical reflexes, which permits the employee to work in an office setting. Work may include extended periods of time viewing a computer video monitor and/ or operating a keyboard. Ability to work under stress from demanding deadlines, public contact, and changing priorities and conditions. Attending evening and early morning meetings.

Work Environment: Works primarily in a clean, comfortable environment. Works in a setting subject to continuous interruptions and background noises.

Machines and equipment used include, but are not limited to the following: Frequently uses standard office equipment including personal computers, telephones, calculators and copy/fax machines.

ACCOMMODATIONS: Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions of this position.

Note: The above description is illustrative only. It is not meant to be all-inclusive.

I understand that nothing in this position description restricts the city's right to assign or reassign duties and responsibilities to this job at any time. I also understand that this position description reflects the city's assignment of essential functions; it does not prescribe nor restrict the tasks that may be assigned. I further understand that this position description may be subject to change at any time.

I have reviewed this document and discussed its contents with my supervisor and I fully understand the nature and purpose of this position description and its related duties.

Employee

Date

DRAFT

Chapter 2-3: Boards and Commissions¹

2-3-1. General Provisions. [top](#)[↑]

(a) The city council:

- (1) At a regular meeting before April shall appoint members to city boards and commissions, who are city electors representing both sexes;
- (2) May remove any member by majority vote for conflict of interest violation², any other violation of applicable law, regulation, or policy, nonattendance to duty, failure to attend three consecutive regularly scheduled meetings without a leave of absence approved by a majority of the board or commission, or any other cause; and
- (3) Shall fill any vacancy for the remainder of its term.