

**City of Boulder
2016 City Council Action Guide**

DIVISION PROFILES

CITY ATTORNEY'S OFFICE
OFFICE OF THE CITY CLERK
CITY MANAGER'S OFFICE
COMMUNICATION DEPARTMENT
DOWNTOWN AND UNIVERSITY HILL MANAGEMENT DIVISION & PARKING SERVICES
(COMMUNITY VITALITY)
ENERGY FUTURE
FINANCE DEPARTMENT
BOULDER FIRE-RESCUE
HUMAN RESOURCES
HUMAN SERVICES
INFORMATION TECHNOLOGY
LIBRARY AND ARTS
MUNICIPAL COURT
OPEN SPACE AND MOUNTAIN PARKS
PARKS AND RECREATION
PLANNING, HOUSING AND SUSTAINABILITY
BOULDER POLICE DEPARTMENT
PUBLIC WORKS DEPARTMENT

MAJOR PROJECTS

SAFE COMMUNITY
RESILIENCE
FIRE STATION 3
FLOOD RECOVERY
HEALTHY AND SOCIALLY THRIVING COMMUNITY
HOUSING BOULDER
CIVIC AREA IMPLEMENTATION
HUMAN SERVICES STRATEGY
HOMELESS STRATEGY
SAFE AND WELCOMING COMMUNITY SURVEY
LIVING WAGE
LIBRARY MASTER PLAN
BOULDER COMMUNITY HOSPITAL
LIVABLE COMMUNITY
BOULDER VALLEY COMPREHENSIVE PLAN
DESIGN EXCELLENCE
DEVELOPMENT-RELATED FEE STUDIES
BOULDER JUNCTION
2A CAPITAL IMPROVEMENTS
NORTH TRAIL STUDY AREA
VISITOR MASTER PLAN

ACCESSIBLE AND CONNECTED COMMUNITY
ACCESS MANAGEMENT AND PARKING STRATEGY UPDATE (AMPS)
COMMUNITY BROADBAND
ENVIRONMENTALLY SUSTAINABLE COMMUNITY
CLIMATE COMMITMENT
URBAN FORESTRY MASTER PLAN
ENERGY FUTURE AND ASSOCIATED PROJECTS
ECONOMICALLY VITAL COMMUNITY
HILL REINVESTMENT STRATEGY

2016 WORK PLAN (TENTATIVE)

CONTINUED AND NEW INTERNAL PROJECTS (GOOD GOVERNANCE)

CONTINUED AND NEW COMMUNITY PROJECTS

Boulder's Sustainability Framework

The City of Boulder is continuously working to provide service excellence for an inspired future and this effort, the sustainability framework helps to provide a common language for community and City Council goals and priorities and ensure consistency. The framework uses seven broad categories as outcomes necessary for Boulder's vision of a great community. Strategies to achieve those outcomes are developed and advanced in the annual budget as well as strategic and master plans.



Safe Community

- Enforces the law, taking into account the needs of individuals and community values
- Plans for and provides timely and effective response to emergencies and natural disasters
- Fosters a climate of safety for individuals in homes, businesses, neighborhoods and public places
- Encourages shared responsibility, provides education on personal and community safety and fosters an environment that is welcoming and inclusive



Healthy & Socially Thriving Community

- Cultivates a wide-range of recreational, cultural, educational, and social opportunities
- Supports the physical and mental well-being of its community members and actively partners with others to improve the welfare of those in need
- Fosters inclusion, embraces diversity and respects human rights
- Enhances multi-generational community enrichment and community engagement



Livable Community

- Promotes and sustains a safe, clean and attractive place to live, work and play
- Facilitates housing options to accommodate a diverse community
- Provides safe and well-maintained public infrastructure, and provides adequate and appropriate regulation of public/ private development and resources
- Encourages sustainable development supported by reliable and affordable city services
- Supports and enhances neighborhood livability for all members of the community



Accessible & Connected Community

- Offers and encourages a variety of safe, accessible and sustainable mobility options
- Plans, designs and maintains effective infrastructure networks
- Supports strong regional multimodal connections
- Provides open access to information, encourages innovation, enhances communication and promotes community engagement
- Supports a balanced transportation system that reflects effective land use and reduces congestion



Environmentally Sustainable Community

- Supports and sustains natural resource and energy conservation
- Promotes and regulates an ecologically balanced community
- Mitigates and abates threats to the environment



Economically Vital Community

- Supports an environment for creativity and innovation
- Promotes a qualified and diversified work force that meets employers' needs and supports broad-based economic diversity
- Fosters regional and public / private collaboration with key institutions and organizations that contribute to economic sustainability
- Invests in infrastructure and amenities that attract, sustain and retain diverse businesses, entrepreneurs and the associated primary jobs



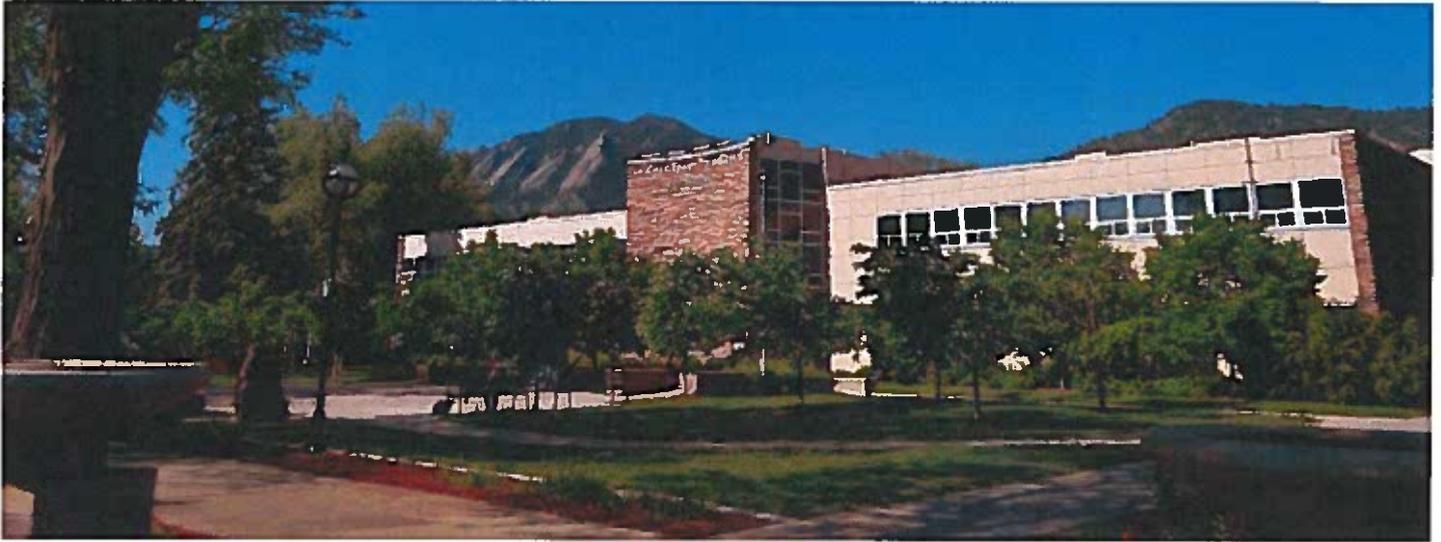
Good Governance

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

City of Boulder 2016 Work Plan
(Tentative as of December 1, 2015)

	Project		1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Safe Community	Resilience	Council Action	Study Session			
	Fire Station 3	Council Action	Information Packet			
	Flood Recovery	Council Action	TBD			
Healthy and Socially Thriving Community	Housing Boulder	Council Action	TBD based on BVCP			
	Civic Area Implementation	Council Action	Study Session		Construction Begins Civic Area Park	
	Human Service Strategy	Council Action	Study Session	Agenda Item		
	Homeless Strategy	Council Action	Study Session	Agenda Item		
	Safe and Welcoming Community Survey Follow-Living Wage	Council Action	Agenda Item		Agenda Item	
	Library Master Plan Update	Council Action			Agenda Item	
	BCH	Council Action	TBD based on project timeline			
Livable Community	BVCP	Council Action	Agenda Item	Study Session	Agenda Item	Agenda Item
	Design Excellence	Council Action	Informational Packet, Memo & Briefing	Informational Packet, Memo & Briefing		
	Development-Related Fee Studies	Council Action	Study Session	Agenda Item		
	Boulder Junction	Council Action	Study Session			
	2A Capital Improvements	Council Action	Agenda Item		Agenda Item	
	North Trail Study Area Plan	Council Action		Agenda Item		
	Visitor Master Plan/Open Space Master Plan	Council Action			Study Session	Information Packet
Accessible and Connected Community	AMPS Updates	Council Action	Study Session	Study Session	Strategy Adoption	
	Community Broadband	Council Action		Study Session		
Environmentally Sustainable Community	Climate Commitment	Council Action		Study Session	Study Session	Information Packet
	Urban Forestry Master Plan	Council Action			Study Session	agenda item
	Energy Future and Associated Projects	Council Action	Agenda Item	Study Session	Study Session	Study Session
		Council Action	Executive Sessions	Executive Sessions	Executive Sessions	Executive Sessions
		Council Action	Boulder Energy Future Briefing	Boulder Energy Future Briefing	Boulder Energy Future Briefing	Boulder Energy Future Briefing
Economically Vital Community	Hill Reinvestment Strategy			Study Session		Study Session
Good Governance	Ongoing Internal Projects		TBD			

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.

- *2016 Operating Budget: \$3,066,301*
- *2016 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 6th 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 and Commissions
- Boulder Revised Code
- City Attorney Contacts
- Claims Against the City

Other City Departments

- City Manager's Office

Location:

1777 Broadway
Boulder, CO 80302

Department Heads

Tom Carr

City Attorney

carrt@bouldercolorado.gov

David Gehr

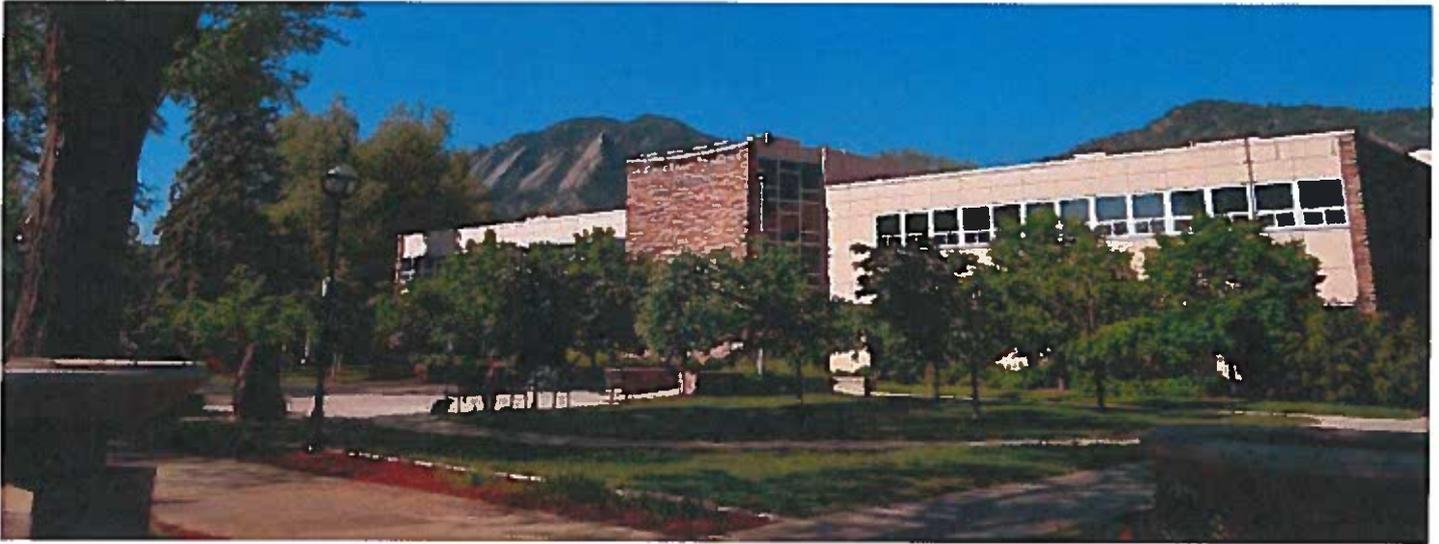
Deputy City Attorney

gehrd@bouldercolorado.gov

Contact

303-441-3020

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.
- *2016 Operating Budget: \$526,200*
 - *2016 Number of Full-time Equivalent (FTE) Employees: 4.0*

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 and Commissions](#)
- [Central Records](#)
- [City Council](#)
- [Domestic Partnership Registration](#)
- [Elections](#)
- [Sister Cities](#)

Other City Departments

- [City Manager's Office](#)

Location:

1777 Broadway
Boulder, CO 80302

Department Head

Lynnette Beck

City Clerk

Contact

City Clerk's Office

Phone: 720-564-2175

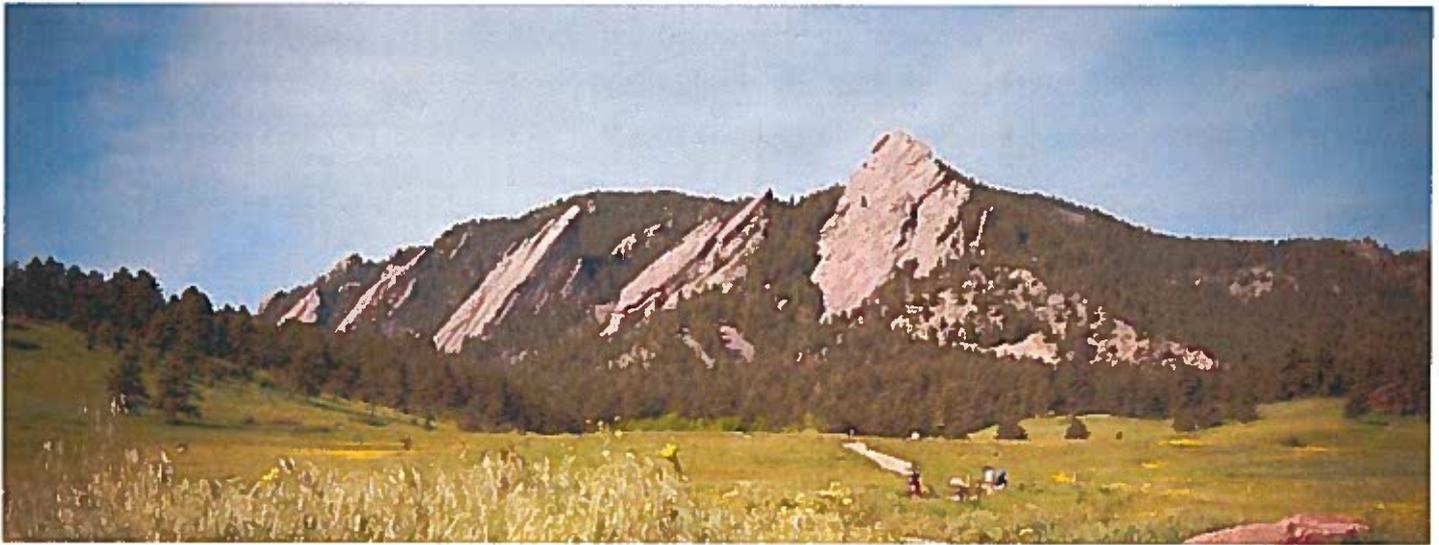
<https://bouldercolorado.gov/city-clerk>

12/18/2015

Office of the City Clerk

Fax: 303-441-4478

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, neighborhood liaison 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.

- *2016 Budget: \$2,021,084**
- *2016 Operating Budget (non-personnel): \$368,564**
- *2016 Number of Full-time Equivalent Employees (FTEs): 12**

** 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

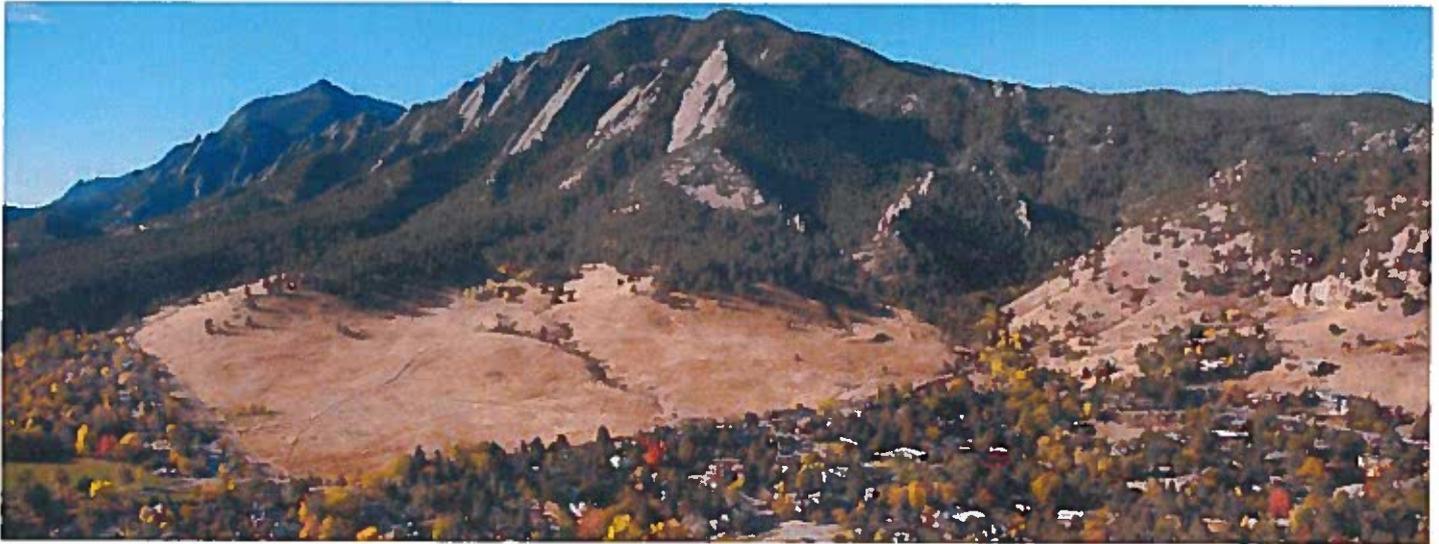
Jane S. Brautigam
City Manager

Mary Ann Weideman
Assistant City Manager

Contact

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

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
-
- 2016 Total Communications Department Operating Budget: \$1,710,650**
 - 2016 Number of Full-time Equivalent (FTE) Employees: 25.25
 - Media/External Communication: 14.5
 - Multimedia/Channel 8 Services: 4.75
 - Internal Communication: 1
 - Web Content/Social Media: 1
 - City Clerk's Office and Support Services: 4

**** This represents 12.25 FTE employees and associated non-personnel costs budgeted within the Communications Department. There are an additional 8.5 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, Energy Future/Climate Action Plan, and Police and Fire. The City Clerk's Office and Support Services budget is reflected separately within the 2016 city 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 additional 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

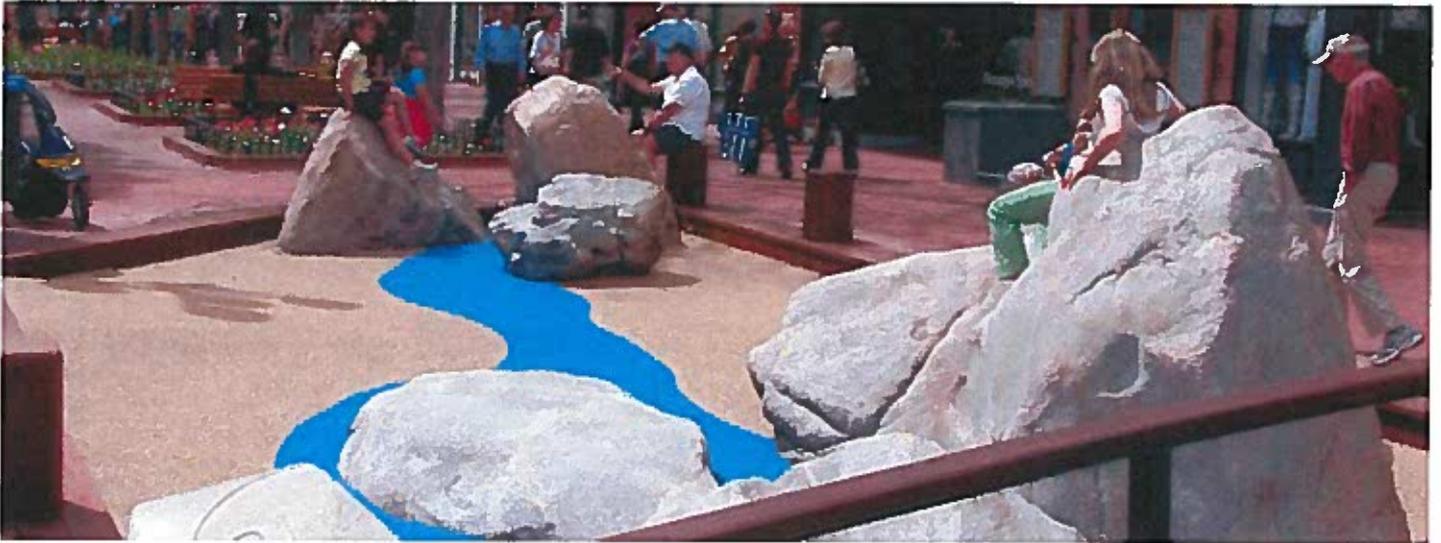
Department Head

Patrick von Keyserling
Communication Director

Contact

Contact
Patrick von Keyserling
303-441-4959
Email

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).
-
- *2016 Operating Budget: \$12,592,905*
 - *2016 Number of Full-time Equivalent (FTE) Employees: 46.50*

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*
- *2015 Number 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.

Location:

1500 Pearl Street, Suite 302
Boulder, CO 80302

Department Head

Molly Winter

Director

Contact

Molly Winter

303-413-7317

winterm@bouldercolorado.gov

Boulder Energy Future Mission, Structure and Responsibilities

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.

- 2016-2017 Budget: \$4,009,395
- 2016 City Manager Contingency budget: \$1,000,000
- 2016 Number of Full-time Equivalent (FTE) Employees: 12.25

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 2016 include:

- Continued implementation of the transition plan;
- Legal proceedings for Colorado Public Utilities Commission (PUC) regulatory filings and condemnation including refiling a condemnation petition in Boulder District Court;
- Continued work with community technical working groups;
- Continued municipalization option analysis;
- Community outreach and engagement on expanding the Utility of the Future vision and the

implementation of the transition plan; 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 over 37 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

Energy Future Menu

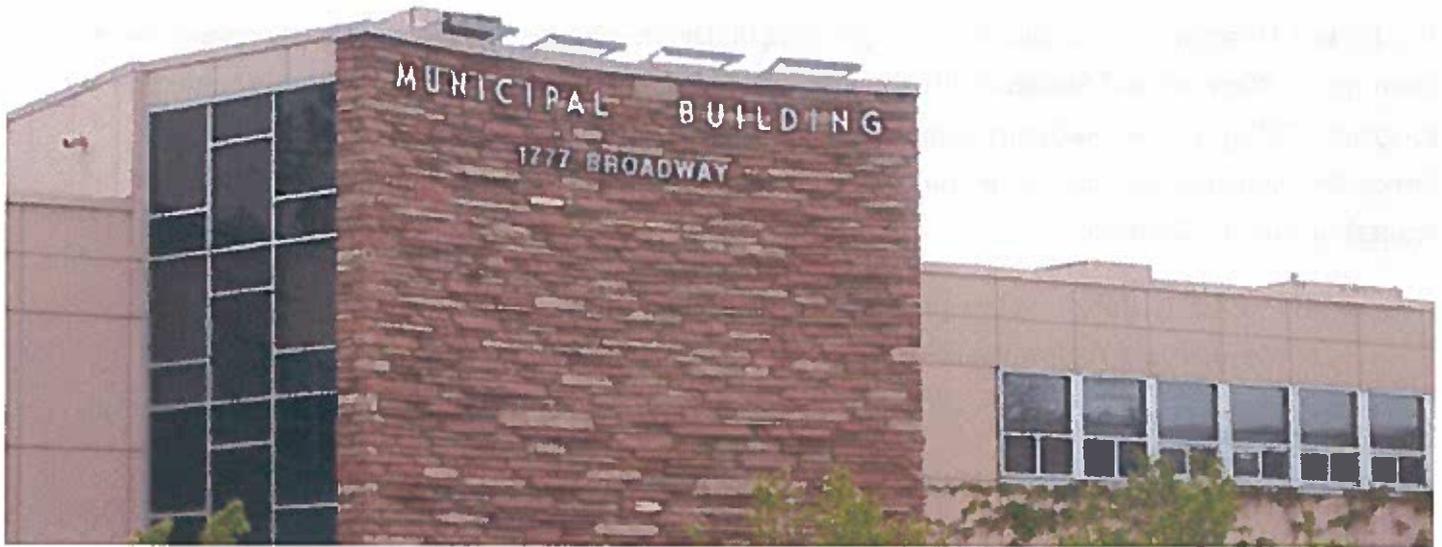
- About
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- Contact & Work With Us
- Facts Versus Myths

- [FAQs](#)
- [Staff & Consultants](#)
- [Working Groups](#)

Popular

- [A Local Electric Utility](#)
- [Library of Resources](#)
- [Mission, Structure and Responsibilities](#)
- [Partnership With Xcel Energy](#)
- [Regulatory & Legal](#)

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.
- *2016 Operating Budget: \$8,138,317*
 - *2016 Number of Full-time Equivalent (FTE) Employees: 45.5*

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.

- *2016 Operating Budget: \$959,467*

- *2016 Number of FTE Employees: 5.5*

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.

- *2016 Operating Budget: \$677,596*
- *2016 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.

- *2016 Operating Budget: \$3,479,394*
- *2016 Number of FTE Employees: 5.00*

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.

- *2016 Operating Budget: \$1,348,884*
- *2016 Number of FTE Employees: 9.95*

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.

- *2016 Operating Budget: \$557,173*
- *2016 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.

- *2016 Operating Budget: \$72,803*
- *2016 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 9,713 tax vendors.

- *2016 Operating Budget: \$757,652*
- *2016 Number of FTE Employees: 7.95*

Payroll

The Payroll division includes processing of paychecks, W2s, and vendor tax documentation and ensures Federal and State legal compliance regarding payroll, pension and other tax reporting.

- *2016 Operating Budget: \$285,348*
- *2016 Number of FTE Employees: 3.5*

Related Video



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

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 10,000 emergencies annually.
- *2016 Operating Budget: \$18,628,624*
 - *2016 Number of Full-time Equivalent (FTE) Employees: 124.33*

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.

- *2016 Operating Budget: \$15,237.189*

- *2016 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.

- *2016 Operating Budget: \$1,448,703*
- *2016 Number of FTE Employees: 7*

Community Risk Reduction

Community Risk Reduction 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.

- *2016 Operating Budget: \$1,118,856*
- *2016 Number of FTE Employees: 8*

Training Division

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

- *2016 Operating Budget: \$823,876*
- *2016 Number of FTE Employees: 4*

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

Fire Chief

Jeffrey Long

Deputy Fire Chief

Scott Fuller

Deputy Fire Chief

Contact

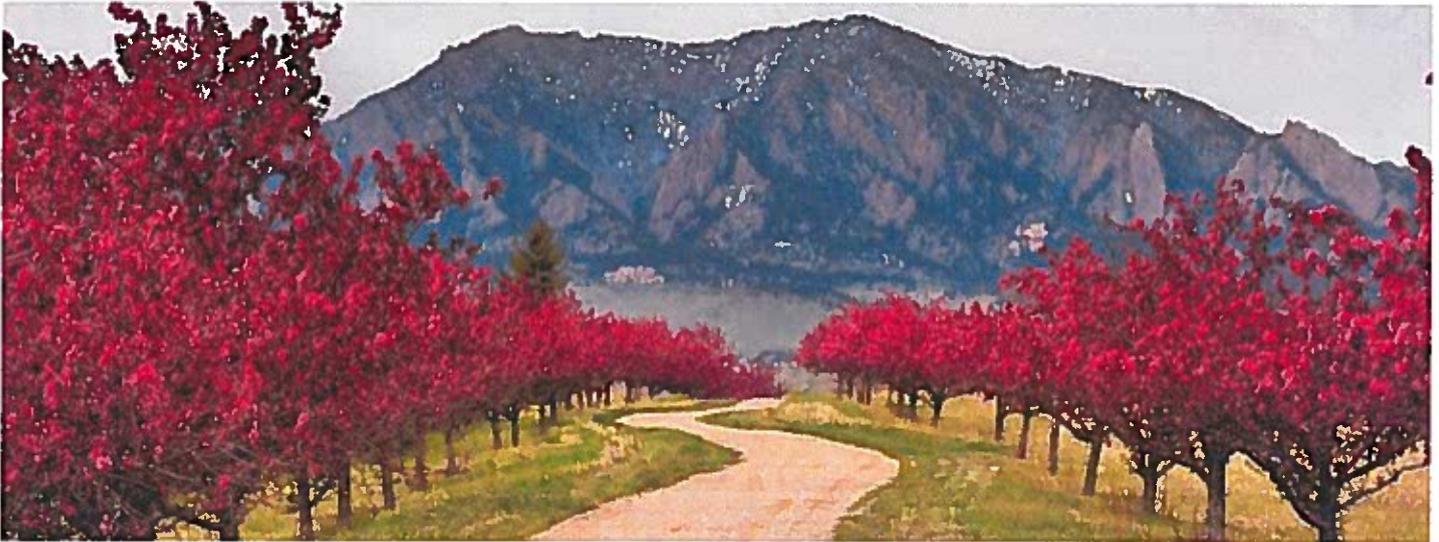
3065 Center Green Dr.

Boulder, CO 80301

Phone: 303-441-3350

Fax: 303-441-4350

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.

2016 Budget:

\$3,870,389

2016 Number of Full-time Equivalent (FTE) Employees:

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.

2016 Operating Budget:

\$774,186

2015 FTEs:

6.63

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.

2016 Operating Budget:

\$1,648,544

2016 FTEs:

8.75

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.

Strategic Client 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.

2016 Operating Budget:

\$808,979

2016 FTEs:

6.00

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.

2016 Operating Budget:

\$638,681

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.

2016 FTEs:

3.00

Human Resources Links

- Benefits
- Human Resources
- Non-Discrimination Hiring Policy
- Our City Culture

Job Resources

- E-Verify Employer Notice
- Non-Discrimination Hiring Policy
- Featured Jobs
- Internships
- Junior Rangers
- Boulder Housing Partners
- Firefighter Recruitment
- Police Opportunities
- Job Interest Card
- Job Description Search
- Benefits

Location:

12/18/2015

Human Resources

3065 Center Green Dr.
Boulder, CO 80301

Contact:

Phone: 303-441-3070

Fax: 303-441-3049

hr@bouldercolorado.gov

Department Heads

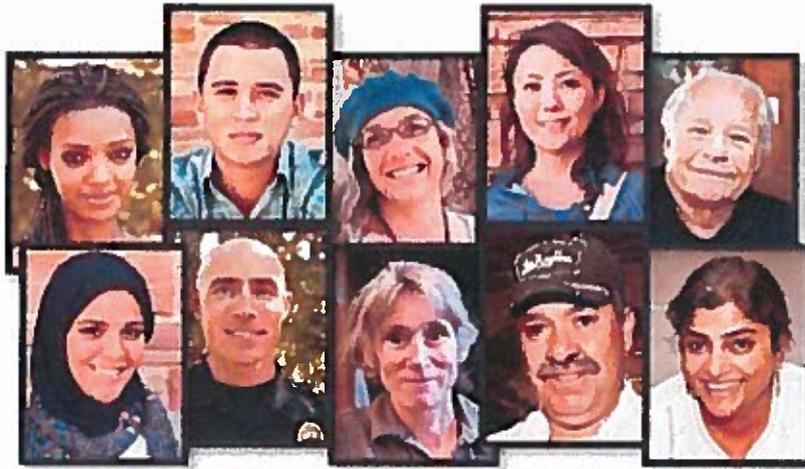
Joyce Lira

Director of Human Resources

Vacant

Deputy Director of Human Resources

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 and Administration
- Senior Services

- *2016 Operating Budget - \$7,097,022*
 - *General Fund - \$6,314,848*
 - *Grants - \$687,000*
 - *Community Development Block Grant - \$95,174*

- *2016 Number of Full-time Equivalent (FTE) Employees - 37.15*

Responsibilities

Community Relations

- 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.

- 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*.
- Provides community conflict resolution and mediation services for city residents, organizations and businesses such as landlord-tenant and neighborhood disputes and restorative justice.
- Coordinates the annual *Martin Luther King, Jr. celebration*.
- 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 approximately \$150,000 in annual grants to local nonprofits, organizations and individual youth grants 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) and Boulder County 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.
 - Coordinates or implements city and community plans including the Ten-Year Plan to Address Homelessness, HS Strategy, Countywide Human Services Strategy, Age Well Boulder County and Boulder Valley Comprehensive
-

Plan.

- Manages updates to the Human Services Strategy and other community plans related to City Council and human services goals.
- Oversees Substance Abuse Prevention Education for Children and Youth program and community 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 Age Well Boulder County 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.
- Staffs liaison to Boulder Seniors Foundation.

Administration and Finance

Provides administrative and financial management and oversight of the department.

About Human Services

- Mission, Structure & Responsibilities
- Human Services Strategy
- Housing and Human Services Master Plan
- Human Services Issue Briefs
- Human Services News on Channel 8

Location:

1101 Arapahoe Avenue
Boulder, CO 80302

Department Head

Karen Rahn

Director rahnk@bouldercolorado.gov

Contact

303-441-3140

Information Technology

Our IT Vision

EMPOWER • INNOVATE • DELIVER

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 IT 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 are directly tied to the citywide IT Strategic Plan and include:

- long-range technology planning;
- citywide hardware/software procurement;
- support for all employees and personal computers (PCs), mobile devices and voice services;

- administration of 360 physical and virtual servers and 160 databases;
 - disaster recovery and business continuity;
 - systems security;
 - 200 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.
- *2016 Operating Budget: \$8,842,452*
 - *2016 Number of Full-time Equivalent (FTE) Employees: 40.25*

Responsibilities

Administration

The Administration Division provides general administrative support to the other divisions of IT and ensures budgetary items align with the IT Strategic Plan. 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.

- *2016 Operating Budget: \$505,202*
- *2016 Number of FTE Employees: 3.0*

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.

- *2016 Operating Budget: \$2,685,758*
- *2016 Number of FTE Employees: 19.0*

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.

- *2016 Operating Budget: \$2,233,757*
- *2016 Number of FTE Employees: 16.75*

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.

- *2016 Operating Budget: \$3,417,735*
- *2016 Number of FTE Employees: 1.5*

Related Video



Information Technology

- 2016 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
- Website Infographic
- Web Traffic Dashboard
- Website Awards
- Website Plugins
- Submit Website Question

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

303-441-3080

infotech@bouldercolorado.gov

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 Culture 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, 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, boulderarts.org, offers information on a number of region-wide, arts-related programs and services.

- *2016 Operating Budget - \$8,514,155*
- *2016 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, and administrative support for the Library Commission.

Community Engagement and Enrichment

Community Engagement and Enrichment is focused on engaging the community through materials, programs, literacy, story times, and outreach. This division includes youth services, library materials and electronic resources (e.g. ebooks and informational databases) acquisition, library collection maintenance the Carnegie Library for Local History collection and services and the Boulder Reads adult literacy program.

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.

Office of Arts and Culture

The Office of Arts and Culture includes administration and oversight of the 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.

Public Services

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

Related Links

- [Boulder Public Library](#)
 - [BoulderReads](#)
 - [Office of Art + Culture](#)
-

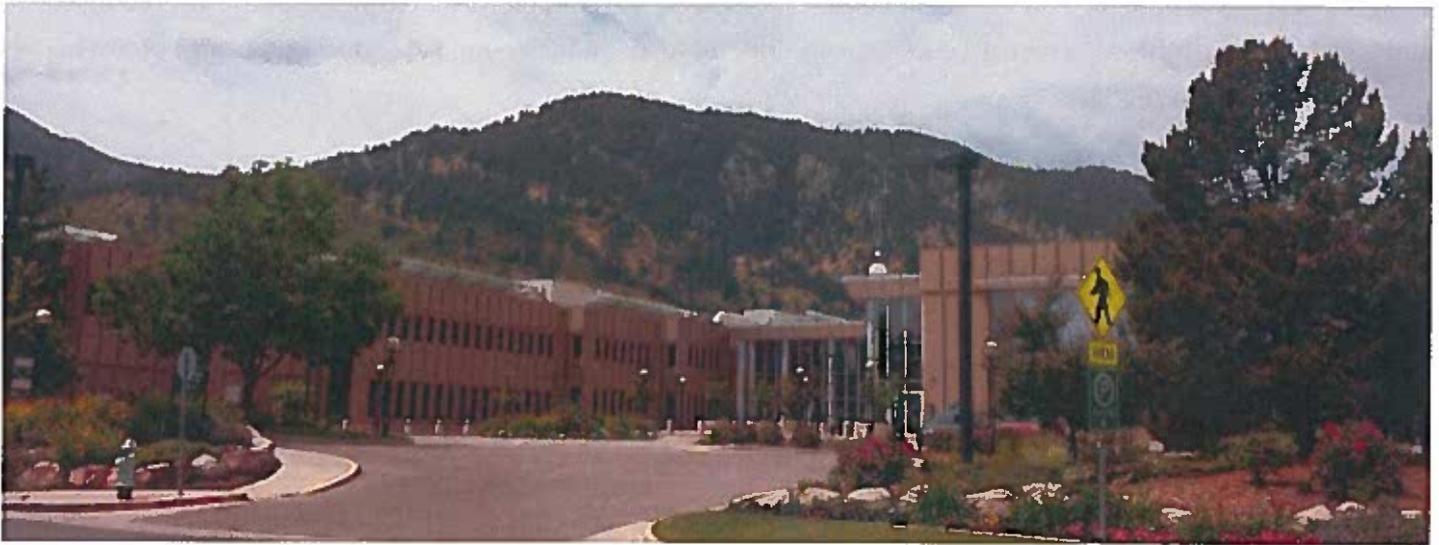
Location:

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.

- *2016 Operating Budget: \$2,316,349.77*
- *2016 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

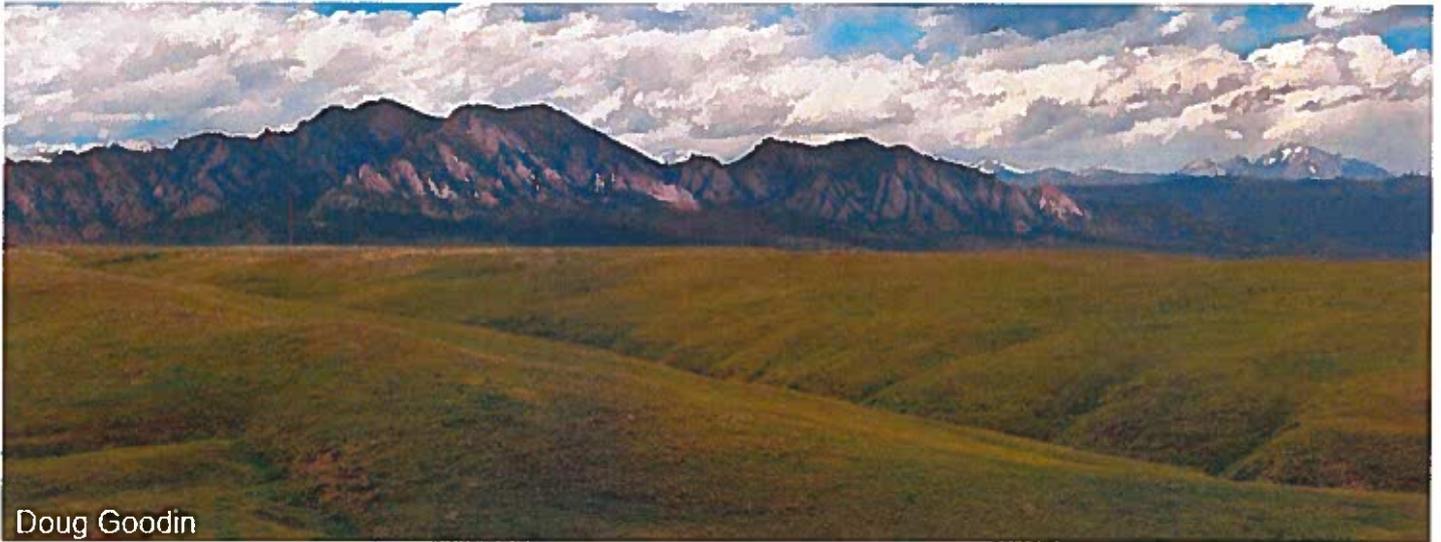
Court Administrator

Contact

Phone: 303-441-1842

Fax: 303-441-4233

Open Space and Mountain Parks Department Profile



Mission

The mission of the Open Space and Mountain Parks Department (OSMP) is to preserve and protect the natural environment and land resources that characterize Boulder. We foster appreciation and uses that sustain 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 45,000 acres, contains approximately 150 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 five divisions:

- Executive Team;
 - Central Services;
 - Community Connections and Partnerships;
 - Resources and Stewardship; and
 - Trails and Facilities.
-
- *2016 Total Budget: \$35,828,657*
 - *2016 Number of Full-time Equivalent (FTE) Employees: 117.15*

Responsibilities

Executive Team

The OSMP Executive Team ensures strategic alignment of OSMP projects with the department's mission and priorities. This workgroup includes the Executive Director, Science Officer, Community Relations Officer, and the four Division Managers of the divisions outlined below.

- *2016 Total Division Budget: \$1,045,620*
- *2016 Division Number of FTE Employees: 7*

Budget includes operating funds for OSMP leadership and CIP dollars related to the newly established Science Officer.

Central Services

The Central Services workgroup provides support for the daily internal operations of the Department. This workgroup offers real estate, information resources, administrative, and financial services, including: acquisition of land interests and management of easement requests; data management, Geographic Information Systems, Web Site management, etc; support of the Open Space Board of Trustees (OSBT), front office, permitting and program support (such as Voice and Sight programs), and preparation and analysis of the OSMP budget and monitoring of the parking fee, cash management, and timesheet databases.

- *2016 Total Division Budget: \$3,119,937*
- *2016 Division Number of FTE Employees: 23.65*

Budget consists primarily of operating dollars but division staff are responsible for CIP funding to support 2015 real estate, water, and mineral rights acquisition.

Community Connections and Partnerships

The Community Connections and Partnerships workgroup engages community members around the mission and vision of OSMP. This workgroup coordinates activities and messaging around: environmental planning and sustainability; education and Outreach programs, including volunteer projects and services and the Junior Ranger Program; and Ranger Services.

- *2016 Total Division Budget: \$3,826,613*
- *2016 Division Number of FTE Employees: 34.5*

Budget includes operating funds as well as CIP dollars related to Voice & Sight implementation.

Resources and Stewardship

The Resources and Stewardship workgroup enhances Boulder's natural environment by protecting its agricultural, cultural, and water assets. This workgroup contains expertise in: preservation and restoration of agricultural, water, historical and cultural resources; tracking and monitoring of the variety of systems across OSMP; and ecological systems.

- *2016 Total Division Budget: \$3,859,992*
- *2016 Division Number of FTE Employees: 25.5*

Budget includes operating funds, Lottery funds, and external grant funding to support continued flood recovery.

Trails and Facilities

The Trails and Facilities workgroup supports the design, construction, and maintenance of OSMP's physical assets. This workgroup manages and maintains OSMP's: trails, trailheads and access points, acquired properties, and equipment and vehicle assets.

- *2016 Total Division Budget: \$4,048,912*
- *2016 Division Number of FTE Employees: 26.5*

This division budget includes operating dollars, Lottery funds, and significant CIP funding to support continued flood recovery efforts through 2017.

OSMP Links

- [About OSMP](#)
- [Acquisition & Preservation](#)
- [Agriculture on OSMP](#)
- [Contact OSMP](#)
- [Current OSMP Projects](#)
- [Get Involved](#)
- [Información en Español](#)
- [Maps & Data](#)
- [Nature & History](#)
- [Open Space and Mountain Parks](#)
- [OSMP Kids' Pages](#)
- [Plans, Reports & Brochures](#)
- [Trails & Recreation](#)
- [Visitor Information](#)

Department Head

Tracy Winfree

Director

Contact

12/21/2015

Open Space and Mountain Parks Department Profile

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.

2016 Total Budget: \$25,942,490

The 2016 budget is funded by the:

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

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.

- *2016 Budget: \$7,780,537 for operations and maintenance*
- *2016 Number of Full-time Equivalent (FTE) employees: 58.75*

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.

- *2016 Budget: \$9,955,775*
- *2016 Number of FTE employees: 56.73*

Administration Division

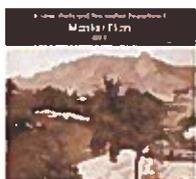
Includes the office of the director; business and finance; strategic leadership; marketing; public outreach; communications; information technology; staff training and development; and liaison work to the Parks and Recreation Advisory Board (PRAB) and City Council.

- *2016 Budget: \$2,860,649*
- *2016 Number of FTE employees: 20.87*

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

About Parks and Recreation

- Parks and Recreation Department Profile
- Parks and Recreation Master Plan
- Plans and Reports
- Parks and Recreation History
- Parks and Recreation - Environmental Stewardship
- Parks and Recreation Donations
- Top 10 Nature Play Parks
- Meet the Instructors
- Parks and Recreation Regulations, Policies and Permits
- Staff Contact List

Parks & Recreation

- About Parks & Recreation
- Classes, Leagues, Programs, Services
- Columbia Cemetery
- Concerts in the Park
- Entry Fees, Passes and Benefits
- Events and Rentals
- Forestry and Horticulture
- Holiday Schedule
- Parks
- Parks and Recreation Accessibility
- Parks and Recreation Advisory Board (PRAB)
- Parks and Recreation Email Lists
- Parks and Recreation Master Plan
- Recreation Facilities - All
- Staff Contact List
- Volunteer, Internship and Job Opportunities

Location:

<https://boulder.colorado.gov/parks-rec/parks-and-recreation-department-profile>

12/18/2015

Parks and Recreation Department Profile

3198 N. Broadway
Boulder, Colorado 80304

Department Head

Yvette Bowden
Director, Parks and Recreation

Contact

Kady Doelling
Business Services Manager
303-413-7227
doellingk@bouldercolorado.gov

Planning, Housing and Sustainability

undefined

Boulder Planning Web Page

undefined

Boulder Planning Email List

Mission

The mission of the Department of Planning, Housing and Sustainability is to “collaborate with our community and colleagues to create a truly great and sustainable city, worthy of its setting.” The department does this by:

- Working with the Boulder community to articulate a shared vision for the city's future;
- Promoting long-term sustainability, resilience and community quality through comprehensive, strategic planning and application of the community's values and sustainability principles in guiding preservation, new development and redevelopment in the city;
- Preserving and providing safe, quality affordable housing opportunities through community planning, application of land use and regulatory tools, investment, regional collaboration and funding of programs;
- Engaging the community to promote education and facilitate action for community sustainability and resilience; and
- Supporting others in the city organization and community to carry out their mission in service of the community's planning, housing and sustainability goals.

Structure

The PH+S Department encompasses the following divisions:

- Planning
- Housing
- Climate and Sustainability
- Administration

2016 Operating Budget: \$14,975,562

2016 Number of FTE Employees: 67.72

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 PH+S and Public Works departments.

Responsibilities

Planning

Comprehensive Planning leads planning and policy development projects and programs. It includes 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, and coordinates both the urban wildlife management program and integrated pest management program.

Development Review provides project review, zoning administration and enforcement services for the community and customers. Working with other work groups of the Planning and Development Services Center, the development review team helps ensure consistent application of city regulations and policies in both “by right” and discretionary review projects. The group also coordinates regular updates to the city’s land use code and development regulations and oversees annexation processes.

The City Design Team leads urban design and architecture for the city. This includes facilitating community dialogue and providing leadership to achieve design excellence in the city’s built environment, acting as a technical urban design resource for the city, and playing a leadership role on special projects involving complex design issues.

- *2016 Operating Budget: \$4,306,672*
- *2016 Number of FTE Employees: 36.56*

Housing

Planning and Policy leads initiatives to address community housing needs through community and stakeholder engagement; supportive policy, market and data analysis; and development of effective policies and programs, working in collaboration with Comprehensive Planning and others. The group also partners with Development Review to implement the city’s inclusionary housing ordinance in new development and annexations and helps establish and monitor appropriate metrics to measure program success and effectiveness.

Community Investment utilizes city and federal resources in collaboration with partner organizations to increase and preserve the community’s affordable housing stock, support the capital needs of nonprofit service providers, and ensure appropriate oversight and compliance monitoring of these investments.

Homeownership serves the community by promoting and implementing affordable homeownership opportunities, helping to match qualified households with permanently affordable for-sale home opportunities and ensuring operation of the program in a manner consistent with city policies and community values.

- *2016 Operating Budget: \$6,059,449*
- *2016 Number of FTE Employees: 14.95*

Climate and Sustainability

Climate Commitment leads collaborative processes with other departments and work groups as well as with the Boulder community to understand and respond to the challenge of climate change, and develop effective strategies to achieve deep reductions in local carbon emissions, guided by the long-term goal of 80% reduction in emissions (from 2005) by 2050.

Energy Services works with Boulder businesses, residents and key partners to reduce energy use in the city through energy efficiency, conservation and site-based renewable energy development, using a combination of education, incentives, technical assistance and regulatory requirements.

Zero Waste works with key partners and the Boulder community as well as the city organization to reduce the generation of waste and divert reusable resources to the maximum extent possible, through a combination of policy development, education, incentives, investments in zero waste facilities, technical assistance and regulatory requirements.

- *2016 Operating Budget: \$3,184,549*
- *2016 Number of FTE Employees: 11.05*

Administration

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

- *2016 Operating Budget: \$682,916*
- *2016 Number of FTE Employees: 5.16*

Community Planning Projects

- Boulder Junction
- Chautauqua Lease
- Civic Area
- East Arapahoe Transportation Plan
- Housing Boulder
- North Boulder Subcommunity Plan
- Subcommunity and Area Plans

Contact PH+S

- Contact Planning, Housing and Sustainability
- Planning & Development Services Phone List

PH+S Programs and Services

- Climate + Sustainability Division
- Development Review Process
- Economic Vitality
- Historic Preservation
- Housing Divison
- Inclusionary Housing
- Integrated Pest Management (IPM)
- Regional Sustainability
- Urban Wildlife

Planning, Housing + Sustainability Menu

- Boulder Planning
- Boards and Commissions
- Boulder Valley Comprehensive Plan
- Planning, Housing and Sustainability Department
- Comprehensive Planning, Policy & Design
- Land Use Regulation (Title 9)
- Planning and Development Services Online Center

Location:

1739 Broadway

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)

Mission

Working with the community to provide service and safety. 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.

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, the Cops in the Classroom program, the Adopt-a-Fraternity and Adopt-a-Sorority programs, the Adopt-a-Site program, liaisons with groups and other agencies and mentoring programs, among others. The department is involved in many other prevention, intervention and educational programs.

- *2016 Operating Budget: \$34,037,228*
- *2016 Number of Full-time Equivalent (FTE) Employees: 292*

The police department is structured into three divisions.

Administration

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

- *2016 Operating Budget: \$1,109,563*
- *2016 Number of FTE Employees: 6*

Operations

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

- *2016 Operating Budget: \$24,435,479*
- *2016 Number of FTE Employees: 209.75*

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.

- *2016 Operating Budget: \$8,492,186*
- *2016 Number of FTE Employees: 76.25*

Responsibilities

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



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 - Traffic & Special Events

Commander Greg LeFebre supervises the traffic unit, special events and the S.W.A.T. team.



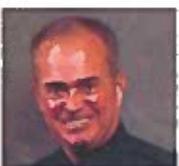
Commander - Patrol, Watch I

Commander Katie McEldowney manages Watch I Patrol and oversees the Police Training Officer program.



Commander - Special Services

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



Commander- Patrol, Watch II & III

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



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.



Communications Manager

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



Financial Services Manager

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



Records Manager

The Records department counts on its employees in Records and Information Services to perform a variety

of critical tasks.

See more articles like this

Boulder Police Department

- Animal Control
- Arrest Citation Data Report
- Benchmark Cities
- Blotter and Call Logs
- Citizen's Police Academy
- Code Enforcement
- Community Policing Survey
- Community Resources
- Crime Maps & Statistics
- Department Job Opportunities
- File an Online Police Report
- Job Interest Card
- Jobs & Volunteer Opportunities
- Master Plan - Boulder Police Department
- Police Department
- Police Newsroom
- Policía Comunitaria - Encuesta a La Comunidad
- Professional Standards (Internal Affairs)
- Record Requests
- Sex Offender Registry
- State Laws
- Youth Academy

Emergency Alerts - Sign-up

- Boulder County Office of Emergency Management
- Emergency Alerts (BoCog11Alert.com)

Location:

1805 33rd St.
Boulder, CO 80301

Contact:

Phone: 303-441-3333

Tweets Follow

 **Boulder Police Dept.**
@boulderpolice 57m

Call Log- Dec. 18, 2015: Call Log- Dec. 18, 2015 bit.ly/1QFDNnd

 **Boulder Police Dept.**
@boulderpolice 18 Dec

Call Log- Dec. 17, 2015: Call Log- Dec. 17, 2015 bit.ly/1Qv9gsm
Expand

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Blotter - Dec 17, 2015: Blotter - Dec 17, 2015 bit.ly/1UJNKyE

 **Boulder Police Dept.** 17 Dec

Tweet to @boulderpolice

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.
-
- *2016 Budget: \$153,293,781*
 - *2016 Operating Budget: \$83,847,185*
 - *2016 Capital Improvements: \$54,285,315*
 - *2016 Debt Service: \$15,161,281*
 - *2016 Number of Full-time Equivalent (FTE) Employees: 322.56*

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.

- *2016 Budget: \$27,257,777*
- *2016 Operating Budget: \$24,075,541*
- *2016 Capital Improvements: \$2,282,000*
- *2016 Debt Service: \$900,236*
- *2016 Number of FTE Employees: 83.2*

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.

- *2016 Budget: \$35,501,140*
- *2016 Operating Budget: \$26,479,431*
- *2016 Capital Improvements: \$8,986,709*
- *2016 Debt Service: \$35,000*
- *2016 Number of FTE Employees: 71.34*

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.

- *2016 Budget: \$90,534,864*
- *2016 Operating Budget: \$33,292,213*
- *2016 Capital Improvements: \$43,016,606*
- *2016 Debt Service: \$14,226,045*
- *2016 Number of FTE Employees: 168.02*

Public Works Menu

- Boards and Commissions
- Boulder Water Utilities
- Facilities and Asset Management (FAM)
- Fleet Services
- Map of Path & Underpass Closures
- Planning and Development Services Online Center
- Public Works
- Public Works Projects and Programs
- Snow and Ice Removal
- Transportation

Public Works Programs

- Cone Zones: Construction and Traffic Map
- Graffiti Removal Program
- Greenways Program
- Winter Tips and Snow Removal

Location:

1739 Broadway
Boulder, Colorado 80302

Department Heads

Maureen Rait
Executive Director

Mike Sweeney
Acting Director of Public Works
for Transportation

Jeff Arthur
Director of Public Works
for Utilities

Contact

Public Works

Phone: 303-441-3200

Contact Public Works

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.

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. The resilience strategy is anticipated to be completed by March, 2016. This timeline will allow the resilience strategy to inform the 2017 budget process.

As a result of the 100RC Phase I diagnostics, Phase II Focus Areas will address 6-7 major project areas representing priority efforts across the organization and community. In summary, but in no particular order of priority, the 7 areas proposed for further study include:

- Select a set of consistent climate change projections for use across every department in the City of Boulder.
- Develop a citizen corps volunteer leadership and crisis preparedness program plan.
- Integrate resilience framework and principles into Boulder Valley Comprehensive Plan update.
- Complete an energy resilience analysis for grid modernization.

- Complete an economic risk assessment.
- Leverage “Big Data” to help inform positive social outcomes as outlined in the new Human Services Strategy.
- Develop understanding, through imagery analysis, of the health of the urban canopy.

At the Sept. 17, 2015 City Council Study Session, several members of Council expressed an interest in incorporating scenario planning in the City’s efforts to increase community resilience. As a result of this feedback from Council, staff plans to facilitate a scenario planning exercise involving City Council during 2016. Scenario planning is also being explored as a potential public engagement tool, as well as part of the methodology for integrating climate risk analysis into city planning.

Council Action

- *First Quarter, 2016* - City Council Study Session update on resilience strategy and major project areas.
- *First Quarter, 2016* – City Council will have the opportunity to endorse the final resilience strategy.
- *First Quarter, 2016* – City Council scenario planning and governance exercise.

Contact

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

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

Fire Station 3 Relocation

Summary

Fire Station 3, presently located at the intersection of Arapahoe and 30th Street, has been identified as a key city facility located in the 100-year flood plain. It is also not ideally placed for current emergency response needs and response time goals. The station is recommended for relocation to an area bounded by Valmont to the north, Folsom to the west, 30th Street to the east, and Mapleton to the south.

Status and Potential Next Steps

Two city-owned properties in the recommended area have been considered for the station relocation project: the present Pollard Motors site at 30th and Pearl, and the Mapleton ballfields site, located on Mapleton Ave. between 28th Street and 30th Street.

On Oct. 13, 2015, during the Boulder Junction study session, both properties were presented to City Council for consideration. City Council's direction was to exclude the Pollard site for consideration and requested staff return with more floodplain and legal analysis for the Mapleton site.

Other sites in the recommended footprint are potentially available but must be negotiated and purchased from existing owners. Presently, though included in the capital improvement plan, funding is not available for either site acquisition or construction. Staff continues to assess various funding options for this project.

A station needs analysis was completed in early 2015 and identified the need for a station size of 15,320 square feet, capable of housing 11 firefighters and accommodating community room space of approximately 1,000 square feet.

Next Steps:

1. Return to City Council with additional information on the Mapleton site for direction on whether to consider it for relocation of Station 3. (4th quarter, 2015)
2. Identify 1 or 2 additional sites for purchase recommendation to City Council, if necessary. (1st quarter, 2016)
3. Obtain funding for land acquisition, station design and construction (12 mos.)

Council Action

- First Quarter 2016 – City Council will receive an Information Packet detailing site acquisition needs/next steps.

Staff Contact

Michael Calderazzo, Fire Chief, 303-441-3357, calderazzom@bouldercolorado.gov

David Gelderloos, Administrative Chief, 303-441-4022, gelderloosd@bouldercolorado.gov

Flood Recovery and Mitigation

Summary

September of 2015 marked the two-year anniversary of the 2013 flood. The 2013 flood was a presidentially declared disaster that caused extensive damage to private property. The city has estimated private property damage to have totaled \$200 million inside the city limits, and \$28 million in damage to 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.

In May 2015, significant storms brought rain and flooding across the Front Range and Boulder County, resulting in the second disaster declaration in two years. This disaster declaration only included public assistance (for local governments and special districts), and not individual assistance for private property owners. The city sustained an estimated \$500,000 to \$600,000 in damage.

Status and Potential Next Steps

2013 Flood

The city continues to help residents in need of assistance as they recover from the flood. As of September 2015, all units that the city was aware of being vacant and uninhabitable as a result of the flood have either

been repaired or reconstructed or are nearing construction completion and re-occupancy. The city's flood recovery and restoration building permit and fee waivers will remain in place until March 1, 2016.

One-hundred and thirty (130) city households remain engaged in case management assistance, with needs ranging from construction and rehabilitation to personal belongings and mental health assistance. The Long Term Flood Recovery Group (LTFRG) of Boulder County will transition assistance back to the existing service providers between December 2015 and March 2016. Boulder County Housing and Human Services is continuing to provide housing rehabilitation grant programs on behalf of the City of Boulder, funded through HUD's Community Development Block Grant – Disaster Recovery (CDBG-DR) funding. Those programs will extend through 2016, and potentially into 2017.

As a result of the significant flood damage to city infrastructure, the city is working to complete 330 projects across the community. These include repairs, restoration, replacement and mitigation work. As of September 2015, the city has completed 79 percent of the flood-related repairs. The September 2013 flooding was declared a national disaster, which created the opportunity for possible reimbursement through the Federal Emergency Management Agency (FEMA), Federal Highway Administration (FHWA) and the State of Colorado. The city is striving to maximize reimbursement from all applicable agencies and grant funding opportunities. The following table presents financial highlights as of September 2015:

Total Estimated Flood Recovery Cost	\$28.5 million
Total Estimated FEMA Reimbursement	\$17.6 million
Total Expended	\$20.1 million
Total FEMA Eligible Expenditures	\$14.3 million
Total Reimbursement Requests to FEMA	\$9.3 million
Total FEMA Reimbursement Received	\$5.6 million

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 costs and FEMA reimbursements, the city is pursuing additional funding sources. The city has been awarded \$4.1 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 Community Development Block Grant Disaster Recovery (CDBG-DR) funds.

2015 Storms

A series of storms in May and June 2015 led to damage to the city's infrastructure, specifically to the Public Works-Utilities and Open Space and Mountain Parks (OSMP) systems, with some minor damage to the Parks and Recreation and Transportation systems. The City of Boulder participated in the FEMA initial damage assessment process and on Aug. 7, 2015, the City Manager issued a local disaster declaration, which qualified the city for FEMA Public Assistance.

City staff is currently working with the FEMA Public Assistance team to develop project worksheets for five damaged sites in the Public Utilities and Open Space and Mountain Parks systems. It is anticipated that FEMA will complete writing project worksheets by November. Current estimates of damage are approximately \$500,000 to \$600,000.

The multiple weather events that occurred during this designated time period did not meet the federal damage threshold to qualify for FEMA Individual Assistance (IA). Therefore, any potential FEMA funds can only be used for damage to public property and infrastructure. The FEMA reimbursement for this disaster is 75 percent of eligible costs. The city currently estimates receiving approximately \$375,000 to \$450,000 in FEMA reimbursements for 2015 flood recovery.

For additional detail and background, please refer to the Flood Recovery Updates at:
<https://bouldercolorado.gov/flood/recovery-and-resilience>

Long-term Flood Recovery and Resilience

The city published its flood recovery after-action report on Sept. 11, 2015, identifying best practices and lessons learned to date through the flood recovery process.

Staff will be preparing formal disaster recovery plans to capture and document the lessons learned and to plan for the future. 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 Voluntary Organizations Active in Disasters (VOAD).

Council Action

2016 - 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.

Contact

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

Staff		
Staff Maureen Rait Executive Director of Public Works / Flood Recovery Manager	Staff Chris Meschuk Flood Recovery Coordinator - Community Services	Staff Joel Wagner Flood Recovery Coordinator - Finance

Housing Boulder (Comprehensive Housing Strategy)

Summary

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 focused on six goals adopted by City Council in 2014.

Addressing Boulder's housing affordability challenges will take a creative mix of policies, tools and resources to make progress on multiple fronts. Since spring 2013, the city has worked with the community to gain a better understanding of Boulder's current and emerging housing challenges and to start identifying specific tools to address those challenges in a manner consistent with shared community values. After gathering community ideas for action to help make housing in Boulder more affordable and inclusive, the project team collected community feedback on priorities for action, including identification of which ideas might work best and where.

On June 9, 2015, City Council discussed the culmination of the community engagement process and the six preliminary themes that are intended to serve as the basis for developing a housing strategy. Based on council feedback on June 9, staff proposed to complete the Housing Boulder effort after the conclusion of the Boulder Valley Comprehensive Plan (BVCP) Update, while at the same time addressing some near term work items. The final outcome will be a housing policy framework that includes community priorities for action and specific tools to help meet the six council-adopted goals.

On Sept. 1, 2015, City Council considered the Housing Boulder Action Plan for 2015 and 2016 , which focuses on key areas of consensus that can be moved forward in parallel with the housing-related work being undertaken as part of the BVCP Update. This includes the development of a middle-income housing strategy and program; addressing mobile home policy issues identified at the Sept. 17, 2015 council study session; creating a neighborhood pilot project for cooperative housing and accessory dwelling units; and exploration of governance models for guiding the city's housing efforts over time. The housing topics that will be further explored and analyzed through the BVCP Update process include consideration of the relationship between jobs and housing, the overall housing mix, and any potential amendments to BVCP housing policies.

Status and Potential Next Steps

Following direction from the Sept. 1 council meeting and Sept. 17 study session on mobile homes staff is developing a work plan that incorporates three sets of items:

1. Policy and land use items included in the BVCP Update.

2. Action items in process: defining preservation priorities, model mobile home lease, affordable housing linkage fee implementation, Palo Park family housing development, and goals for city-owned site at 30th and Pearl.
3. Action items proposed for 2016 council work plan consideration: middle income housing strategy development, one-for-one replacement ordinance, tenant/city purchase program, mobile home support efforts, tax-exempt partnerships, affordable housing benefit ordinance, neighborhood pilot project, housing governance structure, and amending the cooperative housing ordinance (added by “nod-of-five” at the Oct. 20 meeting).

On Nov. 10, 2015, City Council adopted Ordinance No. 8072 to improve enforcement of residential occupancy limits with targeted enforcement in University Hill and Martin Acres. This Ordinance also incorporates direction to pursue efforts to ease limits on cooperative housing.

Council Action

2016 - Council will receive updates and be asked for direction on individual work plan items. Following completion of the BVCP Update, staff will schedule an update and study session on the entire Housing Boulder effort.

Contact

Contact Project Manager Jay Sugnet at sugnetj@bouldercolorado.gov and 303-441-4057, or Executive Director of Planning, Housing and Sustainability David Driskell at driskelld@bouldercolorado.gov and 303-441-3425.

Civic Area Implementation



Summary

In June 2015, the City Council accepted the updated Boulder Civic Area Master Plan, which defines the overall concept for the site and establishes criteria and guidelines for the consideration of specific improvements. The site includes the area between Canyon Boulevard and Arapahoe Avenue and between 9th and 14th Streets. The 2015 Civic Area Master Plan  replaces the 1992 Civic Center Master Plan and builds on the 2013 Vision Plan. The long-term vision is to transform the Civic Area into an even more unique place that reflects the community's shared values and its diversity, providing space and programs for people to gather, recreate, eat, learn, deliberate and innovate. The plan establishes the goals, guiding principles and core themes for Civic Area implementation.

Status and Potential Next Steps

Implementation of the Boulder Civic Area Master Plan is expected to take place over the next 10 to 20 years. However, due to the passage of the Community, Culture and Safety Tax in November 2014, the first phase of improvements in the Civic Area are currently moving forward. Staff is developing a Civic Area Park Site Plan to implement the \$8.7 million Phase I improvements and coordinate with the more than \$5 million from the tax devoted to Boulder Creek Path, 11th Street lighting, public art and Arapahoe Avenue underpass improvements at 13th Street. A Community and Environmental Assessment Process (CEAP) is necessary to adopt the Phase I park improvements and guide further work on longer-term investments.

The Planning Board, Parks and Recreation Advisory Board and City Council have reviewed and recommended approval of the Boulder Civic Area Phase I Park Development Plan (CEAP). City Council will consider the Park Development Plan (CEAP) on Nov. 10, 2015. Upon approval of the Boulder Civic Area

Phase I Park Development Plan, the project can proceed with final design and coordination through the city's standard review process. This will happen through the remainder of 2015 and in early 2016. Construction of Phase I is anticipated to begin in June 2016.

Other phases and timing to implement the remainder of the Civic Area Master Plan will depend on the availability of funding sources (public, private and other). These sources vary in their revenue generation potential and may require specific governance structures. The Civic Area team will continue to explore both finance and governance strategies for future implementation phases.

In the meantime, the city will develop guidelines for future improvements for the west and east "bookends" of the Civic Area, including the appropriate land uses and desired urban form. The area south of Canyon Boulevard, including the Civic Area "bookends," could also be the next area of application for the Form-Based Code (FBC) that is currently being piloted for Boulder Junction. If the Civic Area is selected for the next phase of the FBC, then the FBC will serve as the implementation tool in place of design guidelines. The design guidelines or FBC would serve as an implementation tool that provides clear and predictable design outcomes and urban forms by specifying the scale, mass, height and architectural character of buildings and would set standards for the public realm, including connections and public spaces such as plazas. This work will be developed in the first quarter of 2016 as part of the discussion on the next steps for the FBC implementation in areas outside of Boulder Junction. The design guidelines or FBC for the Civic Area will be developed through a public process, including engagement with boards, commissions and council, and will be presented for council's acceptance in the fourth quarter of 2016.

The desired urban form, design characteristics and future land uses for the bookends will also be informed by a more detailed analysis of flood opportunities and constraints, a study on the feasibility and type of year-round market hall for the east bookend (13th Street), and discussions about the former site of the Boulder Community Health (BCH) Broadway campus. A detailed flood analysis is scheduled to be completed by December 2015 and a market hall feasibility study is scheduled for completion by February 2016. Discussions about the potential uses of the BCH site will also inform the type and mix of uses for the bookends, depending on how many of the civic uses currently housed in the Civic Area may be relocated to BCH. Staff is anticipating a study session will be scheduled for the end of the first quarter or beginning of second quarter 2016 to discuss the long-term future use of the bookends, including the results of the flood analysis, market hall feasibility study, design guidelines or FBC, and potential civic uses in the Civic Area versus BCH.

Bandshell (east bookend)

Given the larger relationship of the Bandshell with the overall urban design of the Civic Area, the city will continue to explore options for the Bandshell as part of the longer-term planning initiatives. Staff will also be examining the Bandshell within the context of the Canyon Boulevard "Complete Streets" project (which

is currently in the planning phase) that will better accommodate all modes of transportation and enhance the traveling experience along the roadway. As part of the Civic Area Park Plan Phase I, the bench seating area in front of the Bandshell will be removed to better integrate the structure into the park and provide for a wider variety of uses and programs in the area such as the Farmers' Market, cultural activities and events.

Civic Use Pad (west bookend)

Discussions are ongoing regarding the potential for a mixed-use building on the pad adjacent to the St. Julien Hotel, which could include a "civic use" space of approximately 8,000 square feet on the first floor, along with hotel uses above. The civic use space is envisioned as a flexible space to be available at a discounted rate to community and nonprofit groups for civic and cultural functions. In May 2015, the city and the St. Julien signed a letter of intent that outlines the key issues, process, and responsibilities for moving forward. City staff is working with St. Julien Partners to find solutions for the critical path design components. In 2016, efforts will focus on the development of a management agreement governing use of the civic use space, as well as regulatory approvals for construction of the building. Council is expected to consider action on a management agreement before the end of 2016 and will be updated on the design of the space.

Council Action

First Quarter 2016 - Potential Call Up (Park Plan Phase I); Study Session on Civic Area - Long Term Use of Bookends

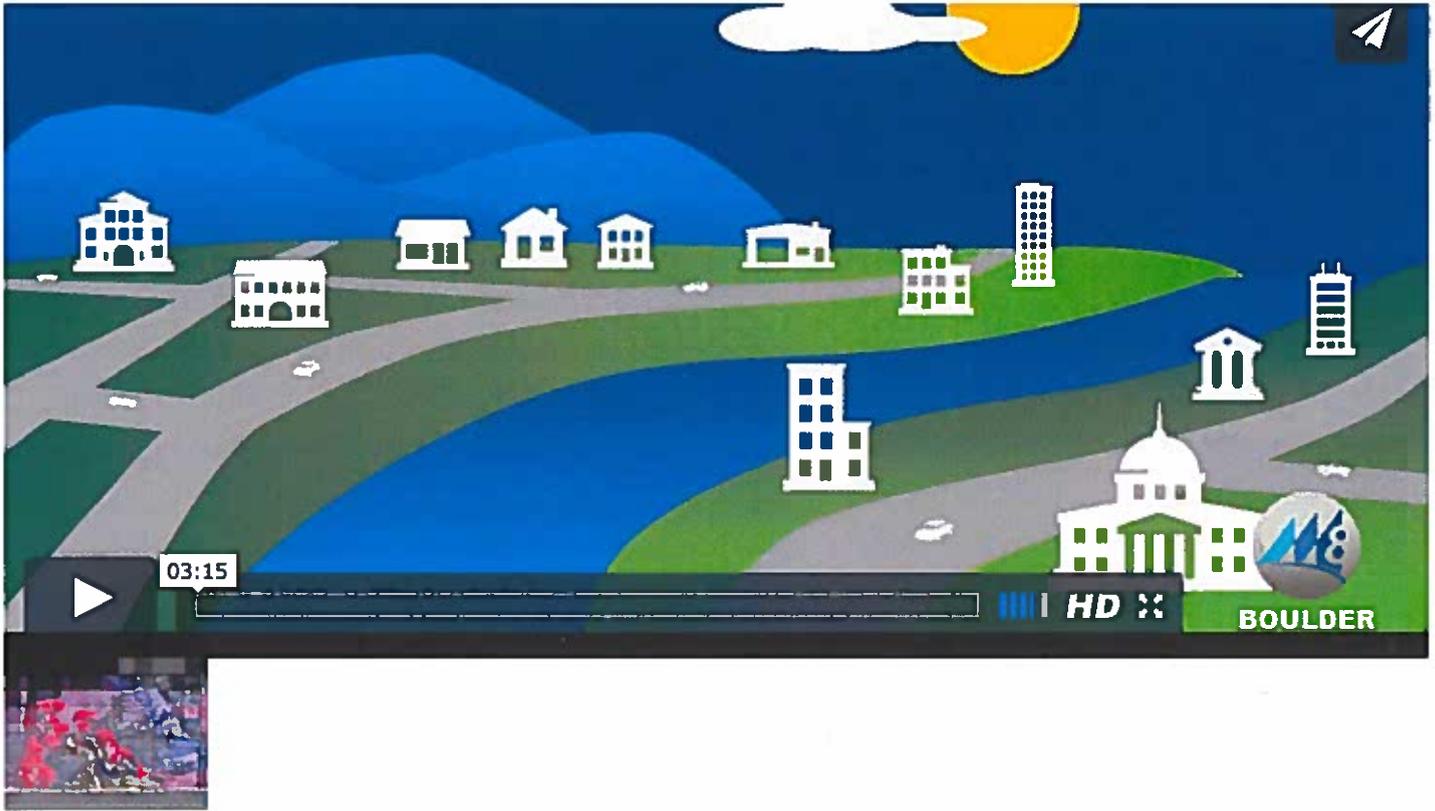
Contact

BCATeam@bouldercolorado.gov

Staff		
<p>Staff</p> <p>David Driskell Executive Director, Community Planning & Sustainability</p>	<p>Staff</p> <p>Yvette Bowden Parks and Recreation Director</p>	<p>Staff</p> <p>Maureen Rait Executive Director of Public Works</p>

Civic Area Multimedia





Inside Boulder News - Civic Area Update

This is a video segment from the June 7, 2013 Inside Boulder News. For more videos, visit: BoulderChannel8.com, follow @NatalieBoulder8 on Twitter and search 'City of Boulder Channel 8' on Facebook.



Inside Boulder News - Civic Area Update

This is a video segment from the May 24, 2013 Inside Boulder News. For more visit: BoulderChannel8.com, follow @NatalieBoulder8 on Twitter and search 'City of Boulder Channel 8' on Facebook.



Inside Boulder News - Boulder Civic Area Workshop

This video segment was taken from the Sept. 14, 2012 edition of Inside Boulder News. It includes interviews

and clips from the Boulder Civic Area Idea Collaboration Workshop held on Wednesday, Sept. 12. For more great videos and information, visit boulderchannel8.com



Boulder Civic Area presents: Dream Boulder

In partnership, EcoArts Connections and the city tapped a collection of stellar, Boulder-based artists to co-create a collaborative, art experience dubbed Dream Boulder. Award-winning dancer/performance artist Michelle Ellsworth and media artist Max Bernstein created a hilarious and outrageously thought-provoking performance/video, helping folks consider what the Civic Area looked like in prehistoric times, through historic moments, to current day, to what the area might become – if people do (or do not) speak up now for what they'd like it to be.



Deliberate Conversations - Downtown: A New Vision

To date, there has been no comprehensive vision for the downtown area south of Canyon. Ralph Gregory and the City of Boulder's Senior Urban Planner, Sam Assefa, explore some out-of-the-box ideas for the "Boulder Civic Area."



A Boulder View - Boulder's Civic Area: It's History and Future

In this episode, we look at Boulder's "civic area" – the public spaces bordered by Arapahoe and Canyon, between 9th and 14th Streets. Host, Carl Castillo learns about the area's history from Author and Boulder Historian, Silvia Pettem. Host, Jody Jacobson speaks with Lesli Ellis, a Senior Planner with the City of Boulder, about the plans and process for updating the Civic Area.



Boulder Civic Area History

Before we look forward to the future of the Boulder Civic Area, it often helps to look back. What did Boulderites do in the area in 1912, not 2012? What's the historic significance of this place. Watch this interesting, fun and informative histomentary to discover the past of the heart of central Boulder.

Boulder Civic Area Photos



See full photo set in the Photo Gallery

July 11 kickoff reception



See full photo set in the Photo Gallery

Dream Boulder Series



See full photo set in the Photo Gallery

Growing Up Boulder: Photo Voice Project



See full photo set in the Photo Gallery

Ideas Collaboration Workshop



See full photo set in the Photo Gallery

Ideas Competition Award Ceremony



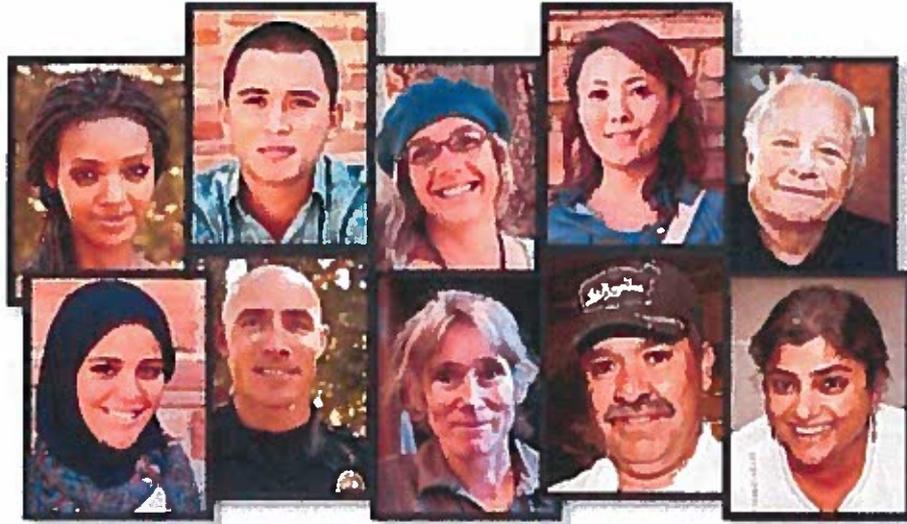
See full photo set in the Photo Gallery

Ideas Preference Open House



See full photo set in the Photo Gallery

Human Services Strategy



Upcoming Feedback Opportunities on the Human Services Strategy (5 Year Plan)

The Human Services Department is currently updating the Human Services Master Plan. The Plan, now called the Human Services Strategy, will provide the blueprint for the City's investments in human services over the next 5 years. Critical to the update of the strategy is feedback from our community and the public about what is most important. We would like to hear from you. Your voice matters!

There will be a variety of feedback opportunities including public meetings, focus groups, and surveys from January - February 2016.

Sign up to receive updates, upcoming focus group dates and to provide feedback on our Human Services Strategy process.

• Email

• required

Submit

We value your input. Please take our short survey!

Building a Healthy and Socially Thriving Community

Question 1 of 4

The Human Services Department is currently updating the Human Services Master Plan. The plan, now called the Human Services Strategy, will provide the blueprint for the City's investments in human services over the next 5 years. Critical to the update of the strategy is feedback from our community and the public about what is most important. We would like to hear from you. Your voice matters!

There will be multiple opportunities and avenues to provide feedback including a comprehensive survey, interactive digital communications, and community meetings in the upcoming months. Please visit our website in the future for more opportunities. In the meantime, we would your input on the following:

1. What should be Human Services top 3 priorities for creating a more healthy, socially thriving, and inclusive community? *

Priority 1

Priority 2

Priority 3

Next



Summary

The Human Services Strategy is an update to the current Human Services 2005-2015 Master Plan. The Strategy will identify the city's goals and priorities while also providing a blueprint for the city's investments in human services for the next five years. Due to more rapidly changing community needs, economic conditions, changing roles of state and federal government and local partners, the Human Services Strategy will incorporate a five year planning timeframe.

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.

The Strategy identifies the city's strategic goals, partnerships, community funding priorities, and direct services. The Strategy update process includes three phases:

- Phase I (Concluded spring, 2015) - Research and background on key community issues based on local and national research on human services trends, best practices and demographic shifts.
- Phase II (Spring, 2015 – March, 2016) – Community Engagement, Community Partnerships, Policy Analysis and Options. During this phase staff is implementing a robust community and stakeholder engagement process to inform city priorities for community funding and the direct services it provides. Outreach to the community includes a statistically valid community survey, focus groups with under-represented populations, community meetings, and on-line feedback opportunities. Based on the feedback, staff will develop options for determining city human service priorities, including funding and service priorities. During this phase staff is also assessing roles and partnership with Boulder County and how to leverage resources, programs, and service integration. Stakeholders include community residents, non-profit partners, and community organizations and partners.
- Phase III – Draft Strategy refinements, final plan and adoption (anticipated in June, 2016). Based on feedback from the Phase II process, staff will develop a draft Strategy for council feedback, refinements and a final Strategy document for adoption.

The Strategy document elements include:

- Research and background on key issues, trends, best practice and demographic shifts;
- Community Partnerships;
- Community and stakeholder engagement;

- Community funding and services analysis;
- Policy options and recommendations for community funding and direct services;
- Operating and capital needs;
- Organizational strategy; and
- Metrics and evaluation.

Status and Next Steps

- Phase I of the process has been completed. Human Services Strategy study sessions have been held on May 13, 2014 , April 28, 2015  and October, 27, 2015 . Phase II of the update process is currently underway.
- First Quarter, 2016 - City Council Study Session to check in on community engagement, community funding recommendations and service priorities.
- Second Quarter, 2016 – Council agenda item discussing the adoption of the final Human Services Strategy.

Staff Contact

Todd Jorgensen, jorgensent@bouldercolorado.gov , 303-441-1913

2006-2015 HS Master Plan

- Master Plan
- Master Plan Appendix

City Council Documents

- Study Session: Oct. 27, 2015
on Human Services Strategy
Update - Public Engagement
Process - Funding and County
Partnership
- Study Session: April 28,
2015 Human Services Strategy
Update
- 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

Contact

Todd Jorgensen

Strategic Initiatives Manager, Human Services Department

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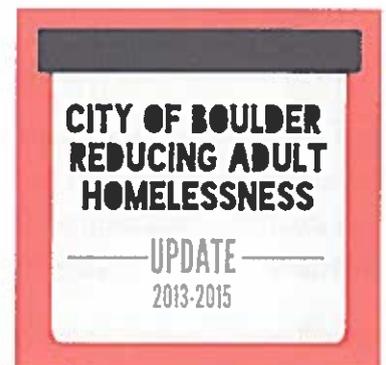
jorgensent@bouldercolorado.gov

Homelessness Strategy Update



Check out the latest infographic:

City of Boulder Reducing Adult Homelessness Update 2013-2015 [↗](#)



Homeless Stories

Learn more about homeless individuals and families on our Homeless Stories page.

Summary

The Homelessness Strategy and Action Plan is a City of Boulder specific plan to address homelessness and complement the Boulder County Ten Year Plan to Address Homelessness, adopted in 2010 and which the City of Boulder is a partner. The Strategy framework has been developed based on best practices, national policy, what's worked in other communities, and local issues and needs. The Strategy identifies community goals and the Action Plan identifies specific implementation strategies to meet those goals. Council has held study sessions on homeless on August 26, 2014 ; April 28, 2015 and October 27, 2015 . Additional Study Session packets can be found on this webpage .

The purpose of the Strategy is to:

- Clarify City goals in addressing homelessness;
- Maximize efficiency and effectiveness of city resources;
- Engage community partners in solutions; and
- Provide a strategic road map for city action.

The Action Plan identifies five key strategies for accomplishing these goals:

- Strengthen regional partnerships;
- Develop innovative solutions to increase housing options;
- Improve local service integration;
- Expand community education; and
- Prevent homelessness.

Council supported the Strategy framework and draft Homeless Action Plan in April, 2015.

As opportunities have arisen, numerous strategies in the Action Plan have been developed and implemented with city and community partners, in all areas of the Action Plan. Current action plan items and accomplishments can be found here  (Sept. 1, 2015 Information Packet item).

Elements of the framework have been developed based on:

- Key guiding plans previously approved by the city, including the TYP;
- National best practices and federal policy;
- Direction from City Council; and
- Consultation with local providers of homeless services.

Next steps include further opportunities for members of the public to provide input and perspective on the Homelessness Strategy and the issues of homelessness in the City of Boulder. The schedule of events and online opportunities to comment on these issues will be published in concert with opportunities for public engagement on the Human Services Strategy Public Engagement Timeline .

Council memos related to the Homelessness Strategy can be found on the Homelessness Council Memos webpage.

2015 Accomplishments and Current Efforts

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

- City of Boulder investments of approximately \$4 million since 2008 in housing for low-income and homeless people have helped hundreds of people avoid or exit homelessness. Thirty-one new units of supportive housing opened in November 2014, housing approximately ten percent of the estimated chronically homeless population countywide. In addition, 48 people in employment training programs gained transitional housing in August 2015 with support from the City.
- Permanent supportive housing at 1175 Lee Hill opened in November 2014. One year later three quarters of the original residents are still housed there, and Boulder Shelter for the Homeless reports that there have been no complaint calls to law enforcement from the surrounding neighborhood regarding the building. Nine people with multiple previous municipal court violations were housed at 1175 Lee Hill and eight remain housed, significantly reducing impact on municipal court and law enforcement.
- The city is a partner in regional initiatives to improve service coordination, expand housing access and better

- assess the needs of our homeless population. Projects include the 25 Cities Initiative which has resulted in at least 36 people from Boulder County being matched with housing resources, and enabled client access housing resources beyond our own county. Boulder County has submitted approximately 13 percent of the regional clients and received approximately 20 percent of the regional housing resources (units, vouchers) in the pilot.
- Standardizing data collection – a common vulnerability assessment tool is now being used by most major homeless services providers in the city, and a profile has been developed of some of the most vulnerable. The city, county and three major adult homeless services providers are working to implement an integrated data system in 2016.
 - The city is working with the seven-county Metro Denver Homeless Initiative and Denver Metro Mayors Caucus (MMC) Subcommittee on Homelessness to advance the goal of regional coordination and support, including a campaign recruiting landlords to provide units for more people eligible for rental assistance programs. Fifty five landlords throughout the region have committed, including some with units in Boulder. The city committed \$2500 to this regional effort, which has now raised over \$50,000 from MMC and regional cities to support participating landlords.
 - The Boulder County Consortium of Cities, including the City of Boulder, are working together to jointly fund and support a permanent supportive housing needs assessment across the County. The study is underway and a report to the Consortium is expected in January, 2016.
 - Boulder Homeless Services Collaborative - Boulder Outreach for Homeless Overflow (BOHO), Boulder Shelter for the Homeless and Bridge House have jointly launched expansion of adult day shelter and the Resource Center. Additional day resource center days will be at the Boulder Shelter for the Homeless and larger day shelter sites are being opened at faith community sites in Boulder, with day shelter availability expanding from five to six days weekly. The new rotating sites are expected to be implemented by the end of 2015. The three agencies have ongoing weekly meetings, and are implementing more consistent data reporting.
 - BOHO created women-only and residents warming centers for ongoing clients with good behavior records.
 - The Municipal Court connects homeless defendants with the Bridge House Resource Center, to stop the emergency services/law enforcement “revolving door” and help people access services more effectively. The city has expanded on this partnership by creating the “High Utilizer Project” to focus intensive resources and support on homeless defendants with highest number of violations – assisting defendants more quickly into housing and services and reducing impacts on law enforcement, court system and public spaces.
 - BPD continues to collaborate with Mental Health Partners to implement the early intervention program called EDGE. EDGE teams police officers with mental health clinicians to proactively provide immediate mental health resources and triage on a call and divert individuals with behavioral health conditions from the justice system. Ninety seven percent of EDGE clients were diverted from arrest or ticketing based on interaction with the program, and 42 percent of clients had at least one face-to-face visit with a behavioral health provider within 60 days of an EDGE field encounter.
 - Planning and Land Use – In 2015, The Ten-Year Plan Board convened a countywide planners group, coordinated by the Longmont Planning Director to identify and assess barriers and opportunities for the development of housing for the homeless. Work with this group is just getting underway.
 - Boulder County Worthy Cause Funds – In spring 2015, Boulder County released an RFP for Worthy Cause pool funds to expand permanent supportive housing in the county. One million dollars was set aside for a project in

Louisville. This project will be comprised of affordable options for seniors, families and individuals, including 20 units of permanent supportive housing for homeless families (15 units) and individuals (5 units).

- In 2015 the city provided nearly \$700,000 to community organizations through the Human Services Fund to support programs offering food, shelter, health, mental health, case management, help with benefits, employment training and connections to long-term housing solutions. Results of 2014 funding are summarized below.
 - More than 450 people received employment training, and subsequently gained employment
 - More than 2,800 people at-risk of homelessness have received temporary assistance with rent, utilities or other expenses to prevent a costly slide into homelessness
 - 7836 meals served/food distributed
 - More than 2,720 people received emergency overnight shelter
 - Approximately 200 people were provided with transitional housing
 - Almost 850 people received onsite medical, mental health or substance use services at homeless service organizations
 - Approximately 46 people maintained or obtained permanent housing

For additional information, please see the Boulder County's Plan to End Homelessness and Ten-Year Plan Accomplishments.

Status and Next Steps

- Community engagement and feedback process on Strategy and Action Plan – 4th quarter, 2015 and 1st quarter, 2016
- Refinements to Strategy and Action Plan - 1st and 2nd quarter, 2016

Council Action

- *First Quarter, 2016* - Study Session - check in on community engagement and progress on key initiatives.
- *Second Quarter, 2016* - Anticipated Council agenda item for adoption of the final Strategy and Action Plan.

Staff Contact

Wendy Schwartz, Planning and Program Development Manager, schwartzw@bouldercolorado.gov , 303-441-1818.

Homelessness Information

- Homelessness Issue Briefs
- Homeless Stories
- Homelessness Strategy
- Homeless Council Memos
- Homeless Related Strategic

Plans, Reports and Data

- [Homeless Resources by Organization \(Printable\)](#)
- [Human Services News on Channel 8](#)

Contact

Wendy Schwartz

Planning and Program Development Manager, Human Services Department

303-441-1818

schwartzw@bouldercolorado.gov

Click to tab to the left

Safe and Welcoming Community Work Plan

Summary

In March 2015 City Council directed city staff to bring back a proposed work plan to address concerns raised by community members related to safety and inclusiveness in the community. Council asked staff to evaluate the following concerns:

1. Address current community member vacancies on the Police Professional Standards Review Panel
2. Ensure the structure and process of the Professional Standards Review Panel remains best practice;
3. Provide transparent information through an independent analysis of the Police Department's arrest and summons data; and
4. Support the Human Relations Commission (HRC) in its role to advise City Council on efforts that foster inclusivity and community building in Boulder.

The City Manager's Office has developed a work plan, which is underway, to address items 1-3, with recommendations coming to council in the first quarter of 2016. The work plan includes contracting with an independent consultant to analyze police summons and arrest data to determine if there are patterns of racial or other disparities. The consultant will also be assessing best practices in professional police complaint processes in order to make recommendations to the City of Boulder.

Related to item # 4, the City Manager's Office, Human Services Department and Police Department are coordinating a Community Perception Assessment related to Boulder as a safe and inclusive community. The goal is to gain a better understanding of community safety and inclusiveness as it is perceived and experienced by residents and other community members. The results of this assessment will inform the Human Relations Commission's 2016 work plan recommendations as it relates to the City's goal of fostering a more welcoming and inclusive community.

An RFP for the Community Perceptions Assessment was released in September 2015 with a consultant to be selected in December. A final report is anticipated in the second quarter, 2016.

Status and Potential Next Steps

- Community Perceptions Assessment begins January 2016
- Report completed – June, 2016
- HRC work plan development – July 2016

Council Action

- *Third Quarter, 2016* - HRC work plan recommendations to City Council

Staff Contact

Karen Rahn, Director, Human Services, rahnk@bouldercolorado.gov, 303-441-3161.

Tammye Burnette, Assistant to the City Manager, burnettet@bouldercolorado.gov, 303-441-3234

Living Wage

Summary

In 2014, the city expressed interest in evaluating and expanding Resolution 926, the current living wage policy for City of Boulder employees, in an effort to address issues of livable wages in the city workforce and community livability. The City Manager convened a staff working group to prepare an analysis of increasing the Living Wage and potential update to the 2003 Resolution 926, committing the city to pay standard, full-time employees no less than 120% of the federal poverty guidelines.

Living Wage is distinguished from minimum wage, which is set by the federal government. The 2015 federal minimum wage standard is \$7.25 per hour, considerably less than 120% of the federal poverty guidelines. A living wage is an amount intended to help people meet basic living needs and maintain or achieve self-sufficiency. As real wages over time have decreased relative to the cost of living, more communities are implementing some form of a living wage to address this issue.

Colorado state law currently prohibits local government from establishing a city-wide minimum wage, other than for its own employees. The statute does not restrict local governments from establishing policies that address the wages it pays to employees or contractors. Without the option of establishing a minimum wage across the board for all workers in the community, City Council opted in 2003 to adopt Resolution 926 that directed the city manager to pay the city's standard full time employees no less than 120% of the Federal Poverty Guidelines. In 2003 when the Resolution was implemented, that wage was \$10.62 per hour. The wage has been adjusted each year since and is currently \$13.99 per hour.

The staff working group has been developing options for consideration to expand Resolution 926 to other categories of city employees, including part-time, temporary, and seasonal employees and extend the Living Wage standard to certain categories of city contractors. An analysis of the issues and options related to expanding Resolution 926 to other categories of employees and contractors will be presented to the City Manager for consideration in Nov. 2015, the Human Relations Commission in Dec. 2015 for public input, and to City Council in Feb. 2016.

Status and Potential Next Steps

- Options and Recommendations to the City Manager – November 2015
- Human Relations Commission Public hearing – December 2015

Council Action

- *First Quarter, 2016* - City Council Consideration

Staff Contact

Carmen Atilano, Community Relations and Office of Human Rights Manager,
atilanoc@bouldercolorado.gov, 303-441-3141.

Library Master Plan Update

Summary

The update to the Library's current 2007 Master Plan begins in January 2016 and is expected to conclude in late spring 2017. A consultant will be hired to support library staff in managing the seven phase project which will include a robust community engagement and input component.

Status and Potential Next Steps

This project will commence in January 2016 with the selection of a consultant. The phases are as follows:

Phase 1: Project scope and process planning (In progress)

Library staff collaborated with the Library Commission to determine the overall scope and a preliminary schedule for the project. The options and expectations for a robust community engagement process including community education about what the library currently offers, surveys, and community meetings and activities were identified. The consultant will assist library staff to create a detailed project schedule and work plan in Q1 of 2016.

Phase 2: Research, needs assessment, community engagement, issues and goals identification (Q1 2016)

Along with background research on the future of libraries, trends, standards and service delivery options, an outreach and community education campaign will commence during this phase. Community engagement activities such as surveys, public forums, and focus groups will begin in earnest at the end of this phase and carry over into phase 3.

Phase 3: Mission, vision, and guiding principles for decision making update (Q2 2016)

Using the research findings and community input gathered, Library staff, the Library Commission, and the Master Plan Steering Committee (comprised of community stakeholders) will coordinate to review and update the Library's mission, vision, and guiding principles for decision making.

Phase 4: Community engagement and feedback (begins Q2 2016)

Community engagement will continue throughout phase 4. Feedback on issues, goals, mission, vision, and guiding principles will be sought during this phase.

Phase 5: Financial analysis, performance measures and standards development (Q2 2016)

A financial analysis of the current facilities, programs and services and those proposed in previous phases will be completed. Performance measures and standards will be developed for the current programs and services that will be retained and for new ones that are deemed high priority.

Phase 6: Synthesis of information, draft action plan strategies (begins Q3 2016)

Research findings, analysis data and community input will be summarized into the draft plan document. An action plan with implementation strategies and timelines will be developed. The draft action plan and Master Plan document will be vetted by the relevant boards and commissions and City Council.

Phase 7: Final plan and adoption (Q1 and Q2 2017)

The Master Plan Update will be finalized and presented to City Council for adoption in May 2017.

Council Action

- *Third Quarter 2016* – Library Staff will present preliminary findings to City Council
- *Second Quarter 2017* – City Council will have the opportunity to adopt the final plan

Staff Contact

Contact Jennifer Phares, Deputy Library Director, at pharesj2@bouldercolorado.gov or 303-441-4394.

Related Links

- Office of Art + Culture
- Main Boulder Public Library
Homepage
- Library & Arts Department

Boulder Community Health / Broadway Campus Redevelopment

Summary

The City of Boulder has entered into an agreement to purchase 8.8 acres of property from Boulder Community Health (BCH), including the entire hospital campus site at 1100 Balsam Ave. (at the corner of Balsam Avenue and Broadway), as well as two properties on Alpine Street and two small properties on North Street. The purchase is expected to be finalized by the end of 2015 and will cost the city approximately \$40 million. The project is funded through the issuance of Certificates of participation which will be repaid overtime with current revenues.

The BCH Broadway property is in close proximity to downtown and includes more than 355,000 square feet of existing building space, a three-story parking structure, and large surface parking areas. The buildings continue to house medical uses and related activities, although overall utilization of the property has been reduced significantly since BCH relocated its emergency room and acute care functions to its Foothills campus location. BCH expects to continue some operations on the Broadway campus for the next two years.

Status and Potential Next Steps

The final plans and redevelopment options for the site have yet to be determined, but the process of evaluating potential uses is now being scoped in conjunction with the Boulder Valley Comprehensive Plan Update. In order to ensure that site development aligns with the community's goals and visions, City staff will facilitate a community engagement process which explores and evaluates site redevelopment options. Planning for this development project will be carefully managed to preserve the character of the adjacent residential neighborhoods, support adjacent retail centers, meet high priority community needs, and thoughtfully consider the projected impacts associated with the development.

Staff anticipates that the majority of the process could be completed in 2016, with implementation tools and actions completed shortly thereafter. Given that the site plays a major economic role in supporting area businesses, there is a strong desire to complete the planning process and potential rezoning in a timely manner.

Council Action

Council Action will be determined by project timeline.

Staff Contact

12/18/2015

Boulder Community Health / Broadway Campus Redevelopment

Executive Director of Planning, Housing and Sustainability David Driskell at 303-441-3452

Updates to the Boulder Community Health/Broadway campus redevelopment will be included in the Boulder Planning email newsletter.

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 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. The BVCP policies are organized according to the Sustainability Framework  for a range of topics, including: community wellbeing, built environment, natural environment, housing, agriculture and food, energy and climate, economy, and transportation.

Every five years, the City of Boulder and Boulder County review and update the BVCP to reflect changes in circumstances and community values and needs. Since the plan was first approved in 1977, six major updates have been completed: in 1982, 1990, 1995, 2000, 2005, and 2010. A typical plan update takes 12 to 18 months to complete.

The current update process began in summer 2015 and will continue into 2016. 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

The 2015 BVCP Update began with a consultant assessment of the existing plan  and several study sessions of the Boulder City Council and Planning Board and the Boulder County Board of County Commissioners and Planning Commission. Foundational work is mostly complete and available at BoulderValleyCompPlan.net. This includes a comprehensive trends report organized around the sustainability framework categories, fact sheets for ten subcommunities with history and information about land use, 2040 housing and job projections, a community profile, and the community engagement plan.

In summer and fall 2015, the city and county held a series of kickoff events to gather community input, and the planning team met with boards and commissions. The city and county also conducted a statistically valid survey of Boulder Valley residents, with results expected in December 2015. In the third quarter of 2013, City Council decided not to consider requests for changes to the city service area, and then the city and county began accepting public requests for changes to the plan's land use maps and policies. The initial

screening of the requests for changes will occur in December at a joint public hearing of the City Council with Planning Board.

The BVCP Update will uphold the community’s vision and core values while seeking to accomplish some of the following aims described by city and county leadership.

- Inform the community about the legacy and importance of the plan.
- Address current topics such as growth management, housing, and neighborhoods.
- Address emerging and integration topics, such as an age-friendly community, climate, energy, resilience, arts and culture, and local foods.
- Better align with the city organization, services, and revised sustainability framework.
- Provide clear guidance and linkages to an action plan and implementation tools.
- Include high-level metrics that are tied to the outcomes of the BVCP.
- Convey the community’s vision in a more graphic and compelling way, including better information at the subcommunity level.

Council Action

The BVCP Update includes four phases, each with extensive community dialogue and engagement. The project team has slightly modified the work plan  to reflect scheduling changes since City Council first approved the work plan in August 2015.

- *First Quarter 2016* – City Council agenda item to provide direction on the initial screening of community requests for changes and to give direction on focused topics for the BVCP.
- *Second Quarter 2016* – City Council study session to review plan options and analyses (e.g., including addressing questions around growth management and housing, 3D modeling and interactive maps, and work on specific projects such as planning for the Boulder Community Health site and CU South analysis). Council also will give feedback on initial proposed policy changes to align with other plans and projects (i.e., “housekeeping” and minor changes).
- *Third Quarter 2016* – City Council agenda item to review the draft BVCP and give feedback, including recommendations for options and more substantive changes. This will include an opportunity to discuss the provisions of the Intergovernmental Agreement with Boulder County.
- *Fourth Quarter 2016* - Council is expected to review the final draft of the BVCP as part of another agenda item.

Contact Comprehensive Planning Manager Lesli Ellis at 303-441-1898.

Staff		
Staff	Staff	Staff

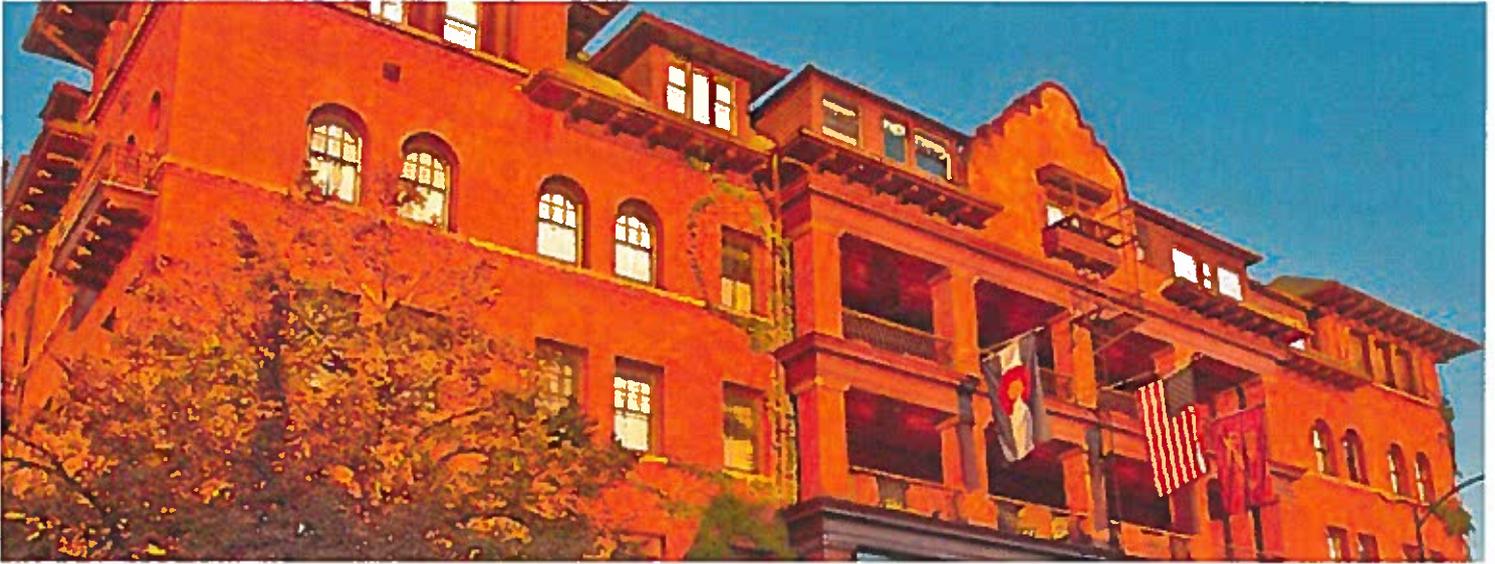
David Driskell
Executive Director, Planning, Housing
and Sustainability

Susan Richstone
Deputy Director, Planning, Housing
and Sustainability

Lesli Ellis
Comprehensive
Planning Manager

Boulder Valley Comprehensive Plan

Design Excellence Initiative



Downtown Urban Design Guidelines Open House

5 to 7 p.m. Tuesday, Dec. 8

Boulder Museum of Contemporary Art (BMoCA), 1750 13th St.

Over the past four months, city staff has been working with the Downtown Urban Design Guidelines (DUDG) working group to edit and update the guidelines , which were last revised in 2002. Members of the Planning Board, Boulder Design Advisory Board, Downtown Management Commission and Landmarks Board are members of the working group and have helped produce a new draft of the guidelines. This informational meeting gives the public the opportunity to provide input and ask questions about the draft and process in an informal setting.

For more information, visit the [Downtown Urban Design Guidelines website](#)

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 was informed by the Sept. 16, 2014 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.

The primary focus of the Design Excellence Initiative includes:

- Conducting public design forums through lectures and workshops;
- Evaluating built projects relative to plans, codes and design metrics to determine if desired outcomes are being met;
- Identifying specific problems and issues to be addressed in order to meet community expectations; and
- Developing and adopting specific tools, code changes, process changes, and/or design review criteria to achieve better design outcomes.

On Jan. 15, 2015, Victor Dover of Dover Kohl & Partners (the firm hired by the city to provide consulting services for the Design Excellence Initiative) provided recommendations for short- and long-term actions the city should undertake to address concerns with design outcomes. The key components of the recommendations included:

- Putting a hold on height modifications in all areas except those that have established community vision until a clear guidance is confirmed through policy revisions;
- Piloting a form-based code as a new tool to improve design outcomes and to create more predictability;
- Applying a form-based code to other areas, once detailed plans for those areas are created; and
- Reforming the city's development review procedures and Site Review criteria.

Since the first quarter of 2015, based on council direction, the following work efforts have moved forward:

- Adoption of a building height ordinance by City Council on Feb. 26, 2015;
- Initiation of work to develop a Form-Based Code Pilot for Boulder Junction in May 2015;
- Initiation of work to update the Downtown Urban Design Guidelines  in August 2015; and
- Joint boards/commissions/council site tour and evaluation of four recent Downtown developments 

On Oct. 29, 2015, the city held a public open house and Planning Board study session on the draft form-based code. On Nov. 19, 2015, the Planning Board held a hearing on the draft form-based code.

Status and Potential Next Steps

Work related to the Design Excellence Initiative is scheduled to continue through the fourth quarter of 2015 and well into 2016.

- *Dec. 8, 2015* – Public open house and joint boards and commissions meeting on the draft update to the Downtown Design Guidelines
- *Jan. 27, 2016* – Boulder Design Advisory Board recommendations on the update to the Downtown Design Guidelines
- *Feb. 2, 2016* – Landmarks Board adoption of the update to the Downtown Design Guidelines

- *Feb. 4, 2016* – Planning Board adoption of the update to the Downtown Design Guidelines
- *First Quarter 2016* - Scope of work to determine other areas of the city for which a form-based code will be developed, areas such as south of Canyon Boulevard (including the Civic Area “bookends”) and/or the Boulder Community Health Broadway campus and its vicinity
- *First Quarter 2016* - Scope of work to update the Site Review criteria citywide
- *Second and Third Quarters 2016* – Continued work on ongoing evaluation of built projects, site tours and design-related community forums and engagements

Council Action

- *Dec. 1, 2015* – City Council first reading of form-based code pilot ordinance;
- *Dec. 19, 2015* – City Council second reading of the form-based code pilot;
- *Feb. 16, 2016* – City Council first reading of an ordinance for the updated Downtown Design Guidelines;
- *March 1, 2016* – City Council second reading of the update to the Downtown Design Guidelines;
- *First Quarter 2016* – As part of the 2016 work plan, identify the next area to apply the form-based code; and
- *Second Quarter 2016* - Update the Site Review Criteria, including requirements for minimum building design standards, to incorporate relevant materials developed through the form-based code pilot to be applicable citywide

Contact

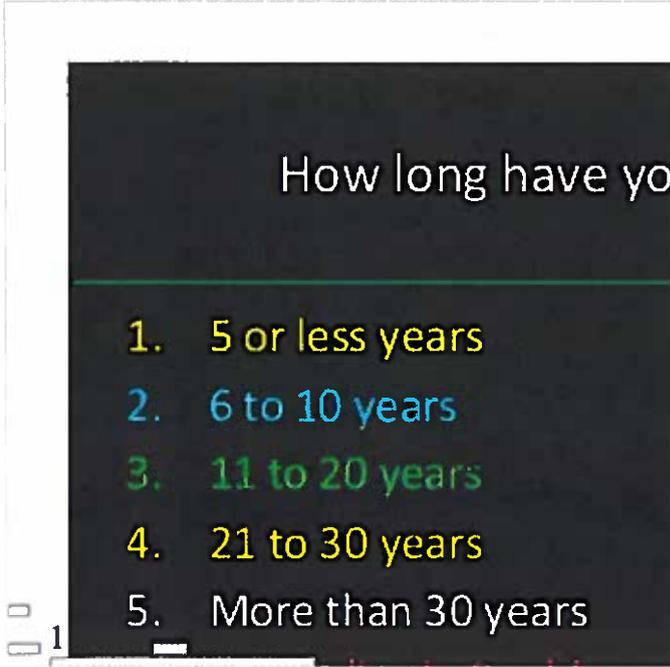
Senior Urban Designer Sam Assefa at 303-441-4277.

Sign Up for Emails

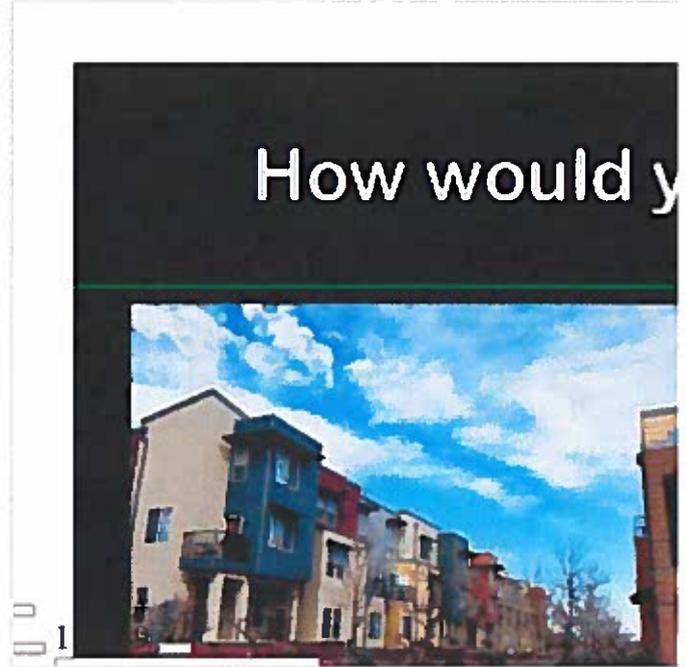
Staff		
Staff David Driskell Executive Director, Department of Planning, Housing and Sustainability	Staff Sam Assefa Senior Urban Designer	Staff Charles Ferro Development Review Manager for Department of Planning, Housing and Sustainability

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.

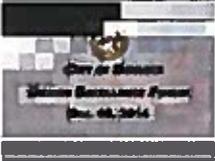
Comments

Required fields

Send us your comments

Submit Comments

Design Excellence Videos



Design Excellence Forum

Design Excellence Forum



Inside Boulder News - Design Excellence Forum

This video is a segment from the December 12, 2014 episode of Inside Boulder. For more Inside Boulder visit BoulderChannel8.com



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



City of Boulder - Form Based Codes

May 15, 2015 - Victor Dover discussed form based codes.

Development-Related Impact Fees and Excise Taxes

Summary

The city is currently updating the development-related fee studies to inform changes to the city's development-related fees and taxes, and has retained two consultants, TischlerBise and Keyser Marston Associates, to prepare the studies. The update is focused on examining four different areas.

- 1. An update of the 2009 Development Impact Fee Study** . This update will include all components of the Capital Facility Impact Fee (fire, human services, library, municipal services, parks and recreation, and police) and an update to the park land component of the 2009 Development Excise Tax Study .
- 2. A study of both the capital and operating impacts that new development causes to multimodal transportation facilities and services.** The purpose of the study is to:
 - Develop a recommended multimodal transportation impact fee and/or excise tax;
 - Create other mechanisms to provide the capital improvements;
 - Explore the possibility of providing initial funding for ongoing operations and maintenance;
 - Expand beyond impact fees into operational funding tools, including consideration of the capital facility needs created by new development; and
 - Identify revenue sources for both capital facility deficiencies and associated revenues to sustainably fund programs, operations, and maintenance.
- 3. Affordable housing linkage fee on new non-residential development.** The city recently adopted an affordable housing linkage fee that was recommended by the 2009 impact fee and excise tax studies. This component will include preparation of a new and expanded nexus study for an affordable housing linkage fee on new non-residential development that would mitigate the additional need for affordable and workforce housing created by the development.
- 4. Preparation of a study to create a public art program for new development.** The City Council will soon be considering a recommendation in the Community Cultural Plan to establish a public art program, which will require a sustainable and sufficient source of funding to implement. The purpose of this study would be to identify best practices from across the country, including both regulatory and fee-based approaches, and recommend options for the city to develop a program.

Status and Potential Next Steps

The project is underway, and includes the three phases summarized below. Community outreach will include a stakeholder group, public meetings and open houses, and board/council meetings.

1. **Background research and analysis (August to November 2015).** This phase is focused on gathering background information, analysis of current capital needs and plans, housing data collection, and art program research.
2. **Technical analysis and allocation scenarios (November 2015 to March 2016).** This phase is focused on the technical analysis of the various fees, taxes, and programs, and will engage the community and stakeholder group in shaping scenarios for consideration within the legal framework of impact fees and excise taxes.
3. **Recommendations and decision-making (March to May 2016).** This phase is focused on developing final recommendations based on the consultant work, community and stakeholder group feedback, and City Council direction.

Council Action

First Quarter 2016 – Study Session on options and potential policy issues

Second Quarter 2016 – Public hearing for action

Staff Contact

Senior Planner Chris Meschuk at 303-441-4293.

Boulder Junction

Summary

Boulder Junction (previously known as the Transit Village) is a 160-acre redevelopment area that is being 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 2007 Transit Village Area Plan (TVAP) , and is being carried out by the city and private property owners.

The impetus for Boulder Junction began 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, an 11.2-acre site 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, which retained a lease to occupy the western 5.5-acre portion of the site through October of 2016.

The goals for purchasing the city-owned eastern portion of the site were 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 market study);
- Create a range of housing types, including up to 50 percent 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.

Since the TVAP was adopted in 2007, a number of factors have changed (in particular, economic and market conditions). Council has approved regulatory changes and some modifications to the original plan, and significant public improvements and private development have been completed or are in progress. In addition, there have been several changes to the city-owned site at 30th and Pearl streets that have impacted the lease area for Pollard Motors and reduced the amount of the site that can be redeveloped.

Status and Potential Next Steps

Council received an update on the status of the Boulder Junction implementation at a study session on Oct.

13, 2015 . Based on the guidance that council provided at the study session, staff will return to council late in the first quarter of 2016 to share additional analysis of options for the redevelopment or sale of the city-owned site at 30th and Pearl streets. This 2016 study session will offer an opportunity for council to define guiding principles or criteria for successful redevelopment of the city-owned site.

Upcoming public improvements will include a pocket park, bicycle storage facility, and the southern extension of Junction Place over the Boulder Slough. There is an active Site Review application for The Reve, a mixed-used development proposed for the southeast corner of 30th and Pearl streets. The Site Review is scheduled for review by the Planning Board, with a call-up opportunity for City Council, in early 2016.

Council Action

First Quarter 2016 – City Council Study Session

Contact

Division of Housing Manager Jeff Yegian at 303-441-4363, Development Review Manager for Public Works Edward Stafford at 303-441-4276 and Development Review Manager for Planning, Housing and Sustainability, Charles Ferro at 303-441-4012.

Staff		
<p>Staff</p> <p>Jeff Yegian Division of Housing Manager</p>	<p>Staff</p> <p>Maureen Rait Executive Director of Public Works</p>	<p>Staff</p> <p>David Driskell Executive Director Planning, Housing and Sustainability</p>

Click to tab to the left

2A Capital Project Implementation

Summary

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

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 million to kick start the implementation of the Civic Area Vision Plan;
- Up to \$600,000 for public art;
- Approximately \$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
- Close to \$1.5 million for improvements to Chautauqua Park.

Status and Potential Next Steps

The city began collecting tax revenues on Jan. 1, 2015. As of Sept. 30, 2015 tax revenues have been slightly ahead of projections. The following table provides a brief summary of each project. For information and project updates, please visit the Community, Culture & Safety website

University Hill

Project	Description/Status	Budget
Project Pedestrian Lighting	Description/Status Install continuous pedestrian-scale lighting and improved intersection lighting, full-spectrum “white” light in corridors along 11th Street, E College Avenue, 12th Street, 13th Street, and 18th Street. Estimated construction start:	Budget \$2 million

	<p>Summer 2016 Estimated completion: Fall 2016</p>	
<p>Project Event Street</p>	<p>Description/Status Creation of a street designed for vehicles, pedestrians, and bicycles, as well as the ability to easily close the portion of Pennsylvania between the alley to the west and 13th Street to the east for events. Estimated construction start: Fall 2016 Estimated completion: Winter/Spring 2017</p>	<p>Budget\$750,000</p>
<p>Project Street Trees Improvements</p>	<p>Description/Status Design and install an irrigation system for the trees along the sidewalk. Replace failing trees and install city-standard grates and guards. Estimated construction start: Winter 2015 Estimated completion: Spring 2016</p>	<p>Budget\$520,000</p>

Civic Area

Project	Description/Status	Budget
	<p>Description/Status Boulder Creek is a symbol of what defines Boulder—outdoor space and</p>	

<p>Project Creek at the Core</p>	<p>nature – and it is located at the heart of the Civic Area. Many cities need to re-create this type of urban park feature; in Boulder, it is not only present but serves as the cohesive thread across the entire site. The proposed amenities within the site plan that improve the creek experience will include a creek walk terrace, nature play areas, and improvements to the north creek lawn.</p> <p>Estimated construction start: Summer 2016 Estimated completion: Summer 2018</p>	<p>Budget\$5.6 million</p>
<p>Project Community Spaces</p>	<p>Description/Status</p> <p>The community vision is for the Civic Area to serve as a place for people to gather for events both planned and impromptu that activate the public space and create a vibrant destination. The proposed amenities within the site plan that achieve this will include café terraces, a performance hill, and farmers’ market enhancements.</p> <p>Estimated construction start: Summer 2016 Estimated completion: Summer 2018</p>	<p>Budget\$1.9 million</p>

<p>Project Connectivity and Access</p>	<p>Description/Status</p> <p>There are limited physical connections between the Civic Area and other parts of the city. In addition, one of the tenets of the site redevelopment and activation is that downtown and the Civic Area should function as a unit to together attract greater numbers of citizens and visitors. The proposed amenities within the site plan that achieve this will include: 11th Street spine and bridge, and an expanded farmers' market loop.</p> <p>Estimated construction start: Summer 2016 Estimated completion: Summer 2018</p>	<p>Budget\$1.2 million</p>
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Boulder Creek

Project	Description/Status	Budget
<p>Project Path Lighting</p>	<p>Description/Status</p> <p>Design and construction of lighting along five segments of Boulder Creek Path that will provide adequate and appropriate light levels for nighttime visibility and safety by using fully controlled luminaries.</p> <p>Estimated construction start: Winter 2016 - 2017 Estimated completion: Summer</p>	<p>Budget\$1.04 million</p>

	2017	
<p>Project Path Improvements</p>	<p>Description/Status</p> <p>Design and construction along four segments of Boulder Creek Path that will add a generally-separated pedestrian path to allow a separation of bicycle and pedestrian traffic along the corridor.</p> <p>Estimated construction start: Winter 2016 - 2017 Estimated completion: Summer 2017</p>	<p>Budget\$885,000</p>
<p>Project Arapahoe and 13th Underpass</p>	<p>Description/Status</p> <p>Design and construction of a new pedestrian and bicycle underpass at the Boulder Creek Path, between Boulder Creek and 13th Street.</p> <p>Estimated construction start: Fall 2017 Estimated completion: Summer 2018</p>	<p>Budget\$2.5 million</p>
<p>Project Eben G. Fine Park Stream Bank Restoration</p>	<p>Description/Status</p> <p>Stream bank stabilization, erosion protection, habitat restoration, and recreation enhancements within Eben G. Fine Park between the northern sidewalk and Boulder Creek.</p>	<p>Budget\$700,000</p>

Estimated construction start: Winter 2015
Estimated completion: Spring 2016

Public Art

Project	Description/Status	Budget
Project Art Projects	<p>Description/Status</p> <p>New public art projects for the Civic Area, University Hill, Boulder Junction, North Boulder, a series of temporary projects in the neighborhoods, and several maintenance projects.</p> <p>First project has been completed Estimated completion: Winter 2016</p>	Budget\$600,000

Chautauqua

Project	Description/Status	Budget
Project Phase 1	<p>Description/Status</p> <p>Install pedestrian lighting between the employee/musician parking area and the Baseline Road bus stop. Lighting controls will ensure that lighting is lowered when pedestrians are not present, yet maintain their visibility with minimal energy.</p> <p>Estimated construction start: Winter 2016 Estimated completion: Spring 2017</p>	Budget\$250,000
	Description/Status	

<p>Project Pedestrian Safety Access and Lighting</p>	<p>Improve access and pedestrian safety along Baseline Road via new sidewalks, re-aligned parking, enhanced pedestrian crossing treatments, and related safety enhancements like lighting and wayfinding signs.</p> <p>Estimated construction start: Winter 2016 Estimated completion: Spring 2017</p>	<p>Budget \$1.25 million</p>
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Dairy Center

Project	Description/Status	Budget
<p>Project Theatre Improvements</p>	<p>Description/Status</p> <p>Expand and modernize the building's lobby and façade, modify an outdoor deck area as a special events space, enlarge and enhance theaters, dressing rooms, and great rooms, and improve lighting and sound technology.</p> <p>Funding agreement executed May 2015 Estimated completion: Summer 2016</p>	<p>Budget \$3.85 million</p>

Museum of Boulder

Project	Description/Status	Budget
	<p>Description/Status</p> <p>Convert the building into an</p>	

<p>Project</p> <p>Museum Improvements</p>	<p>expanded museum that will accommodate larger displays, Smithsonian-class traveling exhibits, science and technology exhibits, as well as enhanced programming and space for children.</p> <p>Funding agreement executed June 2016</p> <p>Estimated completion: Summer 2017</p>	<p>Budget \$4 million</p>
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Council Action

Implementation of the Community, Culture and Safety capital projects will continue over the next two to four years. Council will be updated through Information Packet items or Heads Up, as appropriate, based on specific milestones.

- *First Quarter 2016*– Appropriation of Community, Culture, and Safety funding will be presented to City Council for review and consideration as an Adjustment to Base;
- *Third Quarter 2016* – The proposed Capital Budget and 2017-2022 Capital Improvement Program will be presented to City Council for review and consideration;

Staff Contact

Contact Sustainability Planner Jean Gatza at 303-441-4907 or Community, Culture and Safety Co-Project Leads: Joanna Crean at 303-441-3038 or Joel Wagner at 303-441-3871

Please see the following websites for more information:

Capital Improvement Program

Capital Bond

Community, Culture & Safety Tax

North Trail Study Area Plan

Summary

Open Space and Mountain Parks (OSMP) and the Open Space Board of Trustees (OSBT) are developing a community vision for 7,700 acres of department-managed lands north of Linden Avenue and the Diagonal Highway. This vision will be outlined in the North Trail Study Area (TSA) Plan. The TSA Plan seeks to improve visitor experiences and increase the sustainability of trails and trailheads while conserving the area's natural, cultural and agricultural resources.

News regarding this planning effort, along with all community input and information created by staff, is available at NorthTSA.org. To receive email updates, please sign up for the North TSA Plan e-newsletter.

Community-driven plan outcomes may include:

- Strategies to provide high-quality visitor experiences for a diversity of recreational opportunities.
- Visitor infrastructure enhancements, such as trail connections, and trail and trailhead improvements.
- Actions that sustain trails and surrounding landscapes, such as projects to reduce trail erosion, the re-routing of trails around wildlife habitats, the removal of redundant paths and the restoration of disturbed areas.
- Protection of sensitive ecological areas and the restoration of disturbed areas.

OSMP-managed lands in the North TSA are adjacent to a variety of other public lands including those managed by the city's Parks and Recreation Department and Boulder County Parks and Open Space. These other public lands are not part of the North TSA but provide an important regional context for the plan.

Public engagement opportunities

Since the City of Boulder kicked off the public process for the North TSA Plan in late April, OSMP and OSBT have:

- Invited the public to two workshops to learn what the community knows and sees as potential issues in the North TSA.
- Provided community members an opportunity to offer online comment about their interests for the North TSA. Staff also invited the public to offer feedback on plan sideboards, which identify the plan's geographic scope, its legal constraints and what is appropriate to consider as part of the plan.
- Conducted two public meetings to learn about the community interests in the North TSA.
- Held two community panels where experts informed the community about visitor and natural resource management strategies that have been implemented elsewhere in Colorado.

- Organized two workshops to unveil and refine preliminary plan scenarios.
- Coordinated with Growing Up Boulder to include Boulder-area youth in the North TSA planning process.
- Accepted public comment about the TSA Plan at northtsa@bouldercolorado.gov.

Status and Potential Next Steps

- *Dec. 2015* – OSMP and the OSBT will hold a workshop to gather public feedback on preferred plan scenarios, which will be integrated into a plan draft;
- *First Quarter 2016* – OSMP will present a draft plan of the OSBT for its review and recommendation.

Council Action

- *Second Quarter 2016* – OSMP will present a draft plan to the Boulder City Council.

Staff Contact

For more information about this community effort, please contact Steve Armstead, OSMP's North TSA project lead, at 720-564-2059 or by email at armsteads@bouldercolorado.gov.

Open Space and Mountain Parks Visitor Master Plan Update/ Open Space Master Plan

Summary

The Open Space and Mountain Parks (OSMP) Visitor Master Plan (VMP) was accepted by City Council in 2005 with a 10-year planning horizon. For the past decade, the VMP has provided the policy direction, management strategies, and investment programs necessary to continue providing visitors a high quality visitor experience while ensuring that OSMP lands are protected and preserved for future generations.

City Council identified a number of program and policy changes for the VMP in March of 2011. These became known as the “overarching issues” and were the basis for staff’s first actions to update the VMP. The Open Space Board of Trustees (OSBT) and City Council narrowed the focus of the Overarching Issues to the evaluation and improvements to three VMP-related programs in 2012. These were the Voice and Sight Tag Program, Commercial Use, and Pilot Parking Permit programs. Staff concluded the evaluation and review process on the Commercial Use and Pilot Parking Permit programs in November of 2012. The review and evaluation process for the Voice and Sight Tag Program concluded in May of 2013.

Other overarching issues have yet to be addressed. During the 2015 City Council retreat, staff and council discussed opportunities to combine the VMP update with the completion of the outstanding overarching issues in the form of a departmental master plan for OSMP.

Part of the motivation for a departmental master plan is to integrate the work of the OSMP work groups by establishing overarching themes and priorities. It is anticipated that these themes and priorities will connect the special knowledge and skills found throughout the department to improve community service delivery. A departmental master plan will also provide opportunities to:

- Develop clear, top-level priorities with the community,
- Guide work plan and budget priorities,
- Provide tools that will track program success,
- Forecast trends and upcoming issues,
- Share more with community members about the broad range of services provided by OSMP,
- Integrate service delivery with other city departments, and
- Inform Boulder Valley Comprehensive Plan goals and policies.

Status and Potential Next Steps

OSMP staff is actively engaged in the flood recovery effort and, along with OSBT, working with community members on the development of the North Trail Study Area Plan. The general consensus is that it would

not be beneficial to begin the OSMP master planning process until after a draft of the North TSA Plan is submitted to City Council (anticipated for the second quarter of 2016).

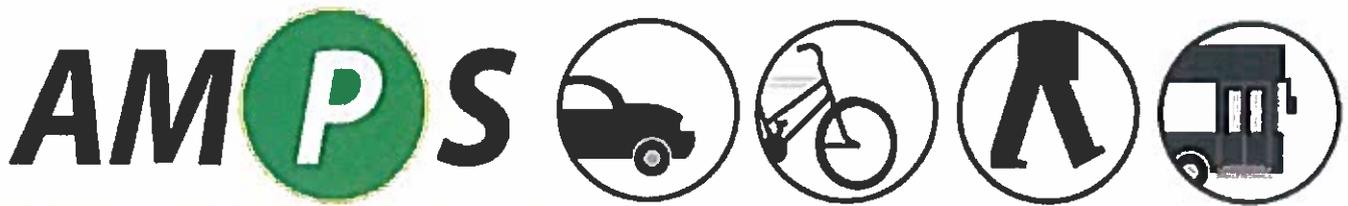
Council Action

- *First Quarter, 2016* – Potential council retreat discussion
- *Third Quarter, 2016* – Study session on VMP scope and process
- *Third/Four Quarter, 2016* – Information Packets detailing project progress

Staff Contact

For more information about this community effort, please contact Mark Gershman, OSMP's Planning Supervisor, at 720-564-2046 or by email at gershmanm@bouldercolorado.gov.

Access Management and Parking Strategy



Summary

Building on the foundation of the successful multimodal, 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 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 the North Boulder and East Arapahoe Transportation Corridor plans and the Hill Reinvestment Strategy.

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 areas, 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.

City Council held study sessions on Jun. 10 , Jul. 29 , Oct. 28 , 2014 and May 26 and Nov. 2, 2015 to review work to-date on the seven focus areas (District Management, On and Off-Street Parking, Technology, Transportation Demand Management, Code Changes, Parking Pricing, and Enforcement) and provide overall direction on the approach for AMPS, as well as short-term code changes.

Progress was made on the following projects:

- Proposal for options for travel demand management policies for private development
- Analysis and options for car share policies
- Recommendations for long term parking permit rate increases
- Recommendations for a satellite parking pilot program
- Proposal for a shared parking policy for development review
- Selection of a vendor for replacement of the downtown garage gate access equipment
- Analysis and options development for off-street parking code changes
- Implementation of recommendations for additional bike parking downtown
- Establishment of a pilot employee EcoPass program on the Hill
- Completion of the Depot Square project, including the shared parking garage
- Pilot project to create real time parking occupancy data
- Negotiations with Trinity Lutheran Church for a mixed use project with additional parking
- Access plan for the Civic Area integrating parking and TDM strategies.

Additionally, community engagement is a foundational element of the City of Boulder's Access Management and Parking Strategy (AMPS) initiative. Staff continues to compile community, board and commission feedback to inform the development of AMPS. Staff has been conducting outreach to residents and commuters through the project website, surveys, Inspire Boulder, and a series of topical meetings throughout Boulder to help develop an understanding of how the community currently views parking and access management.

Status and Potential Next Steps

Major work plan priorities for 2016 include:

- Implementation of the travel demand management strategies for private development;
- Final recommendations regarding zoning changes for parking requirements and on-street car share;
- Development of criteria for future access districts;
- Installation of a new garage gate access system;
- Development of an alley master plan for the Hill commercial district;
- Review and analysis of the Neighborhood Permit Program;
- Recommendations regarding parking pricing (parking ticket fines, hourly parking rates in the garages and on-street, and Neighborhood Parking Permit (NPP) resident and business permits); and,

- The completion of the AMPS strategy document. Implementation will continue on multiple work plan items in each of the focus areas.

Information from community outreach and input from City Council and boards will be used to refine the AMPS 2016 work plan items. In the second quarter of 2016, staff will schedule a joint board workshop in preparation for a council study session to consider a final AMPS Summary Report. An ongoing strategy will identify future action items to address the next generation of Boulder access and parking needs.

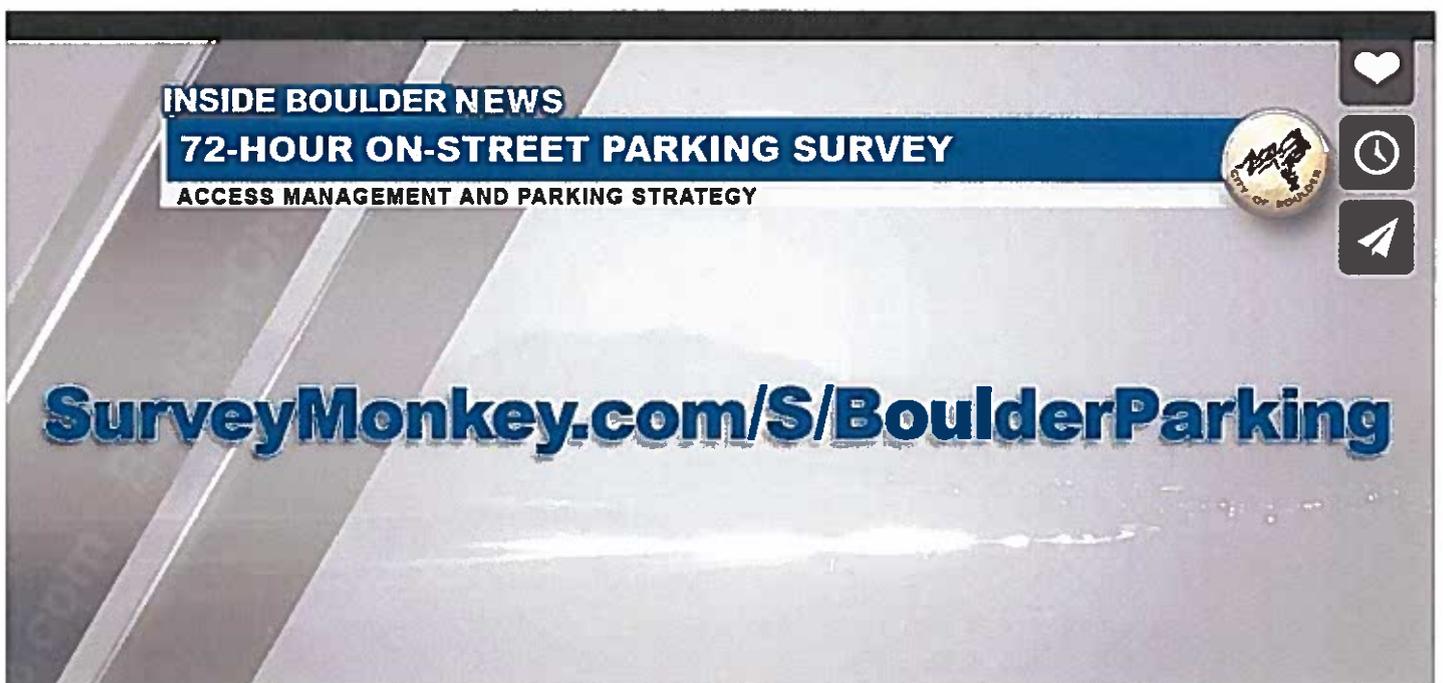
Council Action

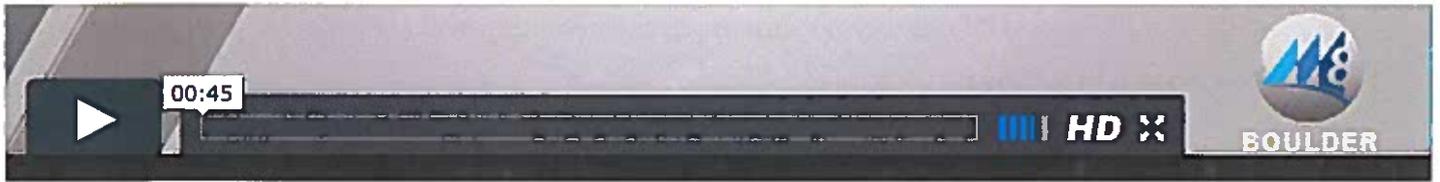
- *1st Quarter, 2016* – City Council Study Session on NPP program
- *2nd Quarter, 2016* – City Council Study Session
- *3rd Quarter, 2016* – Council Agenda Item, AMPS Strategy Adoption

Contact

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AMPS Videos





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 establishes city autonomy to invest in community broadband services which had previously been limited by Colorado Senate Bill 05-152. This law significantly restricts the ability of municipal governments to provide broadband services, either independently or in partnership with private entities.

The city is now actively studying potential uses and business models for leveraging its fiber optic and conduit infrastructure, along with needed enhancements to better serve the telecommunication needs of the community, including broadband and wireless services. During the second quarter of 2016, a formal, consultant-assisted broadband feasibility study will be concluded with alternatives presented to council for definition of next steps.

Status and Potential Next Steps

The overwhelming passage of Item 2C opens exciting new opportunities to explore a number of alternative broadband initiatives that would leverage the community's significant telecommunication resources, which include surplus fiber optic cable and vacant conduit pathways. Given Boulder's tech-savvy demographic, community readiness for next-generation services, and publicly available fiber-optic infrastructure, the community will benefit from more economical, higher-capacity broadband services. The effort to explore and improve community broadband is called the "Connect Boulder" initiative.

As an initial step, a Broadband Working Group composed of community representatives has been established. The group is playing a key advisory role in moving Connect Boulder forward and is actively engaged 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 selection and work of our consulting partner to assist in developing a comprehensive broadband feasibility study.

Aided by the Broadband Working Group, a visioning discussion began during the first quarter of 2015, with a vision statement  available on the new Connect Boulder website. With this vision as a foundation, the Working Group selected CTC Technology and Energy to conduct a comprehensive broadband feasibility study that commenced in November 2015. The purpose of the study is to assist in providing detailed,

actionable guidance for the planning and implementation of a successful community broadband initiative. Planned for council consideration during the second quarter of 2016, the results of the study are intended to contribute considerably to the achievement of the city's broadband vision with the highest quality and greatest return for our community stakeholders.

In the interim, the City has been analyzing the feasibility of small projects that would have a positive impact on public spaces. In April 2015, the first such project – an outdoor public Wi-Fi network called “Connect Boulder” – began service in the downtown Civic Area. In addition, a 2016 budget proposal includes the addition of three additional free outdoor Wi-Fi sites in highly-used areas around Scott Carpenter Park, the South Boulder Recreation Center, and the Boulder Reservoir. These and related projects would not be possible without the exemption vote.

Staff looks forward to seeking City Council input as the visioning, analysis and infrastructure assessment work included in the feasibility study moves toward completion during the second quarter of 2016. Depending on the outcome of this effort, 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 “Connect Boulder” website.

Council Action

- *Second Quarter 2016* – Study Session to review findings and recommendations of Broadband Feasibility Study.

Contact

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Climate Commitment and Energy-Related Programs: 2015 Climate Action Guide

Summary

Climate change is one of the most significant issues of our time, with impacts of climate change already being experienced in many places. Recent reports indicate that Boulder and other communities along the Front Range of Colorado will see average temperature increases of 3 to 6 degrees Fahrenheit over the next 20 to 30 years with seasonal extremes that could be significantly higher. To avoid much more severe impacts and disruptions, communities will need to rapidly transition to energy systems and lifestyles that significantly reduce emissions and restore and enhance ecosystems essential to stabilizing the climate.

Status and Potential Next Steps

The City of Boulder and its many community partners are developing and implementing a number of different approaches to reduce local greenhouse gas emissions. These efforts include programs and regulations to improve energy efficiency and conservation, including Energy Smart, Smart Regs, and the new commercial/industrial Building Performance Ordinance as well as investments in city facilities that have already achieved a 34 percent reduction in emissions. Deep emissions reduction was also a significant motivation for pursuing the creation of a city-owned utility that could accelerate integration of clean, renewable energy sources. Achieving deep emissions reduction—80 percent or more by 2050—will require all of these efforts and more. The city's 2016 work plan includes a number of new initiatives intended to explore and develop some of these additional emissions-reducing opportunities, including the development of a local carbon offset fund, strategies for stimulating adoption of electric vehicles, pilot projects to reduce the use of natural gas, and a grant-funded analysis exploring whole energy system change in a pilot planning area within the city. A brief description of each of these initiatives is provided below.

Building Performance Program

City Council recently adopted the Building Performance Ordinance to improve energy efficiency in commercial and industrial buildings through a “rating and reporting” requirement for buildings above defined size thresholds, and cost-effective efficiency measures. The ordinance will be implemented according to the work plan schedule outlined with the ordinance's adoption. This will include trainings and outreach as well as development of new rebates for affected building owners. Council will receive an update on the ordinance's implementation in the fourth quarter of 2016. More information on this new program can be found at www.BoulderBuildingPerformance.com.

Whole Systems Energy Decarbonization Strategy

This project builds on the 2015 efforts initiated by the city and sponsored by the Urban Sustainability Directors Network (USDN) to develop a comprehensive approach to transitioning all aspects of the community energy systems—electricity, heating, transportation—to non-fossil fuel energy sources. The project will identify and analyze three different urban form types, e.g. single family detached housing, multi-family mixed use development, commercial/light industrial development, etc. Drawing on both staff and consultant support, a series of energy transition strategies will be developed for each type designed to achieve both deep emissions reduction and other key community objectives: affordability, equity, local economic benefit, etc. Boulder will also choose a specific sub-area in the community to conduct a more in-depth analysis that will identify the key issues, opportunities and barriers to making this transition. Support for the project was secured through grant funds provided by the Carbon Neutral Cities Alliance (CNCA), a consortium of 17 leading global cities who have all made a commitment to reducing greenhouse gases by 80 percent or more by 2050. Boulder is joined in this project by two other cities: Minneapolis, MN and Seattle, WA. The assessment and strategy development will be completed by June 1, 2016. The results will be incorporated into Boulder's clean energy transition planning.

Thermal Decarbonization/Natural Gas Replacement Assessment and Strategy Development

This project is part of the set of strategies intended to support the community in transitioning off natural gas. This project focuses on assessing the current uses for natural gas in the residential sector and identifying strategies to support transition to other non-fossil fuel based energy sources. Support for the project was secured through grant funds provided by the Carbon Neutral Cities Alliance (CNCA). The grant supporting the work is being shared with the city of San Francisco, CA. The assessment and strategy development will be completed by June 2016. The results will be incorporated into Boulder's clean energy transition strategy.

Climate Commitment Community Engagement

The city's proposed Climate Commitment strategy document was reviewed by City Council at its July 30, 2015 Study Session. The session also marked the launch of the next stage of the development and refinement of the city's strategy through active outreach and engagement with the community. Central to the outreach strategy is an emphasis on building and refining the community's climate action strategy as a collaborative process. The city's efforts are presented as one part of a larger effort that will continue to be refined and improved through an adaptive learning process guided by clear targets, ongoing monitoring of progress, and recurring review and refinement with the community. The current phase of engagement is scheduled to run through April with the results compiled into a final draft of the Climate Commitment Strategy document for review and consideration by City Council in the end of the second quarter 2016.

Climate Commitment Integration into Citywide Operations

The anticipated adoption by City Council of an 80 percent emissions reduction goal as guidance for city policy will also have significant impacts on operations within the city organization. City operations have effects on all three of the major action areas identified in the Climate Commitment document: Clean Energy Transition; Resource Use Efficiency and Conservation; and Ecosystems Restoration and Stewardship. At the same time, climate change impacts that are already in motion mean that the city must integrate climate change mitigation efforts (emissions reduction) with climate change adaptation/resilience efforts (responding to current and projected climate change impacts).

Actions already planned or anticipated to continue the development of a city organization strategy for supporting the Climate Commitment goals and targets includes:

- Creation of a staff technical assistance team to provide support and resources to city divisions and departments in developing climate mitigation and climate adaptation strategies.
- Development of division-level strategies integrating emissions reduction targets and climate change preparation objectives and actions.
- Synthesis of a city organization Climate Commitment strategy document integrating the planning efforts of the different divisions and departments.

Electric Vehicle (EV) Adoption Strategy

As part of the 2014 transportation emissions reduction analysis conducted for the Transportation Master Plan update, the adoption of electric vehicles was identified as a critical part of achieving an 80 percent or greater reduction in transportation related emissions. Nearly half of this reduction depends on the widespread (75 percent or greater) adoption of electric vehicles or other zero emissions vehicles by 2050.

The city is engaged in a number of activities in 2016 to support continued growth in EV adoption in Boulder. These actions include:

- Exploring a new EV leasing option to significantly expand the number of EVs in the city fleet through a business initiated by local green venture groups called Vision Fleet;
- Coordinating with CU, Boulder County, BVSD and NCAR to create a comprehensive public charging network. As part of this effort, the city's Facilities and Assets Maintenance Division is exploring the creation of an "electric avenue"—a location downtown that would host multiple charging stations including direct current (DC) fast charging. This effort will also coordinate with the Civic Area redevelopment to ensure new development includes sufficient EV charging infrastructure;
- Reviewing the recommendations made in the Southwest Energy Efficiency Project (SWEEP) assessment to identify additional code enhancements that would ensure that new construction and major renovations provide sufficient EV charging infrastructure for a growing fleet of EVs;
- Exploring opportunities to develop incentives for its own employees to adopt EVs including free workplace charging, group purchase discounts and other mechanisms; Working with partners to

explore a second round of group purchase for both EVs and Photovoltaics (PVs) prior to the expiration of the PV tax credits at the end of 2016; and

- Providing supplement grant money to recipients of a Regional Air Quality Council (RAQC) grant for new EV charging stations in Boulder.

Local Carbon Offset Fund

During 2016, staff will research and evaluate the creation of a Local Carbon Offset Fund that would provide a mechanism by which entities and individuals could “offset” their carbon emissions by investing in a local fund that would then invest the revenue in local clean energy initiatives. This effort has been initiated and the work plan is underway. As the work plan progresses, stakeholder outreach and input will be solicited. Council will receive an update on the fund’s progress in the third quarter of 2016.

Climate + Sustainability Dashboard

Initial work on an outward-facing citywide performance dashboard began in 2015 through an initiative led by the City Manager’s Office. That effort will provide the foundation for a Climate + Sustainability dashboard featuring noteworthy environmental programs and pilots. In 2016, goals and metrics for those programs will be specified, data centralized, and corresponding visualizations created with a current targeted launch in the third quarter of 2016.

Council Action

- *Second Quarter 2016* - Council Review and Adoption of Finalized Climate Commitment and update on related work items (Study Session followed by Agenda Item); Update on Boulder Energy Challenge Round 1 Evaluation and Round 2 Planning (Information Packet)
- *Third Quarter 2016* - Update on the Local Carbon Offset Fund’s Development Progress (Study Session); Launch of Climate + Sustainability Dashboard
- *Fourth Quarter 2016* - Update on the Building Performance Ordinance Implementation (Information Packet)

Staff Contact

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Urban Forest Strategic Plan

Summary

In response to recent and potential impacts to Boulder's urban tree canopy including, but not limited to, the current Emerald Ash Borer (EAB) infestation, climate change, and individual severe weather events such as the 2002 drought and extreme temperature fluctuations, Boulder's Parks and Recreation Department will complete a broader scope Urban Forest Strategic Plan. The plan will capitalize on the recently completed public tree inventory and make recommendations for urban tree management for city parks and street rights-of-way. The Urban Forest Strategic Plan will also allow for a more comprehensive community-wide discussion of the following topics:

- Establishment of a baseline figure for urban tree canopy and long term canopy goals;
- Tree diversification goals;
- Urban heat island mitigation;
- Prioritization of tree planting activities;
- Pesticide use guidelines for public trees;
- Appropriate pesticide use guidelines for private property owners treating public street trees;
- Placement and selection of tree species that are compatible with optimizing rooftop solar capture capacity;
- Coordination with vegetation management for potential municipalization of the electric utility;
- Public outreach and education regarding the benefits of the urban canopy; and
- Reforestation of creek corridors with native species.

Status and Potential Next Steps

Steps to develop the Urban Forest Strategic Plan include the following:

- Emerald Ash Borer long term strategy
- Public Tree Inventory
- Urban Forest Resource Analysis
- Urban Tree Canopy Assessment
- Consultant On-boarding
- Extensive Public Engagement
- Plan Development
- Council Action

Emerald Ash Borer Long Term Strategy (On-Going)

In September 2013, City of Boulder Parks and Recreation Department Forestry staff discovered an EAB infestation within the city. The inter-agency delimitation survey found EAB within several neighborhoods in central Boulder. Subsequent detection efforts by Forestry staff also found EAB at low levels outside the original detection area. Forestry staff consulted with leading EAB experts from across the United States and Canada to develop the initial emergency EAB response. An Interdepartmental EAB Strategic Group was formed and developed the long term strategy for EAB including public education/outreach, tree planting, ash tree removals, limited pesticide applications, release of biocontrols, collaborative research projects and a broader scope Urban Forest Strategic Plan.

Public Tree Inventory (Completed)

The first step towards an Urban Forest Strategic Plan was to identify the existing public tree resource. In winter 2014 -2015, Forestry staff contracted with Davey Resource Group to update the tree inventory. The data was imported into tree inventory and asset management software to track not only EAB related maintenance moving forward, but all tree maintenance for public trees in city parks and in street rights-of-way.

Urban Forest Resource Analysis (Completed)

In fall 2015, Forestry staff contracted with Davey Resource Group to analyze Boulder's urban forest resources. Davey's analysis describes the current structural characteristics of Boulder's community urban forest resource, using established tree sampling, numerical modeling, and statistical methods to provide a general accounting of the benefits. The analysis provides a "snapshot" of this resource at its current population, structure, and condition. The analysis provides baseline data to better understand the current status of the urban forest population and is a starting point for determining new maintenance and management policies and procedures, as well as future budgetary needs.

Urban Tree Canopy Assessment (In Progress)

The next step is to establish baseline figures for the urban tree canopy to assist in long term planning. The city is participating in a collaborative Urban Tree Analysis project with Trimble; a partner of the Rockefeller Foundation's 100 Resilient Cities (100RC) initiative.

This project includes two tiers:

1. The first is an effort to understand the nature of the urban tree canopy through the use of Trimble's 100RC Platform Partner services offerings. Trimble is providing the city with licenses to their eCognition software and is providing free training to city staff on the use of their tool. The eCognition Essentials software will yield information about urban tree canopy and land use and develop a reproducible methodology to map the city's urban tree canopy and track changes to the

tree canopy over time. The software will help map urban tree cover: where it is, where it is damaged and where it can be strengthened.

2. The second is more experimental and involves exporting the urban canopy assessment data into a 'Resilience Dashboard' pilot project in collaborative development between Trimble, the City of Boulder, 100RC and Socrata, a Seattle-based company that provides on-line solutions to local governments. The Dashboard as conceived is a highly interactive, continuously updated visual display of trends and metrics, many of which can be user driven. The metrics and trends developed through the pilot project can be used in the city's current dashboard effort, or the opportunity may exist to expand the pilot effort in conjunction with other city departments.

Consultant On Boarding, Public Engagement and Plan Development (In Progress)

In the fourth quarter, 2015 scoping for the 2016 Urban Forest Strategic Plan began with a consultant assessment of existing forest plans from other communities across the country. An RFP will be developed and a forestry consultant contract will be issued to assist with public engagement and outreach and plan development.

Council Action

- *Third Quarter 2016* – City Council Study Session to review preliminary foundation work for the plan and public input to date.
- *Fourth Quarter 2016* – City Council agenda item to review and seek public input and council approval for the Urban Forest Strategic Plan.

Staff Contact

Kathleen Alexander, City Forester, at 303-441-3406 or Yvette Bowden, Parks and Recreation Director at 303-441-7215.

More Information

For more information on the Parks and Recreation Forestry Services and Programs, please visit BoulderForestry.org and EABBoulder.org.

Energy Future - Associated Projects

CLEAN LOCAL ENERGY

low-cost. reliable. possible.

Summary

Work on Boulder's Energy Future is organized into two work areas:

1. Municipalization
2. Energy Pilots
 - Resilient Energy Infrastructure Pilot Project
 - Energy Policy Reform Coalition
 - Solar Development

Work efforts related to current and planned energy services and energy-related emission reduction programs are addressed in the Action Guide entry for Boulder's Climate Commitment.

Status and Potential Next Steps

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 and its debt plus a margin equal to 25 percent of its annual debt payment;
- 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 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 1890s and several times 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 and other pollution associated with energy production;
- Increasing energy costs that are a larger percentage of business and residential budgets;
- Providing access to new products and services that manage or reduce energy use;
- 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.

Since 2011, when Boulder voters approved proceeding with municipalization, staff has accomplished several significant milestones related to the utility's creation and operation. In 2013, staff completed an extensive feasibility analysis that demonstrated that a locally owned utility could be formed while meeting the requirements that Boulder voters placed in the City Charter related to rates, reliability, and renewable energy. The analysis was reviewed by an independent third-party evaluator that affirmed its methodology and findings. In August 2013, council voted to move forward with forming a local electric utility, and authorized staff to proceed with condemnation of Xcel's electric assets.

In April 2014, Boulder City Council passed an ordinance creating a local electric utility. In June 2014, Xcel filed a lawsuit against the city, alleging that City Council's formation of a utility was "premature" and that Boulder failed to meet requirements laid out in the City Charter. In June 2015, a Boulder District Court judge upheld council's 2014 decision to create an electric utility, dismissing the claim that the council decision was unlawful. She also expressly recognized that the Colorado Constitution grants home rule cities, like Boulder, the right to create a utility.

Also in 2014, staff and consultants developed an extensive transition work plan that laid out the significant steps that must be taken in order to operate the utility effectively once the city owns the infrastructure.

For the last year, staff has been carrying out initial tasks from that transition work plan. In recent months, several significant steps have been taken to seek out qualified service providers related to power supply, operations and maintenance, and information technology, as well as to engage a series of community working groups to inform aspects of the transition process.

In July 2015, staff filed an application with the Colorado Public Utilities Commission (PUC) asking for approval to transfer the electric system assets necessary to operate a municipal electric utility, a step that begins a sequential process of legal filings followed by the condemnation process. The next section provides updates on the overall transition work plan, key work areas and potential next steps.

Transition Plan and Legal and Regulatory Update

The original transition work plan (Plan) was developed in 2014 in anticipation of moving forward with acquiring portions of the electric system owned by Xcel through a condemnation petition in Boulder District Court. The Plan serves as a working tool for the city that has been updated on a regular basis as regulatory and legal issues are addressed, tasks are refined, and work is completed. It is designed to manage the risks of acquisition while prioritizing the fundamentals of an electric utility: safety and reliability.

Based on the the anticipated PUC process to resolve issues related to the transfer of assets from Xcel to the city, the plan has been updated to reflect a change in the timing of events. The task list of the updated Plan has not changed significantly. However, the timing of these tasks has changed based on the current understanding of and approach to regulatory and legal processes. In the original transition schedule, the regulatory filings and condemnation proceedings were assumed to occur on a parallel path (or simultaneously or on an overlapping timeline); since the courts have determined these filings will be sequential, the timeline had to be modified. Based on current budget estimates, existing appropriated funds should be sufficient to support the work plan through 2016. It is currently anticipated that the PUC application process can reasonably be completed by the second quarter of 2016. The next step in the regulatory/legal process will be to re-file a condemnation petition in Boulder District Court. This is anticipated to occur later in 2016 and to conclude in late 2017.

In the near term, significant effort will be expended supporting the PUC process to pursue an application to the Colorado Public Utilities Commission for transfer of assets, responding to answer testimony and discovery requests. At the same time, staff will continue to implement critical Plan activities, including integrating and leveraging existing city resources and procuring necessary external resources.

The following are significant transition plan initiatives underway and continuing in 2016.

Support Services - Information Technology Roadmap (IT Roadmap)

In 2015, Energy Future project staff in partnership with Information Technology staff began work on designing and implementing an IT Roadmap. The purpose of this project was to identify IT systems, infrastructure improvements and staff requirements to ensure the city's capability of owning and operating a municipal electric utility on day one as well as ensuring that the city could transition quickly to a "utility of the future." The city hired Scheider Electric to determine the IT systems that will be necessary for a utility, and analyze which of the city's existing IT systems could be leveraged to support the utility. Based on the results of this study, city staff will be working on defining system requirements and upgrades to existing systems, as well as policies and procedures necessary to support an electric utility on Day 1.

Customer Service – Customer Billing and Information System and Key Accounts

Staff has determined the existing customer billing and information system can support electric utility billing. As a result, consultants have provided a work plan for system modifications that will be initiated in 2016. In addition, the customer service team has been working on a key account program, and policies and

procedures to support a customer focused organization.

Operations and Maintenance

In 2015, the city issued a Request for Qualifications for ongoing services and interviewed potential operations service providers. Requests for Proposals for operations of the electric system will be issued in early 2016. The city also hired a consultant, Steve Catanach, to help evaluate engineering options and to develop operations, maintenance, construction, reliability and safety policies, procedures and standards. Staff will continue to meet with the reliability and safety working group to vet these issues.

Power Supply

In 2015, the city issued a Request for Proposal to Xcel Energy (Xcel) for power supply options. Xcel replied affirmatively. Agreement has not been reached on a contract; however, staff and Xcel will continue to work to develop terms and conditions that could support a power supply for the city. Staff will also enlist the resource working group to help monitor current market conditions, explore new resource opportunities and review any potential agreements with power producers.

Energy Services

In 2015, staff evaluated current energy services and focused efforts on areas that further the city's energy goals. In 2016, staff will continue implementation and evaluation of energy services related to solar, electric vehicles and nanogrids. Energy services will continually be coordinated with the city's climate and sustainability work, especially as it relates to meeting the goals of the Climate Commitment. In 2016, staff will work with the energy services working group to assist in the development of energy services for a new utility.

Finance and Accounting - Cash Flow and Budget Model

In 2015, staff began creating a cash flow and budget model. This tool will provide staff the ability to analyze the financial picture for a new utility as new information becomes available through the legal and regulatory processes. Eventually, this will serve as the budget tool for the electric utility. The model should be complete by the beginning of 2016. Staff will work with the rates working group to explore methodologies for designing rates for a new utility.

Other Energy Future Areas

Staff met with risk management, safety, finance, accounting, facilities and human resources staff to identify needs and resources to support a robust utility. Work is ongoing, which includes account system modifications, identifying key staff and developing safety and risk management policies and procedures.

Energy Pilots

Resilient Energy Infrastructure Pilot Project

During the first two quarters of 2015, staff and external partners collaborated to develop and submit a grant proposal as part of a first-ever solicitation by the Department of Energy titled The Resilient Electricity Delivery Infrastructure (REDI) program. In August, Boulder was informed that it was one of four projects selected nationally to receive funding. Boulder and its partners requested a total of \$385,614. As part of the grant, the city and its partners are obligated to contribute an equal or greater amount as matching. In-kind (staff time) is allowed as part of the match contribution.

The project will evaluate opportunities to significantly increase the capacity of the 63rd St Water treatment center to withstand sustained power outages and maintain its water treatment and delivery capabilities. The focus of innovation is the integration of solar combined with storage and upgraded back up generation capacity along with conversion of some or all of the plants water pumps to direct current energy systems. These upgrades have the potential to both increase plant resilience and significantly reduce ongoing energy costs due to reductions in demand charges and long-term stability in energy costs.

The city will issue an RFP in Q1 of 2016 for proposals to achieve the objectives outlined in the DOE grant. We anticipate initiating action on the project by mid Q2 of 2016. Given the planned upgrading at the Betasso water treatment plant, all critical systems work at the 63rd Street plant will need to be completed by the end of 2016. This may result in a two-phase implementation. If the full project cannot be completed before the Betasso plant recommissioning begins, a subset of the resilient energy system upgrades will be completed in 2016 sufficient to demonstrate the concepts outlined in the grant, with full implementation to take place in late 2017.

Staff will work with DOE to finalize its grant award and establish internal systems for managing the grant. A city staff team including members of the climate, energy and utilities staff groups are finalizing a request for proposals that will guide selection of a private sector partner to assist in project design and implementation.

Energy Policy Reform Coalition

The City of Boulder, Boulder County and the Rocky Mountain Climate Organization are engaged in an effort to create what is preliminarily called the Colorado Climate Future Coalition. As the first well-funded, fully equipped, local-government-centered consortium of Colorado champions for climate action, the coalition would focus primarily on influencing state government actions to both reduce emissions and support local decisions. The founding members of the Coalition, which are still being identified and recruited, would set the initial coalition policy goals on a consensus basis to ensure that the interests of all members are met. As examples, they might include advocating for:

An effective state plan to comply with the federal Clean Power Plan, which will determine the largest emission reductions under state law over the next few years.

- State actions to implement the new Colorado Climate Action Plan now being drafted.
- Effective electricity tiered-rate and time-of-day pricing structures and strong electricity and natural gas demand-side management programs for investor-owned utilities.
- Upgraded electricity transmission networks that can allow full, effective use of clean, renewable energy resources.
- Development of statewide outreach campaigns to encourage businesses and individuals to take voluntary actions to improve energy efficiency.

All policy goals agreed to by the city would be in furtherance of council's direction as captured in its annual State and Federal Legislative Agenda. Funding for this coalition would go primarily towards the expenses necessary to hire professional consultants with expertise in these areas to advocate.

Staff will continue to facilitate meetings and the recruitment of potential members of the Colorado Climate Policy Coalition, along with the creation of the policy agenda. The city will continue to participate in efforts related to the Clean Power Plan, both at the federal and state levels.

Solar Development

In 2016, staff will continue to refine the city's solar plans and the development of a comprehensive strategy. The strategy will organize existing solar efforts and prioritize new efforts to align with the goals of the climate commitment and energy future work. Significant accomplishments for 2015 include the development of a solar mapping tool (Mapdwell) and launching Solar Benefits Colorado.

As an overall solar strategy is developed and implemented, staff continues to evaluate current initiatives, analyze results and prioritize resources.

Council Action

2016 – Council will be updated on the progress of Energy Future and related programs.

Staff Contacts

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- David Driskell, Executive Director, Planning, Housing and Sustainability, driskelld@bouldercolorado.gov, 303-441-3425
- Website: www.BoulderEnergyFuture.com

Related Links

- Boulder Energy Future
- Energy Strategy & Electric Utility Development Department

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University Hill Reinvestment Strategy

Summary

In 2014, Boulder City Council made it a priority to improve quality of life on University Hill for residents, visitors and businesses. The University Hill Reinvestment Strategy provides a framework for pursuing 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 initial two-year phase of the University Hill Reinvestment Strategy began in spring 2014, under the oversight of the Community Vitality Department and an interdepartmental Hill Staff Planning Group. Early efforts included public art projects, bicycle and car sharing programs, support for the newly founded The Hill Boulder merchants' association and preliminary plans for a joint venture to redevelop the 14th Street public parking lot to provide the district with underground public parking.

In the fall of 2014, the city hired a full-time Hill Community Development Coordinator to draft and coordinate implementation of a Hill Reinvestment Strategy Work Plan, which outlines both short-term and long-term tasks. Short-term tasks achieved in 2014 included: creation of a University Hill Stakeholder database and newsletter, the *University Hill Stakeholder Update*; implementation of the pilot Residential Service District (RSD) in areas of the Hill most impacted by student activity; and a cleanup of the Hill Commercial Area with CU students and other community members.

In 2015, progress was made on long-term tasks in the Hill Reinvestment Strategy Work Plan, including:

- Completion of an interdepartmental planning effort stemming from the Hill Commercial Area residential use moratorium, resulting in zoning changes to encourage the development of commercial uses that promote year-round economic vitality;
- Sponsorship and additional support for creation of the 'Heart of the Hill' event series in partnership with The Hill Boulder and Grenadier Advertising;
- Survey to establish the feasibility of a three-year pilot Hill Employee EcoPass program to reduce employee parking demand and expand multi-modal access to the Hill;
- Hill Commercial Area tour with the city's Youth Opportunities Advisory Board to identify and implement improvements to the pedestrian environment;
- Initiation of the year round 'Hillanthropy' volunteer partnership with five CU student organizations;
- Partnership with the University of Colorado (CU) to create a three-year Hill Commercial Area banner program;

- Design and planning for the 'Community, Culture, and Safety' tax-funded projects on the Hill, including pedestrian lighting in the neighborhoods and tree irrigation and the creation of a public gathering space in the Hill Commercial Area;
- Survey to establish the retail preferences of year-round residents of the Hill, and follow up outreach to property owners, investors and the Commercial Brokers of Boulder;
- Outreach to Hill Commercial Area property owners about a proposed National Register Historic District designation to make available state and federal tax credits for façade improvements;
- Preliminary negotiations for a joint venture on the Pleasant Street public parking lot that would include a boutique hotel, dining, retail and underground public parking;
- Establishment of an interdepartmental planning team to look at financial tools to achieve public improvements on the Hill' catalyst' sites, including underground public parking;
- Planning for a Hill Reinvestment Working Group to craft recommendations for long-term governance and financing mechanisms for the Hill; and,
- Survey and focus groups to establish baseline conditions on the Hill to measure the performance of the Hill Reinvestment Strategy over subsequent years.

Status and Potential Next Steps

The 2016 Hill Reinvestment Strategy Work Plan 2016 includes:

- Identification of long-term funding priorities, governance options and stakeholder roles by the Hill Reinvestment Working Group;
- Implementation of the pilot Hill Employee EcoPass program to reduce parking demand and facilitate multi-modal access to the Hill;
- Application for National Register Historic District designation in the Hill Commercial Area and crafting of a related façade improvement program;
- Design and construction of the 'Community, Culture and Safety' tax-funded public gathering space at 13th/Pennsylvania;
- Installation of the 'Community, Culture and Safety' tax-funded tree irrigation system in the Hill Commercial Area and pedestrian lighting improvements in the Hill neighborhoods;
- Joint venture redevelopment of catalyst sites including UHGID-owned public parking lots at 14th and College and at 12th and Pleasant;
- Identification of financing tools to pursue underground parking on the public parking lot at Pleasant Street as part of the proposed mixed use hotel joint venture;
- Evaluation of the pilot Residential Service District to examine the impact of the city's investment in regular cleanups of the areas of the Hill most impacted by student activity; and,
- Development of a Hill Alley Master Plan.

CU Conference Center/Hotel

Another major work item in 2016 is continued collaboration with the University of Colorado to explore the feasibility of a conference center/hotel facility on the Hill.

CU has plans to move forward with construction of a university-affiliated hotel and conference center in Boulder and had previously focused on a site near Folsom and Arapahoe. The city approached the University to request that the opportunities and challenges, both for the University and the community, be studied at two different sites – one near Folsom and Arapahoe and another on the northeast corner of Broadway and University on the Hill, before proceeding further.

A comparative analysis was undertaken by a consultant team collaboratively chosen and contracted by CU and the city. The analysis does not conclude with a recommendation for one site over another, as its purpose was to inform the University's and city's discussions. What is clear is that each site presents a very different type of opportunity, as well as challenges and constraints (and associated cost and design impacts).

As a result of this effort, the University is interested in further exploring the potential of the Hill site. While the University has more analysis to perform in order to complete the business and development planning, the city and University staff teams will continue to collaborate on the issues identified with the Hill site such as:

- Sufficient parking to support a conference center;
- Potential to incorporate or relocate historic resources;
- Future main campus space needs of CU-Boulder for academic expansion; and,
- Optimal size of the facility to meet both the city and University needs.

The city appreciates the leadership and willingness of the University to collaborate on this project which could provide benefits to the community in terms of supporting the revitalization of University Hill, providing much-needed meeting space for both small and large events, and connecting to city investments in the nearby Civic Area.

Council will be updated on the potential Hill conference center/hotel site through agenda and information items, as appropriate, based on specific milestones, and staff will work with the University team to develop and facilitate public information updates and appropriate opportunities for community input.

Council Action

- *Dec. 8, 2015* - Staff will return to City Council for an update on the Hill Reinvestment Strategy
- *Second Quarter 2016* – City Council Study Session
- *Fourth Quarter 2016* – City Council Study Session

Contact

To be added to the *University Hill Stakeholder Update* email list, or for other questions or comments, contact the Hill Community Development Coordinator Sarah Wiebenson at WiebensonS@bouldercolorado.gov.

Continued and New Internal Projects

2016 Council Action Guide

Transform Boulder Business Initiative

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. Phase I (Finance) was completed in 2015 and Phase II (Payroll) will be complete first quarter of 2016. Phase III – Implementation of additional HR modules including: Performance management, Employee Benefits, Records and other related HR modules will take place in the fourth quarter of 2016 and the first quarter of 2017. The project is a collaboration among Finance, Human Resources and Information Technology departments.

Fire Station Alerting

The Fire-Rescue Department is upgrading its station alerting system to replace aging infrastructure and provide for fast and reliable crew notification. Station alerting notifies the crews of a 911 call and provides the appropriate response information. The new technology will allow for simultaneous alerting of multiple stations and will automate information flow to improve emergency response times. It is intended to reduce the time from 911 call to response team notification and reduce the burden on the 911 call taker/dispatcher. A contract for services with the selected vendor is expected to be finalized in November with installation beginning late November or early December, 2015. The project is expected to take approximately 120 days with testing, training and implementation to follow.

Develop a New False Alarm Ordinance Program

The Police Department is working with the City Attorney's Office to write a new false alarm ordinance which will be presented to Council in early 2016. Alarm industry meetings have already occurred with additional engagement needed with the Boulder Chamber of Commerce and the business community. Work to be completed in 2016 includes: completing the ordinance, updating the department Alarm Response policy, completing the Request for Proposal (RFP) process to contract with a third party administrator and implementing the program.

Police Department Record Management System Replacement

A vendor has been selected and the city is beginning contract negotiations. Work anticipated to be complete in 2016 will include system configuration and implementation and user training for an expected go-live date at the beginning of the third quarter of the year.

Facilities and Asset Management Master Plan

Staff presented an update to City Council on the Facilities and Asset Management (FAM) Master Plan at the Sept. 23, 2014 study session. As a follow-up with council, the space needs assessment for the Police Department and the space needs assessment and initial site analysis for Fire Station No. 3 and Fire Administration were presented in October, 2015. A deliberate and public process for the proposed annexation of the Valmont Butte property will also be conducted and included in the plan. An addition to the update may be the possible acquisition of the Boulder Community Health site and the resulting public process to determine its future use along with city functions in the downtown area and a future north campus.

Taking Care of What We Have

The Parks and Recreation Department will complete a Recreation Facility Assessment (with FAM, Human Services, Library and other City services) of public service buildings including the system's three recreation centers. This study — along with our previously completed Athletic Field Study, Aquatics Feasibility Plan and ongoing Asset Management-related work — will aid in ongoing capital planning and prioritization of repair, repurpose or replacement projects.

Agenda Management Software

In 2015, the City Clerk's Office began reviewing agenda management software options and vendors. It will begin procurement and implementation in 2016. 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 create better access for the general public. The anticipated go live date will be Q2 2016.

High Definition Web Streaming

In 2015, the Communications Department has been actively beta testing options for affordable, live web streaming for cable Channel 8. When implemented, this will allow viewers to watch the channel on any device via the Internet. The city will also be able to reach non-Comcast customers in our community with this service. Completion is expected to be Q2 2016.

High Definition Comcast Channel

The Communications Department is currently in the process of working with Comcast, per the city's Franchise Agreement, to upgrade Channel 8 distribution to High Definition. This will put it in line with other broadcast outlet standard practices and in the channel guide with other HD local channels. This will provide a higher resolution picture for video and written content. Completion is expected to be in Q2 2016.

Implementing Kronos Workforce Telestaff

The Police Department will execute the Kronos Telestaff System, which will optimize scheduling to include staffing the daily roster and coordinating off-duty work. Specifically designed for police and fire departments, it provides tracking of all leave and time-off events. Employees can process requests, sign up for overtime and participate in shift trades. Telestaff is compatible with MUNIS, which enables a more efficient process for police payroll management.

Succession Program

The Human Resources Department began building the foundation in 2015 to launch a workforce development and succession planning initiative in 2016 and beyond. A leadership academy will be launched in 2016, focusing on leadership competencies. A pilot mentor program and enhanced internship program also will be implemented.

Boulder Learning Academy

A new certificate program and training series for employees will be implemented in 2016 that is designed to build skills and competencies which will help city staff improve service excellence to our community. The learning academy and employee certificate program is being designed with specific tiers of development to focus on leadership, supervisory skills and capacity. The program will train employees on diversity, high performance expectations, process improvement, safety and well-being, and effective governance and customer service.

Benefits and Well-being

Engage employees in improving their health and well-being by exploring the feasibility of self-funding the current medical plan and the launch of a new city medical clinic dedicated to city employees and their families. The Human Resources (HR) Department will facilitate a citywide employee advisory group to explore changes for 2017.

In order to strategically take the Wellness Program to the next level, HR will be implementing new initiatives to develop a more holistic and robust program that encompasses total employee well-being. This will include additional incentives for well-being and employee discount programs. To reach a wider employee base a significant number of the challenges and incentives will also be web based to incorporate employees that have not been able to participate in prior years' events and challenges because of position or physical restrictions.

Affordable Care Act

The Human Resources Department has a number of new initiatives in 2016 as a result of Health Care

Reform such as completing a full analysis of our **existing** medical plans and making recommendations to change plan design or cost to avoid the 2018 Cadillac Tax. In addition the Affordable Care Act Information Returns must be filed with the IRS by March 31, 2016 (electronically). This filing will assist the IRS in determining those individuals that are eligible for a premium tax credit.

Continued and New Community Projects

2016 Council Action Guide

Neighborhood Services

The neighborhood liaison, located in the City Manager's Office, is responsible for developing and coordinating the city's neighborhood programs. This includes communication and outreach activities, enhancing collaborative relationships with neighborhoods and providing organizational leadership on engagement. The position was filled in July, 2015. The focus of work has included building relationships internally, at the neighborhood level, and with service providers; problem-solving and issue resolution. The Neighborhood Partnership Grant Program was created and implemented. Currently, new communication systems are being vetted for implementation: Nextdoor.com and GIS-based subscriptions. The creation of neighborhood toolkits has begun in 2015; setting the stage for additional program development and focus on capacity building, in 2016. A Neighborhood Summit is planned to be held in fall of 2016.

Capital Project Activity

Over time, the City of Boulder has invested significant resources in public infrastructure to maintain 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 pipes. The city funds the construction and maintenance of public infrastructure using a wide range of sources, including dedicated tax revenues, bond proceeds and fees. Each year, the city develops a Capital Improvement Program (CIP) to prioritize the numerous capital needs, bearing in mind the limits of each funding source, the funding commitments made in prior CIPs, and the progress made by the project teams that design and build the improvements.

The city anticipates completing a significant number of capital projects in 2016. The 2016-2021 CIP identifies a range of challenges, including flood impact and recovery costs; responding to the Emerald Ash Borer threat; funding constraints; construction cost inflation; operational funding; and unfunded projects. Significant additional funding has been allocated for the ongoing inspection, condition assessment and rehabilitation of the city sanitary sewer system.

Projects funded by the 2011 Capital Improvement Bond will continue to move forward, with all projects completed and funds expended by March 2017. Of the 86 individual bond projects throughout the city, 81 are complete. 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 enhancement of underperforming treatment processes,

were evaluated in 2015 and construction will begin in 2016.

Transportation Master Plan Implementation

The Transportation Division will continue to implement the Transportation Master Plan (TMP). The TMP outlines the vision for transportation and provides the policy and investment direction for achieving the community's access and mobility goals.

The focus of work in 2016 and beyond is based upon the TMP Action Plan , using an integrated multi-departmental approach, based on collaboration throughout the Transportation Division and the city organization, as well as 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.

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 corridor plans (East Arapahoe, Canyon, 30th and Colorado) as well as the community's Renewed Vision for Transit, and continued exploration of a community-wide Eco Pass with Boulder County and RTD. Additional focus areas include regional travel, transportation demand management, funding, and integration across citywide planning initiatives such as the Climate Commitment, Access Management and Parking Strategy, and Boulder Valley Comprehensive Plan update. City Council updates is scheduled for second and fourth quarter of 2016.

Visit www.bouldertmp.net for more details.

Sustainable Agriculture and Local Foods

City Manager's Office and Open Space and Mount Parks staff will continue cross-departmental efforts to promote sustainable agriculture and local foods. Read descriptions of the city's recent accomplishments and current efforts .

Among the new focus areas anticipated in 2016 are the following:

- Developing the scope, defining the methodology and aligning partners to begin conducting a localized food security assessment
- Working with partners on development of a school/community garden that would be used to supplement school lunches and be open to the public for shared food events.
- Developing an Agricultural Resource Management Plan.
- Progressing towards development of a market hall in the civic area.
- Updating city employee guidelines encouraging healthy food purchases to include local foods.
- Conducting survey of local food preferences and awareness of Boulder County residents.

- Continuing to sell low-water vegetable gardens through the Center for ReSource Conservation as an extension of their Garden-in-a-Box program and considering addition of a veggie garden seminar and a small number of onsite consultations.
- Incorporating lessons learned into the 2016 Boulder Valley Comprehensive Plan's local food policies.

Valmont Butte

The Valmont Butte Voluntary Clean Up Program is complete, with a No Action Determination (NAD) approval received from the Colorado Department of Public Health and Environment (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 will annex the Valmont Butte property in conjunction with a re-designation of land use from "commercial/light industrial" to "public" as part of the Boulder Valley Comprehensive Plan Update. 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 submit for formal annexation by Dec. 31, 2015 as agreed to with Boulder County land use staff. Future uses at Valmont Butte will also inform the Municipal Service Center (Yards) Master Plan Update. This is a project involving the departments of Public Works and Planning, Housing and Sustainability.

Public Art Policy

Staff of the Office of Arts + Culture will draft a final public art policy to govern how city-funded art commissions are identified, budgeted, selected, designed, installed and maintained. Replacing an interim policy adopted in 2012, the new Public Art Policy will follow recommendations in the Community Cultural Plan to create a cohesive, strategic, and fully-stewarded commissioning program for all city agencies, managed by the Office of Arts + Culture.

- **New Policy on Murals and Art in Public Places** – Responding to interest in the community for the city to encourage more art in our public spaces, the Office of Arts + Culture will draft a policy which supports private building owners who wish to invest in murals and other cultural assets available for the community to enjoy. The policy will provide a process for review of the proposal, public engagement, and involvement of the Boulder Arts Commission.
- **Launch of the New Cultural Grants Program** – As recommended in the Community Cultural Plan, the cultural grants program will be revised with a new focus on growing the capacity and sustainability of Boulder's marketplace of cultural organizations. The new grants will include operational funding, professional development scholarships, and a risk capital fund to encourage innovation. In addition, the application and jury process will be more streamlined and effective.

- **Creative Neighborhoods Program** – This collaboration of leadership from the Office of Arts + Culture, the Neighborhood Services Office, Planning, and Parks and Recreation will develop a series of projects including public art opportunities, grants, and support initiatives. The projects will be developed from the perspective of the neighborhood as a venue for cultural expression and participation, and understanding Boulder’s remarkable number of hobbyists and amateurs as an untapped source of creative leadership.

Zero Waste

Following acceptance of the Zero Waste Strategic Plan and adoption of the new Universal Zero Waste requirements, during the 2016-2017 time period, council will have the opportunity to review zero waste action plan items including, but not limited to: strategic development and project expansion for recycling and reuse activities at 6400 Arapahoe; construction and demolition debris recycling policy and facility enhancements; compost facility improvements geared toward keeping collection of compostables affordable for the community; and facility improvements to the Boulder County Recycling Center. Because many of these efforts will be carried out in relationship with community organizations and funding from Boulder County, council will have opportunities to weigh in on the city’s role within those partnerships.

Partners for a Clean Environment and Commercial EnergySmart Programs

In coordination with adopting the Building Performance Ordinance, the city has expanded the Partners for a Clean Environment (PACE) Program, the one-stop-shop for business sustainability, particularly the EnergySmart services within PACE (delivered by Boulder County Public Health, and funded by Boulder County and City of Boulder’s Climate Action Plan Tax), to assist building owners with the ordinance requirements. The city has designed additional resources, services and rebates to ensure that the appropriate level of advisor capacity and rebates are available for early adopters of the new ordinance requirements. In 2016, the CAP budget will prioritize funding to support the newly adopted requirements and program launch. This is a project of the Department of Planning, Housing and Sustainability.

Boulder Energy Challenge

The Boulder Energy Challenge will continue in 2016 with the conclusion of the initial round of six community projects that received funding in 2014 (the six projects are described on the project website). Completion of all of the 2014 projects is expected by the end of the second quarter, at which time the program will be evaluated and the program’s community working group will assist in making any needed changes to the scope or structure of the program. Based on the results of that evaluation, a second round of grant funding may be launched in the third quarter of 2016. Council will receive an update on the evaluation of the first round of funding and any changes in the program structure or scope moving forward. This is a project of the Department of Planning, Housing and Sustainability.

Water, Wastewater, Stormwater and Flood Utility Rate Study

The Utilities Division is undertaking a rate study for each of the three funds – Water, Wastewater, and Stormwater/Flood Management. The analyses will focus on the effectiveness of water budgets, possible opportunities for incentivizing best practices for stormwater management, maintaining equity between customer classes, and meeting the utilities' financial needs. The rate studies will be informed by other work efforts such as the Water Conservation Futures Study and the work on Commercial/Industrial/Institutional Water Budgets.

In early 2015, staff conducted a preliminary public engagement process to seek customer input on the existing utility rate structures. Following that process, staff proposed options for guiding principles and areas of study to the Water Resources Advisory Board (WRAB), which WRAB discussed and largely endorsed. The city will procure consulting assistance before the end of 2015, with analytical work to begin in early 2016. Council will be asked to consider any recommendations for changes to the utility rate structures as part of the 2017 budget development process.

13th Street Plaza Mitigation Project

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 a second set of pilot studies to determine the effectiveness of in-situ remediation and is seeking reimbursement from other responsible parties. Pilot studies and treatment will continue into 2016. This is a project of the Public Works Department.

Citywide Special Events

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. The project team is 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 is creating a single web-based event application form for all event requests.
- The project team is creating a SharePoint system for all city staff to efficiently review application requests and provide proper after-action reviews.
- The project team has started to 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.

City Council action is anticipated in the first quarter of 2016 for an update on all special events and review of the 2017-2018 Ironman Agreement renewal. This is a project involving the departments of the City Manager's Office, Public Works, Parks and Recreation, and Community Vitality.

Regional Trails

The Open Space and Mountain Parks Department has four regional trail projects currently active. In 2016, OSMP will work on the following projects:

- **Eldorado Canyon to Walker Ranch** - Boulder County is the lead agency for the "Eldo to Walker" trail. City and county staff anticipates completing their review of the evaluation of alternative trail alignments and making recommendations to the appropriate appointed and elected officials in 2016.
- **U.S. Highway 36 to Olde Stage Road (Joder Connection)** - Final recommendations on this trail connection will be made to the Open Space Board of Trustees and City Council as part of the North Trail Study Area process in the second quarter of 2016. An interim Joder Trail alignment was completed and opened to the public in October 2015.
- **Boulder Creek Path Extension** - Boulder County is the lead agency for the CDOT-City-County joint project extending the Boulder Creek Trail to connect with Betasso Preserve. The city will continue to fulfill its responsibility for funding the project in 2016. The county will begin permitting and refine the project design in 2016 with construction anticipated for 2017 to coincide with CDOT roadwork on Colorado Highway 119 (Boulder Canyon Drive).
- **America's Great Outdoors Rocky Mountain Greenway** - The Federal Highway Administration (FHWA) is the lead agency for this project, the goal of which is to create a trail connecting the Rocky Mountain Arsenal National Wildlife Refuge (NWR), Two Ponds NWR, Rocky Flats NWR, and Rocky Mountain National Park. Staff will continue to work with FHWA to integrate environmental considerations, cost estimates and public outreach into the feasibility study for the section of the trail between Rocky Flats and Lyons.

Commercial Use of Public Spaces

Consistent with examination of the Civic Area's potential and the continuing evolution of the city's special events policies, the parks and recreation department will explore policies and practices related to commercial use of public spaces, including those efforts that support the local economy and the vibrancy of our communities. This will include examination of policies, practices, permitting and pricing related to in-park concessions, ticketed-gated activity, facility rental and the appropriate balance of protected general public use and city park infrastructure.

Community Building and Partnerships

The Parks and Recreation Department will continue to foster community building and pursue/enhance partnerships critical to our sustainable provision of quality spaces and programming meeting the community's needs for recreation and respite. Included in this work will be successful conclusion of our department's negotiations with the Boulder Valley School District defining the joint use of facilities/amenities owned by each organization. We will also explore the impact of existing programming partnerships (dance, tennis, biking instruction and community gardening, for example) and evaluate the viability of partnerships to support expanded service reach to the underserved and contributions to parks and recreation capital improvements.

Recreational Marijuana Public Education

In the 2015 budget, City Council appropriated \$250,000 from recreational marijuana tax revenues to the Human Services Department to implement a recreational marijuana (RMJ) education program, targeted for children and youth. The purpose of the funds are to support or develop public education programs with consistent community messaging which informs and helps mitigate the negative impacts of marijuana use by young people. Staff will be coming to council on Nov 17, 2015 with recommendations on how to best implement a program which meets city council goals and priorities.