2015 COUNCIL ACTION GUIDE

2015 Action Guide Prepared for the Boulder City Council

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Vacation Rental by Owner (VRBO)

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City of Boulder
2015 Work Plan

(Tentative as of December 16, 2014)

	Project		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Climate and Energy	Energy Future and Associated Projects	Council	CC: Open Access Transmission Tariff			
			SS: Power Supply	SS (2): Rates, Energy Services, Power Supply	Project update	Project update
			Budget update	Budget update	Budget update	Budget update
		Staff Activities	Municipalization Transition Plan	Municipalization Transition Plan	Municipalization Transition Plan	Municipalization Transition Plan
	Climate Commitment	Council		SS: Review interim goals, targets and strategies		
		Staff Activities	Launch action plan	Energy system transformation; blue print convening	Implementation based on action plan	Implementation based on action plan
Housing/Land Use Planning	Comprehensive Housing Strategy (Housing Boulder)	Council	Briefing	SS (2)		
		Staff Activities	Housing Matters launch event, engagement activities	Draft strategy development	Implementation based on adopted strategy	Implementation based on adopted strategy
	Sustainable Streets and Centers/ East Arapahoe	Council	SS: Direction of preferred scenario	SS : Draft plan and action plan		
				Next Corridor - 30th St or Colorado		
		Staff Activities	Develop East Arapahoe action plan			
	Resilience	Council	SS	Direction or IP	Direction or IP	Direction or IP
		Staff Activities	Develop scoping plan	Strategy analysis and development	Strategy analysis and development	Strategy analysis and development
	Boulder Valley Comprehensive Plan	Council		SS	Direction or IP	Direction or IP
		Staff Activities	Issues identification	Strategy analysis and development	Strategy analysis and development	Strategy analysis and development
Transportation	Transportation Master Plan Implementation	Council	Update and coordinate with BVCP		Update and coordinate with BVCP	
		Staff Activities				
	Regional Travel	Council		Briefing		Briefing
		Staff Activities	Staff and elected official activities ongoing			
	Access Management and Parking Strategy (AMPS)	Council		SS : Review options & Update; including recommendations for TDM tool kit for new development	Council action on TDM Tool Kit for new development	Recommendations including planning code changes
						SS: Review options and update
		Staff Activities	Ongoing work plan in 7 focus areas	Ongoing work plan	Ongoing work plan	Ongoing work plan
			Alternatives analysis and specific option development		Specific option development/refinements	
			Joint Board workshop & public engagement		Joint Board workshop & public engagement	

City of Boulder
2015 Work Plan

(Tentative as of December 16, 2014)

	Project		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Civic Area	Civic Area Implementation	Council	SS: Parkland Concepts Plan	CC: Approval of Concept Plan		
		Staff Activities	Outreach to community & partners; create delivery plan for spring, summer, fall events	Deliver spring events	Deliver summer activities and events	Review 2015 activation; compare lessons from 2014 and revise for 2016
			Draft of parkland concept plan options for public workshop, Boards, Council review	Board/Commission input on Concept Plan	Begin detailed design work on park improvements	Complete detailed design work for bidding
			Develop overall site master plan concepts, begin to formulate major capital projects	Initial feasibility planning on major capital projects	Continue to develop capital projects, identify potential partners, explore financing options	Continue to develop capital projects, identify potential partners, explore financing options
Local Food	Sustainable Agriculture and Local Foods	Council	IP and local meals for Council Pilot		Council consideration of Local Food Procurement Policy; Review and acceptance of Ag Resources Management Plan	Council consideration of Local Food Procurement Policy; Review and acceptance of Ag Resources Management Plan
		Staff Activities				
Livability	University Hill Moratorium	Council	SS: Review options		IP	
			CC: Public Hearing and Decision			
		Staff Activities	Recommendation & development of ordinances, changes and recommend other strategies to address Moratorium goals	Follow up on other strategies & coordination with Hill Reinvestment Strategy; incorporate strategies into other work plan		
			Board review & public engagement		Board review & public engagement	
	University Hill Reinvestment Strategy	Council		Direction on 14th Street redevelopment proposal		SS
				SS: Update on strategy		
		Staff Activities	Residential service district (RSD) pilot program	RSD pilot program	RSD pilot program	RSD pilot program
			Work plan implementation	Work plan implementation	Work plan implementation	On-going work plan implementation
			Establish benchmarks and evaluation criteria	Commercial district: Eco Pass Study & Commercial bear dumpsters	Implement volunteer program for clean up	Evaluate existing programs
				Integration of strategy recommendations from Moratorium	Research options for sustainable governance & funding	Develop options for sustainable governance & funding
			14th Street Lot public/private partnership redevelopment options re: work force affordable housing	14th Street Lot public/private partnership redevelopment options re: work force affordable housing		
			Stakeholder engagement	Stakeholder engagement	Stakeholder engagement	Stakeholder engagement
	Homeless Action Plan	Council	IP: 2014 Accomplishments	SS: As part of Human Services strategy update		IP - Services and Regional coordination update
		Staff Activities				
	Community Cultural Plan	Council	Council update and input on testing phase	Briefing	SS: Adoption of Community Cultural Plan	
		Staff Activities	Research phase complete. Drafting phase complete. Testing phase begins	Testing phase complete. Certification phase begins	Implementation begins. New public art policy drafting	Public Art Policy drafting

City of Boulder
2015 Work Plan

(Tentative as of December 16, 2014)

	Projects		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Other	**Boulder Junction**	**Council**				
		Staff Activities	Ongoing redevelopment coordination	North Side of Pearl and Goose Creek bridge landscaping install. Bridge opens		Depot Square opens
	Capital Projects Activity	**Council**	Ongoing and Wastewater Collection System Rehabilitation program begins	Ongoing	SS: 2016-2021 CIP	Ongoing
		Staff Activities				
	CityWide Special Events	**Council**	Report on 2015 City Events			Summary of 2015 City Events
		Staff Activities	Implement new events application and internal review process	Refine systems as needed	Refine systems as needed	Improve events application for new online Landlinks System in 2016
	Community Broadband	**Council**	SS			SS
		Staff Activities	Broadband Action Group formation and consultant assessment	Consultant assessment continued	Consultant assessment continued	Present findings and recommendations
	Design Excellence	**Council**	SS: Staff Recommendations design tools/process changes	IP	CC: Draft recommendations/Adopt strategy	
		Staff Activities	Issues identification/ preliminary work on design tools/ process changes	Technical analysis /develop options	Draft recommendations	
			Public engagement	Boards/public engagement	Boards/public engagement	
	Flood-related Annexations	**Council**				
		Staff Activities	Flood Annexations - Individual	Flood Annexations - Old Tale Rd	Ongoing	Ongoing
	Human Services Strategy	**Council**		SS		Public Hearing
		Staff Activities				
	Flood Management	**Council**			IP: Stormwater Master Plan and Wastewater Collection System Master Plan consideration	
		Staff	Stormwater Master Plan and Wastewater Collection System Master Plan updates continue	Stormwater Master Plan and Wastewater Collection System Master Plan updates continue		
	Smoking Ban - Implementation	**Council**	CC: Second reading			
		Staff Activities	Education campaign	Enforcement begins	Monitor Outcomes	Monitor Outcomes
	Vacation Rental by Owner (VRBO)	**Council**	SS			
		Staff Activities	Research regulations and possible fees or taxes			

2015 Council Action Guide

ENHANCEMENTS TO CORE SERVICES

Agenda Management Software and HD Video Streaming [Communications] - In 2015 the City Clerk's Office will undergo procurement and implementation of Agenda Management Software. This will enhance the internal efficiency of preparing council agenda packets and provide consistency and transparency of Council Meetings. The council meeting web page will connect web-streamed meetings with agendas and approved minutes which creates better access for the general public. The anticipated go live date will be January of 2016.

Aquatics Feasibility Plan - Comprehensive planning process to determine aquatic recreation trends and needs in the community [P&R] This process will engage a wide array of stakeholders and inform future operational and capital needs to ensure long-term sustainability for P&R to meet the needs of the community. The project scope will look at current operations as well as the need to upgrade/replace aging facilities like Scott Carpenter Pool as well as the potential for a new aquatics center with a private/public partnership **approach.**

Asset Management Implementation [P&R] - The department continues to enhance the asset management program to focus on "Taking Care of What We Have". Recent work includes the implementation of a relational asset database that will guide operational functions and long-term capital planning. This pilot project will focus on management decisions within the framework of the larger city wide effort on asset management.

Benefits and Wellbeing [Human Resources] - Engage employees in improving their health and well being by exploring the feasibility of launching a new city medical clinic dedicated to city employees and their families, improving benefits fair to include additional vendors, incentives for wellness and employee discount programs, and facilitating citywide health care employee advisory group to explore changes for 2016 healthcare providers and elective benefits.

Body Worn Cameras [PD]- Implement body worn cameras assigned to all officers with supervisory oversight - Cameras will be used to record in-progress calls, enforcement actions, actual or potential criminal conduct, adversarial situations, suspicious incidents and other contacts deemed appropriate by the officer. A policy is under departmental review and should be finalized sometime in January.

Boulder Civic Area - City-wide effort to transform the civic heart of the community. [P&R]- The initial catalyst projects have a focus on community activation and improving the park experience to catalyze the transformation of the larger area.

Boulder Learning Academy [Human Resources] - Staff in Human Resources are partnering with city and community partners to build a learning and training academy for city employees in 2015. The training series will be aligned with city values and priorities to equip employees with the skills they need to provide service excellence in our community. The learning academy is being designed with specific tiers of development to focus on leadership, supervisory skills and capacity, and to train employees on diversity, high performance expectations, process improvement, safety and well-being, and effective governance and customer service.

Boulder Reservoir Management Plan - Continuing the development of the management plan and site plan to inform the long-term sustainability of Boulder's unique recreation facility [P&R] - The plan engages the community in determining goals, measurements and improvements for operational and capital needs.

Community Dashboard [CMO] - A community dashboard is being developed to provide our community and organization with a transparent and accountable indication of progress toward the sustainability

framework objectives. It will be an additional tool to keep our community informed of progress on key work items, as well as support the organization with improved decision-making and goal alignment.

Development-Related Fee Studies [PW and CP&S] - Public Works and Community Planning and Sustainability will be conducting a review of development-related fees to ensure city council supported cost recovery policies are being met and that fees are aligned with the cost of providing the service. It is anticipated that an update to the excise tax/capital facility impact fee studies will also be completed. Excise taxes and capital facility impact fees are collected to fund the capital facilities that serve new growth. The last study was completed in 2008 and it's best practice to update these types of studies every five to seven years. Additionally, a utility rate study will be conducted and may inform the need to evaluate/adjust impact fees (Plant Investment Fees – PIFs) in the future, and a fee-related study of the Rental Housing Inspection and Licensing Program is also planned.

Emerald Ash Borer Mitigation [P&R] - Following the discovery of the tree pest, the department continues to develop resilience and response to the impact within the city's urban forest. The Department will continue to monitor the advance of Emerald Ash Borer while developing community outreach tools. This may include removal in the future as well as the larger forest management plan to maintain the urban tree canopy and a foundation to support tree replacement. Also, the Department has retained Davey Tree to complete a tree inventory/assessment to aid in this effort. Additionally, the project will coordinate with other department's regarding energy efficiencies such as possible use of biomass products for heat/energy production.

Facilities and Asset Master Plan [PW] - Staff presented an update to Council on the FAM Master Plan on Sept. 23, 2014 study session. Items to follow-up with Council in 2015 are the space needs assessment for the Police Department; space needs assessment for Fire Station #3 and Fire Administration, and a deliberate and public process for the proposed annexation of the Valmont Butte property.

Fire Safety Officer Program [Fire] - This program will be responsible for the implementation and management of safety related programs for the fire department including the Infection Control Program, the Fire Fighter Wellness/Fitness Program, and major emergencies on scene Safety Officer Program.

Fire Station 8, Wildland Fire Station [Fire] - Work continues on the Wildland Fire Station near the Boulder County Regional Fire Training Center. Work will be complete in the first quarter of 2015. This station will consolidate multiple equipment storage sites and replace the former location at 19th and Violet destroyed by the 2013 floods.

Fire Station 3 [Fire] - Several location options have been identified in our effort to move Fire Station 3 out of the flood plain. Finalizing a site is the next step while funding options are developed. In addition, the Fire Department is analyzing current fire station locations, emergency call demand and community hazards. Results will identify benchmarks for achieving goals and objectives. A Study Session is scheduled for April of 2015 for Council consideration.

Investing City Funds [Finance] - The city's portfolio consists of reserves, operating dollars and bond proceeds for the various funds of the City. While the current Investment Polices in the Boulder Revised Code has served the city well, much has changed since the last major update occurred to Chapter 2-10, Investing City Funds. During the second quarter of 2015, staff will bring to Council proposed updates for consideration that will reflect current best practices in governmental investing.

IT Strategic Plan Update [IT] - The current citywide IT Strategic Plan will expire at the completion of the 2011 IT bonds projects. An organization-wide effort will take place through 2015 to update the plan for the period for the 2016 to 2020 time period.

LandLink Replacement Project (LRP+) [IT] - The project will replace the city's legacy land management and permitting software to meet the evolving needs of city customers and staff. The new software application will improve customer service and reduce ongoing operational costs through improved efficiency and usability. Specific Open Space and Mountain Parks; Parking Services; Code Enforcement; and Animal, Business and Special Event Licensing services will be included in the new system.

Land Use Code Changes [CP&S] - Land Use Code changes represent an ongoing effort to identify and eliminate inconsistencies within the city's Land Use Regulations, and to identify and respond to areas where the code is not supporting development outcomes that are consistent with the community's priorities. Based on council discussions in late 2014, staff is working to prepare options for addressing a range of regulatory and development review process issues as part of the 2015 work plan. These options will be reviewed and discussed with council at its January 2015 retreat.

Library Master Plan Update [Library] - Library staff will begin the process to update the 2006 Library Master Plan. A consultant will be hired to assist with the project. Surveys focusing on overall patron satisfaction and virtual library services may be conducted before or in the early stages of the planning process. A separate consultant with expertise in conducting and analyzing survey data may also be hired.

Neighborhood Services [CMO] - In an effort to improve neighborhood engagement and resilience, a neighborhood services program is being developed and will include communication/outreach activities, enhanced collaborative relationships with neighborhoods, as well as assist the organization with neighborhood engagement processes.

North Trail Study Area Plan [OSMP] - The TSA planning process includes four major steps: 1) resource inventory, 2) public process, 3) plan drafting and 4) board and council approval. In Q1 2015, staff anticipates completing the majority of resource inventory work and finalizing the public process with the Open Space Board of Trustees and City Council. The timeline for beginning the public process as well as developing and seeking approval for the plan will be completed soon.

Parks and Recreation Facility Renovation [P&R] - Staff continues to enhance and refurbish many parks and recreation assets throughout the community through annual capital budgets and the voter-approved Capital Improvement Bond. Current projects include Boulder Reservoir Upgrades, Columbia Cemetery Restoration, Pearl Street Mall Renovations and various park improvements.

Partnerships and Philanthropy [P&R] - Staff is working with the PLAY Foundation, Parks and Recreation Advisory Board and the community to develop a robust program for effective and strategic partnership and philanthropy to support the long-term facilities and programs of the department for community benefit. This will include coordination with the Civic Area team on an expanded role of public / private partnerships.

Recreation Program Analysis [P&R] – This analysis will be a comprehensive review of the P&R department programs and services to review priority programs, funding strategies and operational requirements to provide high quality programs and services to the community based on community needs and financial ability to pay for services.

Refining Community Policing [PD] - A master plan initiative to refine our community policing approach is ongoing The next phase will involve engaging the community and department members to discuss the community policing philosophy and what it means for Boulder.

Regional Trails [OSMP] - There are four regional trail projects currently active: 1) Eldorado Canyon to Walker Ranch, 2) US36 to Olde Stage Road (Joder Connection), 3) Boulder Creek Path Extension and 4) America's Great Outdoors Rocky Mountain Greenway. City and county staffs anticipate completing the evaluation process on the "Eldo to Walker" trail alignments in Q1 2015 and making recommendations to the appropriate appointed and elected officials later in the year. Staff and the OSBT will continue to consider alternatives for providing the Joder connection either as a stand-alone trail project or part of the North Trail Study area plan. Design work will occur in 2015 for a CDOT-City-County joint project extending the Boulder Creek Trail to connect with the Betasso Preserve. Staff will be participating with the Department of Interior staff on a feasibility study for the Rocky Mountain Greenway in 2015.

Rental Housing Inspection & Licensing/SmartRegs [PW] - The Rental Housing Inspection & Licensing Program includes two key components. The city adopted the International Property Maintenance Code (IPMC) as its housing code. The city also implemented an energy efficiency component (SmartRegs) that requires rental units to demonstrate compliance through the use of either a performance or prescriptive path. SmartRegs compliance is facilitated by the city/county EnergySmart service. To date, approximately 5,000 of the city's 20,633 licensed rental units have achieved compliance with Smart Regs. The compliance deadline is December 31, 2018.

During the consideration of the 2015 Budget, City Council asked staff to further consider how the overall quality of rental housing could be improved in support of the city's Comprehensive Housing Strategy goals. Currently, rental housing inspections are performed by third party inspectors licensed through the city and are selected and hired by the property owner. Although the contractor license qualifies the inspector, the city does not audit any of the inspectors' work to make sure buildings are meeting the minimum standards of the International Property Maintenance Code (IPMC).

To enhance the rental housing inspection and licensing program, City Council supported incorporating a new quality assurance (QA) program in 2015 which will be similar to the QA program currently in place for SmartRegs. In addition, new resources were approved to increase rental licensing enforcement. Further, a comprehensive evaluation of the Rental Housing Inspection & Licensing Program, including SmartRegs, is underway to assess the potential measures and actions needed to ensure that all units achieve SmartRegs compliance by the December 31, 2018 deadline. As part of the larger program evaluation, staff will evaluate the existing cost recovery policy and fee structure. Outcomes of this analysis will inform the 2016 Budget process.

Replacement of Records Management System [PD] - Replacement of the Police Department Records Management System is underway with the selection of a project manager who will assist with identifying system needs, vendor selection contract development and system implementation.

Succession Program [Human Resources] - The City will provide foundations in 2015 to launch a workforce development and succession planning initiative in 2016 and beyond. We will also be holding three leadership workshops for staff in 2015. We will research options for succession programs that meet the city's short and long-term priorities in 2015 so that the program is ready to roll out to the organization in 2016.

TBBI [Finance, HR and IT] - The Transform Boulder Business Initiative (TBBI) is the city's effort to modernize the way we manage our finance, human resources, and payroll operations and implement new software to better support our business processes in these areas. Several Blue Ribbon panels and an external IT Assessment recommended replacing the city's existing financial system (BFS) and HR/Payroll system (Vista) due to their age, lack of integration, deficient reporting capabilities, increasing maintenance cost and declining vendor support. After a competitive procurement process, the City purchased Munis software from Tyler Technologies. This software is designed specifically for use by local governments. The schedule for implementing the software and improving associated business processes is as follows:

- Phase I Finance –January, 2015
- Phase II HR/Payroll –April, 2015
- Phase III Implementation of additional Munis modules – TBD

TV Coverage Pilot Project [Communications] - The Communication Department will launch a six month pilot project to broadcast Board and Commission meetings held in Council Chambers. These meetings will be broadcast on Boulder Channel 8 and streamed on bouldercolorado.gov during January-June 2015. The project will be evaluated in June to determine if there is community interest in continuing the project.

Valmont City Park Planning [P&R] - Staff continues to engage the community in updating the concept plan for the City Park. The process will allow the community to review current trends and assess needs to determine most appropriate uses and amenities for multi-use development. This includes an evaluation of existing athletic facilities, coordination with the Boulder Fire Department for relocation of Fire Station #3 and upgrades to existing athletic facilities.

Water, Wastewater, Stormwater/Flood Utility Rate Study [PW] - The Utilities Division will be conducting a rate study for each of the three funds – Water, Wastewater, and Stormwater/Flood Management. This will include input from other work efforts such as the Water Conservation Futures Study and the work on Commercial/Industrial/Institutional Water Budgets. Water Budget goals and outcomes will be evaluated, along with updating rate model calculations for each utility.

Website: Redesign of internal website [Communications] - Information Technology, in partnership with the Communications Department, is initiating a project to rejuvenate and redesign the current City of Boulder intranet website, Boulder@Work. This project involves the citywide web manager team who manage their respective department websites. The factors taken into consideration with the new design include accessibility, content, user interface, system design and website design. The go-live date for redesigned site is August 2015.

Website: Redesign of external website [IT] – This project continues work to improve the general design and capabilities of the city's public web site, including reorganization and better tagging of content to improve information access, usability and search results. The city is hiring a new Web Content Manager to manage and improve website information and its presentation, and we will be engaging an outside firm to conduct a heuristic usability analysis of the site in early-2015. The Central Records Division will also continue to add content and improve the usability of the website's Laserfiche archival records repository.

Color Coding:

CMO – City Manager's Office

Communications

CP&S – Community Planning and Sustainability

Finance

Fire

Human Resources

IT

Library

OSMP - Open Space and Mountain Parks

PD – Police

P&R – Parks and Recreation

PW - Public Works

ONGOING PROJECTS

13th Street Plaza Mitigation Project [PW]

Since 2010, the city has performed various record and site investigations to support a Voluntary Clean Up Program application to the Colorado Department of Health and Environment (CDPHE), which was approved on Oct. 22, 2013. Remediation activities were initiated on Jan. 28, 2014 and continued through the completion of backfilling efforts on April 17, 2014. The city is continuing with pilot studies to determine the effectiveness of in-situ remediation and is seeking reimbursement from other responsible parties.

Enhancements and Related Ordinance Changes Affiliated with the Voice & Sight Dog Tag Program [OSMP]

Revisions to the Voice and Sight Tag Program go into effect on Jan. 1, 2015. The primary focus of the program in Q1 of 2015 will be the education, outreach and enforcement of the new program requirements. Throughout the year, staff will present an education class for new and renewing program participants, implement additional education strategies, and collect first year compliance data.

Urban Wildlife Issues [CP&S]

The City Council accepted the Black Bear and Mountain Lion Component of the Urban Wildlife Management Plan (UWMP), which included strategies to minimize human-wildlife conflicts and increase public awareness about how to better coexist with these animals. The city has taken an adaptive management approach to address trash, the primary urban attractant for black bears. In 2014, council accepted an ordinance to secure trash and compost from bears in the western parts of the city. Implementation of the new ordinance is occurring in three phases. The phased approach identifies two sub-areas, or zones within the entire Regulation Zone west of Broadway, south of Sumac and south to the city limits. The first implementation area is the highest priority for securing waste from bears and includes properties with trash pick-up in alleys (Zone I). The second implementation area includes the remainder of the properties in the Regulation Zone (Zone II).

The phased approach includes the following locations, waste containers, and timeline:

- **Phase I**- single family residences in Zone I effective Oct. 1, 2014
- **Phase II**- commercial and multifamily units (dumpsters) in Zone I and single family residences in Zone II effective June 15, 2015
- **Phase III-** commercial and multifamily units (dumpsters) in Zone II effective date to be determined

Valmont Butte [PW]

The Valmont Butte Voluntary Clean Up Program is complete, with a No Action Determination (NAD) approval received from the CDPHE on Feb. 24, 2014. Amended environmental covenants were signed on May 12, 2014 for the residual contaminant levels on the property at the consolidated tailings pile and the historic mill buildings. The city is examining annexation of the Valmont Butte property with a redesignation of land use from “commercial/light industrial” to “public.” The intent is to continue the historical designation of the mill buildings, expand the preservation area to include the 12 acres of undisturbed historic areas, and keep the remaining 25 acres available for a future, low-impact city use such as material/equipment storage and renewable energy production, as well as the existing radio communications use. Staff will be meeting with Boulder County land use staff to discuss the proposed

annexation of the Valmont Butte property and will convene a community open house. Future uses at Valmont Butte will also inform the Municipal Service Center (Yards) Master Plan Update.

Zero Waste Strategic Plan Update [CP&S]

The Zero Waste Strategic Plan (ZWSP) will guide future decision-making on reuse, recycling and composting policies, programs and funding. The ZWSP describes the community's shared vision for zero waste; identifies goals and strategies to reach zero waste; describes the roles of the city and its community partners in achieving this vision; and includes a trash tax investment strategy with metrics to measure cost-effectiveness and progress. Council will consider a draft ZWSP during the first quarter of 2015 along with options for zero waste ordinance(s) to carry out the plan.

Color Coding:

CP&S – Community Planning and Sustainability

OSMP - Open Space and Mountain Parks

PW - Public Works

CITY ATTORNEY'S OFFICE

Mission

The mission of the City Attorney's Office is to deliver high quality legal services to the city of Boulder in a responsive, pro-active, creative and timely manner and to oversee records management for the city.

Responsibilities

The City Attorney's Office serves as 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. Central Records maintains the official files for the city and provides copies of official actions of the city upon request.

Structure

The City Attorney's Office has two locations and is staffed by 12 attorneys: the city attorney, deputy city

attorney, seven staff attorneys and three prosecutors. In addition, there are four paralegals, five legal secretaries and the office administrator. Central Records is staffed by a records manager and two assistants.

- *2015 Operating Budget:* $2,993,519
- *2015 Number of Full-time Equivalent (FTE) Employees:* 25.7

Office Hours and Contact Information

Civil Office: The civil office, located in the Municipal Building at 1777 Broadway (P.O. Box 791), is open Monday through Friday, 8 a.m. to 5 p.m. (excluding holidays). It is closed from noon to 1 p.m. for lunch. The telephone number is 303-441-3020.

Prosecution Office: The prosecution office, located in the Boulder County Justice Center at 1777 6 th Street (P.O. Box 8015), is open Monday through Friday, 8 a.m. to 5 p.m. (excluding holidays). It is closed from noon to 1 p.m. for lunch. The telephone number is 303-441-3025.

The city attorney prosecutors are responsible for prosecuting violations of the Boulder Revised Code. They are not able to speak with individuals about their cases, or provide any information on a case, until the individual has been through a court arraignment and has been advised of his/her rights by the judge.

Central Records: The central records office, located in the Municipal Building at 1777 Broadway (P.O. Box 791), is open Monday through Friday, 8 a.m. to 5 p.m. (excluding holidays). It is closed from noon to 1 p.m. for lunch. The telephone number is 303-441-3043.

For information about filing a claim against the city, please contact the Risk Management (Finance Department) office at 303-441-3023.

City Attorney's Office Disclaimer

We try to ensure that the City Attorney's Office Web pages and links are accurate and up-to-date. However, the City of Boulder cannot be held responsible or liable for any errors, inaccuracies or omissions in the information displayed on these pages.

The City Attorney does not give legal advice on city ordinances to the public in the absence of a request by the City Council or city staff. The City Attorney cannot give legal advice concerning private legal disputes such as divorces, contracts, landlord/tenant, boundary disputes with neighbors or other private civil matters.

City Attorney

Boards & Commissions

Boulder Revised Code

City Attorney Contacts

City Attorney Questions

Claims Against the City

Other City Departments

City Attorney's Office

City Clerk's Office

City Manager's Office

Location:

1777 Broadway
Boulder, CO 80302

Department Heads

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City Attorney

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David Gehr
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Contact

303-441-3020

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OFFICE OF THE CITY CLERK

Mission

To provide program administration, excellent customer service, guidance and access to information and resources, and various levels of support for our diverse customers to foster informed, open, and participatory government while meeting legal requirements.

Structure

The City Clerk's Office is responsible for a number of functions, including:

- Administration of all municipal elections and the Campaign Finance Initiative;
- Certification of all official city documents;
- Administrative support for City Council, including annual recruitment for boards and commissions, council subcommittee support, and Sister City relationships; and
- The Domestic Partnership Registry.

- *2015 Operating Budget:* $575,681
- *2015 Number of Full-time Equivalent (FTE) Employees:* 3.0

Responsibilities

City Council Support

Responsible for preparing City Council agendas, recording all City Council meetings and study sessions, as well as preparing and retaining official City Council minutes.

Elections

Responsible for coordinating and administering all general city elections. Citizen-initiated recalls, initiatives and referendums are also submitted to the City Clerk and verified for sufficiency.

Boards and Commissions

The City of Boulder has 21 advisory boards and commissions that work with and advise city departments and City Council on community issues.

Domestic Partnership Registry

The registry is a means by which unmarried, committed couples who share a life and home together may document their relationship.

City Clerk Related Links

Boards & Commissions

Central Records

City Council

Domestic Partnership Registration

Elections

Sister Cities

Other City Departments

City Attorney's Office

City Clerk's Office

City Manager's Office

Location:

1777 Broadway
Boulder, CO 80302

Department Head

Alisa D. Lewis

City Clerk

Contact

City Clerk's Office

Phone: 720-564-2175

Fax: 303-441-4478

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CITY MANAGER'S OFFICE

Mission

The mission of the City Manager's Office is to provide professional leadership in the administration and execution of policies and objectives formulated by City Council; to develop and recommend alternative solutions to community problems for council consideration; to plan and develop new programs to meet future needs of the city; to prepare the annual budget; and foster community pride in city government through excellent customer service.

Structure

The City Manager's Office consists of the city manager, assistant city manager, policy advisor and support staff. The office ensures the proper management of city operations and public representation and participation. In addition to supporting the day-to-day operations of all city departments, the City Manager's Office is responsible for the direct supervision of the Communication Department and City Clerk's Office.

- *2015 Budget:* $1,372,407*
- *2015 Operating Budget (non-personnel): $211,764**
- *2015 Number of Full-time Equivalent Employees (FTEs):* 8*

** These figures do not include resources allocated to the Communication Department or City Clerk's Office. These resources are listed on the Web pages specific to these functions.*

City Manager Jane S. Brautigam

Jane S. Brautigam was appointed city manager in October 2008 and is the city's first female manager in its 90-year history.

Before joining the City of Boulder, Brautigam was city manager for Dublin, Ohio from 2002 to 2008. Previously, she worked as the city manager (2000 to 2002) and city attorney (1996 to 2000) for Loveland, CO.; city attorney (1988 to 1995) and assistant city attorney (1985 to 1988) for Greenwood Village, CO.; and as assistant county attorney for Boulder County (1983 to 1985).

Brautigam earned a Bachelor of Arts in history from Allegheny College and a law degree from the University of Pennsylvania Law School.

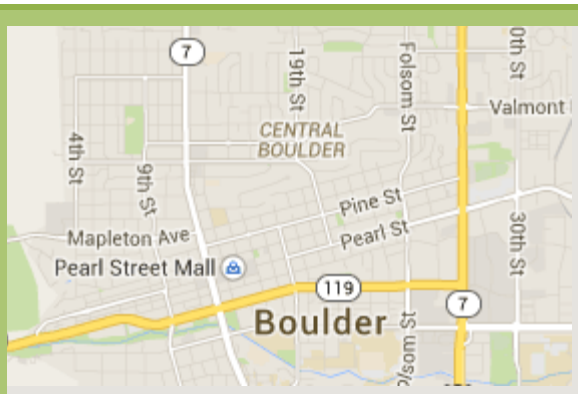
The city manager receives a large volume of email daily, and each one is important to her. Due to the nature of her schedule; however, please keep in mind that you may not receive an immediate response.

Heads Ups

Communications from the City Manager to City Council

Location:

1777 Broadway
Boulder, CO 80302



Department Heads

Jane S. Brautigam
City Manager

Mary Ann Weideman
Assistant City Manager

Contact

Jane S. Brautigam
303-441-3090
brautigamj@bouldercolorado.gov

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COMMUNICATION DEPARTMENT

Mission

The mission of the Communication Department is to gather and share information to support and encourage open, participatory government and an informed community.

Structure

The Communication Department is comprised of the following functions:

- Media/external communication;
- Video services/Channel 8;
- Internal communication;
- Web content/Social media; and
- City Clerk's Office & Support Services

- *2015 Total City Manager's Office Communications Operating Budget:* $1,076,257**
- *2015 Number of Full-time Equivalent (FTE) Employees:* 18.5
    - *Media/External Communication:* 10.5
    - *Multimedia/Channel 8 Services:* 3
    - *Internal Communication:* 1
    - Web Content/Social Media: 1
    - City Clerk's Office & Support Services: 3

**** This represents 8.5 FTE employees and associated non-personnel costs budgeted within the City Manager's Office for Communication. There are an additional 6.5 Communication FTEs and associated non-personnel costs budgeted in the following departments: Public Works, Community Planning and Sustainability, Parks and Recreation, Open Space and Mountain Parks, and Energy Future/Climate Action Plan. The Boulder Police Department has 1 FTE Public Information Officer that is not reflected in this summary. The City Clerk's Office and Support Services budget is reflected seperately within the City Manager's Office budget.**

Responsibilities

The Communication Department, responsible for providing effective communication with citizens, staff and council, works to increase the understanding of and support for city programs, policies and projects, and to develop positive media relations that provide balanced coverage of city issues.

Media/External Communication

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

Video Services/Channel 8

Video Services/Channel 8 provides coverage of City Council, Boards and Commission meetings, and produces original Boulder programming for Comcast cable Channel 8, social media and the city website to explain issues facing the community, increase awareness of items under consideration by council and council action, provides public service announcements, delivers weekly City of Boulder news, creates annual programming such as the State of the City presentation, and produces internal organization videos.

Internal Communication

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

Web Content/Social Media

Web content/social media leads department liaison teams and oversees Internet content standards and social media guidelines to inform community members about city services and programs and to provide addional engagement opportunities outside of scheduled public meetings.

City Clerk and Support Services

The City Clerk's Office administers municipal elections and the City Council's Master Calendar and subsequent agendas, meetings and minutes. In addition, the City Clerk's Office supports the City Council through the administration of the annual Boards and Commissions recruitment, interview, appointment and orientation process. The processing of all special rules and regulations, annexations, Domestic Partnership Registry and

the Sister City Program oversight are other examples of service excellence provided to staff and the community.

Related Video

Related Links

Boulder Channel 8 - City & Council Programming

Newsroom

Location:

1777 Broadway
Boulder, CO 80302

Department Head

Patrick von Keyserling
Communication Director

Contact

Contact
Patrick von Keyserling
303-441-4959
Email

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COMMUNITY PLANNING AND SUSTAINABILITY

Mission

The Community Planning and Sustainability (CP&S) Department strives to develop and implement the desired long-term future of the natural and built environments in the City of Boulder by:

- working with the Boulder community to articulate a shared vision for the city's future;
- promoting long-term sustainability and community quality through comprehensive, strategic planning and application of sustainability principles to guide new development and redevelopment in the city;
- engaging the community to promote education and action for community sustainability; and
- supporting others in the city organization and community to help carry out their missions in service of the community's sustainability goals.

Structure

The CP&S Department encompasses the following divisions:

- Development Review;
- Comprehensive Planning;
- Local Environmental Action;
- Administration; and
- Information Resources.

The department also includes the Economic Vitality program and the Chief Resilience Officer and Senior Urban Designer positions, which are housed in the Office of the Executive Director.

- *2015 Operating Budget:* $9,161,592
- *2015 Number of Full-time Equivalent (FTE) Employees:* 50.06

Planning and Development Services (P&DS)
A "service area" known as Planning and Development Services (P&DS) coordinates all of the development-related functions across the CP&S and Public Works departments.

Responsibilities

Development Review
The Development Review group provides development review and zoning administration services for the community and P&DS customers, ensuring consistent application of city regulations and policies for both "by-right" and discretionary review projects. The group also coordinates regular updates to the city's land use code and development regulations.

- *2015 Operating Budget:* $1,624,185
- *2015 Number of FTE Employees:* 14

Comprehensive Planning
Comprehensive Planning leads planning and policy development initiatives and ongoing programs in the areas of long-range planning, historic preservation and ecological planning. The division develops and implements the Boulder Valley Comprehensive Plan, prepares area plans and other special planning efforts, manages the Historic Preservation program, leads Climate Commitment planning, and coordinates the Urban Wildlife and Integrated Pest Management programs.

- *2015 Operating Budget:* $1,329,284
- *2015 Number of FTE Employees:* 8.15

Local Environmental Action Division
The Local Environmental Action Division (LEAD) develops policies, programs and support services to help Boulder residents and businesses understand and implement energy efficiency and zero waste initiatives. LEAD also supports zero waste and energy efficiency efforts within the city organization and works with key community partners to advance environmental sustainability throughout the Boulder community.

- *2015 Operating Budget:* $3,104,568
- *2015 Number of FTE Employees:* 10.75

Office of the Executive Director
The Office of the Executive Director incorporates key leadership, administrative, and coordination functions related to planning and sustainability initiatives. In addition to the executive director and deputy director positions that manage the department's five divisions and share management of P&DS with Public Works, the office includes the city's Economic Vitality, Senior Urban Designer, and Chief Resilience Officer positions.

- *Economic Vitality* - The Economic Vitality program works to strengthen and sustain Boulder's economic health to benefit the overall quality of life in the community. The program coordinates and supports efforts within the city organization and with community partners to nurture and enhance Boulder's entrepreneurial spirit; including the retention and expansion of existing businesses, enhancement of business services, and incubation of innovative new businesses that build upon and contribute to Boulder's community values of sustainability, creativity, health and social responsibility.
- *Urban Design* - The city's senior urban designer helps support high-quality outcomes in Boulder's built environment and public spaces, collaborating with the development review and comprehensive planning teams as well as interdepartmental initiatives that shape Boulder's urban form and public realm.
- *Resilience* - The city's Chief Resilience Officer, a grant-funded position supporter through the international 1000 Resilient Cities initiative, works with the city organization and community partners to support analyses, planning, and programs that advance community resilience.

- *2015 Operating Budget:* $1,864.303
- *2015 Number of FTE Employees:* 7.8

Administration

Administration provides administrative, financial, and communication services to both internal and external customers by managing and providing support to the department's programs and projects.

- *2015 Operating Budget:* $815,075
- *2015 Number of FTE Employees:* 6.46

Information Resources

Information Resources provides services that utilize technology to streamline and automate city business functions. This includes LandLink system administration, geographic information system (GIS) services, records, research and reporting services. These services make information more readily available to customers in a clear and concise manner that improves services and assists staff in achieving work plan goals.

- *2015 Operating Budget:* $424,177
- *2015 Number of FTE Employees:* 2.9

Community Planning & Sustainability Menu

Boards & Commissions

Boulder Valley Comprehensive Plan (BVCP)

Community Planning & Sustainability Department

Comprehensive Planning, Policy and Design

Land Use Regulation (Title 9)

Planning & Development

Community Planning Projects

Boulder Junction

Chautauqua Collaborative Stewardship Framework

Civic Area Home

Envision East Arapahoe

Housing Boulder

North Boulder Subcommunity Plan

Subcommunity and Area Plans

Services Online Center

Sustainable Streets and Centers / Envision East Arapahoe

Contact CP&S

Contact Community Planning & Sustainability

Planning & Development Services Phone List

CP&S Programs and Services

Development Review Process

Economic Vitality

Historic Preservation

Inclusionary Housing

Integrated Pest Management (IPM)

Local Environmental Action Division (LEAD)

Regional Sustainability

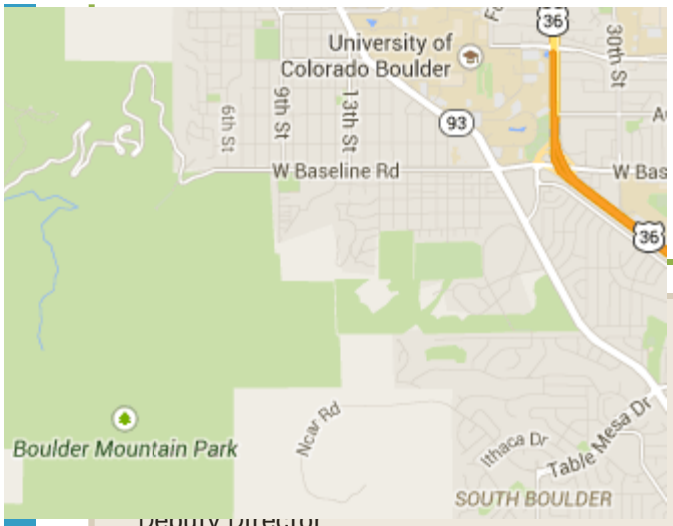
Urban Wildlife

Location:

1739 Broadway
Boulder, CO 80302

Department Heads

David Driskell
Executive Director



Deputy Director

Contact

Community Planning & Sustainability

Phone: 303-441-1880

Fax: 303-441-4241

Contact Community Planning & Sustainability

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DOWNTOWN AND UNIVERSITY HILL MANAGEMENT DIVISION & PARKING SERVICES

Mission

The Downtown and University Hill Management Division and Parking Services (DUHMD/PS) provides economic vitality, public space management, parking, enforcement, maintenance, and transportation options to the downtown, University Hill and Boulder Junction communities through the highest level of customer service, efficient management and effective problem solving.

Structure

DUHMD/PS is divided into four work areas:

- Administration;
- Public Space Management;
- Economic Vitality and Planning; and

- Parking and Access.

DUHMD/PS serves four city advisory boards:

- Downtown Management Commission;
- University Hill Commercial Area Management Commission;
- Boulder Junction Access District – Parking; and
- Boulder Junction Access District – Transportation Demand Management (TDM).

- *2015 Operating Budget:* $12,532,113
- *2015 Number of Full-time Equivalent (FTE) Employees:* 44.50

DUHMD/PS is organized within four different funds and a general fund allocation:

Central Area General Improvement District (CAGID) – Downtown area

- *2015 Operating Budget:* $9,714,556
- *2015 Number of FTE Employees:* 25.14

University Hill General Improvement District (UHGID) – University Hill commercial area

- *2015 Operating Budget:* $653,882
- *2015Number of FTE Employees:* 4.03

Boulder Junction Access General Improvement District (BJAGID) – Parking – Boulder Junction area

- *2015 Operating Budget:* $432,798
- *2015 Number of FTE Employees:* 0

Boulder Junction Access General Improvement District (BJAGID) – TDM – Boulder Junction area

- *2015 Operating Budget:* $148,695
- *2015 Number of FTE Employees:* 0

General Fund (parking enforcement, citywide event permitting and the Neighborhood Parking Permit program budget)

- *2015 Operating Budget:* $1,582,182
- *2015 Number of FTE Employees:* 15.33

Responsibilities

Administration

Provide administrative and financial support to the department, customer service to patrons, and sales and administration of commercial and residential parking permits. Provide staff liaison support to four advisory boards: Downtown Management Commission, University Hill Commercial Area Management Commission, and two Boulder Junction Access Districts – Parking and TDM.

Public Space Management

Manage public space permitting on University Hill, the Pearl Street Mall, and citywide; coordinate with other city departments regarding right-of-way issues; and coordinate capital improvements downtown and in the University Hill commercial district.

Economic Vitality and Business Assistance

Provide business retention and outreach services; assist businesses in the downtown and on University Hill with city-related issues; sponsor initiatives with the Downtown Boulder Business Improvement District and other organizations; participate in revitalization efforts and public-private developments as appropriate.

Parking and Access

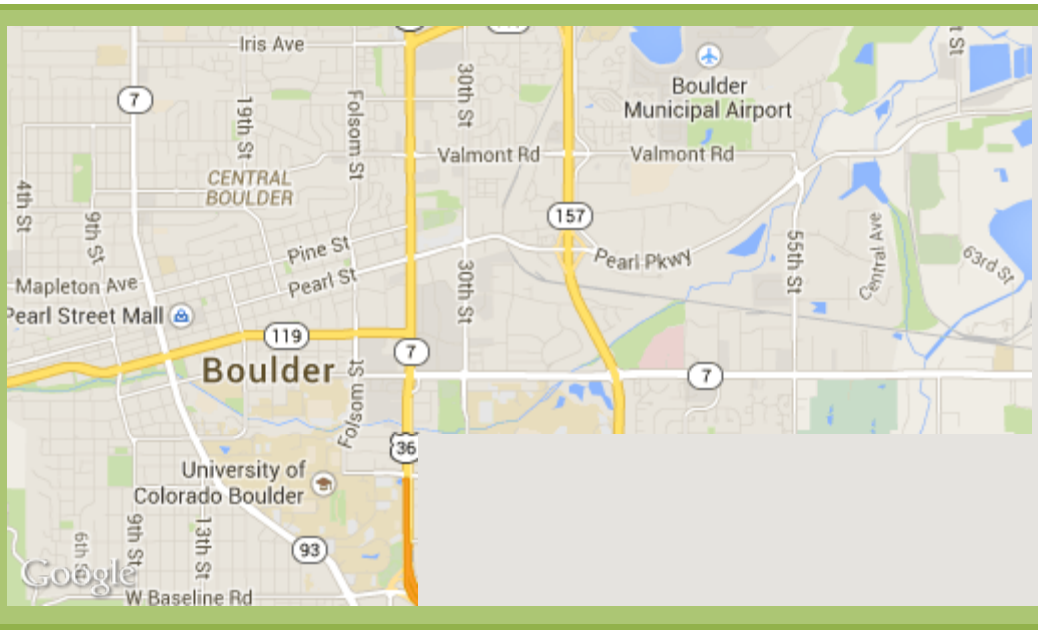
- *Operations and Maintenance* - Maintain and operate downtown and University Hill automobile and bicycle parking infrastructure, including six surface lots, five garages, 4,440 on-street auto parking spaces, and more than 1,300 bike racks. Plan and implement the Boulder Junction Access District - Parking.
- *TDM* - Administer the downtown TDM programs: employee Eco Pass, car share and bike share. Plan and implement the Boulder Junction Access District – TDM.
- *Parking Enforcement* - Use education and enforcement to manage parking in the downtown and University Hill commercial areas, in 10 Neighborhood Parking Permit zones, and citywide.

Related Links

Commercial Districts

Location:

1500 Pearl Street, Suite 302
Boulder, CO 80302



Department Head

Molly Winter

Director

winterm@bouldercolorado.gov

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ENERGY STRATEGY AND ELECTRIC UTILITY DEVELOPMENT

Mission

To ensure that residents, businesses and institutions have access to reliable energy that is increasingly clean and remains competitively priced. Boulder Energy Future is framed around a specific set of community goals. These goals and objectives serve to "unpack" the purpose statement and localization strategy into discrete, tangible outcomes important to Boulder:

- Ensure a stable, safe and reliable energy supply;
- Ensure competitive rates, balancing short- and long-term interests;
- Significantly reduce carbon emission and pollutants;
- Provide energy customers with a greater say about their energy supply;
- Promote local and economic vitality; and
- Promote social and environmental justice.

Structure

The Energy Strategy and Electric Utility Development Project, in coordination with the City Manager's Office and City Attorney's Office, performs work related to forming a locally owned utility and developing future energy strategies. The staff performs much of the analysis and manages various subprojects and contractors that relate to this initiative.

- 2015 Budget: $6,943,235
- 2015 Number of Full-time Equivalent (FTE) Employees: 5.5

Responsibilities

Energy Strategy and Electric Utility Development will continue with next steps in forming a local electric utility and with exploring alternative ways to meet the community's energy goals. Key initiatives for 2015 include:

- Transition plan implementation;
- Community outreach and engagement on expanding the Utility of the Future vision and the implementation of the transition plan;
- Legal proceedings for condemnation, appeals, and regulatory findings;
- Formation of and reports from community technical working groups;
- Continued municipalization option analysis; and
- Regional, national and international collaborations in support of the Boulder community's climate and energy goals.

Related Links

Boulder Energy Future

Location

1101 Arapahoe Avenue
Boulder, CO 80302

Executive Director of Energy Strategy and Electric Utility Development

Heather Bailey

Heather has nearly 35 years of experience in the utility industry, and has served as a regulator, utility executive, and consultant. The majority of her career has been in public power, with positions including controller, treasurer, Deputy Chief Financial Officer, Executive Director of Corporate Services, and Executive Director of Transmission Business Services and Asset Development. As a consultant she advised independent transmission developers and power producers, as well as cities, on various utility strategic and regulatory issues.

Ms. Bailey is a CPA and has an MBA from the University of Texas at Austin, a bachelor's degree from Sam Houston State University in Huntsville, Texas.

Contact

Heather Bailey
303-441-1923

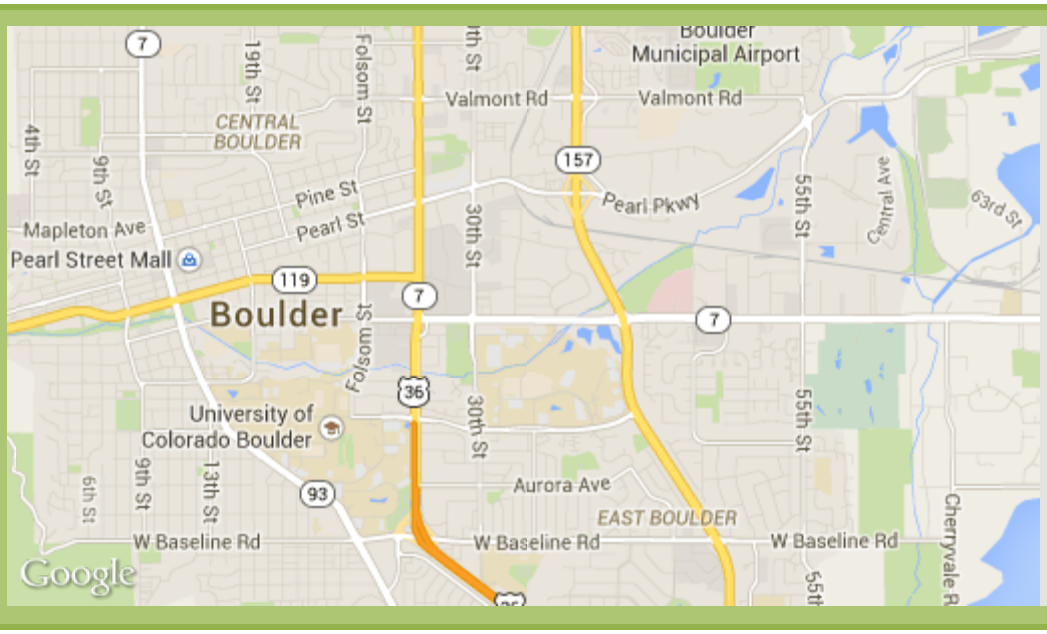
BaileyH@BoulderColorado.gov

Related Links

Boulder's Energy Future

Location:

1720 14th Street
Boulder, CO 80302



Department Head

Heather Bailey
Executive Director of Energy Strategy & Electric Utility Development

Contact

Heather Bailey
303-441-1923
baileyh@bouldercolorado.gov

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FINANCE DEPARTMENT

Mission

The mission of the Finance Department is to provide responsive, professional, and ethical administrative and fiscal services to meet the needs of the public, City Council, and all city departments. We value and maintain business practices that further the city's sustainability goals.

Structure

The Finance Department is comprised of four functions:

- Administration;
- Budget;
- Risk Management; and
- Fiscal Services.

- *2015 Operating Budget:* $7,619,418
- *2015 Number of Full-time Equivalent (FTE) Employees:* 38.67

Responsibilities

Administration

Administration directs all activities of the department, actively manages Old Hire Fire and Police Pension Plans (for employees hired before April 8, 1978), and maintains communication and collaboration with city departments related to city financial matters.

- *2015 Operating Budget:* $692,633
- *2015 Number of FTE Employees: 3.67*

Budget

The Budget Division coordinates citywide operating budget development activities; collaborates with the Community Planning and Sustainability Department and stakeholders 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.

- *2015 Operating Budget:* $704,537
- *2015 Number of FTE Employees:* 6.00

Risk Management

The Risk Management Division facilitates the Employee Wellness Program and plays a key role in minimizing risk exposure for property, casualty and worker's compensation liabilities.

- *2015 Operating Budget:* $3,730,752
- *2015 Number of FTE Employees:* 4.00

Fiscal Services

Fiscal Services includes the divisions summarized below.

Accounting and Operations

The Accounting and Operations Division provides centralized city services, including general accounting functions, external financial reporting, internal audit, financial document imaging and record retention, centralized mail coordination, payment processing, and purchasing coordination.

- *2015 Operating Budget:* $1,048,072
- *2015 Number of FTE Employees:* 9.45

Revenue and Licensing

The Revenue and Licensing Division provides tax collection, reporting, education, and enforcement functions for the city's sales and use taxes, accommodation taxes, admission taxes, and trash taxes. In addition, the division provides general accounts receivable and assessments billing and collection functions. The licensing function of the division includes collection and enforcement activities for regular business licenses (sales, use, accommodation, admission, and trash hauler), liquor licenses, medical marijuana business licenses, special event licenses, dog licenses, and other licenses within the city.

- *2015 Operating Budget:* $511,098
- *2015 Number of FTE Employees:* 6.2

Treasury

The Treasury Division performs the daily cash management functions of the city, including investment of available cash balances. The division also manages and monitors city debt obligations, performing ongoing bond disclosures and other functions to maintain the city's compliance with the relevant obligations. This division is also responsible for debt management of the city.

- *2015 Operating Budget:* $190,785
- *2015 Number of FTE Employees:* 1.4

Sales and Use Tax Auditing and Compliance

The Sales and Use Tax Auditing and Compliance Division provides education, compliance, and auditing services for the city's more than 9,000 tax vendors.

- *2015 Operating Budget:* $693,705
- *2015 Number of FTE Employees:* 7.95

Related Video

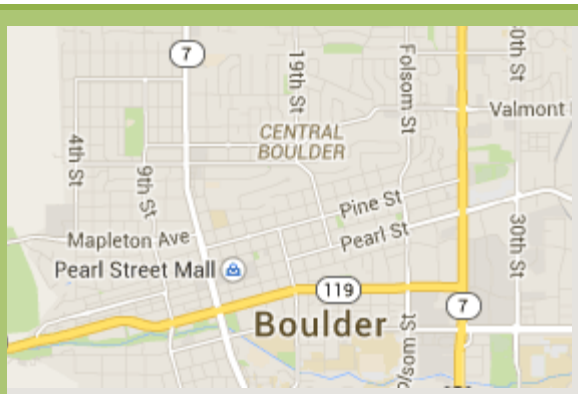
[redacted]

Related Links

Finance

Location:

1777 Broadway
Boulder, CO 80302



Department Head

Bob Eichem

Chief Financial Officer

Cheryl Pattelli

Director of Finance

Contact

Finance Department

Phone: 303-441-3040

Fax: 303-441-4381

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ABOUT BOULDER FIRE-RESCUE

Mission

The Boulder Fire-Rescue Department (BFRD) strives to make Boulder a safe place to live, work and play. BFRD reduces the human suffering caused by fires, accidents, sudden illnesses, hazardous material releases, and other disasters.

Structure

BFRD provides the following services:

- Fighting structural, wildland and other fires;
- Responding to medical emergencies, rescue situations, hazardous material releases, and natural disasters;
- Providing fire-safety education to the public, from children and youth (preschool through college age) to seniors;
- Working with local businesses and organizations by inspecting buildings and reviewing construction plans for fire prevention code compliance;
- Acting as the designated emergency response authority (DERA) for hazardous materials incidents in the City of Boulder;
- Protecting more than $21 billion dollars worth of property within Boulder, which encompasses 25.8 square miles of land and is surrounded by 70.8 square miles of city Open Space and Mountain Parks (OSMP); and
- Responding to more than 11,000 emergencies annually.

- *2015 Operating Budget:* $18,425,503
- *2015 Number of Full-time Equivalent (FTE) Employees:* 121.33

Responsibilities

Operations Division

The Operations Division responds to fires, medical emergencies, rescues, hazardous materials releases and various other emergencies. The department staffs seven fire engines and one ladder truck operating out of seven fire stations for emergency response, 24/7. Fire stations are located at strategic locations in the city to provide timely responses to emergencies. There are at least 25 structural firefighters on duty at any given time. Included in the Operations Division, the Wildland Division responds to wildland fires and provides specialized training for city department members and mutual-aid departments.

- *2015 Operating Budget:* $15,473,121
- *2015 Number of FTE Employees:* 105.33

Administrative Division

The Administrative Division, which provides support for all line services within the department, includes the chief, two deputy chiefs, two administrative assistants, and an employee dedicated to the city/county Office of Emergency Management (OEM). The division also maintains contracts with outside agencies such as the Rocky Mountain Response Group, Boulder Emergency Squad, and OEM to provide services and support for the city and departmental operations.

- *2015 Operating Budget:* $1,226,382
- *2015 Number of FTE Employees:* 7

Fire Safety Division

The Fire Safety Division conducts plan reviews of fire-related systems in new construction, inspects installation of fire protection systems, coordinates ongoing fire prevention inspections for commercial properties, investigates fire causes, and provides public education programs for target audiences and counseling for children who misuse fire.

- *2015 Operating Budget:* $757,617
- *2015 Number of FTE Employees:* 5.5

Training Division

The Training Division provides training for operations for existing and newly hired firefighters and coordinates training activities with mutual-aid partners.

- *2015 Operating Budget:* $968,383
- *2015 Number of FTE Employees: 3*.5

Fire Divisions

Administration

Fire Safety

Operations

Training

Wildland Fire

Fire-Rescue Information

Annual Report

Fire Casualty Statistics

Fire Incident Statistics

Fire Loss Statistics

Fire Stations

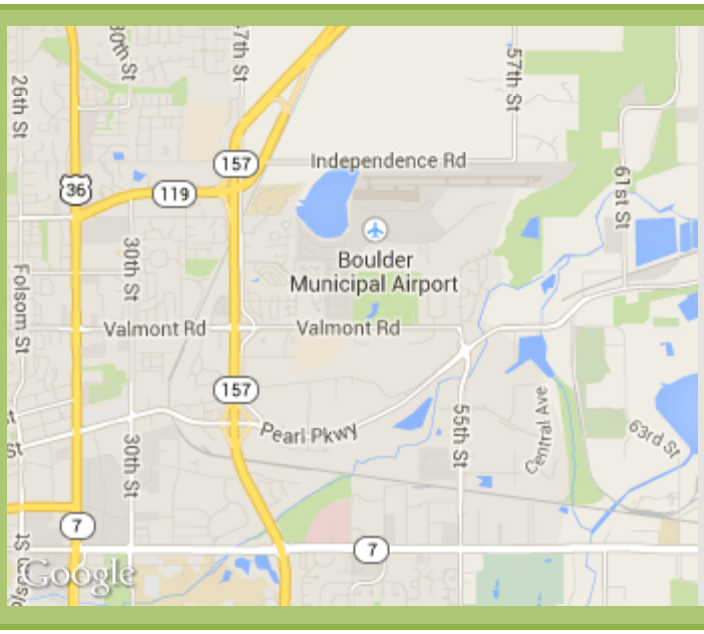
Master Plan

Operation & Management

Assessment

Structure Protection Plan

Wildfire Protection Plan



Department Heads

Michael Calderazzo
Interim Fire Chief

Jeffrey Long
Acting Deputy Fire Chief

Frank Young
Deputy Fire Chief

Contact

3065 Center Green Dr.
Boulder, CO 80301
Phone: 303-441-3350
Fax: 303-441-4350

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DIVISION OF HOUSING

Mission

The Division of Housing's mission is to preserve and provide safe, high-quality and affordable housing opportunities through collaborative community planning and funding of programs.

Structure

The Division of Housing has three primary work groups: Community Investment, Homeownership and Inclusionary Housing/Planning.

- *2015 Operating Budget:* $5,179,813
- *2015 Number of Full-Time Equivalent (FTE) Employees:* 13.2

Responsibilities

Community Investment administers funding (Affordable Housing Fund, Community Housing Assistance Program, federal HOME Program, federal Community Development Block Grant), compliance and asset management programs.

- Homeownership provides direct services for buyers and owners of permanently affordable homes.
- Inclusionary Housing/Planning implements affordable housing policies related to development activity.
- The Division of Housing teams with Community Planning and Sustainability and other departments to support the development of housing policies.

About the Division of Housing

Housing Boulder

2015 Fund Round Calendar - Important Dates!

2013 Final CAPER

2014 Final Action Plan

Rental Information & Resources

What We Do

Who We Are

Location:

1300 Canyon Boulevard
Boulder, CO 80302

Jeff Yegian
yegianj@bouldercolorado.gov
303-441-4363

Homeownership Program:

homeownership@bouldercolorado.gov
303-441-3157, option 2

Contact:

Alyssa Ostrander
Administrator
ostrandera@bouldercolorado.gov
303-441-4196

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HUMAN RESOURCES

We are now in a new location!

3065 Center Green Dr.
Boulder, CO 80301
(Just West of the intersection at Valmont Rd. and Foothills Parkway)

Mission

The mission of the Human Resources Department is to provide strategic human resource solutions to support City of Boulder employees, goals and outcomes. We do this to help build a thriving and sustainable community.

Structure

The Human Resources (HR) Department serves as a business partner to the city manager and operations to help meet city and council objectives as they relate to employees, culture and productivity. HR supports city departments in minimizing employee risk and maximizing employee productivity through recruiting, retention, performance management, innovative process solutions, total compensation, payroll, employee and bargaining-unit relations, and training and development.

***2015 Budget**:*

$2,948,336

***2015 Number of Full-time Equivalent (FTE) Employees**:*

24.63

4 CENTERS OF EXCELLENCE

HR Customer Service Center	
Customer Service: Leads the strategic direction of the department, as well as general administrative functions including customer service, budget, bill paying, communications, data management through the city's Human Resources Information System (HRIS), supporting benefits open enrollment, citywide events, scheduling needs, front desk, phone support, employment processing, HR administration, and one stop shop customer service. **Recruitment & Selection**: Together with the Strategic Consulting Services Center, partners with departments citywide to ensure hiring needs are being met. Coordinates with hiring supervisors and assists applicants in order to make the recruitment and selection process as smooth and seamless as possible. **Employment Transactions**: Setting up all new hires, rehires, promotional hires, and seasonal hires in the city's HRIS and with benefit providers, and working with department HR Managers and hiring supervisors to ensure everything is in place for their employees to start their new roles.	**2015 Operating Budget**: $673,939 **2015 FTEs**: 5.63
HR Solution Center	
Process Improvement & HRIS Business Solutions: Centralized HR business solutions and technology focused on information reporting and customized client solutions, providing broader and deeper analysis of city HR issues and trends and works to resolve them. Standardizes HR transactional processes which will allow for more consistency throughout the city and will generate meaningful metrics and data for better decision making.	**2015 Operating Budget**: $1,316,754 **2015 FTEs**: 11.00

Payroll: Champions paycheck processing, W-2s, vendor payments, and Federal and State legal compliance regarding payroll, pension and other tax reporting obligations. **Benefits**: Administers the city's benefits programs, including insurance (medical, dental, vision, life and disability), retirement, deferred compensation, paid time off, unemployment, employment verification, I-9s, FMLA and leaves of absence. **Compensation**: Develops and analyzes the city's compensation programs and policies, and conducts market and job studies to provide favorable salary relationships with labor markets while maintaining internal equity. **Policies & Procedures**: Develops, interprets and ensures compliance of citywide policies and procedures.	
HR Consulting Services Center	
Labor Relations: Organizes negotiations for collective bargaining units to create union contracts, and advises supervisors and managers on contract interpretation and application. **Employee Relations**: Supports managers to ensure respectful relationships exist within work groups, and provides coaching and training on resolving conflicts and dealing with sensitive issues. **Citywide Department Partnering**: Supports individual departments across the city with all front-end HR services, including recruitment and selection, compensation/classification, benefits consultation, and training.	**2015 Operating Budget**: $598,525 **2015 FTEs**: 5.00
Learning & Organizational Development Center	
Citywide Values: In partnership with the City Manager's Office, assists in developing and implementing a framework to further support the organization's success and efforts toward service excellence through strategies that enhance the organization's culture, values, design, and effectiveness. **Citywide Training and Employee Development**: Increases the organization's effectiveness and resiliency to change by focusing on improving and enhancing employee capabilities to meet strategic goals. Supports the development and learning of employees for the life of their careers at the city.	**2015 Operating Budget**: $359,118 **2015 FTEs**: 3.00

Human Resources Links

Accessibility

Benefits

Human Resources

Our City Culture

Job Resources

Accessibility

Featured Jobs

Internships

Junior Rangers

Boulder Housing Partners

Firefighter Recruitment

Police Opportunities

Job Interest Card

Job Description Search

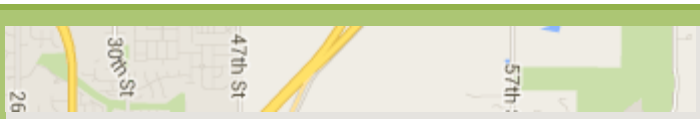
Benefits

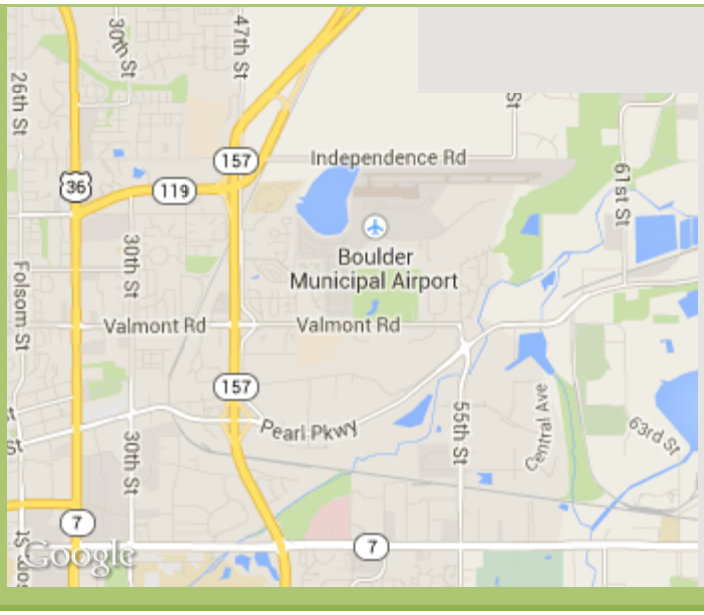
Location:

3065 Center Green Dr.
Boulder, CO 80301

Contact:

Phone: 303-441-3070
Fax: 303-441-3049
hr@bouldercolorado.gov





Department Heads

Joyce Lira

Director of Human Resources

Denise Noe

Deputy Director of Human Resources

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HUMAN SERVICES: MISSION, STRUCTURE, & RESPONSIBILITIES

Mission

The mission of the Human Services Department is to create a healthy, socially thriving, and inclusive community by providing and supporting human services to Boulder residents in need.

Structure

The Human Services Department comprises these work areas:

- Community Relations
- Family Services
- Human Services Planning
- Senior Services

- *2015 Operating Budget* - $6,728,264
  - *General Fund* - $5,939,163
  - *Grants* - $691,791
  - *Community Development Block Grant* - $97,310
- *2015 Number of Full-time Equivalent (FTE) Employees* - 37.19

Responsibilities

Community Relations

- Provides community conflict resolution and mediation services for city residents, organizations and businesses such as landlord-tenant and neighborhood disputes and restorative justice.
- Staffs the *Human Relations Commission* (HRC), which is charged with identifying and alleviating human relations issues and social problems, fostering positive community relations and protecting human rights, and making social policy recommendations to City Council. Allocates funding to the community for community cultural event and programs.
- Coordinates the annual *Martin Luther King, Jr. celebration*.
- Staffs the city manager-appointed *Immigration Advisory Committee*, which is charged with providing an immigrant perspective on the city's policies and programs.
- Enforces Boulder's *Human Rights Ordinance* (anti-discrimination ordinance) through the Office of Human Rights (OHR) and enforces Boulder's *Failure to Pay Wages Ordinance*.
- Promotes youth leadership development and engagement through the *Youth Opportunities Program* and the city manager-appointed *Youth Opportunities Advisory Board*, which advises the city on youth-related issues in the community. Distributes $150,000 in annual grants to local nonprofits and organizations for social, educational and cultural activities for youth, with an emphasis on low-income youth.

Family Services

Family Services provides direct services for families in Boulder, primarily through regional partnerships, including school-based services in elementary and high schools, child care subsidies to low-income working families, and child care provider training.

- *Early Childhood Programs* – Provides financial assistance with child care costs for low-income families; child care referrals; and provider licensing, training and professional development to improve the quality of care.
- *Family Support Services* – Includes the Family Resource Schools (FRS) program, a partnership with the Boulder Valley School District (BVSD) to provide outreach, direct services and referrals to remove barriers to academic achievement for at-risk families in five Boulder elementary schools; and the Family Resource Center (FRC), a partnership with Boulder County Housing and Human Services, which provides onsite, comprehensive community services to low-income families for the entire City of Boulder. The FRC office serving the City of Boulder is housed at Manhattan Middle School.
- *Prevention and Intervention Program* – Provides crisis intervention services, high-risk behavior prevention counseling, support services, and education for students at eight middle and high schools in partnership with BVSD, Boulder County Public Health and Mental Health Partners.

Human Services Planning

- Administers the *Human Services Fund*, which distributes approximately $2.1 million annually in operating support to community nonprofits and provides technical assistance to the nonprofit and community at-large.

Conducts research and analysis on social policy issues and trends, makes policy recommendations to alleviate social issues and conditions, identifies human services trends and needs, leads and participates in communitywide efforts to identify and impact human services needs.

- Implements city and community plans including the Ten-Year Plan to Address Homelessness, HS Strategy, Countywide Human Services Strategy Plan, and Boulder Valley Comprehensive Plan.
- Manages updates to the department Human Services Strategy and community projects related to City Council and community human services goals.

Senior Services

- Offers senior programming and services at the East and West Senior Centers, including educational classes such as memory clinics, trip and fall clinics, nutrition services, wellness programs and social programs.
- Provides resource and referral for community services and counseling for at-risk seniors.
- Administers the city's food tax rebate program for low-income families, seniors and disabled individuals.
- Collaborates with Boulder County and senior service agencies in the community to plan, coordinate and evaluate services needed for seniors, including the Aging Well countywide senior services strategic plan.
- Staffs the city manager-appointed Senior Community Advisory Committee, which provides consultation and expertise to city staff on policy and programs related to seniors.

Administration and Finance

Provides departmental administrative and financial assistance and oversight.

1. About Human Services

Mission, Structure & Responsibilities

Human Services Strategy

Housing and Human Services Master Plan

Human Services News on Channel 8

Location:

1101 Arapahoe Avenue
Boulder, CO 80302

Department Head

Karen Rahn
Director rahnk@bouldercolorado.gov

Contact

Randall Roberts
303-441-4366
robertsr@bouldercolorado.gov

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INFORMATION TECHNOLOGY

Mission

The mission of the Information Technology (IT) Department is to create an environment of seamless integration between people and technology. The IT Department's principle goals, defined in the citywide Information Technology Strategic Plan, include:

- *Service Quality and Accessibility:* Technology improves access to city information and services and enhances the quality of our customers' experience;
- *IT Service and Decision-making Alignment:* Technology services and decision-making align with citywide priorities and customer needs and support sustainability;
- *Efficiency and Effectiveness:* Technology maximizes the efficiency and effectiveness of city operations;
- *Innovation:* Technology is used as a catalyst for innovation; and
- *Quality, Sustainable IT Infrastructure:* Technology is a key element of citywide infrastructure and is current, secure and reliable – ensuring customer confidence.

Structure

The IT Department serves as a critical business partner to all city departments in addressing service and operational objectives through the appropriate use of automation. The services of the Information Technology Department include:

- long-range technology planning;
- citywide hardware/software procurement;
- support for all employees and personal computers (PCs), mobile devices and voice services;
- administration of 274 physical and virtual servers and 65 databases;
- disaster recovery and business continuity;
- systems security;
- 130 miles of fiber optic network infrastructure;
- business analysis;
- custom application development; and
- support for a numerous mission critical applications such as payroll, permitting and licensing, web technologies, and public safety.

- *2015 Operating Budget: $*8,665,791
- *2015 Number of Full-time Equivalent (FTE) Employees:* 36.18

Responsibilities

Administration

The Administration Division provides general administrative support to the other divisions of IT. Staff also provides financial management, customer-service advocacy, Help Desk services, and administration of the telecommunications fund, IT operating account, and citywide computer replacement fund, which includes centralized purchasing of all computer-related equipment and software.

- *2015 Operating Budget: $798,997*
- *2015 Number of FTE Employees: 3.5*

Infrastructure Services

The Infrastructure Services Division provides a reliable and robust communications infrastructure supporting nearly 1,400 City of Boulder employees, 1,400 telephones, 1,450 workstations, nearly 800 mobile communication devices (tablets, smartphones, cellphones, Police/Fire mobile computers) and more than 274 physical and virtual servers providing voice, email, Web, geographic information systems (GIS), database, mobile data, emergency/disaster response support, and office-productivity services. In addition, Infrastructure Services takes a leadership role in the research, selection and implementation of new technologies to improve city services.

- *2015 Operating Budget: $1,871,004*
- *2015 Number of FTE Employees: 14.45*

Application Services

The Application Services Division provides project management, business analysis, software implementation, reporting and technical support to both the city's traditional municipal services (e.g., police, fire, land use, public works utilities and maintenance) and its enhanced services (e.g., human services, open space, parks and recreation). The division currently manages an application portfolio of 196 applications supporting business functions across the city. The division also takes a leadership role in research of the software options available to the city and participates in software selection and procurement.

- *2015 Operating Budget: $2,054,785*
- *2015 Number of FTE Employees: 16.73*

Capital, Non-IT and Citywide Items

The Capital, Non-IT and Citywide Items group includes funding for major citywide technology initiatives. The most notable item in this category is the funding for the IT Capital Improvement Plan.

- *2015 Operating Budget: $3,941,004*
- *2015 Number of FTE Employees: 1.5*

Related Video

Information Technology

2013 IT Department Budget

Boulder IT Vision

IT Governance and Decision Making Structure

IT Strategic Plan

IT Performance Measurement

IT Vendor Roster Program

IT Policies

Administrator Guide and Information Security Policy

Connected Partner Security Policy

Website and Data

Open Data Catalog

City of Boulder Website Infographic

June 5, 2014 - City of Boulder and City of Arvada Win Alliance for Innovation Award for Xpress Consortium Project

Nov. 13, 2013 - City of Boulder Wins Top Honors for Web Redesign

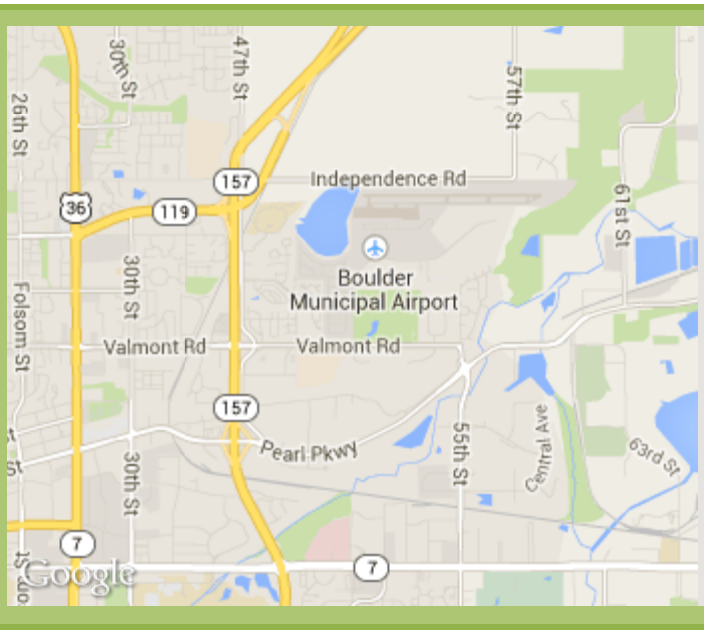
July 29, 2013 - City of Boulder Launches New Website

Location:

3065 Center Green Drive
Boulder, CO 80301

Contact:

Phone: 303-441-3080



Department Head

Don Ingle
Director of Information Technology

Contact

Don Ingle
303-441-4183
ingled@bouldercolorado.gov

Information Technology
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infotech@bouldercolorado.gov

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LIBRARY AND ARTS DEPARTMENT

Mission

Two missions direct the work of the department, one for the library and one for the arts: The mission of the Boulder Public Library is to enhance the personal and professional growth of Boulder residents and contribute to the development and sustainability of an engaged community through free access to ideas, information, cultural experiences and educational opportunities.

The mission of the Boulder Office of Arts and Cultural Services is to further the development of a dynamic arts community through encouraging artistic innovation, collaboration, public art and organizational stability; to increase access to the arts; to promote multicultural expression; to act as an advocate on behalf of the arts; and to foster a creative cultural climate in the community.

Structure

The Library and Arts Department is responsible for two broad functions:

- To serve the informational and life-long learning needs of the Boulder community; and
- To support the development of Boulder's fine, visual and performing arts.

Two council-appointed commissions, the Library Commission and the Arts Commission, serve in an advisory capacity for departmental services and policies. The Arts Commission has the added role of administering a series of annual cultural grants. Five library facilities house library and arts services. The Main Boulder Public Library, 93,000 square feet, is located in downtown Boulder and houses 75 percent of the system's collection. Two neighborhood branches, George Reynolds and Meadows, serve south and east Boulder, respectively. The NoBo Corner Library serves north Boulder with materials pick-up and return, public access computers, Wi-Fi, and popular materials. The Carnegie Branch Library for Local History is located downtown and offers an archive of local history materials, including photographs. The Carnegie Branch is the city's original library, opening in 1907.

A variety of library services are available online, through the Boulder Public Library website, www.boulderlibrary.org, including access to information databases, ebooks, emagazines, downloadable music, streaming music and movies, and patron account management. The Office of Arts and Cultural Services website, www.boulderarts.org, offers information on a number of region-wide, arts- related programs and services.

- *2015 Operating Budget* - $8,225,790
- *2015 Number of Full-time Equivalent (FTE) Employees* - 78.5

Responsibilities

There are five divisions in the Library and Arts Department.

Administration

Administration is comprised of the office of the director, general administrative functions, such as project/contract management and long-range planning, budget and accounts payable, public information, volunteer services, facilities maintenance, and administrative support for the Library Commission.

Access Services

In addition to oversight of the Meadows, George Reynolds branch libraries and the NoBo Corner Library operations and programs, Access Services includes materials circulation services, maintenance of patron accounts, administration of the holds and Prospector system, the homebound delivery program, shelving, and maintenance of the automated materials handling system.

Arts and Cultural Services

The Office of Arts and Cultural Services include administration and oversight of the Library's film and concert programs, Canyon Gallery exhibits, cultural grants, creative sector programs, and public art. It also is responsible for administering support for the Dairy Center for the Arts and The Boulder Museum of Contemporary Art, as well as the Arts Commission.

eServices

eServices is comprised of administration and maintenance of library-specific IT systems and equipment, including the integrated library system, the patron computer reservation and print release system, computer technology support, the library website, the meeting room reservation system, and the cataloging of library materials and resources.

Public Services

Public Services provides basic library services, such as reference, reader's advisory, youth services, library materials and electronic resources (e.g. ebooks and informational databases) acquisition, library collection maintenance, interlibrary loan, and assistance with public computer access. Public Services also includes the Carnegie Library for Local History collection and services, programming and events for adults, children, and families, adult and family literacy services, and outreach services.

Related Links

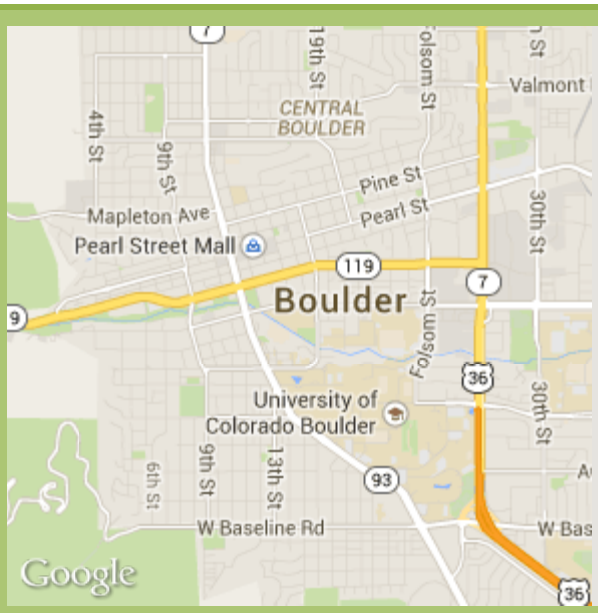
Boulder Public Library

BoulderReads

Office of Art + Culture

Location:

1001 Arapahoe Avenue
Boulder, CO 80302



Director

David Farnan
303-441-3100
farnand@boulderlibrary.org

MUNICIPAL COURT- CITY COUNCIL REFERENCE NOTEBOOK

Mission

The mission of the Boulder Municipal Court is to:

- provide an accessible, efficient and impartial forum for all participants in cases involving municipal ordinance violations;
- adjudicate cases consistent with the law, the needs of the individual, and the community's values; and
- promote public trust in both the justice system and local government.

Structure

The Boulder Municipal Court has three primary work groups: Administration, Adjudication and Case Management.

- *2015 Operating Budget:* $2,214,211
- *2015 Number of Full-time Equivalent (FTE) Employees:* 21.13

Responsibilities

Administration

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, deputy court administrator, and administrative support for budget preparation, financial transaction processing, accounting/statistical analyses, and various clerical responsibilities.

Adjudication

Adjudication consists of all court functions that occur in the courtroom, in addition to support for case processing. Judges preside over court sessions with animal, general, parking, photo radar, photo red light and traffic violations. Staff manages case flow in and out of the courtroom, sets court dates, and performs jury commissioner functions.

Case Management

Case Management includes a variety of functions that comprise the core work of the court, including scheduling, payment processing, database management, collections, other non-compliance actions, and interfacing with Department of Motor Vehicles and the Colorado Bureau of Investigations. The majority of court staff consists of front-line employees who interact with the public on the phone, at the counter, and in the courtroom. Probation staff monitors compliance with court orders regarding municipal violations that most impact the community and processes cases for defendants at in-custody sessions at the Boulder County jail. Additional budgetary funding received in 2013 has allowed probation officers to become deeply engaged with citywide efforts to address homelessness. This includes data collection, collaborating with other homeless service providers, brainstorming strategies for specific issues, and individual case management for violators demonstrating readiness to change.

Court Related Links

Bond Schedule

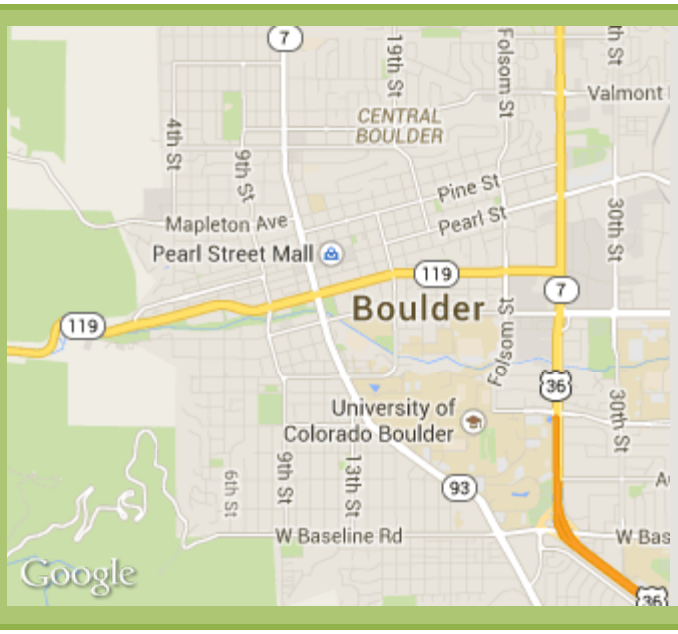
Court Related Forms

General Court Information

Juror Reporting Instructions

Jury Service

Record Sealing



Department Head

James Cho

Court Administrator

Contact

Phone: 303-441-1842

Fax: 303-441-4233

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OPEN SPACE AND MOUNTAIN PARKS DEPARTMENT PROFILE

Mission

To preserve and protect the natural environment and land resources that characterize Boulder and to foster appreciation and use that sustains the natural values of the land for current and future generations.

Structure

The Open Space & Mountain Parks Department manages permanently protected land and area that is now approximately 45,484 acres, contains approximately 145 miles of developed and maintained trails, and receives approximately 5.3 million human visits per year based on the 2004-2005 Visitation Study data. The department is divided into four divisions:

- Office of the Director and Administrative Services;
- Real Estate and Central Services Division;

- Resource Systems Division; and
- Land and Visitor Services Division.

- *2015 Total Budget:* $29,956,952
- *2015 Number of Full-time Equivalent (FTE) Employees:* 101.35

Responsibilities

Office of the Director and Administrative Services

The office includes direction and oversight of the department, communication and public process services, and administrative support, including the role as secretary of the Open Space Board of Trustees.

- *2015 Total Division Budget:* $1,440,248 (includes operating and cost allocation)
- *2015 Division Number of FTE Employees:* 8.00

Real Estate and Central Services Division

The division includes real estate services, acquisition of land interests for open space purposes, resolution of easement requests, boundary dispute resolutions and lease management. Real estate services for external customers in other city departments include acquisitions of land, easements, right of ways and related real estate services. The division also includes financial management services, policy analysis and the cultural resources program.

- *2015 Total Division Budget:* $12,607,395 (includes operating, Capital Improvement Program, debt service, CIP and cost allocation)
- *2015 Division Number of FTE Employees:* 10.75

Resource Systems Division

The division, which includes environmental planning, encompasses Visitor Master Plan implementation, natural resource planning and management such as the forest and grassland ecosystem management plans. The ecological systems group monitors and manages for integrated pest management, forest, grassland, wetland, riparian and aquatic ecosystem management, and wildlife habitats. It also incorporates ranger naturalist services and resource information services.

- *2015 Total Division Budget:* $6,764,631 (includes operating and cost allocation)
- *2015 Division Number of FTE Employees:* 44.60

Land and Visitor Services Division

The division includes engineering and project management resource operations; recreation planning; agricultural management and water resources administration; maintenance; and construction on land and facilities, including buildings, trails, trailheads, signs, and service roads; fleet services; and community outreach services, including education, volunteers, and the Junior Ranger program.

- *2015 Total Division Budget:* $9,144,678 (includes operating; CIP; lottery projects (CIP); cost allocation)
- *2015 Division Number of FTE Employees:* 38.00

OSMP Links

About OSMP

Acquisition & Preservation

Agriculture on OSMP

Contact OSMP

Get Involved

Información en Español

Maps & Data

Nature & History

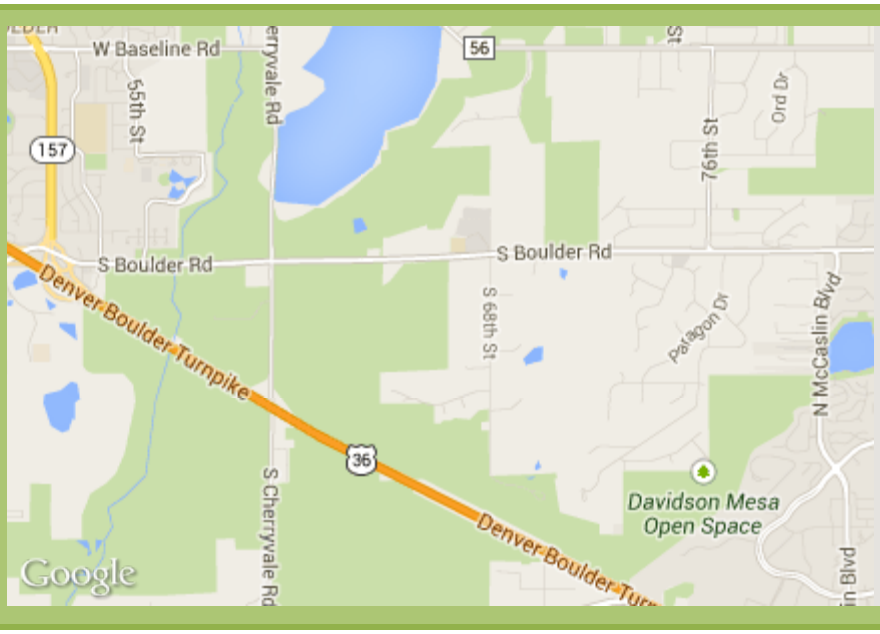
Open Space & Mountain Parks

OSMP Kids' Pages

Plans, Reports & Brochures

Trails & Recreation

Visitor Information



Department Head

Tracy Winfree

Interim Director

Contact

Tracy Winfree

303-441-4164

PARKS AND RECREATION DEPARTMENT PROFILE

Mission

Boulder Parks and Recreation promotes the health and well-being of the entire Boulder community by collaboratively providing high-quality parks, facilities and programs.

Structure

The department is comprised of three main divisions:

- Administration;
- Parks and Planning; and
- Recreation.

2015 Total Budget: $25,520,653

The 2015 budget is funded by the:

- General Fund;
- $0.25 Sales Tax Fund;
- Permanent Parks and Recreation Fund;
- Recreation Activity Fund;
- Lottery Fund;
- Boulder Junction Improvement Fund; and
- Capital Development Fund.

In 2013, the department updated the City of Boulder Parks and Recreation 2006 Master Plan. The 2014 Master Plan, was adopted by City Council on Feb. 4, 2014, will guide department investments and strategies over the next five years.

Guiding principles of the plan include:

- Sustainable practices;
- Partnerships;
- Health as our fundamental purpose;
- The common good;
- Service excellence; and
- Continuous improvement.

The proposed master plan and appendices can be found by selecting “Master Plan” from the horizontal menu on the top of the screen.

Responsibilities

Parks and Planning Division

Manages park operations and grounds maintenance; natural resources (horticulture, forestry operations and natural areas); capital project planning, design, and construction; and the management of park renovation projects.

- *2015 Budget:* $7,573,884 for operations and maintenance
- *2015 Number of Full-time Equivalent (FTE) employees:* 56.50

Recreation Division

Manages and operates three recreation centers, two outdoor pools, the Boulder Reservoir, Flatirons Golf Course and offers programs in aquatics, arts, sports, therapeutic recreation, wellness and youth outreach services.

- *2015 Budget:* $9,811,701
- *2015 Number of FTE employees:* 55.73

Administration Division

Includes the office of the director; business and finance; strategic leadership; marketing; public outreach; communications; information technology; staff training and development; and liaison work to the Parks and Recreation Advisory Board (PRAB) and City Council.

- *2015 Budget:* $2,491,016
- *2015 Number of FTE employees:* 17.12

The department also maintains an annual capital improvement program (CIP) of $2.2 million in 2015. The department prioritizes CIP projects based on meeting essential safety and compliance considerations, maintaining existing facilities, improving efficiencies, and complying with specific federal Americans with Disabilities Act (ADA) regulations.

Parks and Recreation Master Plan

Parks and Recreation Master Plan

City Council unanimously voted to accept the updated Boulder Parks and Recreation Master Plan on Feb. 4, 2014.

See more articles like this

Most Popular

Boulder Reservoir

Recreation Centers

Online Registration

Map of Parks & Recreation Facilities

Pools

Valmont Bike Park

Chautauqua Park

Drop-in Schedules

Sports Leagues

Camps

Parks & Recreation

About Parks and Recreation

Admin Staff for Parks Recreation

Columbia Cemetery

Concerts in the Park

Entry Fees, Passes and Benefits

Events and Rentals

Forestry and Horticulture

Holiday Schedule

Parks

Parks and Recreation Accessiblity

Parks and Recreation Advisory Board

Parks and Recreation Email Lists

Parks and Recreation Master Plan

Recreation Facilities

Recreation Programs & Services

Volunteer, Internship and Job Opportunities

Related Video

Location:

3198 N. Broadway
Boulder, Colorado 80304

Department Head

Jeff Dillon
Director, Parks and Recreation

Contact

Abbie Poniatowski
Business and Finance Manager
303-413-7253
poniatowskia@bouldercolorado.gov

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BOULDER POLICE DEPARTMENT

- **Emergencies**: 911
- **Non-emergency dispatch**: 303-441-3333
- **Boulder County Sheriff's Office/Non-emergency dispatch**: 303-441-4444
- **Crimestoppers**: 1-800-222-TIPS (8477) or 1-800-444-3776

Mission

Working with the community to provide service and safety.

Structure

The Boulder Police Department (BPD) is responsible for general public safety; prevention of crime; responding to and investigating crime; apprehension of those who commit crime; public order; traffic safety; criminal justice records; and safety education. The department is service oriented and serves the community by building partnerships to address crime and crime-related problems, which is commonly referred to as a

community-oriented or community-based policing philosophy.

While there are many examples of success using this approach, one example is the work our University Hill officers have done with University Hill neighbors, students and the business community to make positive changes on the Hill. Other community crime prevention programs include School Resource Officers, Cops in the Classroom Program, Adopt a Frat Program, Adopt a Site program, liaisons with groups and other agencies, mentoring programs, and others. The department is involved in many other prevention, intervention and educational programs.

- *2015 Operating Budget:* $33,666,129
- *2015 Number of Full-time Equivalent (FTE) Employees:* 288

The police department is structured into three divisions.

Administration
Consists of the Chief of Police, his assistant, two deputy chiefs, a professional standards sergeant, a legal advisor and a public information officer.

- *2015 Operating Budget:* $1,100,941
- *2015 Number of FTE Employees:* 7

Operations
Consists of Patrol, Investigations, Animal Control and Code Enforcement. Most certified officers are assigned to the Operations Division.

- *2015 Operating Budget:* $24,343,404
- *2015 Number of FTE Employees:* 205.75

Support and Staff Services
Consists of the support units that provide both internal and external services. This division includes units such as Records, Training, Communications, Property and Evidence, Personnel and Maintenance, and Finance.

- *2015 Operating Budget:* $8,221,784
- *2015 Number of FTE Employees:* 75.25

Responsibilities

The department's mission includes the following responsibilities:

- Enforcing laws and preserving public safety and order;
- Reducing crime and disorder through prevention and intervention;
- Responding to community needs through partnerships and joint problem solving;
- Investigating and reporting serious and non serious crimes for prosecution;
- Providing information and service referrals; and
- Managing and administering BPD operations.

Operations Division
The Operations Division, responsible for the enforcement and investigative functions of the department, is broken down into four primary sections, which are separated into specific work units. The five sections in Operations are: Traffic and Administration; Watch I (Dayshift Patrol); Watch II and III (Afternoon and Evening Patrol); Investigations (Detectives); and Animal Control and Code Enforcement. This division provides all the uniformed patrol officers who patrol the city and respond to calls for service, Hill and mall officers, animal

control, quality of life code enforcement, detectives who investigate unsolved crimes and a legal advisor. The Community Services Unit and School Resource Officers also work out of this division.

Support and Staff Services Division

The Support and Staff Services Division provides all support to the Operations Division, maintains the internal operations of the department, and provides non enforcement services to the public. It is broken down into four primary sections: Financial and Facility Services; Property and Evidence; Records Services; and, Communications (Dispatch).

Meet Our Employees

Commander - Support and Staff Services

The Support and Staff Services Division performs a number of important support functions for the department, the city and the community.

Police Chief

Greg Testa is the chief of police and brings three decades of law enforcement experience to the position.

Deputy Chief - Operations

Operations covers the enforcement and investigative functions of the department.

Deputy Chief - Support and Staff Services

The Support and Staff Services Division oversees Finance, Facilities, Property & Evidence, Records, Training and Communications (Dispatch).

Commander- Detectives

The Detective Section focuses on investigations involving major crimes, robberies, assaults and other general crimes.

Commander- Patrol, Watch II & III

The Commander of Watches II & III also oversees the Neighborhood Impact Team (which focuses on University Hill).

Commander - Special Services

The Boulder Police Department's Special Services Unit oversees Community Services, Animal Control and Code Enforcement.

Communications Manager

The Communications Section is staffed with highly trained civilians who answer 9-1-1 and non-emergency calls.

Records Manager

The Records department counts on its employees in Records and Information Services to perform a variety of critical tasks.

Financial Services Manager

Financial Services Manager Bridget Pankow started her career with the Boulder Police Department in 2008 as an Administrative Specialist.

See more articles like this

Boulder Police Department

Animal Control

Blotter and Call Logs

Citizen's Police Academy

Code Enforcement

Community Resources

Crime Maps & Statistics

Department Job Opportunities

File an Online Police Report

Job Interest Card

Jobs & Volunteer Opportunities

Master Plan - Boulder Police

Emergency Alerts - Sign-up

Boulder County Office of Emergency Management

Emergency Alerts (BoCo911Alert.com)

Department

Police Department

Police Newsroom

Professional Standards
(Internal Affairs)

Record Requests

Sex Offender Registry

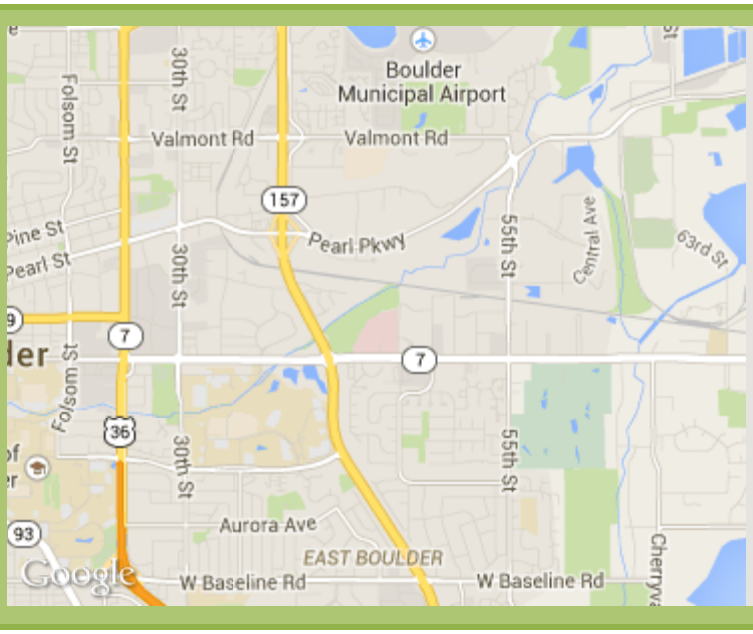
State Laws

Location:

1805 33rd St.
Boulder, CO 80301

Contact:

Phone: 303-441-3333



PUBLIC WORKS DEPARTMENT

Mission

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

Structure

The three divisions within Public Works are:

- Development and Support Services (DSS);
- Transportation; and
- Utilities.

- *2015 Budget:* $151,832,242

- *2015 Operating Budget:* $79,964,536
- *2015 Capital Improvements:* $59,503,024
- *2015 Debt Service:* $12,364,682
- *2015 Number of Full-time Equivalent (FTE) Employees:* 319.97

Responsibilities

Development and Support Services (DSS) Division

The DSS Division's functions include Building Code Review, Permit Issuance and Inspection, Public Works-Development Review, Rental Housing Inspection and Licensing, Fleet Services, and Facilities and Asset Management (FAM). A "service area" known as Planning and Development Services (P&DS) coordinates all of the development-related functions across the Community Planning and Sustainability (CP&S) and Public Works departments. Administrative services, public information and information resources are jointly managed with CP&S.

- *2015 Budget:* $28,202,548
- *2015 Operating Budget:* $25,427,150
- *2015 Capital Improvements:* $1,900,350
- *2015 Debt Service:* $875,048
- *2015 Number of FTE Employees:* 82.71

Transportation Division

The Transportation Division's functions include transportation planning and operations (including GO Boulder, traffic engineering and safety), project management, transportation maintenance and airport operations. Engaging with the community and guided by priority-based budgeting, the division plans, designs, builds, maintains and operates a multimodal transportation system that supports Boulder's Sustainability Framework goals. The Transportation Division works with private contractors to provide a number of city services, such as street resurfacing, chip and seal, pavement crack sealing, mowing, pavement markings, sidewalk repair/Americans with Disabilities Act (ADA) compliance and other services. The Transportation Division also partners with regional agencies and neighboring communities to create multimodal regional connections.

- *2015 Budget:* $32,348,366
- *2015 Operating Budget:* $20,683,775
- *2015 Capital Improvements:* $11,639,591
- *2015 Debt Service:* $25,000
- *2015 Number of FTE Employees:* 70.34

Utilities Division

The Utilities Division's functions include potable water treatment and distribution, water resources and hydroelectric management, wastewater collection and treatment, stormwater collection and conveyance, water quality protection and enhancement, construction and maintenance, and infrastructure planning.

- *2015 Budget:* $91,281,328
- *2015 Operating Budget:* $33,853,611
- *2015 Capital Improvements:* $45,963,083
- *2015 Debt Service:* $11,464,634
- *2015 Number of FTE Employees:* 166.92

Public Works Menu

Boards & Commissions

Boulder Water Utilities

Facilities & Asset Management (FAM)

Fleet Services

Map of Path & Underpass Closures

Planning & Development Services Online Center

Public Works

Public Works Projects & Programs

Snow & Ice Removal

Transportation

Public Works Programs

Cone Zones: Construction & Traffic Map

Graffiti Removal Program

Greenways Program

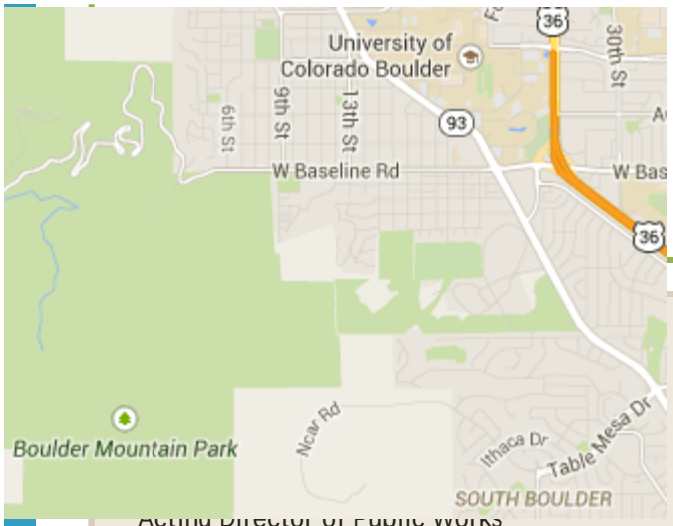
Winter Tips & Snow Removal

Location:

1739 Broadway
Boulder, Colorado 80302

Department Heads

Maureen Rait



Acting Director of Public Works
for Transportation

Jeff Arthur
Director of Public Works
for Utilities

Contact

Public Works
Phone: 303-441-3200
Fax: 303-441-4271
Contact Public Works

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ACCESS MANAGEMENT AND PARKING STRATEGY

Summary

Building on the foundation of the successful multi-modal, district-based access and parking system, the Access Management and Parking Strategy (AMPS) will define priorities and develop over-arching policies, and tailored programs and tools to address citywide access management in a manner consistent with the community's social, economic and environmental sustainability principles. The goal of the project is to develop tools and strategies to evolve Boulder's access and parking management to a state of the art system reflecting the city's sustainability goals. AMPS is a cross-departmental effort that will be integrated with other city initiatives and plans including the Transportation Master Plan, Economic Sustainability Strategy, Civic Area Plan, the Climate Commitment and area planning efforts such as North Boulder and East Arapahoe.

AMPS Guiding Principles:

1. **Provide for All Transportation Modes:** Support a balance of all modes of access in our transportation system: pedestrian, bicycle, transit, and multiple forms of motorized vehicles-with the pedestrian at the center.
2. **Support a Diversity of People:** Address the transportation needs of different people at all ages and stages of life and with different levels of mobility – residents, employees, employers, seniors, business owners, students and visitors.
3. **Customize Tools by Area:** Use of a toolbox with a variety of programs, policies, and initiatives customized for the unique needs and character of the city's diverse neighborhoods both residential and commercial.

4. **Seek Solutions with Co-Benefits:** Find common ground and address tradeoffs between community character, economic vitality, and community well-being with elegant solutions-those that achieve multiple objectives and have co-benefits.
5. **Plan for the Present and Future:** While focusing on today's needs, develop solutions that address future demographic, economic, travel, and community design needs.
6. **Cultivate Partnerships:** Be open to collaboration and public and private partnerships to achieve desired outcomes.

Status

2014 Major Accomplishments

- Completion of an AMPS Best Practices and Peer City document
- Short-term auto and bike parking code changes completed
- Development of a Request for Proposal for the replacement of the downtown garage access equipment
- Travel Demand Management (TDM) Toolkit for Private Development options created and reviewed
- Pilot Parklet installed on University Hill from May through October
- Solar-powered EV charging stations installed at Broadway and Spruce
- Pay by cell implementation in all parking districts
- Variable messaging signage installed in the downtown garages

Next Steps

During 2015, specific recommendations regarding the TDM Toolkit for Private Development and longer term parking and TDM planning code changes will be presented to City Council. Options for policy changes or additional programs will be developed in the seven focus areas. The priorities for the seven focus areas are listed below:

District Managment

- Analysis of "edge" parking options in coordination with other mobility options
- Explore shared parking options with public private partnerships
- Develop criteria to pilot new multi-modal districts in the East Arapahoe and North Boulder areas

On and Off-Street Parking

- Reassess Boulder's 72 hour on street parking limitation (Abandoned Vehicle)
- Evaluate the cost associated with managing and providing on street parking for residents as part of the Neighborhood Parking Program
- Curbside space management – use of curbside space in parking districts, as well as the rest of the City

Transportation Demand Management (TDM)

- Trip Reduction Toolkit for Existing Commercial Development
- Investigating Bundled First & Final Mile Corporate Memberships
- Exploring Parking Cash-out Programs for CAGID Employers

Code Changes

- Evaluate current parking requirements (e.g. parking minimum and maximums)
- Explore automatic parking reductions for projects that meet desired city policy outcomes

Evaluate the expansion shared, unbundled, managed, and paid (SUMP) parking policies in new districts or as potential overlays

Parking Pricing

- Pilot the Boulder Junction parking garage management structure with multiple users
- Explore parking pricing modifications to the existing pricing structure
- Evaluate graduated fines for overtime at meters, time zones and Neighborhood Permit Parking (NPP) zones and other parking fine increases
- Begin city employee parking pricing conversation
- Evaluate parking pricing options including variable and performance based rates

Council Action

Study sessions and check-ins will be scheduled with City Council throughout the year in a two-step process. First to present policy or work plan options with pros and cons analysis; and then, after Council feedback, staff will return to Council with recommendations. The first council study session will be in April 2015 after the options have been vetted with city advisory boards and commissions and the public.

Detailed Information

AMPS Best Practices Summary

AMPS Best Practices Documentation

City Council Study Sessions

- Oct. 28, 2014 AMPS Presentation
- Oct. 28, 2014 AMPS Memo
- July 29, 2014 AMPS Presentation
- June 10, 2014 AMPS Memo

AMPS Videos

Schedule

WINTER - SPRING 2015
Strategic Action City Council action on the AMPS.

Contact

NAME	TITLE	PHONE
Jay Sugnet	AMPS Project Manager	303-441-4057
	Director, Downtown & University Hill Management Division & Parking	303-413-

Molly Winter	Services	7317
Kathleen Bracke	GO Boulder Manager, Transportation Division	303-441-4155

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BOULDER JUNCTION

Summary

Boulder Junction (previously known as Transit Village) is a 160-acre redevelopment area located in the geographic center of the community. The area is anticipated to be transformed into a mixed-use, pedestrian-oriented neighborhood with regional transit connections and public spaces that will benefit the entire community. The vision for the future of the 160-acre Boulder Junction area is guided by the Transit Village Area Plan (TVAP), adopted in 2007 by the City of Boulder. The plan vision will be carried out by the city and private property owners. The Implementation Plan, a companion document to the TVAP, identifies specific actions the city will take in the coming years to advance the plans goals and objectives.

The impetus for Boulder Junction began several years earlier, in 2000, when the City of Boulder initiated a planning effort for a transit-oriented development (TOD) in anticipation of new transit facilities to be located near the Boulder Valley Regional Center and Crossroads/29th Street Mall. Through a site selection process, a small 11.2-acre area within the overall 160 acre Boulder Junction redevelopment at the northeast corner of 30th Street and Pearl Parkway (then owned by Pollard Friendly Motor Company) was identified as the preferred location for a TOD. In October 2004, the city, in partnership with the Regional Transportation District (RTD), acquired the site from Pollard Friendly Motor Company and named the area “Boulder Transit Village." Since then, the site was renamed Boulder Junction. As part of the purchase agreement, Pollard Friendly Motor Company retained a lease to occupy the western 5.5-acre portion of the site through 2016.

The goals for purchasing the city-owned portion of the site, as articulated in previous City Council information packet memos, are to:

- Advance Boulder’s long-range vision for a TOD that maximizes public investment in multimodal transportation, infrastructure improvements and affordable housing;
- Create a mixed-use development with predominantly residential uses and some supporting commercial uses, as determined by a future market study;
- Create a range of housing types, including a substantial amount (up to 50 percent) of permanently affordable housing, with the remaining 50 percent of the housing sold or rented at market rates; and

Create a mix of ownership and rental housing at a range of 220 to 300 units.

The Transit Village Area Plan identified two phases of redevelopment and forecasts a 25 to 30 year timeframe for the area to substantially redevelop. The first phase of redevelopment is located on the west side of the Burlington Northern and Santa Fe (BNSF) Railroad tracks. The planning horizon for the first phase of the redevelopment, located west of the tracks, is 10 to 15 years, and the planning horizon for the second phase, generally east of the tracks, is 15 years and beyond.

Status and Potential Next Steps

Redevelopment within Boulder Junction began in 2012 and the Solana Apartments, with 319 apartment units recently completed along with a fitness center, community space and 3,000 square feet of retail space.

Depot Square, located within a 3.2 acre area, was initiated by RTD as a TOD in 2010 and is now nearing construction completion. As a mixed use development it will include a 150 room Hyatt Hotel, the below grade RTD bus transit facility, 71 permanently affordable apartment units, and an above grade parking structure. Also nearing completion is the restoration of the historic depot building along with a public plaza space, construction of the northern side of the Pearl Parkway multi-way boulevard, Junction Place, and the new bridge over Goose Creek.

Further Boulder Junction redevelopment is occurring north and across Goose Creek from Depot Square as a 17-unit apartment building, Nickel Flats, recently began construction with anticipated completion late 2015 or early 2016. Regarding the city-owned land, the city currently owns 5.45 acres at the northeast corner of 30th Street and Pearl Parkway. This is a 2.55-acre reduction from the city's original eight acre purchase and is a result of the:

- Proposed pocket park and related improvements; and
- Junction Place right of way and easements.

The city and Pollard Friendly Motor Company amended the lease area to 4.3 acres in early 2013. The reduction in this lease area (5.5 to 4.3 acres) is a result of the:

- Construction of a multi-use path access ramp from 30th Street to the Goose Creek path;
- Junction Place right of way and easements; and
- Pearl Parkway multiway boulevard right of way and easements.

The term of the original lease of the property to Pollard Friendly Motor Company continued through Oct. 30, 2014, with ability to extend it for two years.

Initial ideas for the property included a focus on affordable housing. During the July 31, 2012 City Council study session about Boulder Junction and the city-owned site at 30th and Pearl streets, council indicated an interest in re-evaluating the potential uses of the site in light of the city's goals for Boulder Junction and the realization of nearby development projects.

Council Action

A planning process will be proposed for the city-owned site once the timing of its availability for development is more concrete.

For other areas in Phase I of Boulder Junction, the developers of the former Sutherlands Lumber Co. anticipate a Site Review application submittal for the first quarter of 2015 for the redevelopment titled S'PARK. The Site Review is subject to review and approval authority by the Planning Board with call-up opportunity for City

Council. A Concept Plan for the property to the west of S'PARK, referred to as S'PARK_west was reviewed by the Planning Board in 2014, and a Site Review application is anticipated for that property in 2015.

Contact

Division of Housing Manager Jeff Yegian at 303-441-4363, and Development Review Manager, Charles Ferro at 303-441-4012.

STAFF		
Jeff Yegian Division of Housing Manager	**Tracy Winfree** Director of Public Works for Transportation	**David Driskell** Executive Director of Community Planning & Sustainability

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BOULDER VALLEY COMPREHENSIVE PLAN - 2015 MAJOR UPDATE

Summary

The Boulder Valley Comprehensive Plan (BVCP) articulates the community's vision for the future and details policies representing long-standing and core community values, including guidance for sustainability, city/county cooperation, open space preservation, compact and contiguous urban development, diversity of housing, and a multimodal transportation system. The BVCP is jointly adopted by the City of Boulder and Boulder County.

The BVCP policies are organized according to the Sustainability Framework for a range of topics including: community well-being, built environment, natural environment, housing, agriculture and food, energy and climate, economy, and transportation. The BVCP Land Use Designation Map delineates the desired land use pattern for the Boulder Valley and the BVCP Area I, Area II, Area III Map provides direction for future growth of the valley.

Every five years, the city reviews and updates the BVCP to reflect changes in circumstances and community values and needs. Since the plan was approved in 1977, six major updates have been completed: in 1982, 1990, 1995, 2000, 2005, and the most recent update in 2010. A typical plan update takes 12 to 18 months to complete. Most changes to the plan require the approval of the city Planning Board, county Planning Commission, City Council, and Board of County Commissioners. Additionally, the current Intergovernmental Agreement with Boulder County that requires joint city-county adoption of the BVCP extends through Dec. 31, 2017.

Status and Potential Next Steps

In the fourth quarter of 2014, scoping for the 2015 Major Update began with a consultant assessment of the existing plan and joint study sessions of the Boulder City Council and Planning Board and the Boulder County Board of Commissioners and Planning Commission. A proposed scope and schedule will be completed by the end of 2014. The phasing of the update will be designed to sequence with other ongoing or recently completed

initiatives, such as Envision East Arapahoe and Housing Boulder.

The 2015 BVCP update will uphold the community's vision and core values. Additionally, the plan update will seek to accomplish some of the following aims described by city and county leadership:

1. Convey the community's vision in a more graphic and compelling way;
2. Address current and emerging issues, such as climate, energy, resilience, workforce housing, unique neighborhoods,15-minute neighborhoods, integration, arts and culture, local foods, and urban form;
3. Better align with the city organization, services and revised Sustainability Framework;
4. Provide clear guidance and linkages to implementation tools; and
5. Include high-level metrics that are tied to outcomes.

Council Action

- *First Quarter 2015* - City Council review and discussion of the scope for the 2015 Major Update to the BVCP.
- *Second Quarter 2015* – City Council study session to review preliminary foundation work for the plan, such as growth projections and 3-D model possibilities.

Contact

Contact Comprehensive Planning Manager Lesli Ellis at 303-441-3272.

STAFF		
David Driskell Executive Director, Community Planning & Sustainability	**Susan Richstone** Deputy Director, Community Planning & Sustainability	**Lesli Ellis** Comprehensive Planning Manager

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CAPITAL PROJECT ACTIVITY

Summary

Over time, the City of Boulder has invested significant resources in public infrastructure to provide the current level of municipal services. The city owns and maintains 330 facilities; 1,800 acres of parkland; 45,385 acres of Open Space and Mountain Parks (OSMP); 305 centerline miles of streets; 160 centerline miles of bike facilities; 79 underpasses; two water treatment facilities; one wastewater treatment facility; and more than 800 miles of water and wastewater pipe.

The city funds the construction and maintenance of these facilities using a wide range of sources, including dedicated tax revenues, bond proceeds and fees. Each year, the city goes through a Capital Improvement Program (CIP) development process to prioritize the city's numerous capital needs, bearing in mind the limits of each funding source, the funding commitments made by prior CIPs, and progress made by project teams that design and build the improvements.

Status and Potential Next Steps

The city anticipates completing a significant number of capital projects in 2014 and 2015. These projects benefit the City of Boulder, residents, and visitors by maintaining key infrastructure and functionality; maintaining and improving the transportation network; providing greater safety; maintaining and improving recreational facilities and natural lands; and maximizing the use of technology for greater efficiency and better service delivery.

The September 2013 flood resulted in a reprioritization and new schedule for previous planning projects, as well as the addition of new projects that resulted from the flood. Challenges identified in the 2015-2020 CIP include flood impact and recovery costs; response to the Emerald Ash Borer threat; funding constraints; construction cost inflation; operational funding; and unfunded projects.

The flood disaster highlighted certain vulnerabilities in the city's utility infrastructure. Although the water system infrastructure performed admirably and sustained minimal damage, the sanitary sewer, stormwater and major drainageway systems were overwhelmed by rainfall of up to 18 inches in a relatively short period of

time and resulting runoff, groundwater infiltration, and inflow to the city's open channel and pipe conveyance systems. Although this rain event is estimated to have a recurrence interval of 1,000 years, the city's major draiangeways only experienced flood flows characterized by a recurrence interval of 25 to 100 years.

To address these issues, significant additional funding has been allocated for the ongoing inspection, condition assessment and rehabilitation of the city sanitary sewer system. City staff will complete the inspection of the largest diameter concrete pipes in early 2015. Initial inspection results revealed signification internal corrosion of this these pipes and a plan will be formulated to prioritize the rehabilitation work. Inspection, condition assessment and lining of smaller diameter sewer pipes will continue at an accelerated pace.

Projects funded by the 2011 Capital Improvement Bond will continue to move forward due to the Internal Revenue Service (IRS) requirements that 85 percent of the projects be underway by March 2015, with all projects completed by March 2017. Grant-funded projects, such as those through the Transportation Improvement Program (TIP), will also continue as planned.

Significant improvements to the Betasso Water Treatment Plant, including the replacement of aging equipment and underperforming treatment processes, will continue to be evaluated in 2015 and construction is anticipate to begin in 2016.

2A IMPLEMENTATION

In November 2014, Boulder voters passed the Community, Culture and Safety tax. This temporary, 0.3 percent sales tax increase over three years will provide more than $27 million to improve community spaces, bolster cultural projects and organizations, and enhance safety in and around the downtown.

The Community, Culture and Safety tax includes:

- More than $5 million to improve the Boulder Creek Path and surrounding amenities (from 3rd to 17th streets);
- Approximately $8.7 to kick start the implementation of the Civic Area Vision Plan;
- Up to $600,000 for public art;
- About $3.8 million to improve the Dairy Center for the Arts;
- Up to $ 4 million for improvements to the Museum of Boulder;
- Approximately $3.2 million to improve the University Hill Commercial District; and
- About $1.5 million for improvements to Chautauqua Park.

An implementation and communication plan will be developed in the first quarter of 2015.

Council Action
Third Quarter 2015 - The proposed Capital Budget and 2016-2021 Capital Improvement Program will be presented to City Council for review and consideration.

Contact

Contact Sustainability Planner Jean Gatza at 303-441-4907.

STAFF	
Peggy Bunzli Budget Manager, Finance	**Jean Gatza** Sustainability Planner, Community Planning & Sustainability

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CITYWIDE SPECIAL EVENTS

Summary

This project is a multi-department effort intended to clarify, simplify and create a consistent, effective regulatory framework for all special events hosted in the City of Boulder and support collaboration between city departments and partnering agencies on all citywide special event requests and approvals.

Status and Potential Next Steps

The Special Events Project includes the following steps or phases.

Phase I: Baseline Special Event Practices (*Completed*)

- Established a Special Event Project Team representing all departments.
- Interacted with all city departments and staff supporting events and reviewed all business processes and systems in order to identify current practices and gaps in serving special event requests.

Phase II: Evaluation of Best Practices and Industry Standards (*In Progress*)

- The project team is researching and reviewing nationwide industry best practices, procedures, and methods for permitting successful special events.
- The project team will interview city event staff and obtain feedback about the current baseline and best practices inventory.

Phase III: Solution Design (*In Progress*)

- The project team will begin selecting and designing solutions-based improvement options, determining priorities for implementation, and customizing procedures that best fit Boulder's needs, resources, and capacities.
- The project team will create a single event application form for all event requests.

Phase IV: Implementation (*In Progress*)

- The project team will implement the improvement options in systematic stages within each City of Boulder department until the full regulatory framework is complete and activated.
- Activation will include changes in policy, procedures, application forms, websites and daily operations.

Council Action

Council will be updated on the process as appropriate and necessary. No City Council action is anticipated.

Contact

Contact Special Events Coordinator Mike Eubank at 303-413-7226.

STAFF			
Molly Winter Director, Downtown & University Hill Management Division & Parking Services	**Lane Landrith** Downtown & University Hill Business Coordinator, Downtown & University Hill Management Division & Parking Services	**Ashlee Herring** Communications & Special Events Oversight Coordinator, Downtown & University Hill Management Division & Parking Services	**Mike Eubank** Special Events Coordinator

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CIVIC AREA IMPLEMENTATION

Summary

In fall 2013, City Council adopted the Civic Area Vision Plan. The plan illustrates a future vision for the area between 9th and 14th streets, Canyon Boulevard and Arapahoe Avenue, with a focus on enhancements to the parkland and the built environment (primarily city properties west of 14th Street).

2014/2015 Implementation

The Implementation phase of the project began in January 2014. During the year, the cross-departmental Civic Area team, among other initiatives:

- Assisted with scoping November ballot initiative 2A, which will provide $8.7 million of funding to support the first phase of Civic Area enhancements;
- Ran a selection process and contracted with a design team (Berkeley-based Tom Leader Studios, New York HR&A and local technical advisors) to deliver the overall site/master plan, parkland redevelopment

and programming/sustainability model for the Civic Area;

- Held a successful kickoff event in September and a second event in October with public and staff workshops (attended by approximately 300 people), featuring inspirational speakers from Governors Island and the Walker Arts Center.
- Delivered a series of well-attended summer events and activities to bring people/families to the Civic Area and grow partnerships; and
- Collaborated with Growing Up Boulder at multiple school locations to engage youth in brainstorming ideas related to the Civic Area implementation plans.

Status and Potential Next Steps

In 2015, the consulting team will be developing plan options for the Civic Area, leading to a site/master plan approval by the end of the second quarter of 2015 and more detailed parkland site design. The detailed parkland site design will form the basis of a project or series of projects to be funded by tax revenue from ballot initiative 2A. The delivery of these projects will be determined as the design progresses, and will be coordinated with the Boulder Creek Path improvements that were also included in 2A.

Also in 2015, the Transportation Division will initiate a Canyon Boulevard design process, in coordination with the Colorado Department of Transportation (CDOT).

Contacts

Contact Civic Area Implementation coordinators Paul Leef at 303-441-3441 or Jody Tableporter.

STAFF				
David Driskell	**Jeff Dillon**	**Maureen Rait**	**Paul Leef**	**Jody Tableporter**
Executive Director, Community Planning & Sustainability	Interim Parks and Recreation Director	Executive Director of Public Works	Civic Area Implementation Coordinator	Civic Area Implementation Coordinator

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CLIMATE COMMITMENT

Summary

Boulder's Climate Commitment is the city's integrated planning initiative to reduce greenhouse gas (GHG) emissions from both city operations and the community at large. This initiative, which builds on the Climate Action Plan initially developed in 2004 and updated in 2006 and 2010, is integrating climate action elements into departmental master plans, developing a new GHG inventory based on updated protocols, and creating new metrics and tools to provide more meaningful and timely feedback on progress. In July 2013, council provided preliminary direction to establish a new community goal of 80 percent GHG reductions below 1990 levels by 2050.

A multi-departmental staff team worked with consultants to refine existing initiatives and identify new strategies and program options to enable the city and community to achieve deep greenhouse gas emissions reductions. These efforts have been integrated into the recently adopted Transportation Master Plan, the Local Environmental Action Division's energy efficiency programs, and the city's municipalization efforts. In November 2014, council and staff discussed current and potential energy-related initiatives and their contribution toward reaching the goal.

In the coming year, the climate commitment team will finalize new near-term targets, define new tracking and reporting systems to allow for consistent and accessible reporting, and continue to improve Boulder's climate-related programs and policies. The Climate Commitment is an iterative, dynamic process that will be regularly updated to reflect new information and analyses.

Status and Potential Next Steps

The primary focus for the next stage of the community climate strategy is development of a comprehensive energy strategy that encompasses and coordinates existing and future efforts related to energy use in buildings, transportation-related emissions, and clean energy development.

Next steps include:

1. Coordinating analyses to finalize targets by source and sector;
2. Completing the community GHG inventory and a monitoring and forecasting system;
3. Developing an energy system transformation "blueprint;"
4. Coordinating a community energy vision outreach process; and
5. Continuing to coordinate and optimize existing initiatives.

Council Action

First Quarter 2015 – Council review of final interim targets and strategies.

Contact

Contact Senior Environmental Planner Brett KenCairn at 303-441-3272.

STAFF				
David Driskell Executive Director, Community Planning & Sustainability	**Brett KenCairn** Senior Environmental Planner	**Kendra Tupper** Energy Services Manager	**Jonathan Koehn** Regional Sustainability Coordinator	**Chris Hagelin** Senior Transportation Planner

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COMMUNITY BROADBAND

Summary

In November 2014, the community resoundingly approved a ballot measure (Item 2C) exempting the city from state limitations on telecommunication services. This measure reestablishes city autonomy for investing in community broadband services currently limited by Colorado Senate Bill 152. This law significantly limits the ability of municipal governments to provide broadband services, including potential partnerships with private entities.

The city is now able to study potential uses and business models for using its fiber optic and conduit infrastructure, along with needed enhancements to better serve the telecommunication needs of the community, including broadband and wireless services.

Status and Potential Next Steps

Although the City of Boulder has had no plans in place to create a public broadband utility or engage in new public-private partnerships, passage of the ballot measure enables the planning and future execution of new public initiatives to begin. The Boulder community would significantly benefit from more economical, higher-capacity broadband services, given the tech-savvy demographic, readiness for next-generation services, and publicly available fiber-optic infrastructure.

As an initial step, work is currently underway to establish a Broadband Advisory Group composed of community representatives to aid staff in:

- Assessing needs, contributing ideas and helping guide the initial vision for Boulder's broadband efforts.
- Designing and executing initial public participation, communication and marketing strategies.
- Advising on the design of an RFQ for a consulting partner to perform a broadband network engineering assessment, as well as possible business modeling and implementation analyses.

The visioning discussion and consultant-assisted assessment of existing infrastructure and potential business and implementation models is anticipated to begin during the first quarter of 2015, extending into the third

quarter of the year. In the interim, the City is analyzing the feasibility of small projects that would have a positive impact on public spaces, similar to the current availability of Wi-Fi in the Boulder Public Library. These projects would not be possible without the recent exemption vote.

Council Action

Staff looks forward to seeking City Council input as the visioning, analysis and infrastructure assessment work progresses. Depending on the outcome of these efforts later in the year, Council may be asked to formally endorse next steps in the phased development of future community broadband service offerings.

Further information on the city's broadband efforts and periodic updates can be found on the city's "Broadband Matters" website.

Contact

Please contact Information Technology Director Don Ingle at 303-441-4183 or ingled@bouldercolorado.gov.

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COMMUNITY CULTURAL PLAN

Summary

The Department of Library and Arts, Office of Art and Cultural Services is now managing a comprehensive planning effort to set community priorities and government strategies for culture and the creative economy. This community-wide effort will gather feedback from city staff, creative professionals, and Boulder residents to answer these questions:

- What is the community's vision for culture and the creative industries in nine years?
- What strategies and tools can the City of Boulder provide to accomplish that vision in three-year increments?
- What elements and programs should be included in a series of one-year, functional work plans to prioritize those strategies and tools?

The project is divided into seven stages:

- Plan to Plan (complete);
- Public Inquiry (underway, complete by Dec. 31, 2014);
- Research (underway, complete by Quarter 2, 2015);
- Drafting (First to Second Quarter, 2015);
- Testing Ideas (March 2015);
- Updates to Boards and Commissions and Council Action (Second to Third Quarter, 2015); and
- Implementation and Communication (Third Quarter 2015 and beyond).

More information can be found on the Office of Art and Culture website.

Status and Potential Next Steps

In 2014, the staff completed the initial phases, including a robust public inquiry program entitled "The Culture Kitchen." Research, analysis and reporting tasks are ongoing.

Next steps include completion of the final phases, including approval of the Community Cultural Plan in the Third Quarter of 2015.

Council Action
Council action on the Community Cultural Plan is scheduled for the Third Quarter.

Related Links

Boulder Public Library

Library & Arts Department

Office of Art + Culture

Staff

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COMPREHENSIVE HOUSING STRATEGY (HOUSING BOULDER)

Summary

The comprehensive housing strategy effort, now called Housing Boulder, will define community priorities for creating and preserving diverse, affordable housing choices. The city is developing a housing policy framework and implementation toolkit that will focus on the following goals:

1. **Strengthen Our Current Commitments** – Reach or exceed Boulder's goals to serve very-low, low- and moderate-income households, including people with disabilities, special needs and the homeless.
2. **Maintain the Middle** – Prevent further loss of Boulder's economic middle by preserving existing housing and providing greater variety of housing choices for middle-income families and for Boulder's workforce.
3. **Create Diverse Housing Choices in Every Neighborhood** – Facilitate the creation of a variety of housing options in every part of the city, including existing single-family neighborhoods.
4. **Create 15-minute Neighborhoods** – Foster mixed-income, mixed-use, highly walkable neighborhoods in amenity rich locations (e.g., close to transit, parks, open space and trails, employment, retail services, etc.).
5. **Strengthen Partnerships** – Strengthen current partnerships and explore creative new public-private-partnerships to address our community's housing challenges (e.g., University of Colorado, private developers, financing entities, affordable housing providers, etc.)

Addressing Boulder's affordability challenges will take a creative mix of policies, tools and resources to make progress on multiple fronts. The planning process will engage the Boulder community in exploring different ideas to create high-quality, highly livable places that are accessible to people of different incomes and abilities and that enhance the community as a whole. Input from the community will be used to develop a draft strategy to enable City Council to make informed decisions for short-, medium- and long-term actions. **The draft strategy will not adopt any specific proposals, but will identify priorities for council to consider as they establish the future work plan.**

Status and Potential Next Steps

Housing Boulder includes the following steps or phases.

Phase I: Foundations for Action *(Completed)*
Understand current housing conditions and challenges and start identifying specific tools to address those challenges.

Phase II: Strategic Direction *(In Progress)*
Develop potential tools as a basis for community discussion of ideas and opportunities. A Why Housing Matters! community symposium is scheduled for Jan. 26, 6-8 pm, at eTown Hall. Working groups are forming around each project goal and will meet in the first quarter as part of a larger community engagement process.

Phase III: Strategic Action *(Future Action)*
A draft strategy will be presented to City Council in summer 2015. Staff will then develop a detailed work plan for short-, medium- and long-term actions.

Monitoring, Reflection and Action *(Ongoing)*
As strategic priorities are acted upon, an ongoing process of monitoring outcomes and conditions, and engaging key partners and stakeholders, will help inform periodic discussions with council regarding next-step priorities and strategic course corrections.

Council Action

A June study session is proposed to review and discuss outcomes of the community engagement process and provide feedback on a draft housing strategy. Final action by Council is not expected until summer or fall 2015.

Contact

Contact Project Manager Jay Sugnet (sugnetj@bouldercolorado.gov) at 303-441-4057.

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DESIGN EXCELLENCE INITIATIVE

Summary

This initiative is intended to support a broad community discussion about what is and is not working with current design policies for buildings and the public realm, as well as evaluate built projects to determine the extent to which desired outcomes are being achieved.

The Design Excellence Initiative will be informed by the Sept. 16 City Council motion that directed staff to provide recommendations to help increase the predictability of the discretionary review process, improve the public realm, and lead to the design of better buildings.

Specifically, the Design Excellence Initiative will:

- Conduct public design forums through guest lectures and workshops;
- Evaluate built projects relative to plans, codes and design metrics to determine if desired outcomes are being met;
- Identify specific problems and issues to be addressed in order to meet community expectations; and
- Develop and adopt specific tools, incentives, code changes, process changes, and/ or review criteria to achieve better design outcomes.

The recommendations of the Design Excellence Initiative will help inform the city's coordinated planning efforts, including the:

- Boulder Valley Comprehensive Plan 2015 Update;
- Civic Area Implementation;
- Access Management and Parking Strategy;
- Envision East Arapahoe;
- North Boulder Subcommunity Plan Update; and
- Transportation Master Plan Implementation.

Sign Up for Emails

Status and Potential Next Steps

This effort was initiated in the fourth quarter of 2014 through a series of tours and discussions with the Boulder Design Advisory Board (BDAB), Planning Board, and City Council. On Sept. 30, 2014, the BDAB and Planning Board conducted a joint tour and discussion of five recent developments that resulted from key planning policy decisions made by the city during the last decade. The City Council held a similar tour and discussion on Oct. 8, 2014. On Oct. 14, 2014, City Council and Planning Board held a joint study session that included a Follow-up on Discussion of Planning Issues. Watch a video of the discussion.

The Boulder Design Advisory Board and the Planning Board held a joint session with Victor Dover on Dec. 8, 2014. Mr. Dover also hosted a similar discussion at the City Council study session on Dec. 9.

The 2015 work plan will be informed by feedback received from BDAB, Planning Board and City Council during the project tours and work sessions with Victor Dover.

The next steps include:

- Determining the range of options, including associated scope of work and resource needs;
- Identifying work priorities and scope, based on council direction;
- Beginning preliminary work on design tools and/or process changes;
- Engaging the community in design and development issues;
- Developing design tools and process changes.

Council Action

First Quarter 2015 - City Council study session to discuss staff recommendations on design tools and/or process changes.

Third Quarter 2015 - City Council will receive draft recommendation for strategy.

Contact

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STAFF		
David Driskell Executive Director, Community Planning & Sustainability	**Sam Assefa** Senior Urban Designer	**Charles Ferro** Development Review Manager for Community Planning and Sustainability

Public Visual Preference Exercise

Planning & Design Advisory Boards Visual Preference Exercise

Results of keypad polling facilitated by Victor Dover at a Dec. 10, 2014 public forum that 160 of 185 attendees responded to.

Results of keypad polling facilitated by Victor Dover at a Dec. 8, 2014 joint meeting that 11 members of the Planning and Boulder Design Advisory boards participated in.

Evaluate Recent Projects in Boulder

Fill out this workbook from the Design Excellence tours and then email your evaluation of these five recent projects to Sam Assefa.

Design Excellence Videos

Inside Boulder News - Design Excellence Forum

This video is a segment from the December 5, 2014 episode of Inside Boulder. For more Inside Boulder visit BoulderChannel8.com

Design Excellence Initiative in Boulder

This video is a segment from the November 14, 2014 episode of Inside Boulder. It is a discussion about design and development issues in Boulder. For more Inside Boulder visit www.BoulderChannel8.com

Inside Boulder News - City Council Design Excellence Tour

This is a video segment from the October 10, 2014 episode of Inside Boulder News. For more videos, visit: BoulderChannel8.com

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ENERGY FUTURE - ASSOCIATED PROJECTS

Summary

As the city charts its Energy Future, it has become increasingly clear that there is value in improving the coordination and integration of several related initiatives. In 2014, consistent with the framework of Boulder's Climate Commitment, staff worked together to create an Integrated Energy Work Plan. This work plan is organized into four functional work areas:

- Municipalization;
- Demand-side management programs
- Pilots and cross-cutting efforts
- Local generation options and analyses

Municipalization

The municipalization project began in 2010 as an effort to examine options that could provide Boulder area

residents and businesses with electricity that is increasingly clean, reliable and competitively priced while allowing for more local decision-making and control.

As a result of unprecedented analysis since then, the city is currently pursuing municipalization, or the creation of a local electric utility, in order to achieve this goal.

This particular approach was approved by Boulder voters in 2010, 2011 and again in 2013. The approval came with a series of conditions, which are included in the City Charter. City Council has the authority to issue bonds to purchase and operate its own utility, but it must demonstrate that the utility would:

- Offer energy that is as reliable or more so than Xcel Energy (Xcel)
- Charge rates that are better or equal to what Xcel would charge on the day of acquisition;
- Raise enough revenue to cover its costs, its debt plus a cushion;
- Have a plan to reduce greenhouse gas emissions; and
- Have a plan to increase renewable energy sources.

In addition, city voters in 2013 imposed a limit on costs, saying the city may not spend more than $214 million to purchase the necessary equipment from Xcel and for any lump-sum payment of what the law calls "stranded costs."

While much of the analysis has focused on legal, financial and technical feasibility of the city operating its own utility, this initiative has been about achieving a variety of community priorities, including: access to affordable energy with high reliability; support of the local economy and green energy industries; and the desire to create a new business model that can serve as an alternative to the current "energy as a commodity" model.

Today's vision of Boulder's Energy Future goes beyond reducing the carbon emissions resulting from Boulder's electricity use; it envisions a fundamental shift, over time, toward a more decentralized, networked and integrated approach to energy generation, use and management. This "energy as a service" model is beginning to emerge as the high costs of the currently inefficient system become more evident, and the reliability of current fuel sources becomes more tentative.

The idea is to evolve from the current unsustainable electric utility business model into the "Electric Utility of the Future" that gives customers a say in their utility's operations; supports distributed generation, renewables and aggressive energy efficiency; and manages the grid to ensure high quality, reliable electricity.

The city has explored alternatives to creating its own utility. Prior to deciding not to renew its 20-year franchise with Xcel--and since then--the city engaged in a series of discussions in hopes of reaching a partnership. Unfortunately, these discussions were not successful. Given the Boulder community's commitment to reducing its carbon footprint, the difficulty of accomplishing this without addressing supply-side (i.e., energy generation) issues, the rapid changes taking place in the energy industry, and a number of other issues raised during the franchise discussions of 2010, council decided not to renew the agreement and to spend time considering the community's energy options.

The city subsequently initiated the "Boulder's Energy Future" project to clearly articulate the community's energy goals and objectives and to define and analyze options for achieving those goals.

This is not the first time the city has considered municipalization. Boulder considered creating its own municipal utility in advance of franchise renewals as early as the late 1800s and again throughout the years. In each case, the issues that prompted the debate were different. Today, the core issues driving municipalization exploration include:

- the environmental impacts caused by carbon-based energy production;
- increasing energy costs that are a larger percentage of business and residential budgets;
- the desire to support local firms and innovators that are responding to a rapidly changing energy market; and
- investments in local infrastructure that is more resilient and supports localized generation.

Heather Bailey was hired in 2012 to serve as the Executive Director of Energy Strategy and Electric Utility Development and is leading this effort.

Status and Potential Next Steps of Municipalization Effort

Legal Action In August 2013, City Council authorized the start of the process for acquiring the infrastructure from Xcel Energy that the city would need to operate a safe and reliable local electric utility.

The city filed a petition for condemnation in July 2014, seeking to purchase the parts of Xcel's system that are necessary to serve all electric customers within city limits. The appraisal price for this equipment is about $120 million.

This case, along with two related lawsuits filed by Xcel Energy, and two regulatory actions, also filed by Xcel, are pending in Boulder District Court. The city hopes for a decision by January 2015. There is no way to predict with certainty, but the legal process is expected to take about two years.

This means the city might be operating an electric utility as soon as the fourth quarter of 2016.

Transition Planning Working with consultants and some community members, the city recently completed a transition plan that will guide the switch to a city-operated system from Xcel's current operations.

The plan details what facilities and equipment will be needed; identify where the switches will be between the two systems; and lays out operations specifics, such as operations and maintenance plans, customer service and billing systems, as well as organizational charts and procedures. Much of the work needs to be occurring now – in late 2014 and throughout 2015 – in order for necessary staff and systems to be in place at the time of transition. In light of the uncertainty of legal outcomes, however, staff is adopting a phased spending plan and will not be making expenditures for capital purposes and limiting hiring of staff to key positions until additional information is known.

2015 Integrated Energy Work Plan: Other Components

Other components of the 2015 Integrated Energy Work Plan includes Demand Side Management programs, pilots and cross-cutting efforts, and local generation options and analyses.

These efforts are primarily funded by the Climate Action Plan (CAP) tax and the Energy Future budget. For more information on the 2015 Energy Future budget, please see the Sept. 9, 2014, City Council memo. The 2013 and 2014 budget for CAP tax energy efficiency initiatives allocate programmatic funds by the approximate percentages council agreed to in 2012. More detailed information is available in the Nov. 12, 2014, City Council Study Session memo.

The following details the existing initiatives that will fall within this work plan in 2015:

Demand Side Management Programs

DSM refers to anything that modifies consumer demand for energy. It includes energy efficiency, demand response and combined heat and power (CHP). This work area includes our current energy efficiency programs and requirements, as well as future strategy efforts.

- Develop 3-year DSM strategy
- Develop a Commercial and Industrial (C&I) Energy Efficiency Ordinance (rating & reporting and efficiency requirements)
- SmartRegs: Implementation of strategy for the next four years
- Delivery of existing energy efficiency programs (i.e. EnergySmart)
- Coordination with the following: Energy Services portion of the municipalization transition plan, new construction energy codes, and efficiency efforts for city owned facilities (managed by FAM)

Pilots and Cross-Cutting Efforts

Includes pilot projects as well as programs and strategies that span multiple work areas and departments.

- Initiate development of Energy System Transformation Blueprint
- Create/maintain data systems to support energy efforts
- Community GHG inventory analysis and report
- Sustainability Dashboard: online, interactive, visual representation of energy, waste and climate goals and metrics
- Engage participants and analyze data from Community Power Partnership (CPP): Pilot w/ Pecan St. Institute to understand the value of circuit-level energy and water data.
- Administer Boulder Energy Challenge grants and track progress of the six chosen innovation projects
- Update Green Building Green Points Code
- Coordinate with Transportation Master Plan (TMP)
- Non-Muni PUC efforts and filings around a number of issues, such as improved data access for governments and building owners

Local Generation Options and Analyses

Involves understanding theoretic and real limitations, and the type of resource (solar, storage, CHP, etc) available for local, distributed generation (DG).

These efforts will identify challenges to DG adoption and projected generation capacity of various technologies.

- Update to Solar Grants program and evaluation process
- Project any significant changes to annual load from DG and DSM for resource planning purposes (contract needs)
- Local generation analyses to understand solar capacity, potential solar incentive structures and key regulatory/legislative issues.
- Finalize recommendations for natural gas replacement options
- Continue efforts in community local generation projects (i.e. Western Disposal, WWTP, FAM projects)

Related Links

Boulder's Energy Future

Energy Strategy & Electric

Utility Development
Department

Staff

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City Manager

Thomas Carr
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FLOOD MANAGEMENT

Summary

September 2014 marked the one-year anniversary of the 2013 flood that caused extensive damage to private property, city infrastructure, and public lands. City staff, consultants and community partners continue to work diligently to make progress in achieving the council-adopted objectives for both near-term recovery and long-term resilience.

1. **Help people get assistance -** Facilitate access to individual assistance for affected homeowners, renters and businesses to support their recovery from flood impacts and strengthen long-term resilience.
2. **Restore and enhance our infrastructure -** Invest in projects to restore services and to rebuild and enhance infrastructure, as appropriate, in the interests of public health and safety, community quality of life, and long-term resilience.
3. **Assist business recovery -** Work with the Boulder business community and key partners to connect affected businesses with resources, recover quickly from flood impacts, and support long-term economic vitality.
4. **Pursue and focus resources to support recovery efforts -** Work in partnership with volunteers, governmental and other agencies to maximize financial resources and efficiencies for recovery.
5. **Learn together and plan for the future -** Engage the Boulder community in assessing neighborhood impacts, refining and rethinking community design options, prioritizing actions and opportunities that mitigate hazards before rebuilding, and supporting long-term community resilience and sustainability. By doing so, we build a city both greater and more beautiful than before.

Status and Potential Next Steps

The city continues to help residents in need of assistance as they recover from the flood. The city's latest estimate is that approximately 30 housing units continue to remain vacant and/or uninhabitable as a result of the flood. Permits to reconstruct an additional 12 units have been issued, and are estimated to be completed in April 2015.

As a result of the significant flood damage to city infrastructure, the city is working to complete approximately

300 projects across the community that include repairs, restoration, replacement and mitigation work. As of October 2014, the city has spent $17.1 million on flood recovery and completed 62 percent of the flood-related repairs. The September 2013 flooding was declared a national disaster, which created the opportunity for possible reimbursement through the FEMA, Federal Highway Administration (FHWA) and State of Colorado. The city is striving to maximize reimbursement from all applicable agencies, as well as through grant funding opportunities.

The total cost estimate of $27.6 million represents staff's current estimates of flood damage and recovery activities after further investigation of damages and assessment of repair and recovery alternatives. To date, the city has received more than $2.1 million in FEMA reimbursements, and has more than $5 million of reimbursement requests under review by the state.

While FEMA and the state typically reimburse 87.5 percent of eligible projects (75 percent and 12.5 percent, respectively), in many cases, the city's gap between incurred costs and estimated reimbursements varies significantly. To help close this gap between flood damage and response costs and FEMA reimbursements, the city is pursuing additional funding sources. The city has been awarded $3 million in non-FEMA grants to support recovery and resilience projects in housing, open space and mountain parks, utilities, and community services. The city is also pursuing additional CDBG-DR funds in Rounds 2 and 3 ($257 million available).

Besides the significant direct flood recovery costs that have been and will need to be absorbed, significant additional mitigation projects have been identified, including those listed below.

1. Near-term flood mitigation improvements along Wonderland and Fourmile Canyon creeks. The Wonderland Creek (Foothills Parkway to 30th Street) Greenways Improvements project is proposed to implement flood mitigation measures along Wonderland Creek from just upstream of Iris Avenue to Foothills Parkway, and extend the multi-use path from Foothills Parkway to the intersection of Iris Avenue and 30th Street. This project will include a bicycle and pedestrian underpass under the BNSF railroad. The Wonderland Creek (Diagonal Highway to Winding Trail Drive) Greenways Improvements project is the next upstream reach and will also include flood mitigation and path improvements, including bicycle and pedestrian underpasses at 28th Street and Kalmia Avenue. Funding for the construction of these improvements is proposed to be bonded in 2015, based on the current total estimated cost and assuming that an additional $2.9 million will be received through the Transportation Improvement Program (TIP). Funding originally budgeted for this project has been reprioritized to address immediate flood recovery expenses.
2. Design of flood mitigation improvements along South Boulder Creek, Bear Canyon Creek, Gregory Canyon Creek and Boulder Creek will be based on the recommendations of the mitigation planning studies. Timing will vary, with construction of some improvements to begin as early as 2016.
3. Design and construction of localized storm drainage improvements throughout the city will be preceded by updating the Stormwater Master Plan. Improvements include stormwater collection and conveyance facilities designed to convey two-year and five-year floods.

Long-term Flood Recovery and Resiliency

Staff will be preparing formal recovery plans to capture and document the lessons learned and to plan for the future. The city is aiming to integrate its long-term resiliency planning with the Climate Commitment and other master planning efforts. City staff will continue to work with the community and across the organization to plan for the future and potentially reprioritize infrastructure investments and resources.

Staff is also coordinating recovery efforts with local, state, and federal agencies; the private sector; and nonprofit organizations through a Long-term Flood Recovery Group (LTFRG). The focus of the LTFRG is to

coordinate activities in the areas of housing assistance, human services, case management, health services, volunteers, data collection, needs assessment, fundraising, and funding allocation.

Council Action

As the flood recovery efforts progress, the work plan will continue to be evaluated to ensure efficiency and effective use of resources. Periodic council updates on flood recovery efforts will occur through information packet items on an as-needed basis.

Visit www.boulderfloodinfo.net for more information.

Contact

Contact Flood Recovery coordinators Joanna Crean at 303-441-3038, Chris Meschuk at 303-441-4293, or Joel Wagner at 303-441-3871.

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Executive Director of Public Works / Flood Recovery Manager	Flood Recovery Coordinator – Infrastructure/Operations	Flood Recovery Coordinator - Community Services	Flood Recovery Coordinator - Finance

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FLOOD RELATED ANNEXATIONS

Summary

After the September 2013 flood, a number of Area II property owners outside of the city limits contacted the City of Boulder with concerns about their wells and and interest in connecting to the municipal water and wastewater systems. As part of the Dec. 3, 2013 City Council flood briefing, council members expressed support for helping flood-impacted property owners by creating incentives for annexation; indicated that landowners should pay their share of costs; and did not want annexation expenses to result in deferment of other needed city projects.

In a March 2014 information packet to council (prior to property owner outreach), staff provided a detailed package of incentives that was based on the current council-approved annexation guidelines and the annexation package provided to the Gapter Road neighborhood in 2010. Except for the fee and tax waivers, the package is consistent with the city's Guidelines for Annexation of Substantially Developed Residential Properties (2000), which has been the guiding policy document for single-family residential annexations since 2000. In spring 2014, staff moved forward with the project by making an offer to approximately 160 property owners in Area II enclaves and neighborhoods adjacent to the city.

Status and Potential Next Steps

Two properties were annexed through this program in August 2014 under emergency ordinance, due to urgent well and onsite wastewater system failures. Six additional properties are proceeding through the annexation process, and the City Council public hearing is scheduled for Jan. 20, 2015.

In August 2014, the city received a $1 million grant from the Colorado Department of Public Health and Environment (CDPHE) to construct water and sewer infrastructure in one flood-damaged neighborhood. The grant funds were authorized by the state legislature (House Bill 1002) to assist communities recovering from the September 2013 flood. The city must obligate this money by June 2015 and expend all funds by June 2016.

Property owners in the three large flood-damaged neighborhoods lacking adequate infrastructure (Old Tale

Road, Githens Acres, and Cherryvale and Baseline roads) were sent letters informing them of the grant award and the potential cost savings of annexation, along with a survey to gauge interest. Based on the survey results, the Old Tale Road neighborhood was awarded the grant funds, which was discussed with City Council during the Oct. 28, 2014 Flood Briefing. Staff is currently working with the neighborhood to prepare for the annexation, including design work for the utility installation.

Council Action

First/Second Quarter 2015 - City Council is expected to consider the annexation of the Old Tale Road neighborhood.

Contact

Contact Flood Recovery Coordinator - Community Services Chris Meschuk at 303-441-4293.

STAFF	
Chris Meschuk Flood Recovery Coordinator – Community Services	**Bev Johnson** Annexation Project Manager, Community Planning & Sustainability

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HOMELESS ACTION PLAN

Summary

Addressing homelessness is a high priority for City Council and the community. Preventing, addressing and reducing homelessness are also key goals of the Boulder County Ten-Year Plan to Address Homelessness (TYP).

The city is working with community partners to develop a City of Boulder Homeless Action Plan to better guide city actions under the umbrella of the TYP. Many strategies are being implemented to address homelessness in the community.

Homeless Action Plan Goals

- Clarify city's role in addressing homelessness in Boulder
- Maximize efficiency and effectiveness of city resources in reducing homelessness
- Engage community and regional partners more broadly in determining effective long-term solutions
- Evaluate progress in moving people out of homelessness.

Homeless Action Plan Strategies

1. Strengthen regional partnerships
2. Develop innovative solutions to increase housing options
3. Improve local service integration and coordination
4. Improve community education

Council memos related to the Homeless Action Plan can be found here.

Current Efforts

The City of Boulder supports and partners in a number of initiatives to address homelessness:

- City funding supports programs offering food, shelter, health, mental health, case management, help with benefits, employment training and connections to long-term housing solutions.
- Investments in housing for low-income and homeless people have helped hundreds of people avoid or exit homelessness. Thirty-one new units of supportive housing for the most vulnerable opened in November 2014.
- The city is a partner in regional initiatives to improve service coordination, expand housing access and better assess the needs of our homeless population. Examples include the 25 Cities Initiative.
- The city is working with communities on the seven-county Denver Metro Mayors Caucus Subcommittee on Homelessness and the Boulder County Consortium of Cities to advance the goal of regional coordination and support.
- Multiple city departments collaborate with community partners to direct people in need to resources and stop the "revolving door" through emergency services.
- The Municipal Court received additional funding in 2013 to enhance the ability of probation officers to facilitate connection to case management services. By participating as a service provider at the Bridge House Resource Center, they have connected clients to services more effectively.
- The Boulder Police Department (BPD) responded to safety concerns of the community and increased police presence int he downtown area. This is part of a collaborative effort with other City departments including Human Services, the City Attorney's Office, Parks and Recreation and Boulder Municipal Court.
- BPD is collaborating with Mental Health Partners to implement a grant-funded early intervention program called EDGE. EDGE teams police officers with mental health clinicians to proactively provide immediate mental health resources to those in need and to divert individuals with behavioral health conditions from the justice system.

Since 2013, city investments in addressing homelessness have contributed to:

- More than 100 people have received employment training, and subsequently gained employment;
- More than 2,100 people at-risk of becoming homeless have received temporary assistance with rent, utilities or other expenses to prevent a costly slide into homelessness;
- 79,000 meals served/food distributed;
- More than 2,000 people received emergency overnight shelter;
- Approximately 200 people were provided with transitional housing;
- Between 600-900 people received onsite medical, mental health or substance use services at homeless service organizations; and
- Approximately 330 people maintained or obtained permanent housing.

In 2014:

- Thirteen people from Boulder County have been accepted into Fort Lyon, a supportive residential program in Bent County for people experiencing homelessness and in need of substance use treatment;
- Transitional housing increased options for nearly 150 families and individuals;
- Boulder County expanded Medicaid enrollment has significantly increased access to health care and medication for homeless adults; and
- More than 200 permanent housing options were created.

For more information, please see the Boulder County Ten-Year Plan to Address Homelessness and Ten-Year Plan Accomplishments.

Next Steps:

1. Development of draft Action Plan first quarter, 2015;
2. City Council check-in as part of the Human Services Strategy Update, April 28, 2015.

Homelessness Information

Boulder's Annual Homeless Point-in-Time Count

Homeless News on Channel 8

Homeless Related Strategic Plans, Reports and Data

Homeless Services and Resources

Homelessness Council Memos

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HUMAN SERVICES STRATEGY

Summary

The Housing and Human Services Master Plan, 2005-2015, identifies the city's human services vision, guiding, priorities and roles in the community. Since 2005, many community and social needs and changes have occurred that will inform the development of a new plan. The new plan will be address more rapidly changing social and community conditions and be more flexible, with a shorter, five-year horizon. To reflect these changes, the updated plan is being renamed the Human Services Strategy.

The purpose of the Human Services Strategy update is to:

- Identify the city's human services goals and priorities;
- Clarify the city's role in providing human services;
- Identify new or expanded community partnerships to leverage and coordinate resources and services to the community; and
- Align city investments in human services with priorities and goals as a funder, service provider and

community partner.

Human Services Strategy Update Process

Phase I: Background Research – The first phase of the Human Service Strategy process focused on identifying current national and local human services trends and data to inform key human services needs and priorities. Research includes:

- Environmental scan of national and local social issues and trends;
- Review of human services planning models and themes;
- Review of peer and cities; and
- Review of human services best practice, policies and investments.

Phase II: Analysis and Policy Options – The second phase of the process includes stakeholder and public engagement and development of draft concepts and options:

- Public and stakeholder engagement: identifying gaps, needs, priorities and how the city can maximize impact in the broader community context;
- Analysis of data from background research and stakeholder engagement;
- Development of draft options for city goals and priorities;
- Public and stakeholder feedback on draft options; and
- City Council check-ins.

Phase III: Final Plan and Approval – The last phase of the process is finalizing the plan and approving the strategy including:

- Refinement of options and recommendations;
- Draft Human Services Strategy document;
- Public and stakeholder comment on draft strategy;
- Presentation of draft document to relevant city boards and commissions; and
- Final City Council adoption.

Status and Next Steps

Council Action

Phase I of the process has been completed. The first Human Services Strategy Study Session was held on May 13, 2014. A study session on homelessness issues was held on Aug. 26, 2014. Related information is linked on the right.

The next Human Services Strategy Study Session is scheduled for April 28, 2015. City Council will review potential human services priorities, options, program and service models, options and regional partnerships. A public hearing is anticipated for the fourth quarter of 2015.

Phase II, September 2014 to April 2015:

- Development of city Human Services priority options;
- Public comment and stakeholder feedback;
- Regional partnership assessments;
- City Council check-ins.

2006-2015 HS Master Plan

Master Plan

Master Plan Appendix

City Council Documents

Study Session Summary: Aug. 26, 2014 Session on Homelessness and Ten-Year Plan Update

Study Session: Aug. 26 2014 Session on Homelessness and Ten-Year Plan Update

Study Session: May 13, 2014 Human Services Strategy Update

Study Session Summary: May 13, 2014 Human Services Strategy Update

Human Services Strategy 13 May 2014 Council PPT Presentation

Study Session: May 28, 2013 Human Services Overview

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REGIONAL TRAVEL

Summary

Among the policy focus areas of the 2014 Transportation Master Plan (TMP) is achieving greater modal choice on key regional connections. The Regional Travel Action Plan strategies include supporting and participating in regional coalitions and collaborative efforts to plan and fund regional travel options, which will require elected official and staff involvement to implement.

Status and Potential Next Steps

There are multiple studies, coalitions and funding efforts underway.

- *US 36 Mayors and Commissioners Coalition (ongoing)* – Establishes a shared vision and advocacy for transportation solutions and funding along the US 36 corridor.
- *36 Commuting Solutions (ongoing)* – A partnership of private and public organizations supporting advocacy for funding and providing transportation demand management services to employers and

employees along the US 36 corridor.

- *Northwest Area Mobility Study Implementation (ongoing)* – In June 2014, RTD completed a study evaluating transit-based options for enhancing mobility throughout the Northwest corridor, including Northwest Rail and Bus Rapid Transit services. Based on the study results, regional partners will focus on transit priorities such as pursuing near-term regional arterial Bus Rapid Transit (BRT) along six corridors, including the Diagonal Highway (SH 119 from Longmont to Boulder) and Arapahoe Road (SH 7 from Boulder to Lafayette); bi-directional transit/managed lanes along north I-25; and monitoring for changes relative to the post-2040 timeline for Northwest Area Rail.
- *Monitor Potential Statewide and Regional Funding Initiatives* – Monitor regional and statewide discussions that may craft multimodal package(s) for voter consideration on future ballots;
- *Communitywide Eco Pass Feasibility Study* – Policy and Technical Advisory committees convened by Boulder County will evaluate the next phase of design and potential implementation recommendations for Communitywide Eco Pass. Committee meetings will begin in the last quarter of 2014 and likely continue through the last quarter of 2015 or first quarter of 2016.
- *Denver Regional Council of Governments (DRCOG)* – Multiple agencies and issues, including Board, MetroVision Issues Committee (MVIC), Sustainable Communities Initiative (SCI) Northwest Corridor Working Group, fiscally constrained Regional Transportation Plan (RTP).
- *Transportation Improvement Program (TIP)* – Establishes regional land use collaboration and transportation planning, including awarding federal transportation grant funding to local governments and agencies. The city applied for 10 projects identified in the TMP update process that would compete well in the selection process. Examples include pedestrian/bicycle underpasses and roadway reconstruction.The award process for the 2016-2020 TIP is underway and communities and agencies will see recommended project funding in the last quarter of 2014, with final approval for 2015.
- *Transportation Alternatives Program (TAP)* – A new process conducted by CDOT for awarding federal TAP funding (with lower potential funding than the TIP) is underway concurrently with the TIP. Following the awarding of TIP and TAP funds, the city's Capital Improvement Program (CIP) will be updated as part of the 2016 Budget process.

Council Action

Council members and staff are appointed to represent the city consistent with adopted city policy. Designees will return to the full City Council for guidance at key decision points.

Contact

Contact Randall Rutsch at 303-441-4270.

STAFF			
Tracy Winfree	**Mike Sweeney**	**Carl Castillo**	**Kathleen Bracke**
Director of Public Works for Transportation	Principal Traffic Engineer	Policy Advisor	GO Boulder Manager

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RESILIENCE

Summary

In December 2013, Boulder was among the first 32 cities selected from around the globe to participate in 100 Resilient Cities, a new initiative pioneered by the Rockefeller Foundation. The initiative supports the city's new Chief Resilience Officer, offers technical resources to develop a resilience strategy through community engagement, and provides the ability to tap into the global network of resilient cities.

A resilient city is able to manage disruptions from shocks and stresses, such as fires, floods, and economic downturns, while maintaining essential functions, recovering quickly after disruptions, and continuing to thrive as a community. Boulder's resilience strategy builds on the city's Sustainability Framework, as well as the Climate Commitment. The City of Boulder has long planned for and invested significant resources in being prepared and resilient, as put forth in more than 30 plans and documents that address resilience risks and strategies, including the Multi-Hazard Mitigation Plan; Boulder County Natural Hazard Plan; Drought Planning and Response Plan; Water Utility Master Plan; Fire-Rescue Master Plan; Transportation Master Plan, Field Guide to Flood Response; Parks and Recreation Master Plan; and Greenways plans.

The Resilience Strategy will establish and inform the resilience priorities for the city, clearly articulating the most important areas for impact and rigorously assessing gaps in existing efforts.It will also identify realistic initiatives for implementation that are financially and politically feasible.These initiatives will encompass a clear set of actionable insights about where and how to identify and augment existing efforts and make material improvements. Finally, the process of developing the strategy will provide the city with an inclusive process for mobilizing and engaging stakeholders both within and outside city government around shared resilience priorities.

Status and Potential Next Steps

In 2014, the city began its work with 100 Resilient Cities, co-organized a resilience agenda-setting workshop and public event in April 2014, and hired the city's Chief Resilience Officer.

A resilience strategy for Boulder is most likely to be effective if it builds on past and ongoing efforts and

integrates with other city initiatives, including the Boulder Valley Comprehensive Plan (BVCP). Therefore, the city is scoping the resilience strategy along with the BVCP 2015 Major Update process and engagement, and will seek ways to add the lens of resilience to the BVCP, in addition to the resilience strategy activities.

Steps toward developing a resilience strategy generally include:

1. Developing a community engagement plan;
2. Conducting a preliminary resilience assessment;
3. Conducting focus area analysis and diagnostics;
4. Identifying resilience priorities and initiatives;
5. Identifying implementation and action plans and funding strategies;
6. Creating a resilience strategy; and
7. Implementing the resilience strategy.

Council Action
First Quarter 2015 - City Council review and discussion of the proposed resilience strategy scope of work, schedule, and community engagement strategy.

Contact

Contact Chief Resilience Officer Greg Guibert at 303-441-3272.

STAFF		
David Driskell Executive Director, Community Planning & Sustainability	**Lesli Ellis** Comprehensive Planning Manager	**Greg Guibert** Chief Resilience Officer

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SMOKING BAN - IMPLEMENTATION

Summary

In January 2014, City Council provided staff with general direction to develop a proposal to ban smoking in parks, on open space, and in other public places that would further council's goal of making Boulder as healthy and smoke-free as possible.

In response, an interdepartmental staff team developed a draft ordinance that bans smoking:

- at all Parks and Recreation facilities and lands (including the Flatirons Golf Course and Chautauqua area);
- on all Open Space and Mountain Parks lands;
- along all multi-use paths and 15 feet on both sides of the paths;
- 25 feet from all bus stops;
- the entire downtown Business Improvement District (including alleyways); and
- the area around Boulder High School.

Status and Potential Next Steps

The ordinance is scheduled for a first reading on Nov. 18, 2014, and second reading on Jan. 20, 2015. If the ordinance is approved by council at the second reading, it will go into effect on Feb. 20, 2015. An extensive public education effort will take place from January through April 2015. A staff team is working with Boulder County Public Health to create a public education and outreach campaign that is based on sending a positive message about community health. Affected departments are also working to develop appropriate signage to educate members of the public about the new ordinance. Enforcement efforts will begin on April 15, 2015, though Boulder Police officers will continue to warn members of the public before issuing court summonses.

If council approves these recommended ordinance changes as scheduled, the next steps will include:

- *November 2014 through January 2015:* City staff will work in cooperation with Boulder County Public Health's Tobacco Education and Prevention Program to develop smoking cessation messaging and prepare and draft citywide outreach content for print and online media;
- *Jan. 20, 2015:* Second reading of the proposed ordinance;
- *Feb. 20, 2015:* The ordinance will go into effect if council takes action at the Jan 20, 2015 second reading;
- *Feb. 20, 2015 through April 15, 2015:* The public education campaign and warning period will occur;
- *April 20, 2015:* The warning period will end and the Police Department will begin writing tickets, as appropriate;
- *April 2015:* Open Space and Mountain Parks staff will begin their education and outreach efforts, which take place seasonally each year.

Council Action

The ordinance is scheduled for formal consideration during a first reading on Nov. 18, 2014 and a second reading on Jan. 20, 2015.

Contact

Urban Parks Manager Lisa Martin at 303-441-3407

STAFF			
Maureen Rait Executive Director of Public Works	**Greg Testa** Chief of Police	**Tom Carr** City Attorney	**Jeff Dillon** Interim Parks and Recreation Director
Molly Winter Director, Downtown & University Hill Management Division & Parking Services	**Mike Patton** Director of Open Space and Mountain Parks	**Karen Rahn** Director, Human Services	**Lisa Martin** Urban Parks Manager

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SUSTAINABLE AGRICULTURE AND LOCAL FOODS

In 2010, city and county staff collaborated on developing a policy briefing paper on sustainable agriculture and local foods as a starting point for community conversation about how the Boulder Valley Comprehensive Plan (BVCP) could better address this topic. Later that year, the BVCP update was completed with a new section, focused on agriculture and food, stating that a *"strong local food system can positively impact the resiliency, health, economy and environment of the Boulder Valley and surrounding region."*

At City Council's January 2014 retreat, the promotion of local food was identified as a city priority. Council proposed action items to fulfill this priority over the next two years, including development of a local food policy; incorporating elements of such new food policy into revisions of the BVCP; establishment of a cross-departmental team; and appointment of staff leads to address certain issues.

Since that time the city has taken several steps to fulfill this goal, including:

1. Assuming a leadership role in the creation of a regional coalition, known as "Making Local Food Work," which focuses on inspiring and supporting education events and serving as a central

repository/clearinghouse for ongoing local food efforts in the region;
2. Contributing to the creation and funding of a "Double SNAP" program at farmers' markets which improves access to local food for our underserved population;
3. Establishing a cross-departmental team to increase communication and awareness on local food matters and charging a city staff member with continuing coordination of these efforts;
4. Developing an inventory of the various departmental efforts associated with promoting, or inhibiting the promotion, of local foods;
5. Developing a centralized city webpage for the community to learn about city efforts to promote local food;
6. Adopting a 2014-2015 workplan to promote local food;
7. Initiating an internal pilot to purchase local food for council meals; and
8. Working to enhance neighborhood connections to garden plots for growing foods

Status and Potential Next Steps

The workplan is currently underway and includes several initiatives in two major categories: **Public Policy** and **Land and Water Management**.

Public policy efforts include the following:

1. Implementation of a branding and marketing campaign to convey the importance of increasing the production of local food;
2. Creation of a website for the Making Local Food Work group to advertise local food events & opportunities;
3. Adoption of an organization-wide food procurement policy; and
4. Development of measures for current and potential local production, a precursor to development of a citywide local food policy.

At the junction between policy and land/water management the Open Space and Mountain Parks Department (OSMP) is developing the **Agricultural Resources Management Plan** —or "Ag Plan". Staff completed the scoping phase of the Ag Plan in the fall of 2014.

The Ag. Plan will include recommended policies for improving the sustainability of agricultural operations. These include a policy recommendation about the nature of facilities that can be constructed on city open space in support of agriculture and consistent with the City Charter, an Integrated Pest Management (IPM) policy for agricultural operations on open space, and a policy describing the city's position on the use of genetically modified organisms on open space. The Ag Plan will also include analyses and recommendations about on-the-ground management of the lands and water that comprise the OSMP system. Examples include: identifying the capacity of existing open space lands and the potential for new acquisitions to support organic vegetable farming, a program for repairs and improvements—including the purchase of additional water rights —for OSMP's irrigation water delivery and distribution system, the development of indicators for the measurement of soil conditions to ensure ongoing productivity, and enhancements to current agricultural practices to improve ecological sustainability.

Other land and water management activities are being undertaken by the Parks and Recreation Department through their work with community gardens, educational programs and summer camps. The city's Water Conservation Program is working with Parks and Recreation to support gardens at area schools. The Water Utilities division is actively engaged in a program to extend the growing season for Boulder County farmers and ranchers by leasing late-season irrigation water.

Council Action

First Quarter 2015:

- *Council IP regarding scoping and first tier work product for OSMP Agricultural Resources Management Plan.*
- *Local Meals for Council Pilot*

Third-Fourth Quarter 2015:

- *Council Consideration of a Local Food Procurement Policy*
- *Review/Acceptance of OSMP Agricultural Resources Management Plan*

Contact

Contact Local Foods Cross-Departmental Team Coordinator Carl Castillo at 303-441-3009.

STAFF				
Carl Castillo Policy Advisor City Manager's Office Local Foods Cross Departmental Team Coordinator	**Kacey French** Open Space Planner Open Space and Mountain Parks Dept. Agricultural Resources Management Plan Project Manager	**Lesli Ellis** Comprehensive Planning Manager Community Planning and Sustainability 2015 Update to BVCP	**Jeff Dillon** Parks and Recreation Director Urban Agriculture	**Lauren Kolb** Agricultural Resource Specialist

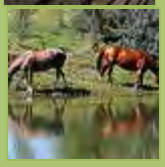
Related Video

Agriculture on OSMP

Agriculture Program

Sustainable Agriculture & Local Foods

Related Photos



See all related photos in the Photo Gallery

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SUSTAINABLE STREETS AND CENTERS / ENVISION EAST ARAPAHOE

Summary

In 2013, City Council identified a plan for east Arapahoe Avenue as a major work item. At that time, the need for a plan was precipitated by the pending move of Boulder Community Health to its Foothills Campus, and other changes along the corridor such as the University of Colorado's East Campus expansion. Additionally, the Boulder Valley Comprehensive Plan identified east Boulder as an area in need of transportation improvements and other connections, and the Economic Sustainability Strategy identified employer and workforce needs in the area.

Due to the synergies between the original intent of the Sustainable Streets and Centers (SS&C) initiative and the Envision East Arapahoe project, the design and land use aspects of the SS&C project have been integrated with the Envision East Arapahoe planning process.

Project Goals

- Develop a community-driven vision plan to transform the corridor into a place with more mixed uses and walkable places that are better connected with the rest of the city and region.
- Identify specific locations for place-making based on existing conditions, data, analysis, and community engagement.
- Develop specific, actionable recommendations, such as pilot projects to test ideas; Transportation Demand Management (TDM) and connection plans; funding and investment strategies; partnerships; land use/zoning changes; and guidelines for development and design review.

Status and Potential Next Steps

The Envision East Arapahoe area planning work started in early 2014. The following items have been completed to-date:

- Project inventory and map analysis;

- Initial issue identification;
- Two study sessions with City Council;
- Multiple board meetings with Planning Board, Transportation Advisory Board, and Boulder Design Advisory Board;
- Two public workshops;
- Multiple interviews with area stakeholders, including residents, businesses, major employers, Boulder Community Health, and public agency partners such as CU, BVSD, RTD, and CDOT;
- Listening sessions;
- Development of scenarios and choices;
- Initial analysis of scenarios; and
- Updated online information.

Next steps include completing refined scenarios; analysis; refining tools and models; preparing land use regulations or guidelines; further refinements to transportation planning; and refinements to models and analysis tools, including a 3-D model of the corridor.

Council Action

- *First Quarter 2015* – City Council study session to review the scenarios, analysis and transportation options.
- *Second Quarter 2015* – The final plan will be submitted to council for consideration and potential approval.

Contact

Contact Comprehensive Planning Manager Lesli Ellis at 303-441-1898 or Senior Urban Designer Samuel Assefa at 303-441-4277.

STAFF			
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TRANSPORTATION MASTER PLAN IMPLEMENTATION

Summary

The City of Boulder has a multimodal transportation system that serves as a model for sustainable travel in the U.S. The Transportation Master Plan (TMP) outlines Boulder's vision for transportation and provides the policy and investment direction for achieving the community's access and mobility goals.

The TMP builds upon the strong multimodal policy foundation and refinements to the existing system, and includes a focus on "Complete Streets," with work programs centered on a variety of bicycle and pedestrian innovations, as well as the community's renewed vision for transit. Additional focus areas include regional travel, transportation demand management, funding, and integration across citywide planning initiatives in collaboration with the city's Sustainability Framework.

The 2014 TMP update was developed through an extensive community engagement process and this spirit of on-going community participation is continuing in all areas of the TMP implementation. Examples include the Living Laboratory approach for advancing the "Complete Streets" goals of the TMP and ongoing work with the community and agency partners such as Growing Up Boulder, Boulder County, University of Colorado (CU), Boulder Valley School District (BVSD), Regional Transportation District (RTD), Via, Colorado Department of Transportation (CDOT), Boulder Chamber of Commerce, Boulder Transportation Connections, and 36 Commuting Solutions.

In August 2014, the updated TMP was accepted by City Council and the focus of work in 2015 and beyond is now centered on implementation of the TMP based on the TMP Action Plan. The TMP Action Plan includes a list of "immediate" action items for 2014-2016.

The TMP implementation continues to focus on an integrated approach with departments from throughout the city organization and with local and regional community partners. The TMP implementation is being coordinated and integrated with the city's priority-based budgeting approach and capital investment strategies.

Status and Next Steps

The current focus is on implementation in all areas of the TMP, specifically as outlined in the TMP Action Plan, including monitoring and reporting updates on the TMP's measurable objectives.

Implementation of the TMP Action Plan is also being coordinated with other integrated planning initiatives throughout 2015, including the Access Management and Parking Strategy (AMPS), Envision East Arapahoe, Climate Commitment, North Boulder Subcommunity Plan Update, and the 2015 Boulder Valley Comprehensive Plan Update.

Examples of TMP implementation items already underway include:

- Advancing the "Living Lab" approach to test Complete Street innovations to enhance safety and comfort for people of all ages and stages of life;
- Refining new Neighborhood Accessibility (a.k.a. 15-minute neighborhoods) and low-stress bike network GIS tools for ongoing assessment and continuous improvement of walking and biking systems throughout Boulder;
- Advancing immediate action items for the Renewed Vision for Transit, including service, capital and programmatic elements;
- Continuing to strengthen and build regional partnerships to complete the US 36 Bus Rapid Transit (BRT) and bikeway system, as well as to advance the regional arterial BRT corridors from RTD's Northwest Area Mobility Study;
- Integrating the Transportation Demand Management Toolkit with the AMPS work;
- Continuing collaboration with Boulder County and RTD to explore opportunities for a communitywide Eco Pass program;
- Integrating the TMP update with citywide planning initiatives such as Envision East Arapahoe, Civic Area (including Canyon Boulevard), North Boulder Subcommunity Plan, and AMPS;
- Ongoing collaboration with Climate Commitment greenhouse gas emissions analysis for the transportation sector and integrating with the measurable objectives of the TMP; and
- Developing a Web-based version of the TMP, with a "dashboard" to share information regarding progress in the TMP's measurable objectives, including the new measures for safety, neighborhood accessibility, and vehicle miles traveled per capita for residents and non-resident employees.

Council Action

- *First Quarter 2015* – Staff will provide six-month updates to City Council on the status of TMP implementation items. The first update is scheduled for the Feb. 24, 2015 City Council study session.
- *Third Quarter 2015* – The second council update will be scheduled for fall 2015.

Contact

Contact Senior Transportation Planner Randall Rutsch at 303-441-4270.

STAFF			
Tracy Winfree Director of Public Works for Transportation	**Mike Sweeney** Principal Traffic Engineer	**Kathleen Bracke** GO Boulder Manager	**Randall Rutsch** Senior Transportation Planner

UNIVERSITY HILL MORATORIUM

Summary

The University Hill Moratorium project was initiated by City Council to address a concern that the current economic environment strongly favors student rental housing in the Hill commercial district, making it difficult for other more diverse uses to compete in the market place. Over-concentration of any single use in this small commercial district would conflict with the community's vision for the Hill, defined in the Boulder Valley Comprehensive Plan (BVCP) as *"a safe, comfortable, and attractive place to shop, work, visit and live,"* and *"an activity center that serves a variety of commercial, entertainment, educational and civic functions,"* and *"also serves as a neighborhood center for the surrounding area, providing a wide range of activities drawing people from the entire city as well as the region."*

In August 2014, council passed a temporary moratorium on residential uses in the Business Main Street (BMS) zoning district on the Hill to allow time to analyze and present options to address the concern. The moratorium expires in March 2015.

Revitalization of Uni Hill is one of Council's top priorities. This project will complement the larger University Hill revitalization and reinvestment efforts already underway. It is a focused effort to address a short-term economic situation and will build on past studies and recommendations to address issues in this area. It is not intended to create a new vision for the Hill.

Status and Potential Next Steps

The process and schedule for this project are as follows:

1. Project start up, information gathering, issue identification
   Sept. and Oct. 2014 (Completed)
2. Preliminary options and outreach to stakeholders
   Nov. 2014 (Completed)
3. Refine options and develop staff recommendation
   Dec. 2014

4. Planning Board and UHCAMC public hearings and recommendations
   Jan. 2015
5. City Council public hearings and decision
   Feb. and March 2015

At the end of Phase One, staff issued a Phase One Report that compiles the background research and analysis on the project and includes preliminary findings along with potential strategies to address the findings. It also includes a preliminary University Hill Market Assessment prepared by Economic and Planning Systems, Inc., consultants hired by the city for this project. The Phase One Report was presented to the public at an Open House and during drop-in "staff open hours" on the Hill Nov. 19 and 20. This material is currently posted online. Staff sent a link to report, highlighting the opportunity for the public to fill out the online survey through Dec. 26, to over 200 University Hill stakeholders.

Staff recently developed a draft Phase Two Public Input Report that contains a compilation of all public comments received to date and a chart summarizing the outreach efforts during the project. We received about 40 public comment forms during the open house and staff open hours and are continuing to receive input via the online survey. The report will be updated once all comments have been received.

Council Action

On January 27, City Council will hold a study session on a variety of University Hill issues, including the moratorium project. By that time, both the University Hill Commercial Area Commission and Planning Board will have held public hearings and made recommendations on the moratorium project.

First reading of an ordinance with any zoning changes will be held on Feb. 17; second reading on March 3 and third reading (if needed) will be held on March 17. In addition to zoning changes, staff anticipates outlining additional non-regulatory strategies to address the issues that gave rise to the moratorium. These would be incorporated into the University Hill Revitalization Strategy work plan and/or other work plans.

Contact

Contact Project Manager Ruth McHeyser at 303-441-3297.

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UNIVERSITY HILL REINVESTMENT STRATEGY

Summary

In spring 2014, the Boulder City Council made it a priority to improve the quality of life on University Hill for its residents, visitors and businesses. The University Hill Reinvestment Strategy provides a framework for pursuing the improvements, with the city acting as a catalyst for sustained public/private partnerships and private investment over the long term. The City Council vision for University Hill includes: business and residential diversity; arts; multimodal access; health and safety; stakeholder partnerships; and code enforcement.

2014/2015 Implementation

Implementation of the University Hill Reinvestment Strategy began in spring 2014, under the oversight of the Downtown & University Hill Management Division/Parking Services (DUHMD/PS) division and an interdepartmental Hill Staff Planning Group. Initial efforts included:

- A pilot parklet on Pennsylvania Avenue;
- Alley mural projects behind the Fox Theater and the former Flatirons Theater;
- Installation of a Boulder B-Cycle bike-sharing station on College Avenue;
- Partnership with the Boulder-based nonprofit eGO CarShare service for a location at the 14th Street University Hill General Improvement District (UHGID) parking lot;
- Support for the formation of a University Hill merchants association, The Hill Boulder;
- Entered into a memorandum of understanding for the mixed-use redevelopment of the 14th Street UHGID parking lot;
- Completed a study of Hill commercial district employee/visitor transportation mode shares with the 2014 Hill Employee Transportation Survey; and
- Completed preliminary plans for three projects to be funded by the Community, Culture and Safety tax: creation of an event street on Pennsylvania Avenue; commercial area street tree improvements and irrigation; and pedestrian lighting improvements in the Hill residential area (see the 2A Hill Projects Fact Sheet).

In September 2014, the city hired its first Hill Community Development Coordinator to work full-time on strategy implementation and building strategic partnerships. Since September, additional progress has been made, including:

- Drafted an interdepartmental work program to pursue the Hill Reinvestment Strategy;
- Updated and expanded the stakeholder distribution list for regular communications about Hill activities and opportunities (to be added to the list, email Sarah Wiebenson);
- Initiated a pilot program with University of Colorado (CU) student organizations to provide regular cleanup of the commercial district;
- Partnered with CU to install new banners in the commercial district;
- Began the Residential Service District (RSD) as a multi-year pilot cleanup program in high-density residential areas; and
- Supported the interdepartmental moratorium effort to investigate possible code changes or other policy measures to pursue a more balanced mix of uses in the Hill commercial district for year-round vitality. See the Phase One Report: Preliminary Findings and Draft Strategies.

Status and Potential Next Steps

Current efforts to coordinate the Hill Reinvestment Strategy are focused on developing partnerships and building coalitions among Hill stakeholders to support a long-term, sustainable governance structure for continued improvements.

Contact

Hill Community Development Coordinator Sarah Wiebenson at 303-441-7335.

STAFF		
Molly Winter Director, Downtown & University Hill Management Division & Parking Services	**Kurt Matthews** Parking Manager, Downtown & University Hill Management Division & Parking Services	**Sarah Wiebenson** Hill Community Development Coordinator, Downtown & University Hill Management Division & Parking Services

Videos

[redacted]

Inside Boulder News - University Hill Moratorium

Inside Boulder News - Parklet Completed

This is a video segment from the May 23, 2014 episode of Inside Boulder News. For more videos, visit: BoulderChannel8.com

Inside Boulder News - Parklet Design Chosen

This is a video segment from the May 2, 2014 episode of Inside Boulder News. For more videos, visit: BoulderChannel8.com

Mural Project on The Hill

This video is a segment from the April 11, 2014 episode of Inside Boulder and features a discussion about a new mural that will be created on The Hill in Boulder, Colorado. For more Inside Boulder visit www.BoulderChannel8.com

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VACATION RENTAL BY OWNER (VRBO)

Summary

When the owner of a property that has a single-family or multi-unit dwelling rented out for a short period of time (usually less than 30 days), it is often referred to as a Vacation Rental by Owner (VRBO). Like other cities across the United States, the City of Boulder has seen an increase in such rentals.

The rentals are often advertised online with such companies such as Airbnb, HomeAway, and FlipKey, to name a few. They are also found listed in other types of media and through some real estate companies. Many times, VRBOs are found in areas of the city that are not zoned for such transactions and are therefore illegal under current city codes.

Not all VRBOs are the same. To date, staff is aware of three types of VRBOs.

1. The owner lives in the residence and rents out a room or rooms (on an ongoing basis or indefinite in length) to help pay the rent and other bills.
2. The owner lives in the residence and rents out one or more rooms for short periods of time to different people on an ongoing basis.
3. The owner may stay in the residence a few weeks or months per year and the rest of the time the residence is rented out on a short-term or longer-term basis.

There are two major policy issues associated with these types of rentals. First, it is an illegal zoning use in many areas of the city since it has the structure of a short-term stay in a hotel or motel. While hotels and motels are subject to code inspections, licensing, or other requirements that legal businesses incur, the short-term rentals follow none of these requirements. The policy issue is, should these short-term rentals fall under similar requirements as other short-term rentals such as hotels and motels?

The second policy issue is that these types of illegal businesses, while operating much like a hotel or motel, do not contribute the same revenues that legally licensed businesses do in the city. While hotels and motels pay property taxes on an assessed valuation of 29 percent of market price, VRBOs pay on an assessed value that is less than 8 percent of market value. This is because they are not categorized as commercial businesses, but

are instead classified as residential. Hotels and motels must also have a business license and pay lodging taxes of 9.5 percent of the lodging price and pay use taxes of 3.45 percent on equipment or furnishings used to provide their services.

On the expense side, the city must still provide city services for these illegal businesses if service is ever needed (fire, police, transportation, etc.). Therefore, no revenue is generated to offset the specific costs that these businesses generate. Overall, they are not subject to the rules, regulations, other regulatory requirements, licensing procedures, and fees and taxes that legal businesses in the city pay. The policy issue is, should these short-term rentals be required to pay similar fees and taxes as other short-term rentals such as hotels and motels?

Based on discussions with staff in mountain communities that do license and collect fees and taxes from these types of businesses, it is evident that collecting these types of fees and revenues will be time consuming, labor intensive, and difficult to gain compliance and access to financial records that prove the VRBO transactions have taken place. Therefore, it is both a compliance and a financial issue.

Status and Potential Next Steps

During the first quarter of 2015, staff will bring to council options for addressing the VRBO issues of legal compliance and financial equity when compared to similar businesses. Current options being considered range from continuing as is to making this type of transactions legal and subject to rules, regulations, regulatory requirements, fees, and taxes that will recover the cost of such rules and regulations and contribute to the costs generated by such businesses. Staff is also reviewing how other communities in Colorado and across the United States are responding to the VRBO issues.

Contact

Contact Chief Financial Officer Bob Eichem at 303-441-1819.

STAFF		
Tom Carr City Attorney	**Maureen Rait** Executive Director of Public Works	**Chief Financial Officer** Bob Eichem

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