FISCAL YEAR 2021

RECOMMENDED BUDGET

Service Excellence for an Inspired Future.

CITY OF BOULDER

2021 Recommended Budget

CITY OF BOULDER

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Boulder, Colorado for its annual budget for the fiscal year beginning January 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Boulder

Colorado

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morrill

Executive Director

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City of Boulder City Council

Council Member
Mary D. Young

Mayor Pro Tem
Bob Yates

Council Member
Junie Joseph

Council Member
Rachel Friend

Council Member
Adam Swetlik

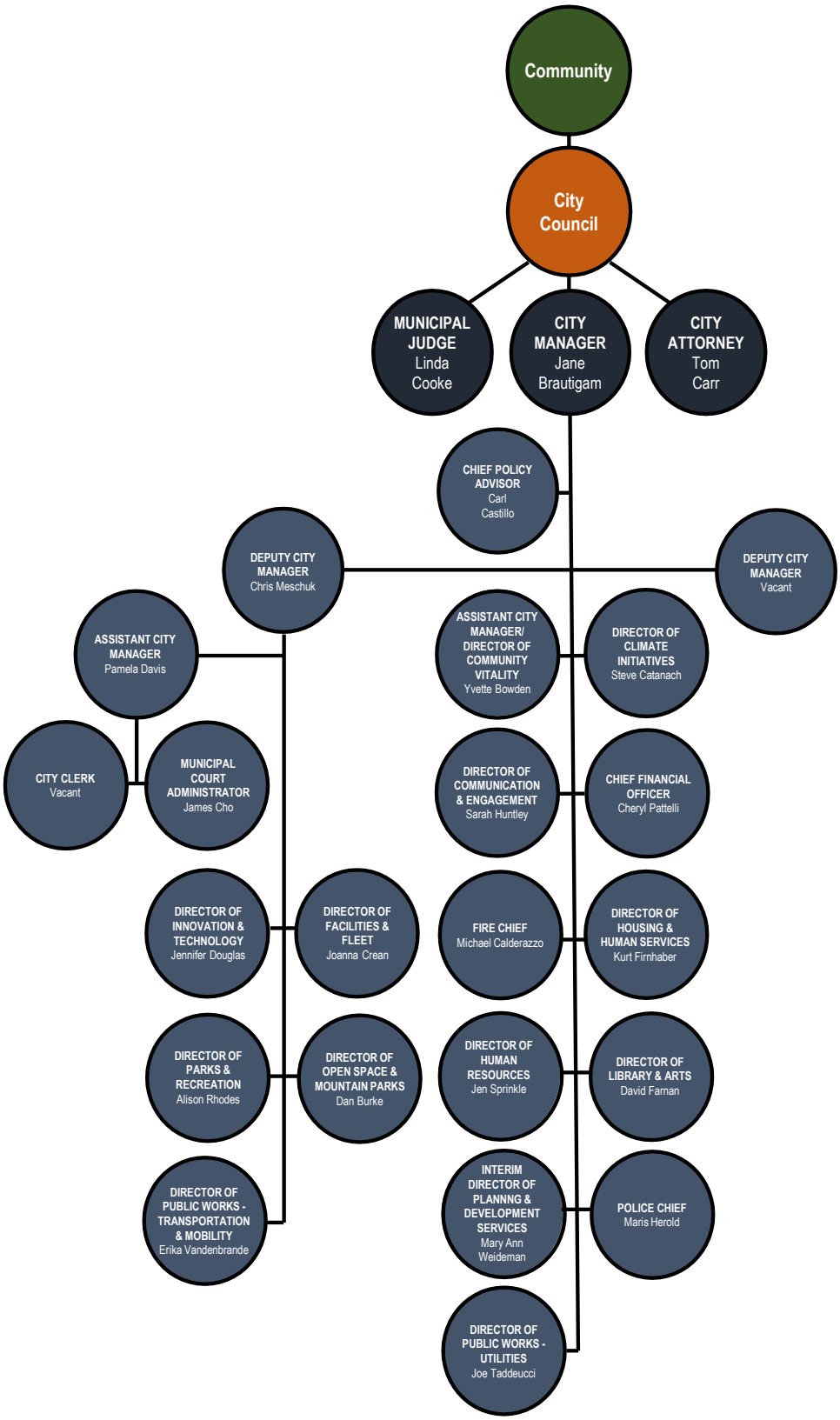
Mayor
Sam Weaver

Council Member
Mirabai Kuk Nagle

Council Member
Aaron Brockett

Council Member
Mark Wallach

City of Boulder
2021 Organizational Chart



City of Boulder Leadership Staff

City Manager	Jane S. Brautigam
City Attorney	Tom Carr
Municipal Judge	Linda P. Cooke
Deputy City Manager	Chris Meschuk
Deputy City Manager	Vacant
Assistant City Manager	Yvette Bowden
Assistant City Manager	Pamela Davis
Chief Policy Advisor	Carl Castillo
City Clerk	Vacant
Director of Climate Initiatives	Steve Catanach
Director of Communication and Engagement	Sarah Huntley
Director of Community Vitality	Yvette Bowden
Director of Facilities and Fleet	Joanna Crean
Chief Financial Officer	Cheryl Pattelli
Fire Chief	Michael Calderazzo
Director of Housing and Human Services	Kurt Firnhaber
Director of Human Resources	Jen Sprinkle
Director of Innovation and Technology	Jennifer Douglas
Director of Library and Arts	David Farnan
Municipal Court Administrator	James Cho
Director of Open Space and Mountain Parks	Dan Burke
Director of Parks and Recreation	Alison Rhodes
Interim Director of Planning and Development Services	Mary Ann Weideman
Police Chief	Maris Herold
Director of Public Works for Transportation & Mobility	Erika Vandenbrande
Director of Public Works for Utilities	Joe Taddeucci

City of Boulder Budget Staff

Central Budget Staff

Acting Senior Budget Manager ..... Kara Skinner

Senior Budget Analyst ..... Justin Greene

Senior Budget Analyst ..... Sam McQueen

Budget Analyst ..... Vacant

Budget Analyst ..... Vacant

Special Thank You to Other Key Contributors

Budget Book Developer ..... Alyssa Liddle

Budget Book Developer ..... Amy Hildebrandt

CIP Coordinator ..... Chris Ranglos

Senior Budget Analyst ..... Devin Billingsley

Department Analysts

City Attorney's Office ..... Rewa Ward

City Clerk's Office/City Council ..... Dianne Marshall

City Manager's Office ..... Amy McMahon

Communication ..... Karl Watkins

Community Vitality ..... Elliott Labonte & Mark Woulf

Climate Initiatives ..... Heidi Joyce

Facilities & Fleet ..... Ken Baird

Finance ..... Erin Kintzle

Fire-Rescue ..... Devin Billingsley

Human Resources ..... Mike Giansanti

Housing & Human Services ..... Tip-arpar Karasudhi

Innovation & Technology ..... Beth Lemur

Library & Arts ..... Justin Greene

Municipal Court ..... Jean Grill

Open Space & Mountain Parks ..... Lauren Kilcoyne & Cole Moffatt

Parks & Recreation ..... Jackson Hite & Stacie Hoffmann

Planning & Development Services ..... Ken Baird

Police ..... Gina Coluzzi

Public Works - Transportation ..... Graham Clark

Public Works - Utilities ..... Ken Baird

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How to Use This Document

The City of Boulder's 2021 Recommended Budget contains a detailed description of how the city plans to invest available resources into city operations in 2021. The 2021 Recommended Budget has seven main parts:

1 | City Manager's Budget Message

The City Manager's Budget Message is a transmittal letter to Boulder's City Council and community that summarizes the contents of the 2021 Recommended Budget. The transmittal letter includes a comprehensive list of 2021 Budget Changes.

2 | Citywide Context & Strategy

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

3 | Sources & Uses

The Sources & Uses section contains summary information of the 2021 Recommended Budget, projected revenues, and budgeted expenditures. It shows all anticipated sources (revenues) by type and fund, provides information on tax rates, shows budgeted uses (expenditures) by fund, and lists all interfund transfers.

4 | Department Overviews

Department Overviews describe the city's operational structure and function, 2020 accomplishments, and 2021 key initiatives for each of the city's individual departments. It includes details on significant changes between the 2020 and 2021 operating budgets, as well as the detailed program budget for each department.

5 | Capital Improvement Program

The City of Boulder's 2021-2026 Capital Improvement Program (CIP) contains information on how the city plans to invest available resources into key infrastructure and facilities between 2021 and 2026. The 2021-2026 CIP has four main parts: Introduction, Funding Summaries, Capital Project Overviews, and CEAP (Community & Environmental Assessment Process).

6 | Fund Financials

The Fund Financials section provides tables detailing the sources and uses of each of the city's 39 funds, for 2019 actual, 2020 revised, 2021 recommended , and 2022-2026 projected amounts.

7 | Appendix

The Appendix section contains supplemental information to the 2021 Recommended Budget, including:

- **Budget Terms**;
- **Fund Definitions**;
- **Codified Fees, Rates, & Charges**, which summarizes adopted adjustments to city fees and the effect on revenues;
- **Budget Policies**, which provides an overview of the city's financial and reserve policies;
- **Debt Service**, which lists the city's debt service payments from 2021 to 2026, provides a combined schedule of long-term debt, and provides computation of the legal debt margin for the last 10 years; and
- **Budget Appropriation Ordinance**.

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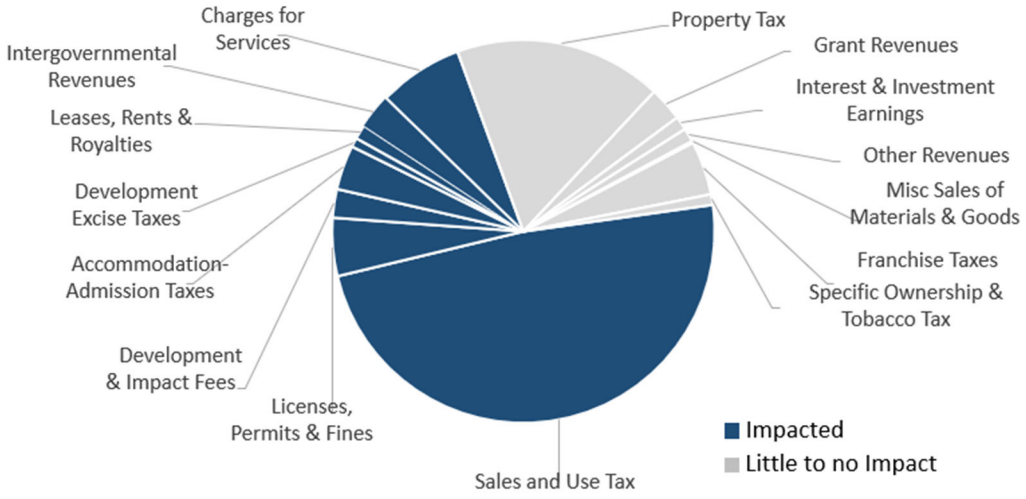
City Manager's Message

Dear City Council Members and Boulder Community,

2020 has been an unprecedented and challenging year. The COVID-19 crisis brought harrowing decisions, along with economic hardships Boulder has not experienced in a long time. I am proud of how our local government, nonprofits, business and academic partners came together to address our community's needs. And as I introduce the 2021 budget, I am confident we will be able to continue to do so, thanks to a thoughtful and concerted effort across our organization to prioritize essential and important services with the forward-thinking and progressive approach that sets Boulder apart.

The City Manager's 2021 Proposed Budget, presented to you for your review and consideration, is measured, but effective. The total Proposed Budget is $341.1 million. This represents a 7.7% decrease over the adopted 2020 budget (excluding transfers/internal service funds). This decrease reflects an estimated 16% drop in sales and use tax revenue in 2020 and continued cause for concern and conservatism in 2021. Sales and use taxes are the key source of funding for core government functions like safety, roads, multi-use path infrastructure, parks, housing, human services, libraries and communications. It is also a source of funding for several dedicated revenue streams approved by voters for open space, transportation and parks.

As this chart shows, the 2020 economic crisis has impacted nearly 70% of the city's revenue:



City Manager's Message

This reality has required every department in the city to reconsider the programs and services it offers. In many instances, departments have had to do more with less, develop new systems and protocols and find creative ways to meet the community's needs in a time when resources are declining. There will be continuing service level impacts, and it is important that we be transparent about these. If there is a silver lining in this crisis, for me, it is this: our organization stepped up to meet the challenges we faced. All departments made reductions ranging from 1 to 25%, with an average reduction of 7.4%. The table below captures the totals from specific reductions departments made to staffing, operating budgets and in some cases, decreases to capital projects. The chart also reflects reductions across all funds for each department. For example, Parks and Recreation and Housing and Human Services each have multiple dedicated funding sources. This table does not include budget decisions that impacted the entire organization regarding personnel expenses or the limited increases to budgets for key investments.

SIGNIFICANT REDUCTIONS BY DEPARTMENT

Department	2020 Approved Budget	2021 Significant Reduction Amount	2021 Significant Reduction Percentage
City Attorney's Office	$ 3,916,930	$ (264,927)	-6.8%
City Clerk's Office	1,002,251	(111,457)	-11.1%
City Council	451,266	(34,053)	-7.5%
City Manager's Office	2,452,132	(606,276)	-24.7%
Climate Initiatives	6,376,516	(501,251)	-7.9%
Communication & Engagement	2,867,390	(552,691)	-19.3%
Community Vitality	12,289,351	(1,175,856)	-9.6%
Facilities & Fleet	26,143,900	(235,978)	-0.9%
Finance	10,945,680	(622,516)	-5.7%
Fire-Rescue	22,988,881	(713,500)	-3.1%
General Governance	3,738,076	(21,900)	-0.6%
Housing & Human Services	21,637,004	(1,870,986)	-8.6%
Human Resources	4,609,646	(415,321)	-9.0%
Innovation & Technology	13,946,478	(774,179)	-5.6%
Library & Arts[1]	10,704,966	(1,635,731)	-15.3%
Municipal Court	2,311,474	(465,273)	-20.1%
Open Space & Mountain Parks	28,275,231	(2,258,703)	-8.0%
Parks & Recreation	29,634,008	(2,615,524)	-8.8%
Planning & Development Service	15,611,784	(456,480)	-2.9%
Police	38,629,082	(2,759,018)	-7.1%
Transportation & Mobility	44,558,410	(4,393,500)	-9.9%
Total Reductions		**$ (22,485,120)**	**-7.4%**

[1]Library 2020 Budget excluding one-time capital for North Boulder Library

City Manager's Message

Some departments, such as Parks and Recreation and Housing and Human Services, fund programs and activities that draw from multiple funding sources. These departments took a holistic and strategic approach to reassess how money was being spent to ensure they could continue the most essential and helpful services, prioritizing the needs of the most vulnerable in our community.

All departments applied an equity lens to these difficult decisions, asking themselves how proposed solutions would impact communities of color and others who may be facing longstanding or increased challenges. Some proposed cuts were not accepted as a result of this analysis.

All departments also shifted the way they do business, first in compliance with public health guidelines and then to identify and encourage efficiencies in business practices. Many of these changes reflected incredibly valuable process improvements, such as offering licensing and permit options online – likely to continue well beyond the pandemic. This innovation reflects the very best thinking of our talented and creative staff, and I am incredibly appreciative of them.

Sadly, the level of cuts necessary to achieve balanced budgets in 2020 and 2021 has resulted in negative impacts to our most critical asset – our employees. In 2020, we furloughed 741 employees and laid off, or termed as non-standard, 148. All remaining employees not in public safety roles took pay cuts through six furlough days, which resulted in $1.7 million in cost savings. Employees will continue to share the impact of these challenging times in 2021. While the proposed budget reduces the number of furlough days for 2021 to two, there will be no merit increases for non-union city employees, members of the Boulder Municipal Employees Association (BMEA) and members of the International Association of Firefighters (IAFF), including those who are performing exceptional work. Employees will also face changes to their healthcare plans. While there will no increase in monthly premiums, they may experience an increase in deductibles and out-of-pocket expenses. And most distressing of all, 15 employees will not be returning to work in 2021, as their positions have been eliminated through workforce restructuring.

I am grateful to my colleagues for these sacrifices. One of the primary reasons people choose to work for the City of Boulder – and stay here – is a commitment to public service. Time and time again, I have discovered that this commitment by our staff only deepens in times of trouble, and we owe them our gratitude.

The strategic reductions we have made, combined with these employee contributions, will allow us to continue to deliver on our mission – service excellence for an inspired future – and ensure we are meeting the most essential of our community's needs. Positively, the 2021 budget will allow us to:

- Perform critical public safety functions, including policing, with an eye toward reform, improved oversight and engagement with the community, and increased collaboration with human service and mental health providers, as well as responding to fires and medical emergencies.
- In coordination with human service agencies and community nonprofits, reinforce our commitment to basic human needs, including housing, health and availability of clean water and food. Prioritize the continuation of innovative COVID-19 response programs, emphasize community mediation services, expand direct support to priority populations including older adults and families with lower incomes, and continue collaborative homelessness strategies that are yielding positive outcomes.
- Proceed with implementing Vision Zero safety improvements while maintaining existing infrastructure, including snow/ice removal. Plan and implement multimodal enhancement projects when significant external funding sources are available.
- Care for Boulder's extensive green and open spaces amid continuing high visitation. Restore service levels, incrementally and with thoughtful prioritization, for Parks and Recreation, Open Space and Mountain Parks, Library and Arts programs affected by COVID-19, recognizing the important role these play in promoting physical, mental and emotional well-being.

City Manager's Message

- Continue key planning initiatives, consistent with goals established by the Boulder Valley Comprehensive Plan, including CU South annexation and the associated South Boulder Creek Flood mitigation, the East Boulder Subcommunity Plan, the Parks and Recreation Master Plan update, code amendments and projects related to historic preservation and the urban-wildlife interface. Ensure health and safety through code administration, inspection and compliance efforts.
- Focus on ongoing climate action and zero waste initiatives, boosted by a new understanding about the importance of resilience and necessary systems change to address deep-seated inequities that exacerbate our ability to respond and adapt to change.
- Partner with the business community to preserve community vitality and vibrancy.
- Operate top-of-their-class municipal court programs that focus on rehabilitative and restorative justice, reduce barriers to change and achieve accountability with compassion.
- Maintain the city's commitment to meaningful and inclusive engagement, including providing community members with timely, accurate and relevant information, launching a new website and creating a language access strategy to increase bilingual communication and participation.
- Offer high-quality internal services to departments through continued partnerships in technology and innovation, adherence to sound financial practices, provision of legal and governance counsel, and management of city facilities and fleet.

While significant new expenditures are limited, the 2021 budget includes several critical investments, including:

- Bringing the Early Diversion, Get Engaged (EDGE) program, which pairs mental health providers with officers trained in crisis intervention to respond effectively to calls related to behavioral health, in-house under management by Housing and Human Services.
- Investing in technology to boost the city's efforts to collect and utilize data to support more informed decision-making.
- Establishing annual funding toward replacement of radio infrastructure to ensure reliable and high-quality communications in emergencies.
- Providing funding to support police accreditation, which will include a thorough review of the department and ensure Boulder officers are in alignment with national best practices in policing.
- Providing employees with Personal Protective Equipment (PPE) for when they are in the workplace and out in the community.

At the start of this message, I mentioned the importance of collaboration with our many partners. Our community has stepped up in incredible ways this past year:

- Individuals and families made generous contributions to the Community Foundation Fund and volunteered their time for to nonprofits and critical city services. More than 118 volunteers have worked 3,400 nights, days and weekends serving food, engaging in conversation, and providing supportive health and connections to individuals experiencing homelessness at the Community Response Center, an innovative collaboration between Boulder, Longmont and the county to meet this vulnerable population's COVID-related needs.
- The business community, after taking painful steps to save lives and comply with new health requirements, came to the table with reinvigorated collaboration, positive energy and a can-do spirit, working with the city and health officials to strike a balance between the continued threat of coronavirus and the importance of a thriving local economy.

- Many property owners agreed to work with tenants to address late rent and other challenges associated with widespread and unanticipated unemployment.
- Nonprofits doubled down on their efforts, despite uncertainty about their own future, to serve those most in need.
- Health officials partnered with city staff to ensure we had the most current scientific information to protect our community.
- Leadership at the University of Colorado Boulder and at the Boulder Valley School District coordinated closely with us as they took steps to meet student, faculty and staff needs under rapidly changing and complex conditions.

I mention these communitywide contributions not only to express my profound gratitude, but because this we're-in-this-together spirit will be just as important in 2021 as it was at the onset and in the first few months of the pandemic.

There is tremendous uncertainty regarding national and local economic conditions. And while I am certain the economy will recover, there is no precedent that tells us exactly what to expect. We will need to remain nimble and responsive throughout the next year. The 2021 budget includes the preservation of 17% in reserves, which includes a $1.05 million COVID recovery reserve in case revenues fall short of our current forecasts or there are more unexpected costs associated with the pandemic.

This budget positions us, as your local government, to do our part. Our city leadership and employees are prepared and eager to serve our community during these challenging times. It will, however, take the sum of all the parts to keep our community healthy and vibrant. I look forward to seeing Boulder continue to set new standards for collaboration and innovation. It will take time, but I know our community will ultimately emerge from this crisis stronger and more resilient.

In partnership,

Jane

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2021 Budget Changes *by Type*

SUMMARY BY TYPE OF REQUEST	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Personnel Savings	**$ (744,131)**	**-**	**$ (3,337,239)**	**-**
All Departments				
Eliminate Pay Increases	-	-	(3,337,239)	-
Realize Savings from 2 Furlough Days	(744,131)	-	-	-
New/Enhanced Program	**$ 428,318**	**-**	**$ 1,836,452**	**9.75**
City Clerk's Office				
New Budget for Elections & Matching Funds	120,000	-	-	-
Finance				
New Senior Internal Auditor Position	4,500	-	119,437	1.00
Fire-Rescue				
Launch Light Response Vehicle Pilot with ALS Capability	-	-	35,000	-
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion)	-	-	133,384	-
General Governance				
New Budget for Centralized Personal Protective Equipment	263,818	-	-	-
Housing & Human Services				
Bring Early Diversion, Get Engaged (EDGE) Program In-House from Police	-	-	161,920	4.00
Human Resources				
New Human Resources Information System (HRIS) Administration	-	-	500,000	-
Innovation & Technology				
New Database Administrator Position	-	-	102,115	1.00
Library & Arts				
Bring Library Security & Support Services In-House	-	-	100,000	1.75
Open Space & Mountain Parks				
Convert Trails Research Coordinator from Temporary to Standard Position	-	-	21,606	1.00
Parks & Recreation				
New Exterior Security Cameras at Recreation Facilities	30,000	-	-	-
New On-Demand Fitness Equipment	10,000	-	5,000	-
Police				
Increase Budget for Improvements in Body Worn Cameras, In-Car Cameras, & Tasers	-	-	133,297	-
New Budget for Police Accreditation, Policy, Training Needs, & New Accreditation Manager Position	-	-	187,125	1.00
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Police Portion)	-	-	337,568	-
Repurpose Portion of School Resource Officer (SRO) Program to Training Program	-	-	-	-
Continuation of One-Time Program	**$ 943,768**	**10.00**	**$ -**	**0.85**
Climate Initiatives				
Extend 3 Positions to Support Department & Local Power/Municipalization Project	296,812	3.00	-	-
Extend Communications Specialist II (Climate Initiatives) Position	89,898	1.00	-	-
Planning & Development Services				
Extend Energy Code Position	58,984	1.00	-	-
Extend Land Use Code Update Position	72,166	1.00	-	-
Extend Project Specialist/Permit Technician Position	69,143	1.00	-	-
Police				
Expand Master Plan	150,000	-	-	0.85
Transportation & Mobility				
Extend GIS Technician Position	71,952	1.00	-	-
Utilities				
Extend 2 GIS Technician Positions	134,813	2.00	-	-
Cost Escalation of Existing Service	**$ -**	**-**	**$ 166,200**	**-**
City Clerk's Office				
Increase Budget for Online Petitions System Operations & Maintenance	-	-	42,000	-
Police				
Expand Redlight Camera Program	-	-	124,200	-

2021 Budget Changes *by Type*

SUMMARY BY TYPE OF REQUEST	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Cost Reduction of Existing Service	**$ (12,991,886)**	**-**	**$ (9,423,234)**	**(55.88)**
City Attorney's Office				
Eliminate Assistant City Attorney I- Marijuana Position	-	-	(184,776)	(1.00)
Repurpose Senior Counsel Position to Assistant City Attorney II Position	-	-	(80,151)	-
City Clerk's Office				
Hold Deputy City Clerk Position Vacant 6 Months	(66,911)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(24,592)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(19,954)	-
City Council				
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(34,053)	-
City Manager's Office				
Eliminate CMO Equity Specialist Position	-	-	(103,715)	(1.00)
Eliminate Management Analyst Position	-	-	(99,083)	(1.00)
Eliminate Program & Project Manager Position	-	-	(162,780)	(1.00)
Hold CMO Administrative II Position Vacant	(75,699)	-	-	-
Hold Deputy City Manager Position Vacant 9 Months	(165,000)	-	-	-
Climate Initiatives				
Delay New Initiatives in Department	(182,000)	-	-	-
Eliminate Regional Sustainability/Policy Advisor Position	-	-	(128,860)	(1.00)
Reduce Salary Cost for Multiple Trash Tax Positions	-	-	(56,391)	-
Reduce Salary Cost for Zero Waste Team Manager & Hold Vacant 2 Months	(20,000)	-	(25,000)	-
Reduce Support for Zero Waste Compliance & Climate Action Plan Energy Advising	(89,000)	-	-	-
Communication & Engagement				
Eliminate Deputy Director Position	-	-	(167,279)	(1.00)
Eliminate Internal Communications III Position	-	-	(121,689)	(1.00)
Eliminate Producer/Engineer Position	-	-	(78,723)	(1.00)
Hold Engagement Manager Position Vacant TBD Months	(72,000)	-	-	-
Reduce Channel 8 Contractor Funding	-	-	(6,000)	-
Reduce Newsletters from 3 to 2	-	-	(37,000)	-
Reduce Scope of Growing Up Boulder	-	-	(20,000)	-
Suspend Neighborhood Services Grant Program- One-Time	(50,000)	-	-	-
Community Vitality				
Eliminate Parking Enforcement Officer Position	-	-	(68,437)	(1.00)
Eliminate Flex Rebate Program	-	-	(100,000)	-
Eliminate Lot Attendant Positions	-	-	(262,419)	(5.13)
Reduce Downtown Improvements	-	-	(60,000)	-
Reduce General Fund Transfer to CAGID	(175,000)	-	-	-
Reduce General Fund Transfer to UHGID	(75,000)	-	-	-
Reduce Hill Reinvestment Strategy	(15,000)	-	-	-
Reduce Multiple CIP Projects	(420,000)	-	-	-
Facilities & Fleet				
Reduce Capital Facility Renovation & Replacement	-	-	(90,000)	-
Reduce Frequency of Window Washing Program	-	-	(11,280)	-
Reduce Major & Minor Maintenance	-	-	(134,698)	-
Finance				
Eliminate Administrative Specialist II Position	-	-	(68,996)	(1.00)
Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training	-	-	(67,000)	-
Eliminate Front Desk Position & Regrade Auditor Position	-	-	(80,000)	(1.00)
Hold Budget Analyst II Position Vacant	(97,535)	-	-	-
Hold Financial Analyst Position Vacant	(93,300)	-	-	-
Reduce Accounting Temporary Services	(49,000)	-	-	-
Reduce Financial Consultants	(16,000)	-	(30,000)	-
Reduce Multiple NPE Expenditure Categories- One-Time	(33,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(62,685)	-
Reduce Risk Management Contractual Medical Services	-	-	(25,000)	-
Fire-Rescue				
Modify Water Rescue Program Service	-	-	(31,000)	-
Reduce Programmatic Overtime	-	-	(70,000)	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(80,000)	-
Reduce Occupational Health Programming	-	-	(15,000)	-
Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot	-	-	(300,000)	-
Reduce Community Risk Reduction Administrative Capacity	-	-	(67,000)	(1.00)
Reduce Wildland Fire Administration & Operations Capacity	-	-	(150,500)	(1.00)
General Governance				
Reduce Office of Special Events (OSE) Costs	-	-	(21,900)	-

2021 Budget Changes *by Type*

SUMMARY BY TYPE OF REQUEST	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Housing & Human Services				
Eliminate 3 Older Adult Services (OAS) Customer Service Positions	-	-	(71,431)	(1.50)
Eliminate Asset Program Manager Position	-	-	(118,040)	(1.00)
Eliminate Data Analytics Project Manager Position	-	-	(87,221)	(1.00)
Eliminate Human Services Planner Position	-	-	(101,547)	(1.00)
Eliminate Older Adult Services (OAS) East Center	-	-	(9,620)	-
Eliminate Planner III Position	-	-	(105,370)	(1.00)
Eliminate Program Development Manager Position	-	-	(128,860)	(1.00)
Eliminate Program Manager Position	-	-	(110,420)	(1.00)
Eliminate Senior Project Manager Position	-	-	(36,682)	(0.25)
Eliminate Youth Opportunity Program Grant Funds	-	-	(164,500)	-
Reduce Fleet Replacement Funding	(69,948)	-	-	-
Reduce Grants for Homelessness Program	(100,000)	-	-	-
Reduce Human Relations Commission	-	-	(9,530)	-
Reduce Human Services Fund Grants	(120,952)		(336,114)	-
Reduce Multiple NPE Expenditure Categories- One-Time	(90,500)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(125,375)	-
Reduce OAS Admin Spc Position and Temporary Help	-		(26,648)	(0.25)
Reduce Youth Opportunity Program Coordinator Position	-		(58,228)	(0.50)
Human Resources				
Eliminate HR Coordinator Position	-	-	(90,321)	(1.00)
Reduce Multiple NPE Expenditure Categories- One-Time	(170,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(140,000)	-
Repurpose Talent Acquisition Manager to Recruiting Program Manager	-	-	(15,000)	-
Innovation & Technology				
Eliminate Business Analyst II Position	-	-	(125,311)	(1.00)
Eliminate Data Analytics Project Manager Position	-	-	(85,173)	(1.00)
Eliminate GIS Program Manager Position	-	-	(120,464)	(1.00)
Eliminate PMO Position	-	-	(79,150)	(1.00)
Eliminate Manager Position (TBD)	-	-	(115,568)	(1.00)
Eliminate Tech Support Analyst II Position	-	-	(86,801)	(1.00)
Reduce Consulting Costs	-	-	(60,000)	-
Reduce Staff Training Budget	-	-	(42,501)	-
Suspend IT Paid Internship Program	-	-	(59,211)	-
Library & Arts				
Reduce Administrative Functions & Sponsorships (Arts)	(3,861)	-	(66,484)	-
Reduce Cultural Grants Program (Arts)	(39,312)	-	(117,938)	-
Reduce Public Art Maintenance & Unscheduled Projects (Arts)	(20,000)	-	(5,100)	-
Adjust Operations at Meadows, Reynolds, & NoBo Branch Libraries	-	-	(4,500)	-
Adjust Operations for Library Acquisitions, Collection Development, Resource Services, & Archive	-	-	(127,500)	-
Adjust Operations for Main Library Patron & Youth Services & Materials Handling	-	-	(3,500)	-
Adjust Operations for Programs, Events, & Sponsorships	-	-	(11,000)	-
Eliminate 2 Programs, Events, & Outreach Specialist Positions	-	-	(94,189)	(1.25)
Eliminate 3 Branch Library Specialist Positions	-	-	(141,037)	(2.25)
Eliminate 3 Library Specialist Positions	-	-	(134,979)	(2.25)
Eliminate 6 Materials Handler Positions	-	-	(109,889)	(2.25)
Eliminate Bilingual Library Youth Specialist Position	-	-	(63,997)	(0.50)
Eliminate Branch Services Manager Position	-	-	(102,647)	(1.00)
Eliminate Collection Development & Library Specialist Position			(51,105)	(0.75)
Eliminate Creative Technologist Position	-	-	(63,617)	(1.00)
Eliminate Library & Scheduling Specialist Position	-	-	(66,596)	(1.00)
Hold Carnegie Branch Librarian Position Vacant	(90,329)	-	-	-
Hold Resource Services Manager Position Vacant	(110,252)	-	-	-
Reduce BLDG61 Makerspace Materials	-	-	(30,000)	-
Reduce BoulderReads Program & Hold BoulderReads Manager Position Vacant	(66,968)	-	(1,500)	-
Reduce Non-Personnel Staff Support	(85,000)	-	(24,432)	-
Municipal Court				
Eliminate 2 Deputy Court Clerk Positions	-	-	(159,556)	(2.00)
Reduce Facilities Renovation & Replacement Funding	(155,678)	-	-	-
Reduce Material Computer Software	(68,845)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(81,193)	-	-	-
Open Space & Mountain Parks				
Reduce Multiple CIP Projects- One-Time	(1,800,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(458,703)	-	-	-

2021 Budget Changes *by Type*

SUMMARY BY TYPE OF REQUEST	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Parks & Recreation				
Adjust Operations at North Boulder Rec Center & Hold Positions Vacant	(188,301)	-	-	-
Adjust Operations at East Boulder Community Center & Hold Positions Vacant	(308,762)	-	-	-
Adjust Operations at South Boulder Rec Center & Hold Positions Vacant	(272,388)	-	-	-
Adjust Operations at Outdoor Pools & Hold Positions Vacant	(133,876)	-	-	-
Adjust Sports Programming & Hold Positions Vacant	(217,492)	-	-	-
Adjust Gymnastics Programming & Hold Positions Vacant	(284,673)	-	-	-
Adjust EXPAND/Inclusion Programming & Hold Positions Vacant	(254,887)	-	-	-
Adjust Youth Services Initiative & Hold Positions Vacant	(113,153)	-	-	-
Reduce Operating Expenses & Hold Positions Vacant	(210,498)	-	(631,494)	-
Planning & Development Services				
Adjust Operations for Rental Licensing Program	-	-	(28,307)	(0.50)
Eliminate Administrative Services Position	-	-	(79,776)	(1.00)
Eliminate Comprehensive Planning Manager	-	-	(194,117)	(1.00)
Hold Deputy Director of Planning & Development Services Position Vacant	(119,280)	-	-	-
Reduce Consulting Services Budget for Planning Projects	-	-	(35,000)	-
Police				
Defer Fleet Replacement Funding	(866,397)	-	-	-
Eliminate Police Annex on University Hill	-	-	(51,600)	-
Hold 2 Administrative Specialist I Positions Vacant (TBD)	(133,079)	-	-	-
Hold 6 Police Officer Positions Vacant	(600,000)	-	-	-
Hold Accident Report Specialist Position Vacant	(63,355)	-	-	-
Hold Animal Protection Officer Position Vacant	(64,792)	-	-	-
Hold Assistant Crime Analyst Position Vacant	(75,351)	-	-	-
Hold Dispatcher Position Vacant	(62,935)	-	-	-
Hold Property & Evidence Tech Position Vacant	(74,589)		-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(290,000)	-	-	-
Repurpose Positions for Get Engaged (EDGE) Program & Move to Housing & Human Services	-	-	(161,920)	(3.50)
Suspend Muni Campus Overtime	(315,000)	-	-	-
Transportation & Mobility				
Delay Boulder Creek Path Improvements from 2021 to 2025-2026	(350,000)	-	-	-
Delay Boulder Valley Employee Survey	(40,000)	-	-	-
Delay Emerald Ash Borer Tree Removal	(325,000)	-	-	-
Delay Fleet Replacement Costs for Street Sweeping Vehicles	(22,000)	-	-	-
Delay Fleet Replacement for CIP & Signals Groups	(60,000)	-	-	-
Delay Table Mesa Multi-Use Path from 2021 to 2022	(600,000)	-	-	-
Delay Tributary Greenways from 2021 to 2022	(97,500)	-	-	-
Eliminate 2021 HOP Fleet Replacement	(123,000)	-	-	-
Eliminate 4 GO Boulder Interns & 1 CIP Intern (Non-Standard)	-	-	(120,000)	-
Eliminate Project Manager Position	-	-	(65,000)	(0.50)
Eliminate Project Manager Position	-	-	(165,000)	(0.50)
Eliminate Route Optimization Studies for HOP Expansion & Other Transit Studies	-	-	(237,000)	-
Eliminate Senior Planner-Temp Position (Non-Standard)	-	-	(90,000)	-
Eliminate Transit Planner I Position	-	-	(120,000)	(1.00)
Eliminate Travel & Training Budget	(60,000)	-	-	-
Hold GO Boulder Manager Position Vacant	(150,000)	-	-	-
Hold Vision Zero Engineer Position Vacant	(130,000)	-	-	-
Realize Savings from Neighborhood Eco-Pass RTD Rebate	(100,000)	-	-	-
Reduce Capital Maintenance Projects (Minimal)	(200,000)	-	-	-
Reduce Consultant-Based Transportation Projects	-	-	(28,000)	-
Reduce HOP Weekend Frequency	(360,000)	-	-	-
Reduce Low Stress Walk/Bike- Neighborhood GreenStreets	(15,000)	-	-	-
Reduce Median Maintenance	(70,000)	-	-	-
Reduce Major Capital Reconstruction	(105,000)	-	-	-
Reduce Multi-Use Path Capital Maintenance	(25,000)	-	-	-
Reduce Mutli-Use Path Enhancements	(25,000)	-	-	-
Reduce Pedestrian Crossing Treatments	(25,000)	-	-	-
Reduce Renewed Transit Vision- Capital	(50,000)	-	-	-
Reduce Scope of Annual Walk & Bike Week	-	-	(15,000)	-
Reduce Street Lighting Service	-	-	(100,000)	-
Reduce Street Sweeping	-	-	(175,000)	-
Reduce TIP Implementation Projects	(160,000)	-	-	-
Reduce Transportation Demand Management Program	-	-	(116,000)	-
Other	**$ (3,980,000)**	**-**	**$ -**	**-**
Utilities				
Adjust Water Fund Reserve	(3,980,000)	-	-	-

2021 Budget Changes *by Department*

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Personnel Savings (All Departments)	**$ (744,131)**	**-**	**$ (3,337,239)**	**-**
Cost Reduction of Existing Service				
Eliminate Pay Increases	-	-	(3,337,239)	-
Realize Savings from 2 Furlough Days	(744,131)	-	-	-
City Attorney's Office	**$ -**	**-**	**$ (264,927)**	**(1.00)**
Cost Reduction of Existing Service				
Eliminate Assistant City Attorney I- Marijuana Position	-	-	(184,776)	(1.00)
Repurpose Senior Counsel Position to Assistant City Attorney II Position	-	-	(80,151)	-
City Clerk's Office	**$ 28,497**	**-**	**$ 22,046**	**-**
New/Enhanced Program				
New Budget for Elections & Matching Funds	120,000	-	-	-
Cost Escalation of Existing Service				
Increase Budget for Online Petitions System Operations & Maintenance	-	-	42,000	-
Cost Reduction of Existing Service				
Hold Deputy City Clerk Position Vacant 6 Months	(66,911)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(24,592)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(19,954)	-
City Council	**$ -**	**-**	**$ (34,053)**	**-**
Cost Reduction of Existing Service				
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(34,053)	-
City Manager's Office	**$ (240,699)**	**-**	**$ (365,577)**	**(3.00)**
Cost Reduction of Existing Service				
Eliminate CMO Equity Specialist Position	-	-	(103,715)	(1.00)
Eliminate Management Analyst Position	-	-	(99,083)	(1.00)
Eliminate Program & Project Manager Position	-	-	(162,780)	(1.00)
Hold CMO Administrative II Position Vacant	(75,699)	-	-	-
Hold Deputy City Manager Position Vacant 9 Months	(165,000)	-	-	-
Climate Initiatives	**$ 95,710**	**4.00**	**$ (210,251)**	**(1.00)**
Continuation of One-Time Program				
Extend 3 Positions to Support Department & Local Power/Municipalization Project	296,812	3.00	-	-
Extend Communications Specialist II (Climate Initiatives) Position	89,898	1.00	-	-
Cost Reduction of Existing Service				
Delay New Initiatives in Department	(182,000)	-	-	-
Eliminate Regional Sustainability/Policy Advisor Position	-	-	(128,860)	(1.00)
Reduce Salary Cost for Multiple Trash Tax Positions	-	-	(56,391)	-
Reduce Salary Cost for Zero Waste Team Manager & Hold Vacant 2 Months	(20,000)	-	(25,000)	-
Reduce Support for Zero Waste Compliance & Climate Action Plan Energy Advising	(89,000)	-	-	-
Communication & Engagement	**$ (122,000)**	**-**	**$ (430,691)**	**(3.00)**
Cost Reduction of Existing Service				
Eliminate Deputy Director Position	-	-	(167,279)	(1.00)
Eliminate Internal Communications III Position	-	-	(121,689)	(1.00)
Eliminate Producer/Engineer Position	-	-	(78,723)	(1.00)
Hold Engagement Manager Position Vacant TBD Months	(72,000)	-	-	-
Reduce Channel 8 Contractor Funding	-	-	(6,000)	-
Reduce Newsletters from 3 to 2	-	-	(37,000)	-
Reduce Scope of Growing Up Boulder	-	-	(20,000)	-
Suspend Neighborhood Services Grant Program- One-Time	(50,000)	-	-	-

2021 Budget Changes *by Department*

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Community Vitality	**$ (685,000)**	**-**	**$ (490,856)**	**(6.13)**
Cost Reduction of Existing Service				
Eliminate Parking Enforcement Officer Position	-	-	(68,437)	(1.00)
Eliminate Flex Rebate Program	-	-	(100,000)	-
Eliminate Lot Attendant Positions	-	-	(262,419)	(5.13)
Reduce Downtown Improvements	-	-	(60,000)	-
Reduce General Fund Transfer to CAGID	(175,000)	-	-	-
Reduce General Fund Transfer to UHGID	(75,000)	-	-	-
Reduce Hill Reinvestment Strategy	(15,000)	-	-	-
Reduce Multiple CIP Projects	(420,000)	-	-	-
Facilities & Fleet	**$ -**	**-**	**$ (235,978)**	**-**
Cost Reduction of Existing Service				
Reduce Capital Facility Renovation & Replacement	-	-	(90,000)	-
Reduce Frequency of Window Washing Program	-	-	(11,280)	-
Reduce Major & Minor Maintenance	-	-	(134,698)	-
Finance	**$ (284,335)**	**-**	**$ (214,244)**	**(1.00)**
New/Enhanced Program				
New Senior Internal Auditor Position	4,500	-	119,437	1.00
Cost Reduction of Existing Service				
Eliminate Administrative Specialist II Position	-	-	(68,996)	(1.00)
Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training	-	-	(67,000)	-
Eliminate Front Desk Position & Regrade Auditor Position	-	-	(80,000)	(1.00)
Hold Budget Analyst II Position Vacant	(97,535)	-	-	-
Hold Financial Analyst Position Vacant	(93,300)	-	-	-
Reduce Accounting Temporary Services	(49,000)	-	-	-
Reduce Financial Consultants	(16,000)	-	(30,000)	-
Reduce Multiple NPE Expenditure Categories- One-Time	(33,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(62,685)	-
Reduce Risk Management Contractual Medical Services	-	-	(25,000)	-
Fire-Rescue	**$ -**	**-**	**$ (545,116)**	**(2.00)**
New/Enhanced Program				
Launch Light Response Vehicle Pilot with ALS Capability	-	-	35,000	-
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion)	-	-	133,384	-
Cost Reduction of Existing Service				
Modify Water Rescue Program Service	-	-	(31,000)	-
Reduce Programmatic Overtime	-	-	(70,000)	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(80,000)	-
Reduce Occupational Health Programming	-	-	(15,000)	-
Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot	-	-	(300,000)	-
Reduce Community Risk Reduction Administrative Capacity	-	-	(67,000)	(1.00)
Reduce Wildland Fire Administration & Operations Capacity	-	-	(150,500)	(1.00)

2021 Budget Changes *by Department*

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
General Governance	**$ 263,818**	**-**	**$ (21,900)**	**-**
New/Enhanced Program				
New Budget for Centralized Personal Protective Equipment	263,818	-	-	-
Cost Reduction of Existing Service				
Reduce Office of Special Events (OSE) Costs	-	-	(21,900)	-
Housing & Human Services	**$ (381,400)**	**-**	**$ (1,327,666)**	**(4.50)**
New/Enhanced Program				
Bring Early Diversion, Get Engaged (EDGE) Program In-House from Police	-	-	161,920	4.00
Cost Reduction of Existing Service				
Eliminate 3 Older Adult Services (OAS) Customer Service Positions	-	-	(71,431)	(1.50)
Eliminate Asset Program Manager Position	-	-	(118,040)	(1.00)
Eliminate Data Analytics Project Manager Position	-	-	(87,221)	(1.00)
Eliminate Human Services Planner Position	-	-	(101,547)	(1.00)
Eliminate Older Adult Services (OAS) East Center	-	-	(9,620)	-
Eliminate Planner III Position	-	-	(105,370)	(1.00)
Eliminate Program Development Manager Position	-	-	(128,860)	(1.00)
Eliminate Program Manager Position	-	-	(110,420)	(1.00)
Eliminate Senior Project Manager Position	-	-	(36,682)	(0.25)
Eliminate Youth Opportunity Program Grant Funds	-	-	(164,500)	-
Reduce Fleet Replacement Funding	(69,948)	-	-	-
Reduce Grants for Homelessness Program	(100,000)	-	-	-
Reduce Human Relations Commission	-	-	(9,530)	-
Reduce Human Services Fund Grants	(120,952)		(336,114)	-
Reduce Multiple NPE Expenditure Categories- One-Time	(90,500)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(125,375)	-
Reduce OAS Admin Spc Position and Temporary Help	-		(26,648)	(0.25)
Reduce Youth Opportunity Program Coordinator Position	-		(58,228)	(0.50)
Human Resources	**$ (170,000)**	**-**	**$ 254,679**	**(1.00)**
New/Enhanced Program				
New Human Resources Information System (HRIS) Administration	-	-	500,000	-
Cost Reduction of Existing Service				
Eliminate HR Coordinator Position	-	-	(90,321)	(1.00)
Reduce Multiple NPE Expenditure Categories- One-Time	(170,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(140,000)	-
Repurpose Talent Acquisition Manager to Recruiting Program Manager	-	-	(15,000)	-
Innovation & Technology	**$ -**	**-**	**$ (672,065)**	**(5.00)**
New/Enhanced Program				
New Database Administrator Position	-	-	102,115	1.00
Cost Reduction of Existing Service				
Eliminate Business Analyst II Position	-	-	(125,311)	(1.00)
Eliminate Data Analytics Project Manager Position	-	-	(85,173)	(1.00)
Eliminate GIS Program Manager Position	-	-	(120,464)	(1.00)
Eliminate PMO Position	-	-	(79,150)	(1.00)
Eliminate Manager Position (TBD)	-	-	(115,568)	(1.00)
Eliminate Tech Support Analyst II Position	-	-	(86,801)	(1.00)
Reduce Consulting Costs	-	-	(60,000)	-
Reduce Staff Training Budget	-	-	(42,501)	-
Suspend IT Paid Internship Program	-	-	(59,211)	-

2021 Budget Changes *by Department*

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Library & Arts	**$ (415,722)**	**-**	**$ (1,120,010)**	**(10.50)**
New/Enhanced Program				
Bring Library Security & Support Services In-House	-	-	100,000	1.75
Cost Reduction of Existing Service				
Reduce Administrative Functions & Sponsorships (Arts)	(3,861)	-	(66,484)	-
Reduce Cultural Grants Program (Arts)	(39,312)	-	(117,938)	-
Reduce Public Art Maintenance & Unscheduled Projects (Arts)	(20,000)	-	(5,100)	-
Adjust Operations at Meadows, Reynolds, & NoBo Branch Libraries	-	-	(4,500)	-
Adjust Operations for Library Acquisitions, Collection Development, Resource Services, & Archive	-	-	(127,500)	-
Adjust Operations for Main Library Patron & Youth Services & Materials Handling	-	-	(3,500)	-
Adjust Operations for Programs, Events, & Sponsorships	-	-	(11,000)	-
Eliminate 2 Programs, Events, & Outreach Specialist Positions	-	-	(94,189)	(1.25)
Eliminate 3 Branch Library Specialist Positions	-	-	(141,037)	(2.25)
Eliminate 3 Library Specialist Positions	-	-	(134,979)	(2.25)
Eliminate 6 Materials Handler Positions	-	-	(109,889)	(2.25)
Eliminate Bilingual Library Youth Specialist Position	-	-	(63,997)	(0.50)
Eliminate Branch Services Manager Position	-	-	(102,647)	(1.00)
Eliminate Collection Development & Library Specialist Position			(51,105)	(0.75)
Eliminate Creative Technologist Position	-	-	(63,617)	(1.00)
Eliminate Library & Scheduling Specialist Position	-	-	(66,596)	(1.00)
Hold Carnegie Branch Librarian Position Vacant	(90,329)	-	-	-
Hold Resource Services Manager Position Vacant	(110,252)	-	-	-
Reduce BLDG61 Makerspace Materials	-	-	(30,000)	-
Reduce BoulderReads Program & Hold BoulderReads Manager Position Vacant	(66,968)	-	(1,500)	-
Reduce Non-Personnel Staff Support	(85,000)	-	(24,432)	-
Municipal Court	**$ (305,717)**	**-**	**$ (159,556)**	**(2.00)**
Cost Reduction of Existing Service				
Eliminate 2 Deputy Court Clerk Positions	-	-	(159,556)	(2.00)
Reduce Facilities Renovation & Replacement Funding	(155,678)	-	-	-
Reduce Material Computer Software	(68,845)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(81,193)	-	-	-
Open Space & Mountain Parks	**$ (2,258,703)**	**-**	**$ 21,606**	**1.00**
New/Enhanced Program				
Convert Trails Research Coordinator from Temporary to Standard Position	-	-	21,606	1.00
Cost Reduction of Existing Service				
Reduce Multiple CIP Projects- One-Time	(1,800,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(458,703)	-	-	-
Parks & Recreation	**$ (1,944,030)**	**-**	**$ (626,494)**	**-**
New/Enhanced Program				
New Exterior Security Cameras at Recreation Facilities	30,000	-	-	-
New On-Demand Fitness Equipment	10,000	-	5,000	-
Cost Reduction of Existing Service				
Adjust Operations at North Boulder Rec Center & Hold Positions Vacant	(188,301)	-	-	-
Adjust Operations at East Boulder Community Center & Hold Positions Vacant	(308,762)	-	-	-
Adjust Operations at South Boulder Rec Center & Hold Positions Vacant	(272,388)	-	-	-
Adjust Operations at Outdoor Pools & Hold Positions Vacant	(133,876)	-	-	-
Adjust Sports Programming & Hold Positions Vacant	(217,492)	-	-	-
Adjust Gymnastics Programming & Hold Positions Vacant	(284,673)	-	-	-
Adjust EXPAND/Inclusion Programming & Hold Positions Vacant	(254,887)	-	-	-
Adjust Youth Services Initiative & Hold Positions Vacant	(113,153)	-	-	-
Reduce Operating Expenses & Hold Positions Vacant	(210,498)	-	(631,494)	-

2021 Budget Changes *by Department*

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Planning & Development Services	**$ 81,013**	**3.00**	**$ (337,200)**	**(2.50)**
Continuation of One-Time Program				
Extend Energy Code Position	58,984	1.00	-	-
Extend Land Use Code Update Position	72,166	1.00	-	-
Extend Project Specialist/Permit Technician Position	69,143	1.00	-	-
Cost Reduction of Existing Service				
Adjust Operations for Rental Licensing Program	-	-	(28,307)	(0.50)
Eliminate Administrative Services Position	-	-	(79,776)	(1.00)
Eliminate Comprehensive Planning Manager	-	-	(194,117)	(1.00)
Hold Deputy Director of Planning & Development Services Position Vacant	(119,280)	-	-	-
Reduce Consulting Services Budget for Planning Projects	-	-	(35,000)	-
Police	**$ (2,395,498)**	**-**	**$ 568,670**	**(1.65)**
New/Enhanced Program				
Increase Budget for Improvements in Body Worn Cameras, In-Car Cameras, & Tasers	-	-	133,297	-
New Budget for Police Accreditation, Policy, Training Needs, & New Accreditation Manager Position	-	-	187,125	1.00
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Police Portion)	-	-	337,568	-
Repurpose Portion of School Resource Officer (SRO) Program to Training Program	-	-	-	-
Continuation of One-Time Program				
Expand Master Plan	150,000	-	-	0.85
Cost Escalation of Existing Service				
Expand Redlight Camera Program	-	-	124,200	-
Cost Reduction of Existing Service				
Defer Fleet Replacement Funding	(866,397)	-	-	-
Eliminate Police Annex on University Hill	-	-	(51,600)	-
Hold 2 Administrative Specialist I Positions Vacant (TBD)	(133,079)	-	-	-
Hold 6 Police Officer Positions Vacant	(600,000)	-	-	-
Hold Accident Report Specialist Position Vacant	(63,355)	-	-	-
Hold Animal Protection Officer Position Vacant	(64,792)	-	-	-
Hold Assistant Crime Analyst Position Vacant	(75,351)	-	-	-
Hold Dispatcher Position Vacant	(62,935)	-	-	-
Hold Property & Evidence Tech Position Vacant	(74,589)		-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(290,000)	-	-	-
Repurpose Positions for Get Engaged (EDGE) Program & Move to Housing & Human Services	-	-	(161,920)	(3.50)
Suspend Muni Campus Overtime	(315,000)	-	-	-

2021 Budget Changes *by Department*

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Transportation & Mobility	**$ (3,020,548)**	**1.00**	**$ (1,231,000)**	**(2.00)**
Continuation of One-Time Program				
Extend GIS Technician Position	71,952	1.00	-	-
Cost Reduction of Existing Service				
Delay Boulder Creek Path Improvements from 2021 to 2025-2026	(350,000)	-	-	-
Delay Boulder Valley Employee Survey	(40,000)	-	-	-
Delay Emerald Ash Borer Tree Removal	(325,000)	-	-	-
Delay Fleet Replacement Costs for Street Sweeping Vehicles	(22,000)	-	-	-
Delay Fleet Replacement for CIP & Signals Groups	(60,000)	-	-	-
Delay Table Mesa Multi-Use Path from 2021 to 2022	(600,000)	-	-	-
Delay Tributary Greenways from 2021 to 2022	(97,500)	-	-	-
Eliminate 2021 HOP Fleet Replacement	(123,000)	-	-	-
Eliminate 4 GO Boulder Interns & 1 CIP Intern (Non-Standard)	-	-	(120,000)	-
Eliminate Project Manager Position	-	-	(65,000)	(0.50)
Eliminate Project Manager Position	-	-	(165,000)	(0.50)
Eliminate Route Optimization Studies for HOP Expansion & Other Transit Studies	-	-	(237,000)	-
Eliminate Senior Planner-Temp Position (Non-Standard)	-	-	(90,000)	-
Eliminate Transit Planner I Position	-	-	(120,000)	(1.00)
Eliminate Travel & Training Budget	(60,000)	-	-	-
Hold GO Boulder Manager Position Vacant	(150,000)	-	-	-
Hold Vision Zero Engineer Position Vacant	(130,000)	-	-	-
Realize Savings from Neighborhood Eco-Pass RTD Rebate	(100,000)	-	-	-
Reduce Capital Maintenance Projects (Minimal)	(200,000)	-	-	-
Reduce Consultant-Based Transportation Projects	-	-	(28,000)	-
Reduce HOP Weekend Frequency	(360,000)	-	-	-
Reduce Low Stress Walk/Bike- Neighborhood GreenStreets	(15,000)	-	-	-
Reduce Major Capital Reconstruction	(105,000)	-	-	-
Reduce Median Maintenance	(70,000)	-	-	-
Reduce Multi-Use Path Capital Maintenance	(25,000)	-	-	-
Reduce Mutli-Use Path Enhancements	(25,000)	-	-	-
Reduce Pedestrian Crossing Treatments	(25,000)	-	-	-
Reduce Renewed Transit Vision- Capital	(50,000)	-	-	-
Reduce Scope of Annual Walk & Bike Week	-	-	(15,000)	-
Reduce Street Lighting Service	-	-	(100,000)	-
Reduce Street Sweeping	-	-	(175,000)	-
Reduce TIP Implementation Projects	(160,000)	-	-	-
Reduce Transportation Demand Management Program	-	-	(116,000)	-
Utilities	**$ (3,845,187)**	**2.00**	**$ -**	**-**
Continuation of One-Time Program				
Extend 2 GIS Technician Positions	134,813	2.00	-	-
Other				
Adjust Water Fund Reserve	(3,980,000)	-	-	-

Citywide Context

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About Boulder

History of Boulder & City Government

Pre 1858

The Boulder Valley was first the home of Native Americans, primarily the Southern Arapaho tribe who maintained a village near Haystack Mountain north of Boulder. Ute, Cheyenne, Comanche, and Sioux were occasional visitors to the area.

1858

Gold seekers established the first non-native settlement in Boulder County at Red Rocks near the entrance to Boulder Canyon on October 17.

1859

The Boulder City Town Company was organized by A.A. Brookfield, the first president, and 56 shareholders on February 10. There were 4,044 lots laid out at $1,000 each, a price that was later lowered in order to attract more residents.

1860

Boulder's first schoolhouse was built at the southwest corner of Walnut and 15th Street, the first in the territory. Also in 1860, the first post office was established.

1861

The Territory of Colorado was created by the U.S. Congress on February 28. Boulder became a supply base for miners in search of gold and silver, providing miners equipment, housing, transportation, and gambling/drinking establishments.

1871

As development continued, the town of Boulder was incorporated, and local government formalized on November 4. The first mayor, Jacob Ellison, was elected for a two-month term in 1878.

1873

Railroad service came to Boulder and tracks were laid to provide service south to Golden, east to Denver and west to the mining camps, expanding the city's economic and social reach. Also in 1873, the city's first hospital was built.

1874

Boulder secured a donated 44.9 acre site and raised $15,000 to match a similar grant by the state legislature to build the University of Colorado. Also, the telegraph became available, the first bank was built and a water system was installed.

1882

By April 3, population had passed the 3,000 mark, which was the minimum required by state statutes for the incorporation of a city of the second class. A new town hall was completed for the first meeting of the council of the newly formed city government.

1890

The railroad depot was constructed on Water Street (now Canyon Boulevard) and 14th Street.

1897

Boulder was as a site for a Chautauqua (a traveling show that provided education combined with entertainment). Boulder residents voted to issue bonds to buy the land, paving the way for the now familiar Chautauqua auditorium to be built.

Boulder Trolly at Chautauqua, late 1890s

About Boulder

History of Boulder & City Government

1909

By 1905, the economy was faltering and Boulder had no first class hotel to attract visitors and group meetings. By 1906, a subscription drive had raised money to begin construction. The first event at the new hotel was held on December 30 and the Hotel Boulderado opened to the public for business on January 1, 1909.

1920-1950

Boulder's population had not increased significantly since the 1920s. The 1920 census showed 11,006 residents while the 1940 census count was 12,958. After the first influx of new residents in the late 1940s, the count soared to 20,000 in 1950.

1950

By 1950, Boulder leaders were actively recruiting new "clean" industry and improved transportation, securing a new highway, the Boulder-Denver Turnpike, and the National Bureau of Standards in 1952.

1959

Boulder voters approved the "Blue Line" city-charter amendment, which restricted city water service to altitudes below 5,750 feet in an effort to protect the mountain backdrop from development.

1967

Boulder was the first city in the nation to institute a dedicated sales tax to purchase open space lands.

1970s

With the adoption of the Boulder Valley Comprehensive Plan in 1970, passage of the building height restriction ordinance in 1972, historic preservation code in 1974, and the residential growth management ordinance in 1977, Boulder began a period of infill and re-use of its past architectural development which continues to present.

1982

The city adopted the Solar Access Ordinance to ensure residential buildings had access to sunlight.

1990s

The city adopted the North Boulder Subcommunity Plan, its first subcommunity plan, in 1995. In 1999, an inclusionary zoning ordinance was adopted, requiring 20% of new residential development to be permanently affordable for low to moderate income households.

2000s

The city adopted Zero Waste principles in 2005 and passed a municipal carbon tax in 2008 to counteract global warming. In 2011, voters approved ballot initiatives to authorize and fund exploration of the potential creation of a municipal electric utility.

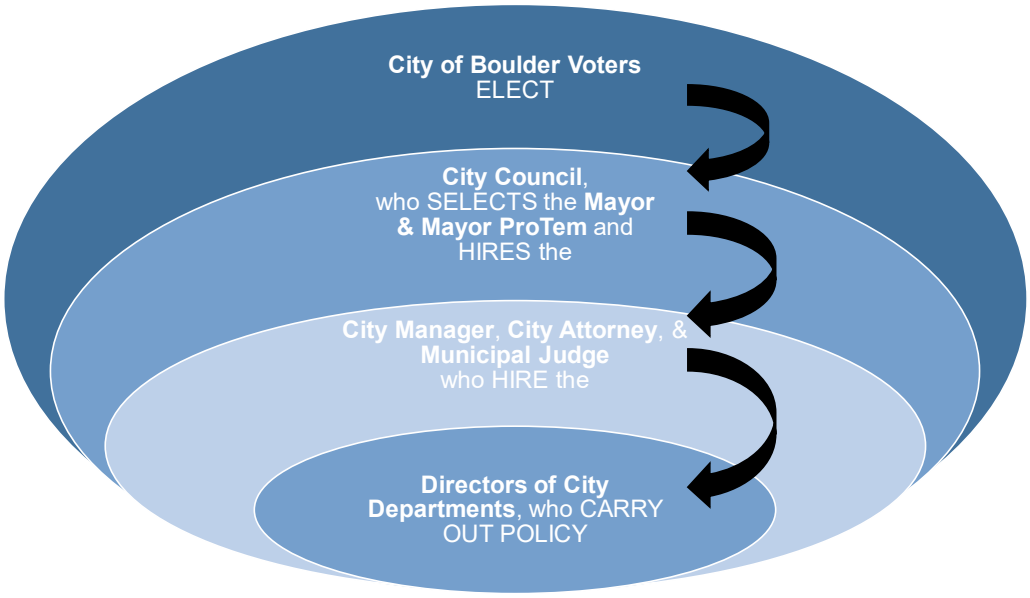
Hotel Boulderado, early 1900s

About Boulder

Boulder Government Today

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

Council-Manager Form of Government



What Makes Boulder, Boulder?

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

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

The city is currently the home to major federal labs, a world-class research university, a highly educated population, and a strong entrepreneurial force that creates a vibrant and sustainable economy. Major industries include aerospace, bioscience, software, natural products, renewable energy, and tourism. This diversity has contributed to Boulder's relatively robust local economy. The area's unemployment rate trends lower than the state and national rates and local real estate values remained relatively stable during most of the national housing market downturn.

About Boulder

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

- Outstanding Achievement in Local Government Innovation - Alliance for Innovation, July 2020
- What Works Cities Silver Certification 2020 - What Works Cities, June 2020
- America's 10 Best Small Cities for 2020 - Travel Pulse, June 2020
- Gold-level Walk Friendly Community - Walk Friendly Communities, May 2020
- America's Best Bike Networks - People for Bikes, May 2020

Demographic Characteristics		
Population	105,673	(1)
Median Age	28.5	(2)
Median Education	73.9% with Bachelor's degree or +	(1)
Median Family Income	$113,391	(2)
Median Household Income	$66,117	(1)
Per Capita Income	$42,203	(1)
Median Sales Price - Detatched Home	$872,000	(3)
Median Rent	$1,466	(1)
% of Population in Poverty	21.3%	(1)
Unemployment Rate	8.2%	(4)

(1) US Census
(2) American Community Survey
(3) Boulder Area Realtor Association
(4) Bureau of Labor Statistics (May 2020)

Budget Philosophy & Process

Budget Philosophy

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

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

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

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

Budgeting for Community Resilience

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

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

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

The city then began classifying programs and service into the four Budgeting for Community Resilience categories: essential, important, helpful and amenity for the 2020 mid-year budget reduction process as well as the 2021 Budget development process. Through this, the organization prioritized funding on essential and important services and learned there is continued work and discussion that must happen to understand and define services and service levels. This work will continue through the end of 2020 and early 2021 as well as work to better define key performance indicators and metrics which will be used to develop the recommended 2022 Budget.

Budget Philosophy & Process

Budget Basis

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

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

Budget Process

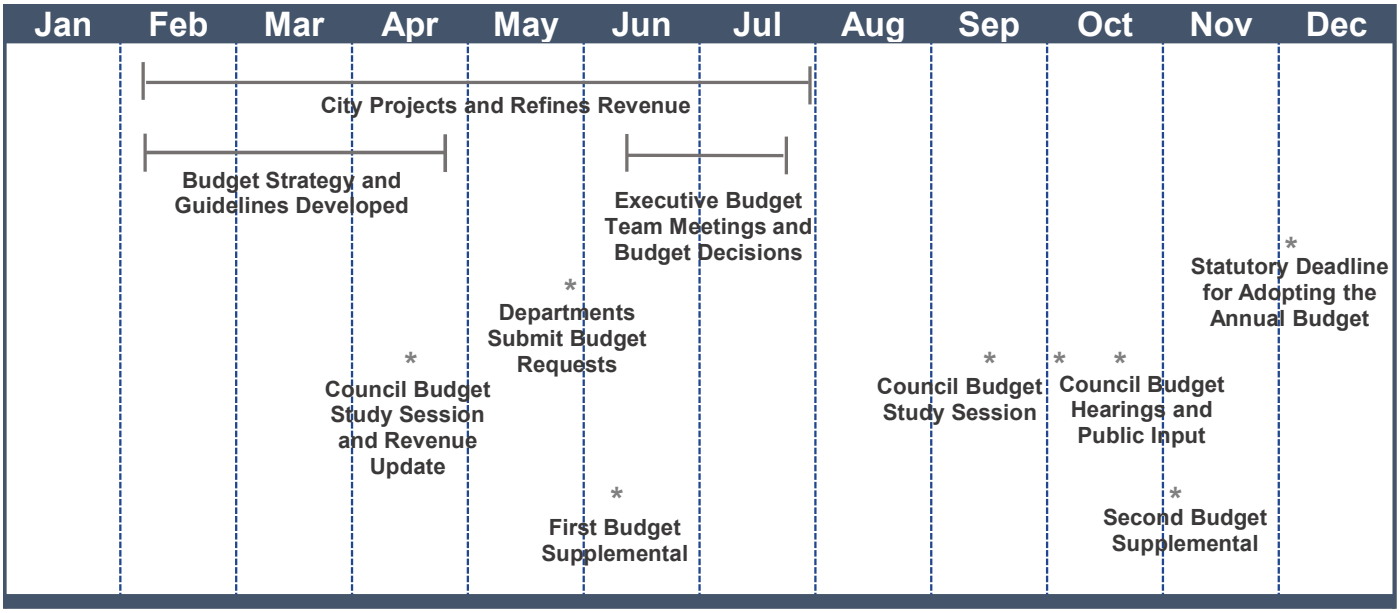
The city operates on an annual budget process with a fiscal year running in tandem with the calendar year. The coming year's budget is adopted by December 1, as provided by the city charter. In years where new initiatives are launched and other unique circumstances become apparent after annual budget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

Budget Philosophy & Process

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

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

SCHEDULE OF BUDGET PROCESS BY MONTH



Budget Philosophy & Process

Budget Amendments

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

Fund Accounting

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

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

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

Budget Philosophy & Process

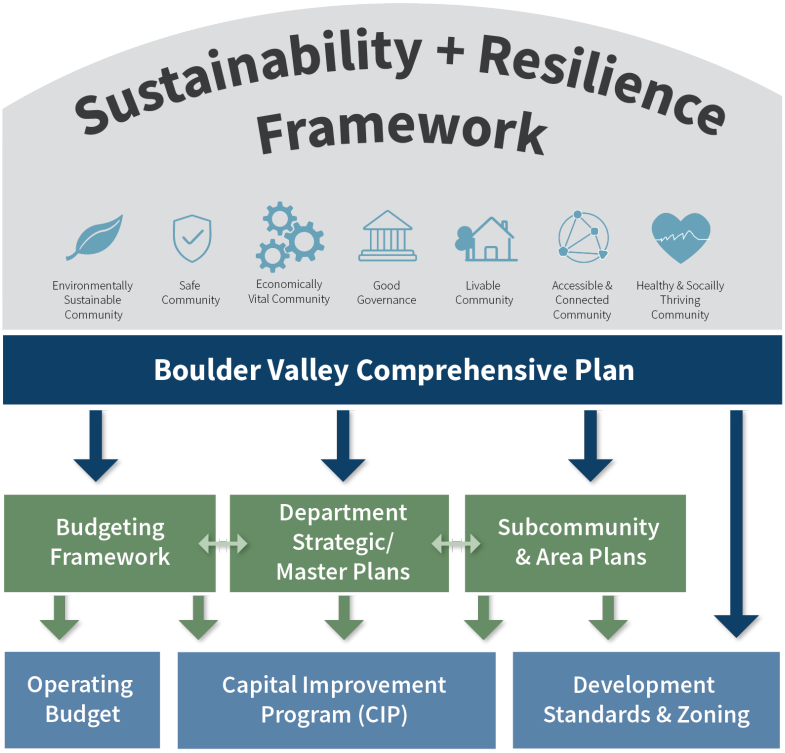
City of Boulder Fund Accounting

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

Strategic & Long-Term Planning

Strategic Planning

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



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

Long-Term Financial Planning

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

Strategic & Long-Term Planning

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

- Appointed two Blue Ribbon Commissions to study and make recommendations regarding revenue and expenditure policy issues.
- Formed internal cross-departmental teams to study revenue and expenditure issues and trends.
- Approved robust financial management policies including:
  - Developing and adhering to specific reserve policies and targets for all funds to help fund core services during economic downturns and recovery from natural disasters;
  - Developing and adhering to a policy to ensure ongoing expenses are funded with ongoing revenues and not one-time revenues; and
  - Ensuring ongoing operating costs associated with new capital projects can be absorbed with current revenues, or if significant, a new source of revenue is secured to fund the ongoing costs.
- Asked for and received voter approval to:
  - Remove Taxpayer Bill of Rights (TABOR) limitations on all general city revenue (General Improvement Districts continue to have this limitation);
  - Renew expiring taxes without a sunset;
  - Implement new taxes dedicated to high-priority capital needs and projects (such as the formation of a municipal electric utility); and
  - Leverage existing revenue streams and issue debt to fund high-priority capital needs.
- Assessed and adjusted development taxes and fees to ensure growth pays its own way.
- Implemented a new, market-based, compensation structure for management/non-union employees.
- Strategically redesigned employee benefits plans, with an increased emphasis on employee wellness and employee cost sharing.
- Conducted a full-cost allocation study to ensure enterprise funds and special revenue funds pay the full-cost of service and to increase transparency of the full-costs of specific services.
- Dedicated resources to resiliency and process improvement efforts.

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

Sources & Uses

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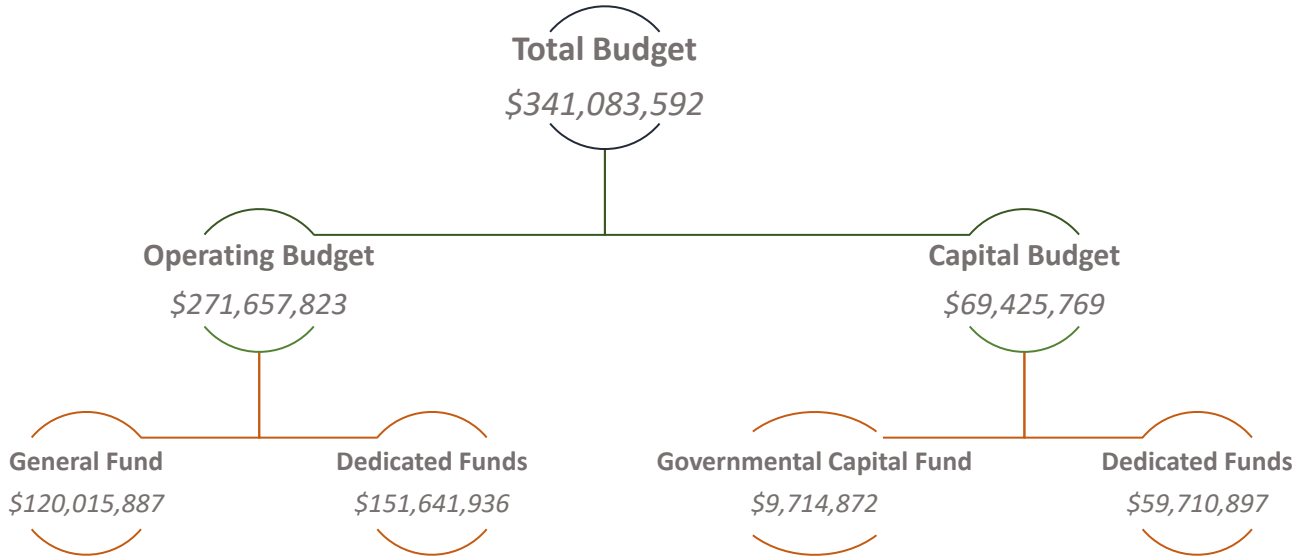
Citywide Summary of Sources & Uses

Citywide Summary of Sources & Uses

The 2021 Recommended Budget totals $341.1 million and represents a 7.7% decrease over the 2020 Budget for all funds, including Governmental, Enterprise, Internal Service, and Capital Improvement funds. The primary factor in this $28.6 million budget decrease from 2020 are operating and capital costs from Sales Tax supported funds.

The adopted operating budget of $271.7 million represents a 6% decrease compared to 2020, mainly due to strategic personnel and operating reductions to compensate for the large decline in projected revenue.

2021 Recommended Budget



The funds summary table on the following page provides an executive summary of the city's funds, drawing from projected January 1, 2021 beginning and December 31, 2021 ending balances. Most funds that are using fund balance have purposely set aside money to fund capital projects, as seen on the far-right column.

It is important to note that the total appropriations and the next page differ from the total budget above because the above total does not include internal services funds and transfers between funds (which accounts for $56 million). These are removed in order to avoid double counting expenditures in originating and receiving funds. However, the budget appropriation for the year does need to include this amount, which can be found on the following page

Citywide Summary of Sources & Uses

FUNDS SUMMARY

Projected Fund Balance

2021 Recomm. Budget

Fund	As of 1/1/2021	Estimated Sources	Uses	As of 12/31/2021	(Draw From)/ Contribution To Fund Balance
General	$ 31,005,918	$ 147,328,354	$ 146,277,662	$ 32,056,608	$ 1,050,690
Governmental Capital	6,050,417	10,866,184	9,714,872	7,201,729	1,151,312
.25 Cent Sales Tax	2,539,731	8,119,584	8,423,320	2,235,994	(303,737)
Affordable Housing	5,546,662	5,074,402	2,919,288	7,701,777	2,155,115
Airport	1,798,033	693,374	371,990	2,119,417	321,384
Boulder Junction GID Parking	9,902	478,377	300,646	187,633	177,731
Boulder Junction Access GID TDM	507,568	633,325	361,792	779,101	271,533
Boulder Junction Improvement	4,734,308	1,098,942	500,000	5,333,250	598,942
Boulder Municipal Property Authority	458,334	3,915,408	3,915,408	458,334	-
Capital Development	8,323,192	684,413	1,020,262	7,987,343	(335,849)
Climate Action Plan	343,405	2,110,010	2,030,752	422,664	79,259
Community, Culture & Safety Tax	1,154,996	9,659,134	5,435,466	5,378,664	4,223,668
Community Development Block Grant (CDBG)	-	824,551	824,551	-	-
Community Housing Assistance Program	322,059	3,177,696	3,059,469	440,286	118,227
Compensated Absences	2,181,110	883,004	743,660	2,320,437	139,327
Computer Replacement	7,667,486	3,146,784	5,595,121	5,219,149	(2,448,337)
Dental Self Insurance	292,000	1,152,000	885,800	558,200	266,200
Downtown Commercial District	13,312,857	8,020,655	7,791,574	13,541,938	229,081
Equipment Replacement	6,035,579	1,959,204	654,242	7,340,542	1,304,963
Facility Renovation and Replacement	8,004,039	3,119,063	3,299,079	7,824,024	(180,015)
Fleet Operations and Replacement	18,981,710	9,154,733	7,055,788	21,080,656	2,098,946
HOME Investment Partnership Grant	-	1,186,669	1,186,669	-	-
Library	1,005,898	1,619,569	1,434,767	1,190,699	184,801
Lottery	126,106	1,007,112	1,007,067	126,151	45
Open Space	9,197,885	26,825,024	27,878,199	8,144,710	(1,053,175)
Permanent Park and Recreation	2,872,241	3,625,061	6,401,761	95,541	(2,776,700)
Planning and Development Services	7,301,957	10,218,090	12,242,346	5,277,701	(2,024,256)
Property and Casualty Insurance	4,413,928	2,374,700	3,083,411	3,705,217	(708,711)
Recreation Activity	1,064,006	10,126,789	9,625,921	1,564,873	500,867
Stormwater/Flood Management Utility	15,733,898	16,199,502	16,892,046	15,041,354	(692,544)
Sugar Sweetened Beverage Distribution Tax	19,253	3,800,000	3,800,000	19,253	-
Telecommunications	2,679,286	511,577	412,795	2,778,068	98,782
Transit Pass GID (Forest Glen)	32,963	20,215	19,464	33,715	752
Transportation	17,220,179	30,598,897	29,268,768	18,550,308	1,330,129
Transportation Development	1,701,149	1,029,418	893,339	1,837,228	136,079
University Hill Commercial District	880,168	422,931	590,466	712,633	(167,535)
Wastewater Utility	13,167,148	25,662,784	30,258,348	8,571,585	(4,595,563)
Water Utility	28,389,543	38,294,139	38,800,169	27,883,514	(506,029)
Worker's Compensation Insurance	2,991,093	2,578,490	2,171,236	3,398,347	407,254
Totals	**$ 228,066,007**	**$ 398,200,164**	**$ 397,147,514**	**$ 229,118,643**	**$ 1,052,636**

Note: The table above reflects the impact of the 2020 budget, including estimated revenues (with transfers in) and appropriations (with transfers out), on projected unreserved fund balance.

Further information about these specific funds can be found in the Fund Financials section of this document, which shows a six-year projection for each fund, in addition to 2019 actual and 2020 revised budget amounts. Moreover, each fund's emergency reserve policy and current balances are summarized in the Appendix section of this document.

Citywide Summary of Sources & Uses

COMBINED BUDGET SUMMARY

Sources	2019 Actual	2020 Approved	2021 Recommended
Sales and Use Taxes	$ 149,069,606	$ 137,718,268*	$ 129,929,677
Charges for Services	82,082,691	89,721,914	87,835,578
Property Tax	44,747,423	49,968,985	50,267,372
Intergovernmental Revenues	9,557,510	8,801,575	9,715,985
Franchise Taxes	15,596,584	12,887,401	13,010,003
Licenses, Permits & Fines	14,484,042	13,944,641	11,320,124
Development & Impact Fees	26,696,908	9,736,635	9,979,197
Accommodation-Admission Taxes	10,865,194	10,658,680	6,770,251
Other Revenues	7,968,226	3,558,863	3,592,983
Specific Ownership & Tobacco Tax	2,694,174	2,504,248	2,473,204
Leases, Rents & Royalties	7,094,378	8,871,603	7,056,334
Interest & Investment Earnings	7,271,041	4,364,765	4,245,428
Development Excise Taxes	3,379,223	2,209,692	2,227,666
Grant Revenues	3,308,884	8,175,866	3,411,412
Misc Sales of Materials & Goods	2,374,972	2,520,467	2,264,268
Intragovernmental Charges	20,706,956	19,984,666	23,613,694
Interfund Transfers, Cost Allocation	53,109,024	30,911,415	30,486,987
Total Sources	**$ 461,006,835**	**$416,539,684**	**$ 398,200,164**

Uses	2019 Actual	2020 Approved	2021 Recommended
Personnel	$ 151,359,635	$ 161,910,552	$ 150,479,235
Operating	133,288,022	98,702,524	93,335,924
Capital	54,065,089	80,767,694	69,425,769
Debt Service	26,213,876	28,336,825	27,842,664
Subtotal	**364,926,623**	**369,717,595**	**341,083,592**
Transfers	32,831,064	36,298,330	30,503,009
Internal Services	23,240,079	24,082,673	25,560,913
Total Uses	**$ 420,997,766**	**$ 430,098,598**	**$ 397,147,514**

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

**2020 Approved revenue does not include the extension of the .15 cent city sales and use tax for maintenance, restoration, acquisition and preservation of open space land. Please note that this total would be 143,018,268 including ordinance 8377.*

Citywide Summary of Sources & Uses

Key Budget Assumptions

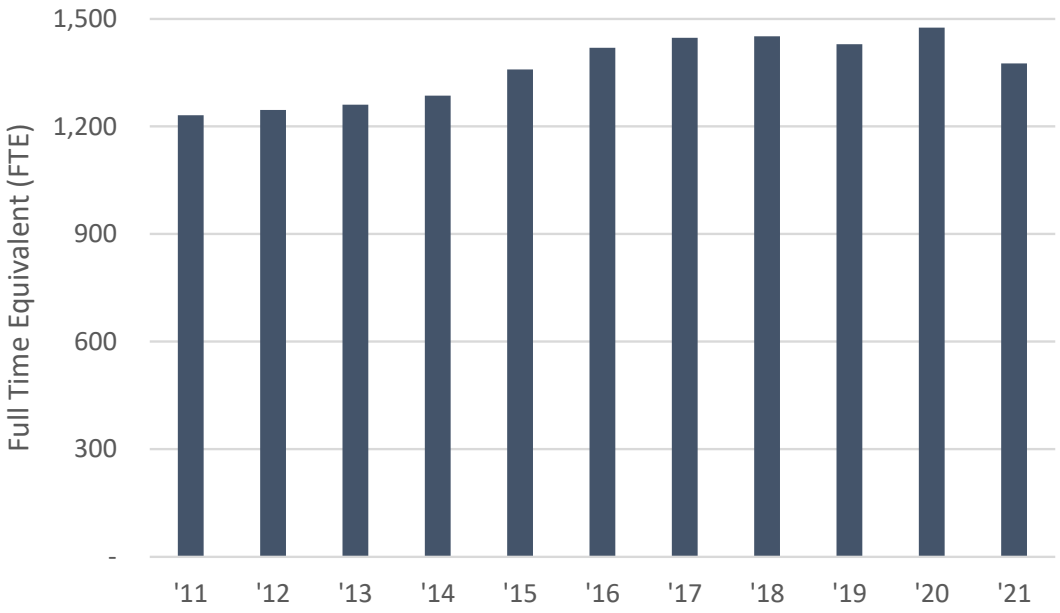
The summary of key assumptions table documents global budget assumptions that govern cost estimates provided by each city department.

KEY ASSUMPTIONS	
	Rate of Change
Revenues	
Retail Sales Tax	-11.00%
Property Tax	1.00%
Water Rates	8.00%
Wastewater Rates	5.00%
Stormwater/Flood Management Rates	12.00%
Most Codified Fees for Service	CPI
Expenses	
Non-Personnel Budgets, Rate of Increase	0.00%
Management/Non-union Employees	0.00%
Boulder Municipal Employees Association	0.00%
Fire Union Employees	0.00%
Police Union Employees*	3.50%

* As stipulated per BPOA contract.

Historical Staffing Levels

One measure of personnel cost pressure is the size of city staff, which is measured by standard full-time equivalents (FTEs). The 2021 Recommended Budget includes a citywide staffing level of 1,375.83 FTE. As can be seen in the chart below, the city manages staffing levels in connection with changing economic conditions and revenue projections.



Citywide Summary of Sources & Uses

Staffing Levels by Department

The 2021 Recommended Budget proposes a total city staffing level of 1,375.83 FTE. In 2020 and into 2021, several positions were eliminated and/or reduced to address changing economic conditions. The 2021 Recommended Budget includes an ongoing reduction of 55.88 FTEs across departments to align with decreased revenue projections. In addition, 35.25 FTEs will be held vacant in 2021 with the intention of filling these positions again as revenues recover. The recommended staffing level also includes 10.60 new ongoing FTEs and the extension or addition of 10.00 fixed-term FTEs to meet changing service-level needs. Also reflected for 2021 is the full-time equivalent of the city's non-standard staffing. Non-standard staff, more commonly referred to as seasonal or temporary employees, provide a needed supplement to standard staff on a seasonal basis, largely in the summer.

STAFFING LEVELS BY DEPARTMENT

	2020 Revised Staffing	2021 Standard Reduced[1]	2021 Standard New[2]	2021 Vacancies Held[3]	2021 Recommended Staffing	2021 Fixed-Term Extensions[4]	2021 Recommended Non-Standard Staffing[5]
City Attorney's Office	28.00	(1.00)			27.00		1.05
City Clerk's Office	4.00				4.00		
City Council	1.00				1.00		
City Manager's Office	13.00	(3.00)		(1.00)	9.00		
Climate Initiatives	21.00	(1.00)		(2.00)	18.00	4.00	2.51
Communication & Engagement	20.75	(3.00)			17.75		
Community Vitality	47.01	(6.13)			40.88		
Facilities & Fleet	37.54				37.54		
Finance	45.00	(2.00)	1.00	(2.00)	42.00		
Fire-Rescue	124.00	(2.00)			122.00		
General Governance	0.00				0.00		
Housing & Human Services	48.75	(8.50)	4.00		44.25		1.37
Human Resources	23.00	(1.00)			22.00		
Innovation & Technology	44.00	(6.00)	1.00		39.00		
Library & Arts	81.75	(12.25)	1.75	(2.50)	68.75		
Municipal Court	18.35	(2.00)			16.35		
Open Space & Mountain Parks	125.35		1.00		126.35		55.65
Parks & Recreation	143.50			(17.75)	125.75		61.39
Planning & Development Services[6]	91.90	(2.50)		(1.00)	88.40	3.00	
Police	289.25	(3.50)	1.85	(7.00)	280.60		
Transportation & Mobility	81.02	(2.00)		(2.00)	77.02	1.00	3.18
Utilities	168.19				168.19	2.00	8.20
Totals	**1,456.36**	**(55.88)**	**10.60**	**(35.25)**	**1,375.83**	**10.00**	**133.35**

[1]FTEs recommended for ongoing elimination. Some position eliminations were made in 2020 and will continue in 2021.

[2]New recommended standard FTEs.

[3]Positions to be held vacant for all of 2021. Recommend filling FTEs in 2022.

[4]Fixed-term FTEs with 2020 expiration dates recommended to continue in 2021.

[5]Seasonal and temporary FTEs calculated based on average of $17.94 per hour over 2080 working hours per year.These are equivalency estimates and do not reflect actual number of staff.

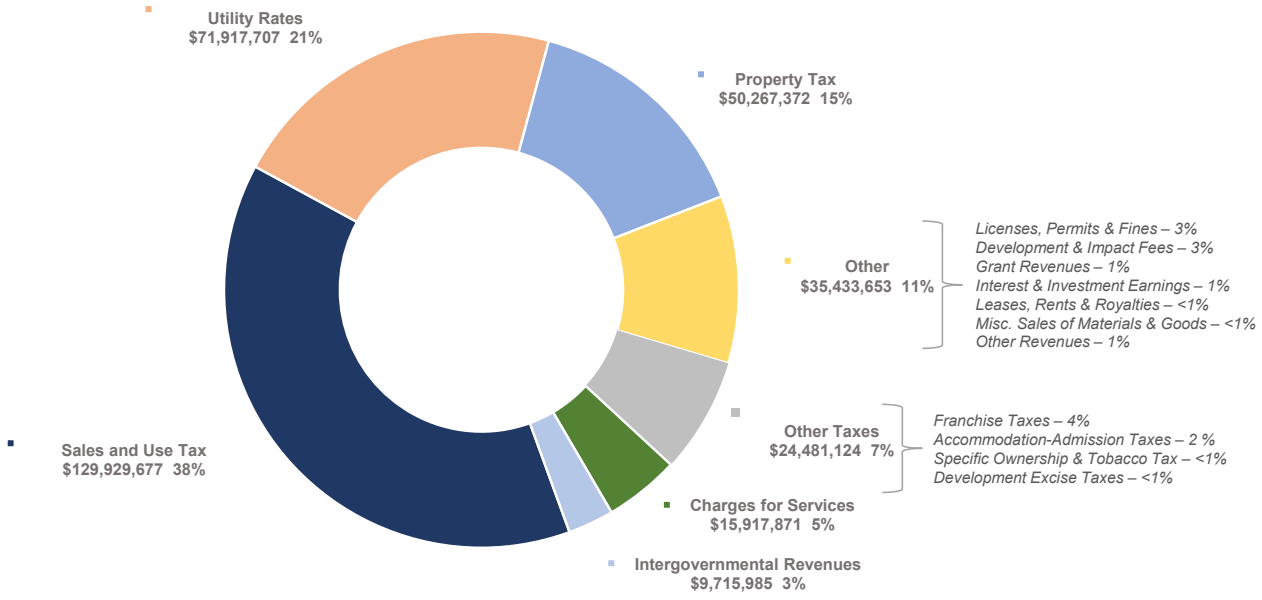
[6]17.08 FTEs in Planning & Development Services expired in 2020.

Citywide Sources (Revenues)

Citywide Sources (Revenues)

The 2021 Recommended Budget is based on projected citywide revenues of $337.7 million, representing a 6.3% decrease from the total revenues projected for the 2020 budget. This is mainly due to a sharp decline in expected retail sales and use taxes, as well as decreased expected income from tourism and recreation. This large decline is partially negated by stabilizing sources of income from real estate taxes as well as utility revenue. The three largest revenue sources for the city are sales and use taxes, utility rate charges, and property taxes. These three funding sources represent roughly 74% of the total sources of city funds.

CITYWIDE SOURCES (REVENUES) FOR 2021



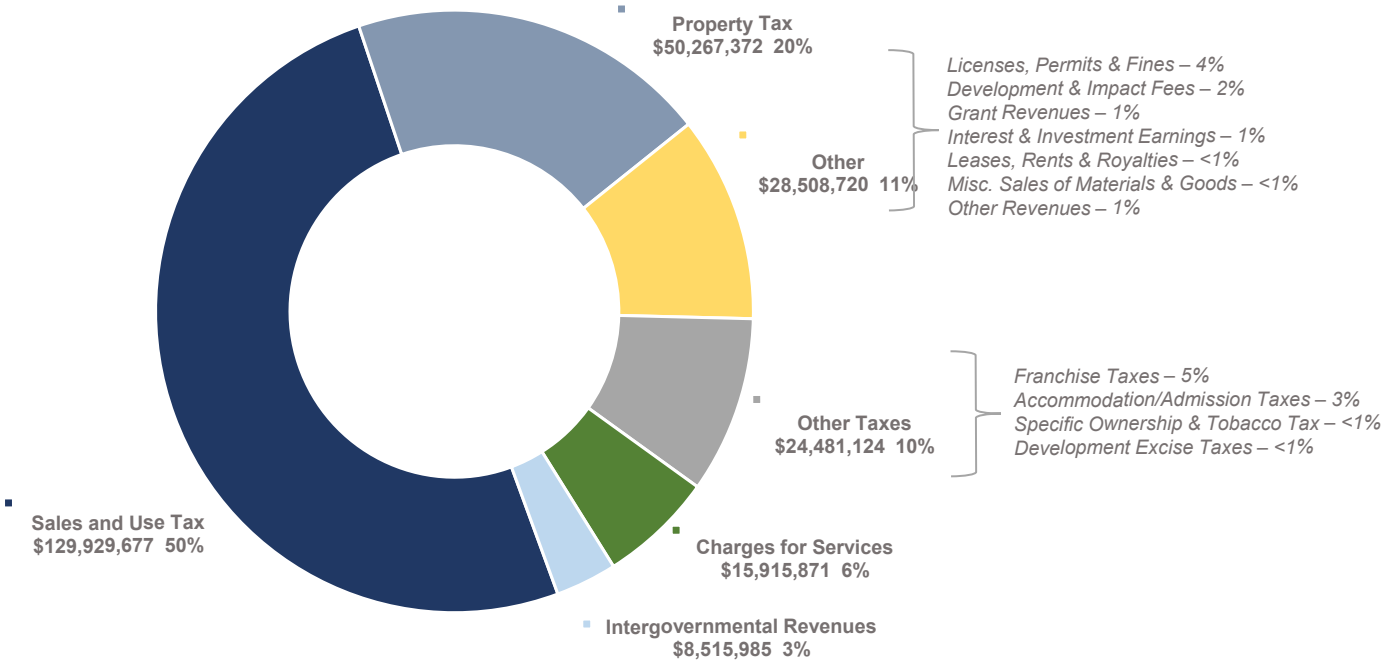
TOTAL = $337,663,389

Citywide Sources (Revenues)

Citywide Sources, Excluding Utilities

The figure below represents citywide revenue sources without Water, Wastewater, or Stormwater/Flood Management Utilities. Utility fees are based on use of the systems and are not reflective of economic conditions..

CITYWIDE SOURCES (REVENUES) FOR 2021, EXCLUDING UTILITIES



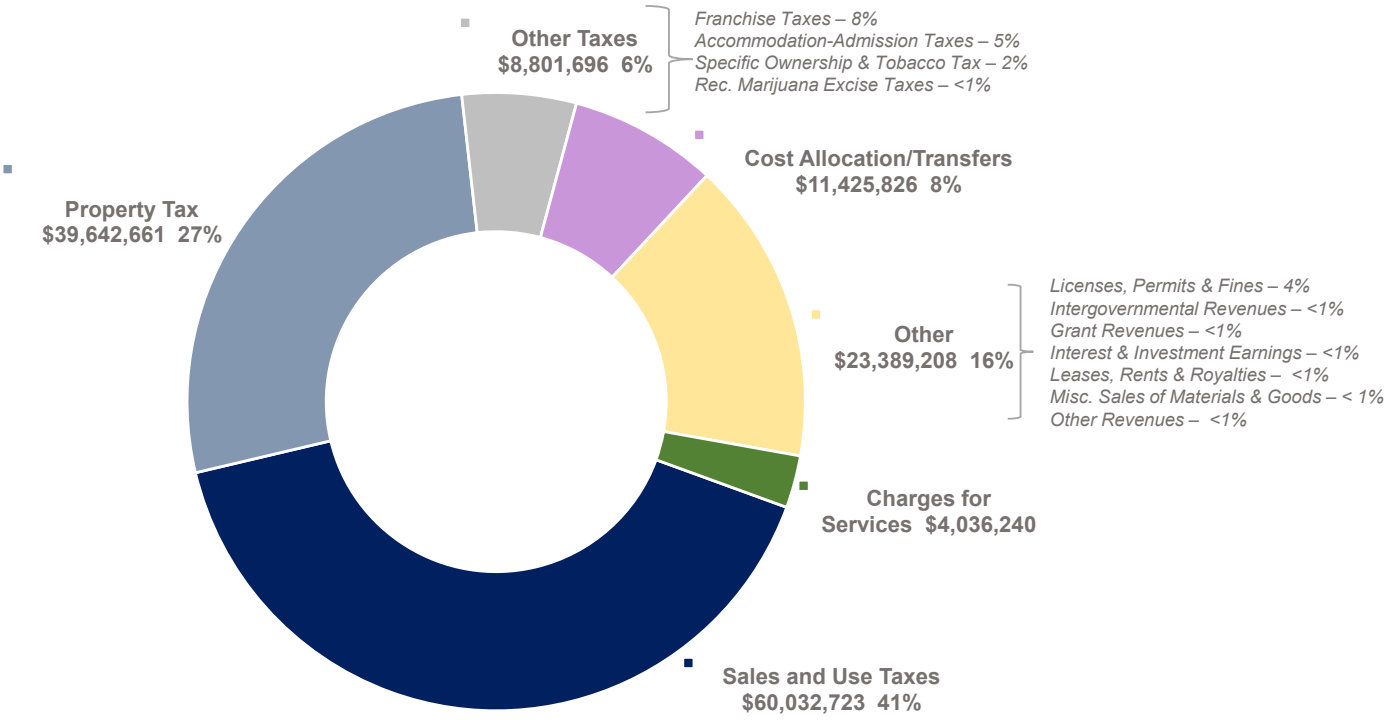
TOTAL = $257,618,749

Citywide Sources (Revenues)

General Fund Sources (Revenues)

The 2021 Recommended Budget is based on projected General Fund revenues of $147.3 million, which represents a 6.7% decrease from the total revenues projected for the 2020 budget. This decrease is largely due to a fall in projected sales and use tax from decreased economic activity. Property tax will be a stabilizing force in 2021 and will help mitigate this dramatic loss in sales tax revenue.

GENERAL FUND SOURCES (REVENUES) FOR 2021

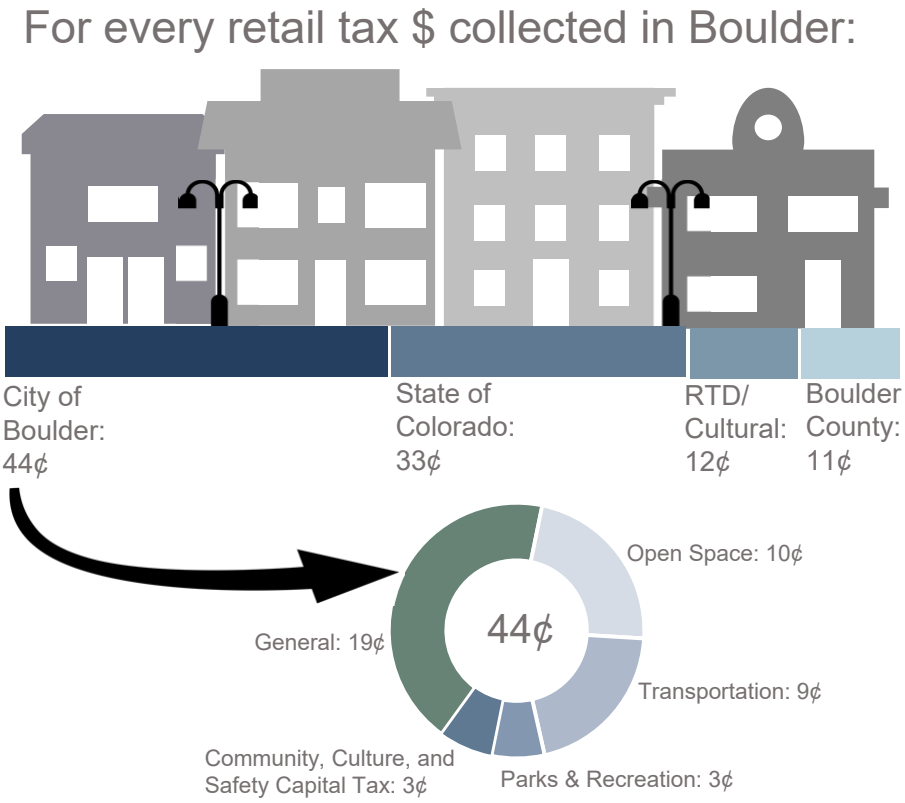


TOTAL = $147,328,354

Citywide Sources (Revenues)

Sales & Use Tax Revenue

Sales and use taxes comprise 38% of the city's total revenues, including utility revenues. sales and use taxes are transaction taxes levied on all sales, purchases, and leases of tangible personal property and taxable services sold or leased by persons engaged in business in the city. The tax is collected by the vendor or lessor and remitted to the city. For every retail tax dollar collected in Boulder, the city retains 44 cents, which is distributed across the city's General Fund, Open Space Fund, Transportation Fund, .25 Cent Sales Tax Fund (which supports Parks & Recreation), and the Community, Culture, and Safety Tax Fund (which supports capital infrastructure).

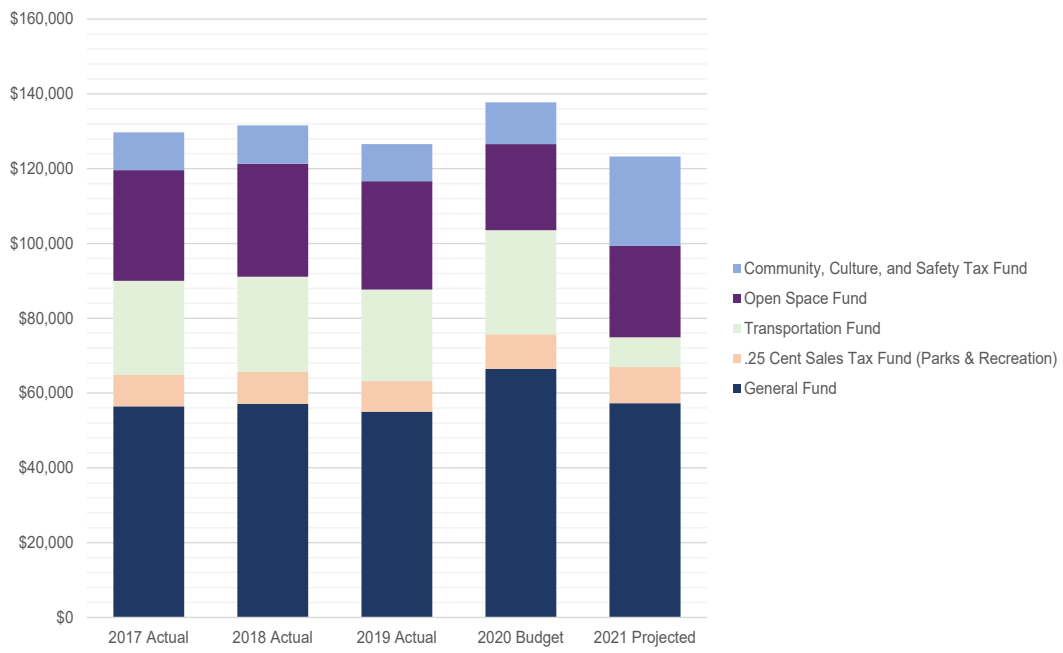


Citywide Sources (Revenues)

Sales & Use Tax Revenue, Continued

Retail sales tax, which is three-fourths of total sales and use tax revenue, has been impacted and is projected to be impacted significantly as the region grapples with the ongoing public health crisis. The city has partnered with the University of Colorado to attempt to get a realistic picture of what revenues will look like moving forward. As of June 2020, retail sales tax has fallen 11% year to date from the prior year. The city is currently projecting an 11% decrease from what was originally budgeted in 2020.

SALES TAX REVENUES 2017-2021 (in 1,000s)



Citywide Sources (Revenues)

Sales & Use Tax Revenue, Continued

SALES & USE TAX COMPONENTS IN 2021

	Rate	Original Start Date	Last Renewed Date	Expiration Date
.25 Cent Sales Tax Fund (Parks and Recreation)	0.25%	January 1, 1996	January 1, 2016	December 31, 2035
Community, Culture, and Safety Tax Fund	0.30%	January 1, 2015	January 1, 2018	December 31, 2021
General Fund	1.00%	January 1, 1964	N/A	None
General Fund [1]	0.38%	January 1, 1988	January 1, 2009	None
General Fund [2]	0.15%	January 1, 1993	January 1, 2010	None
General Fund [3]	0.15%	January 1, 2005	N/A	December 31, 2024
General Fund [4]	0.11%	January 1, 2019	N/A	None
General Fund Subtotal	*1.79%*			
Open Space Fund	0.40%	January 1, 1967	January 1, 1974	None
Open Space Fund [4]	0.22%	January 1, 1990	January 1, 2014	None
Open Space Fund [5]	0.15%	January 1, 2004	January 1, 2020	December 31, 2039
Open Space Subtotal	*0.77%*			
Transportation Fund	0.60%	January 1, 1967	January 1, 1974	None
Transportation Fund [5]	0.15%	January 1, 2004	January 1, 2014	December 31, 2039
Transportation Subtotal	*0.75%*			
2020 Total	**3.86%**			

ADDITIONAL SALES & USE TAX

	Rate	Start Date	Last Renewed Date	Expiration Date
Recreational Marijuana Sales and Use Tax	3.50%	January 1, 2014	N/A	None
Food Service Tax [6]	0.15%	January 1, 1987	N/A	None

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

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

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

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

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

[6] All revenue collected by the Food Service Tax is transferred to the Boulder Visitors and Convention Bureau.

Citywide Sources (Revenues)

Sales & Use Tax Revenue, Continued

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

2022: Overall sales and use tax rate declines due to expiration of the community, culture, and safety tax.

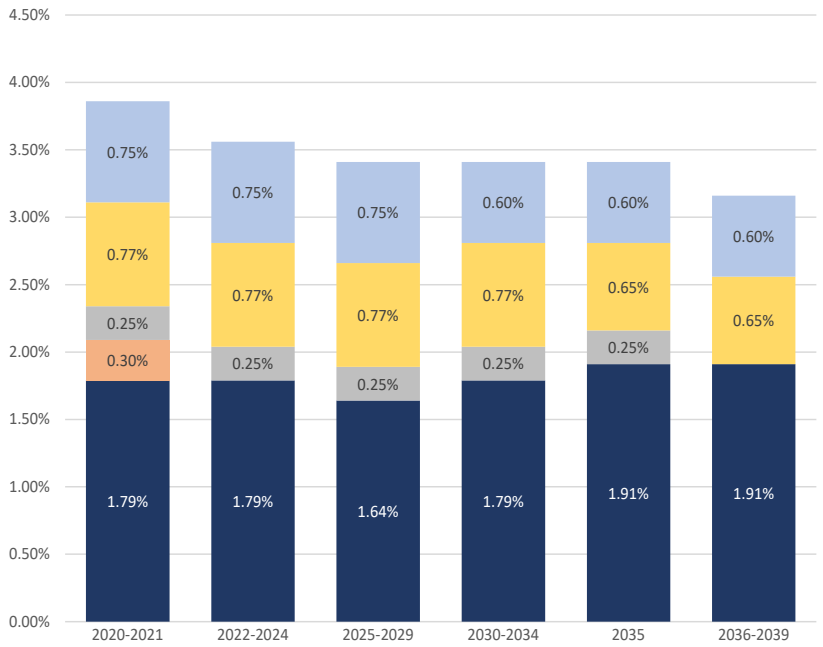
2025: Overall sales and use tax rate declines due to expiration of a portion of General Fund tax.

2030: Portion of transportation tax shifts to General Fund.

2035: Overall sales and use tax rate declines due to expiration of the 0.25 cent tax supporting Parks & Recreation.

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

APPROVED SALES & USE TAXES 2020-2039



	2020-2021	2022-2024	2025-2029	2030-2034	2035	2036-2039
Transportation	0.75%	0.75%	0.75%	0.60%	0.60%	0.60%
Open Space	0.77%	0.77%	0.77%	0.77%	0.65%	0.65%
Parks and Recreation	0.25%	0.25%	0.25%	0.25%	0.25%	
Community Culture & Safety Tax	0.30%					
General Fund	1.79%	1.79%	1.64%	1.79%	1.91%	1.91%

Citywide Sources (Revenues)

Property Tax Revenue

In odd years, property values are assessed, and the residential rate is adjusted, as needed, to comply with the Gallagher Amendment to the Colorado Constitution. With that, the 2019 reassessment and adjustment of the residential assessment rate to 7.15% impacted property taxes payable in 2020 and 2021. Property tax revenue estimates for 2021 used the city's mill levy and the 2019 citywide assessed value escalated by 1% to account for 2020 additions.

The calculation of property tax is:

Market Value of Property x Assessment Rate x Mill Levy = Property Tax

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

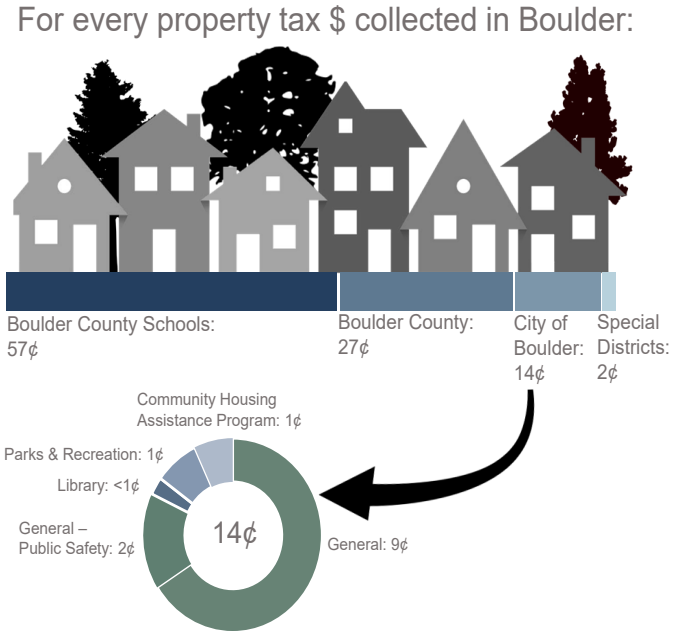
Residential: For every $100,000 of home value, homeowners pay $85.66 in property tax to the City of Boulder.

$100,000 x 7.15% x 0.011981 = $85.66

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

$100,000 x 29% x 0.011981 = $347.50

For every dollar of property tax collected in Boulder through the general citywide tax rate, the city receives 14 cents. Of these 14 cents, 10 cents go to general city operations, 2 cents go to Public Safety, 1 cent goes to Parks & Recreation, and less than 1 cent goes to the Library.



Citywide Sources (Revenues)

Property Tax Revenue, Continued

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

MILL LEVY & PROJECTED REVENUE

	Tax Year	Revenue Year	
	2020	2021	
Taxing Entity	**Mill Levy**	**Projected Temporary Credit**	**2021 Projected Revenue**
General Citywide	11.981	-	$ 47,968,488
Downtown District (CAGID)*	9.990	TBD	$ 1,354,702
University Hill District (UHGID)*	4.984	TBD	$ 33,873
Boulder Junction - Parking	10.000	-	$ 329,256
Boulder Junction - Transportation**	5.000	-	$ 565,910
Forest Glen	2.310	TBD	$ 15,142

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

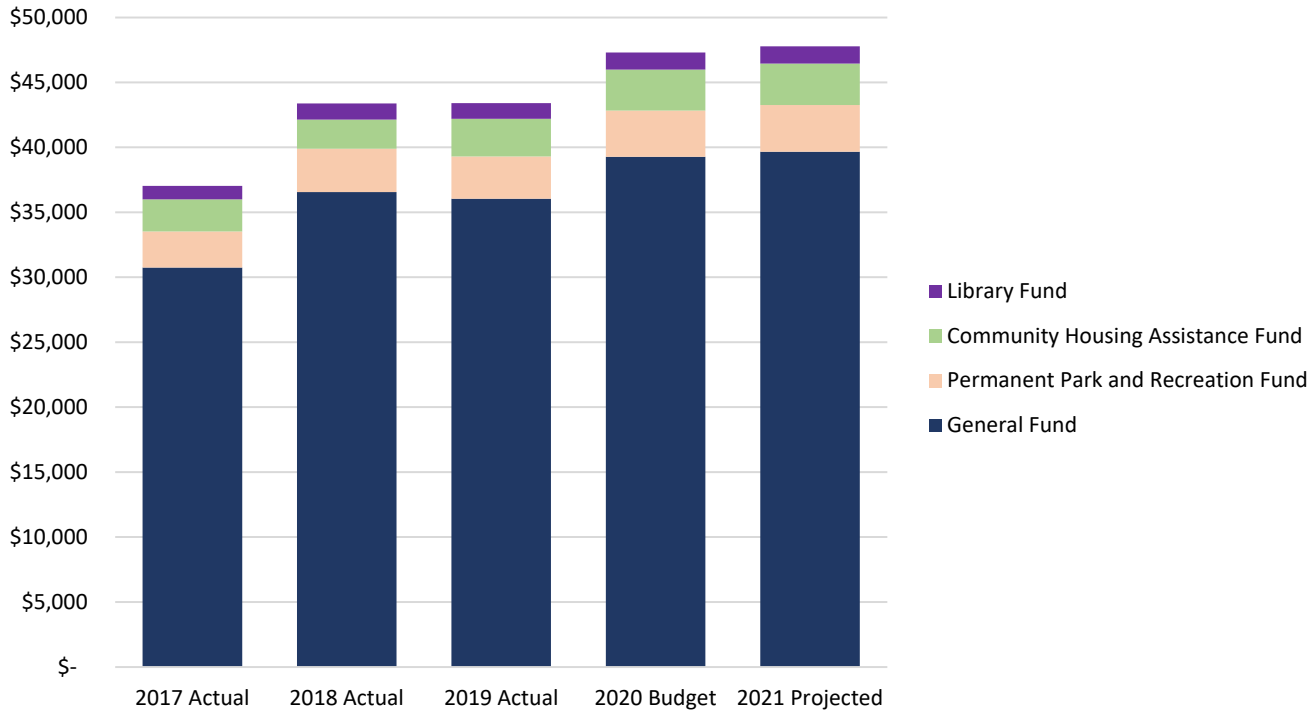
** This estimate includes payment in lieu of property taxes.

Citywide Sources (Revenues)

Property Tax Revenue, Continued

The approved citywide mill levy rate for 2021 is the same as in 2020. The property tax chart below shows the past five years of actual revenue collected.

PROPERTY TAX REVENUES 2017-2021 (in 1,000s)

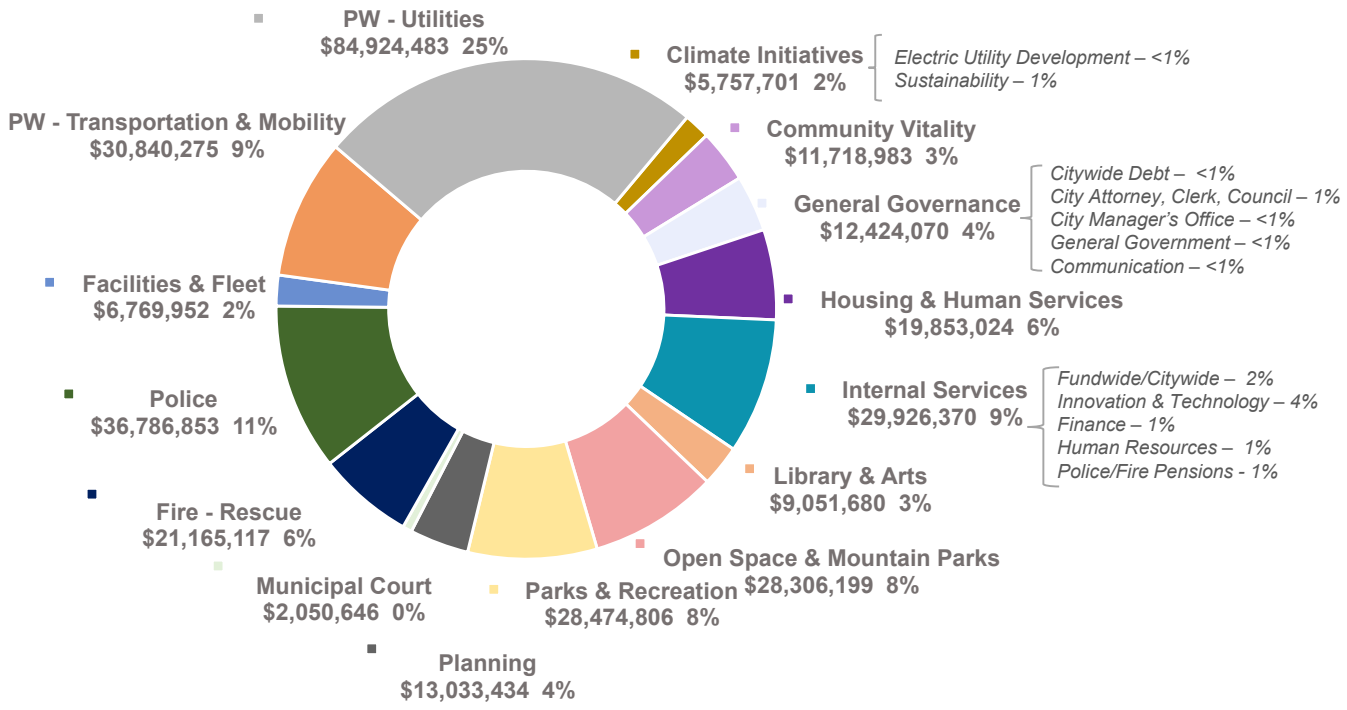


Citywide Uses (Expenditures)

Citywide Uses (Expenditures)

The 2021 Recommended Budget is based on projected citywide expenditures of $341.1 million, representing a 7.7% decrease from the total expenditures in the 2020 Budget. This is mainly due to a decrease in personnel and operating spending.

CITYWIDE USES (EXPENDITURES) FOR 2021



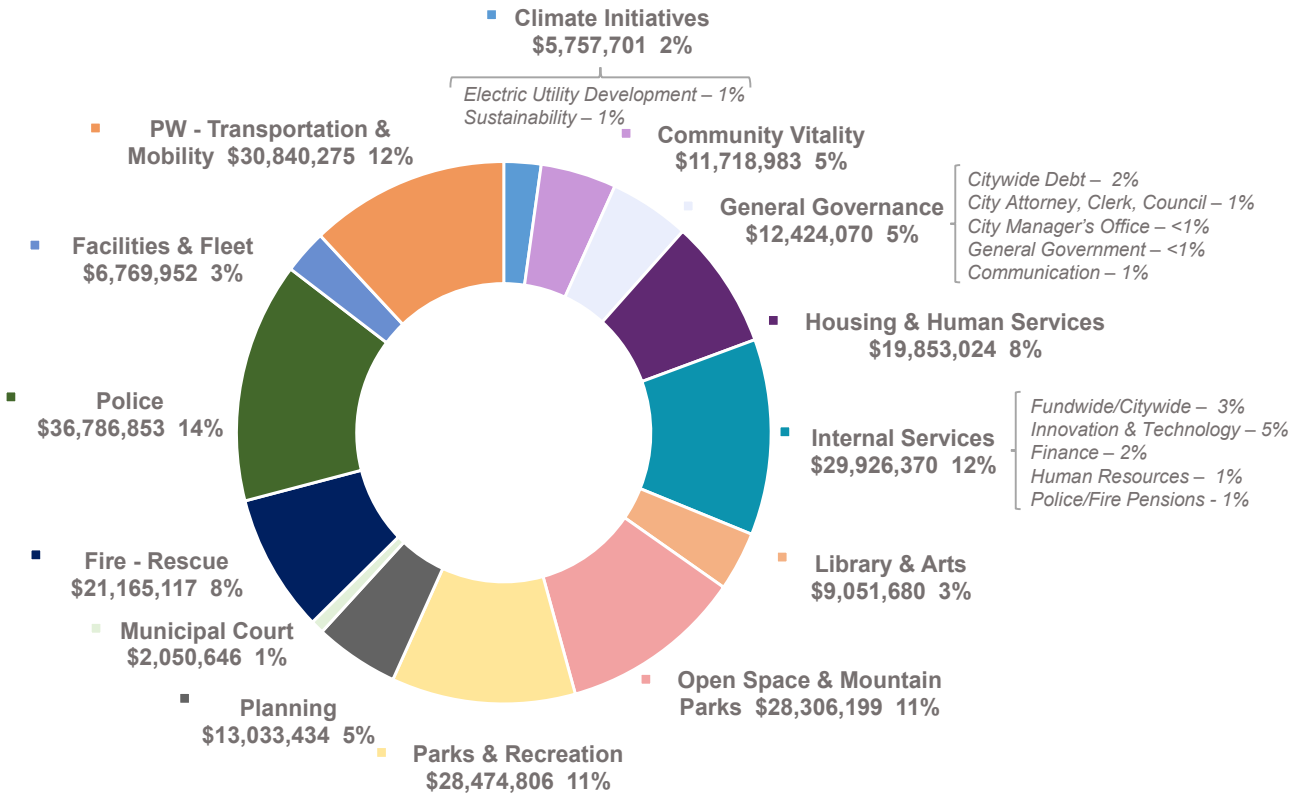
TOTAL = $341,083,592

Citywide Uses (Expenditures)

Citywide Uses (Expenditures), Excluding Utilities

The figure below represents citywide expenditures without Water, Wastewater, or Stormwater/Flood Management Utilities, which are supported through user fees.

CITYWIDE USES (EXPENDITURES) FOR 2021, EXCLUDING UTILITIES



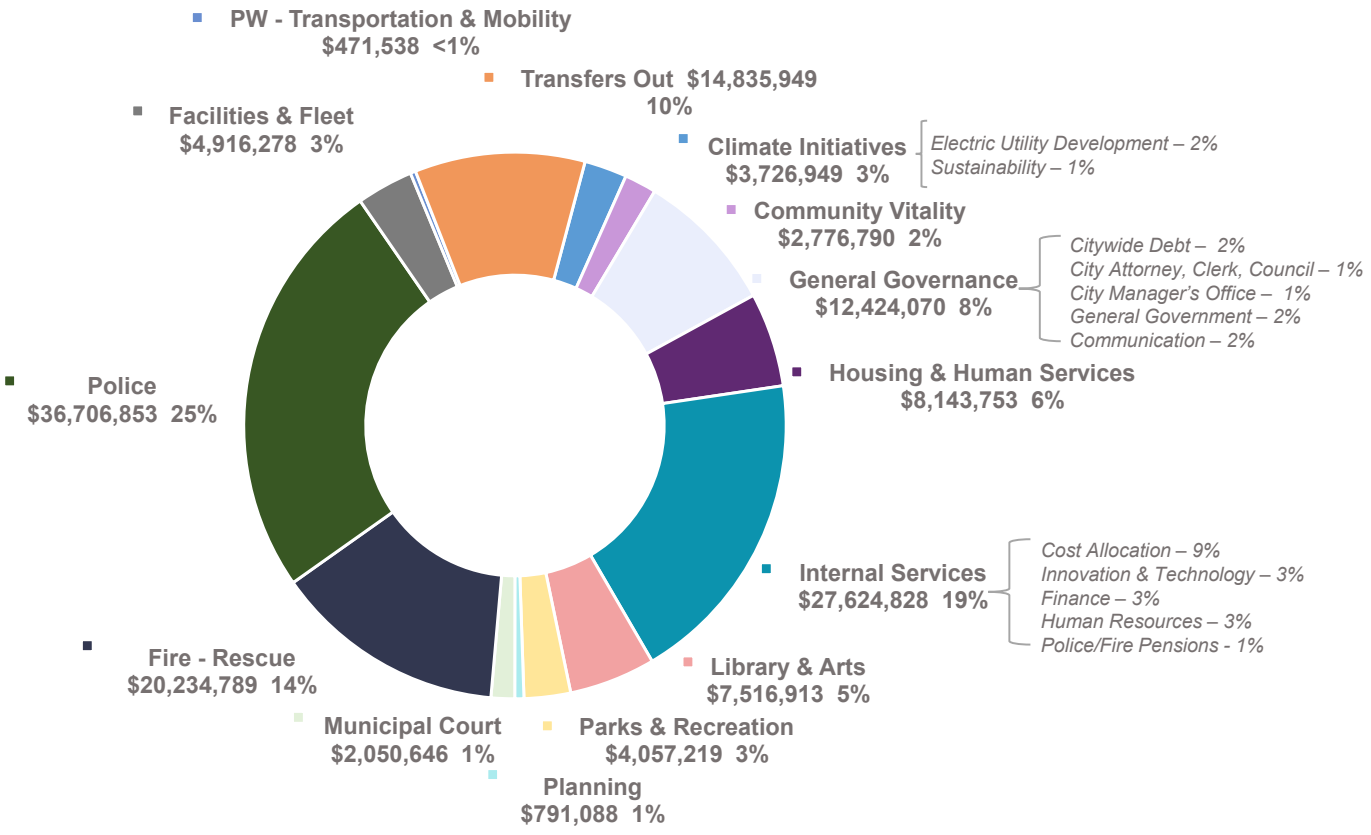
TOTAL = $256,159,109

Citywide Uses (Expenditures)

General Fund Uses (Expenditures)

The 2021 Recommended Budget is based on projected General Fund expenditures of $146.3 million, representing a 9.3% decrease from total General Fund expenditures in the 2020 Budget. The majority of this decrease is attributed to large reductions in personnel and operating expenses.

GENERAL FUND USES (EXPENDITURES) FOR 2021



TOTAL = $146,277,662

Citywide Uses (Expenditures)

INTERFUND TRANSFERS

Originating Fund / Receiving Fund	Purpose	2019 Actual	2020 Approved	2021 Recommended
General Fund Total		**$ 29,484,227**	**$ 17,819,477**	**$ 14,835,949**
Planning and Development Services	Subsidy	$ 2,210,018	$ 2,284,292	$ 1,961,097
Affordable Housing	Subsidy	1,179,460	1,136,741	1,005,959
Governmental Capital Fund	General Capital Funding	22,737,510	11,142,223	8,866,184
Recreation Activity	Subsidy	1,407,210	1,549,466	1,545,954
Open Space and Mountain Parks	Subsidy	990,123	-	-
Water Utility	Wells Property	92,785	92,785	92,785
Downtown Commercial District	Parking Meter Revenue	-	1,143,819	968,819
University Hill Commercial District	Parking Meter Revenue	-	325,000	250,000
Fleet Replacement Fund	Pay off Hogan Pancost Loan	721,970	-	-
Fleet Replacement Fund	Valmont Butte Loan Repayment	145,151	145,151	145,151
.25 Cent Sales Tax Fund Total		**$ 555,983**	**$ 564,323**	**$ 564,323**
General	Cost Allocation	$ 555,983	$ 564,323	$ 564,323
Affordable Housing Fund Total		**$ 145,137**	**$ 147,330**	**$ 147,362**
General	Cost Allocation	$ 144,110	$ 146,272	$ 146,272
Planning and Development Services	Impact Fee Administration	1,027	1,058	1,090
Airport Fund Total		**$ 44,565**	**$ 45,234**	**$ 45,234**
General	Cost Allocation	$ 44,565	$ 45,234	$ 45,234
Boulder Junction GID-Parking Fund Total		**$ 30,822**	**$ 31,250**	**$ 131,250**
General	Cost Allocation	$ 28,537	$ 28,965	$ 28,965
General	Loan Repayment			$ 100,000
Downtown Commercial District (CAGID)	Loan Repayment	2,285	2,285	2,285
Boulder Municipal Property Authority Total		**$ 20,032,976**	**$ -**	**$ -**
Governmental Capital Fund	Broadband COP Proceeds	$ 20,032,976	$ -	$ -
Boulder Junction GID-TDM Fund Total		**$ -**	**$ 180,445**	**$ 5,445**
General	Cost Allocation	$ -	$ 5,445	$ 5,445
Boulder Junction GID-Parking	Operating Transfer	-	175,000	-
Capital Development Fund Total		**$ 19,099**	**$ 19,672**	**$ 20,262**
Planning and Development Services	Excise Tax Collection Costs	$ 19,099	$ 19,672	$ 20,262
Climate Action Plan Tax Fund Total		**$ 127,835**	**$ 129,752**	**$ 129,752**
General	Cost Allocation	$ 127,835	$ 129,752	$ 129,752
Community Housing Assistance Program Fund Total		**$ 104,513**	**$ 106,080**	**$ 106,080**
General	Cost Allocation	$ 104,513	$ 106,080	$ 106,080
Community Development Block Grant (CDBG) Fund Total		**$ 26,225**	**$ 26,618**	**$ 26,618**
General	Cost Allocation	$ 26,225	$ 26,618	$ 26,618
Compensated Absences Fund Total		**$ 16,216**	**$ 16,460**	**$ 16,460**
General	Cost Allocation	$ 16,216	$ 16,460	$ 16,460
Computer Replacement Fund Total		**$ 52,116**	**$ 52,898**	**$ 2,052,898**
General	Cost Allocation	$ 52,116	$ 52,898	$ 52,898
Governmental Capital Fund	HRIS Replacement	-	-	2,000,000
Downtown Commercial District Fund Total		**$ 330,541**	**$ 335,218**	**$ 335,218**
General	Cost Allocation	$ 330,541	$ 335,218	$ 335,218
Equipment Replacement Fund Total		**$ 175,175**	**$ 13,988**	**$ 6,994**
General	Cost Allocation	$ 6,890	$ 6,994	$ 6,994
Computer Replacement	Chambers Equipment Replacement	118,285	-	-
Planning and Development Services Fund	Records Assessment	50,000	-	-
Facility Renovation and Replacement Fund Total		**$ 49,459**	**$ 100,402**	**$ 205,879**
General	Cost Allocation	$ 49,459	$ 50,201	$ 50,201
General	Muni Court FR&R Reduction	-	-	155,678

Citywide Uses (Expenditures)

NTERFUND TRANSFERS

Receiving Fund	Purpose	2019 Actual	2020 Approved	2021 Recommended
Originating Fund				
Fleet Operations and Replacement Fund Total		**$ 1,117,221**	**$ 323,330**	**$ 393,278**
General	Cost Allocation	$ 318,551	$ 323,330	$ 323,330
General	HHS Fleet Reduction	76,700	-	69,948
General	Hogan Pancost Loan	721,970	-	-
HOME Investment Partnership Grant Fund Total		**$ 11,040**	**$ 11,205**	**$ 11,205**
General	Cost Allocation	$ 11,040	$ 11,205	$ 11,205
Open Space Fund Total		**$ 2,090,102**	**$ 2,121,454**	**$ 2,121,454**
General	Cost Allocation	$ 2,090,102	$ 2,121,454	$ 2,121,454
Permanent Park and Recreation Fund Total		**$ 125,806**	**$ 127,694**	**$ 127,694**
General	Cost Allocation	$ 125,806	$ 127,694	$ 127,694
Planning and Development Services Fund Total		**$ 2,224,130**	**$ 2,257,491**	**$ 2,257,491**
General	Cost Allocation	$ 2,224,130	$ 2,257,491	$ 2,257,491
Stormwater/Flood Management Utility Fund Total		**$ 646,560**	**$ 665,902**	**$ 985,714**
General	Cost Allocation	$ 441,284	$ 447,648	$ 453,648
Planning and Development Services	Subsidy	197,127	210,105	523,917
Transportation	Departmental Cost Allocation	8,149	8,149	8,149
Sugar-Sweetened Beverage Tax Fund Total		**$ 18,779**	**$ 19,060**	**$ 19,060**
General	Cost Allocation	$ 18,779	$ 19,060	$ 19,060
Telecommunications Fund Total		**$ 26,942**	**$ 27,346**	**$ 27,346**
General	Cost Allocation	$ 26,942	$ 27,346	$ 27,346
Transit Pass GID Fund Total		**$ 292**	**$ 297**	**$ 297**
General	Cost Allocation	$ 292	$ 297	$ 297
Transportation Fund Total		**$ 2,171,036**	**$ 2,209,729**	**$ 2,384,314**
General	Cost Allocation	$ 1,680,476	$ 1,705,683	$ 1,705,683
General	Human Services and Housing	13,000	13,000	13,000
Planning and Development Services	Subsidy	444,616	457,954	629,921
Recreation Activity	Expand Program	28,000	28,000	28,000
Transit Pass General Improvement District	Subsidy	4,944	5,092	7,710
Transportation Development Fund Total		**$ 17,693**	**$ 18,083**	**$ 18,339**
General	Cost Allocation	$ 9,388	$ 9,529	$ 9,529
Planning and Development Services	Excise Tax Admin	8,305	8,554	8,810
University Hill Commercial District Fund Total		**$ 48,012**	**$ 48,732**	**$ 48,732**
General	Cost Allocation	$ 48,012	$ 48,732	$ 48,732
Wastewater Utility Fund Total		**$ 1,360,573**	**$ 1,411,696**	**$ 1,373,507**
General	Cost Allocation	$ 1,029,260	$ 1,044,444	$ 1,050,444
Planning and Development Services	Subsidy	315,013	350,952	306,763
Transportation	Departmental Cost Allocation	16,300	16,300	16,300
Water Utility Fund Total		**$ 2,026,729**	**$ 2,087,371**	**$ 2,057,398**
General	Cost Allocation	$ 1,692,757	$ 1,717,380	$ 1,735,381
Planning and Development Services	Subsidy	317,672	353,691	305,717

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City Attorney's Office Budget

Boulder Municipal Building

2021 Recommended Budget
$3,768,645

Department Divisions

- Administration
- Central Records Management
- Consultation & Advisory
- Prosecution & Civil Litigation

2021 Key Initiatives

- Continue to provide legal support and direction for the Boulder Energy Future project.
- Continue to support the City Council's initiatives.
- Support city working groups.
- Defend various litigation.
- Support city boards and commissions.

Department Funding

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

27.00 FTE

City Attorney's Office Budget

Department Mission

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

Department Overview

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

Central Records Management
The records office oversees records management for the city including on-line access, retention, and destruction. The office establishes and trains on best industry practices and assists both internal and external customers with researching current and archived documents of the City Council. It also receives, advises, and coordinates Colorado Open Records Act requests.

Consultation & Advisory
Provides legal support for the City Council and the city's advisory boards and commissions. Provides general legal support for the operating departments, including compliance with the Colorado Open Records Act, elections law, Council agenda support, bond finance and tax matters, water rights defense, conflict of interest advice, the city's legislative agenda, and legal maintenance of the city's real estate and affordable housing portfolios.

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

2020 Accomplishments

- Supported the Boulder Energy Future project, serving on the executive team, leading the acquisition team, representing the city in the Colorado Courts, and working with outside counsel before the Federal Energy Regulatory Commission.
- Prosecuted municipal code violations including new violations related to flavored tobacco and electronic smoking devices, and violations of COVID-related safety regulations including businesses failing to require and abide by personal protective equipment requirements, and property owners permitting large gatherings in violation of city, county, or state bans.

CAO lawyers total 301 years of legal work, an average of 21.5 years!

CAO support staff total 271 years of combined government/legal support, an average of 22.5 years!

City Attorney's Office Budget

2020 Accomplishments, Continued

- Provided support to the city's boards and commissions including providing attorney staffing at City Council, Planning Board, Landmarks Board, the Beverage Licensing Authority, the Board of Zoning Adjustments, and the new Cannabis Licensing and Advisory Board on a regular basis. Also, as needed, provided support at the Open Space Board of Trustees, the Parks and Recreation Advisory Board, the Human Relations Commission, and the Transportation Advisory Board.
- Coordinated responses to a record number of Colorado Open Records Act (CORA) requests.
- Represented the city in a wide range of litigation including defense of the assault weapons ban, personal injury claims against the city, and civil rights litigation.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
City Attorney's Office	**$ -**	**-**	**$ (264,927)**	**(1.00)**
Cost Reduction of Existing Service				
Eliminate Assistant City Attorney I- Marijuana Position	-	-	(184,776)	(1.00)
Repurpose Senior Counsel Position to Assistant City Attorney II Position	-	-	(80,151)	-

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration	1.50	$ 431,433	1.50	$ 495,506	1.50	$ 485,330	-	$ (10,176)
Central Records Management	2.50	248,693	2.50	262,843	2.50	263,902	-	1,059
Consultation and Advisory	16.25	2,261,346	16.25	2,352,108	15.25	2,192,208	(1.00)	(159,900)
Prosecution and Civil Litigation[1]	7.75	833,464	7.75	806,473	7.75	827,205	-	20,732
Total	**28.00**	**$ 3,774,936**	**28.00**	**$ 3,916,930**	**27.00**	**$ 3,768,645**	**(1.00)**	**$ (148,285)**
EXPENDITURE BY CATEGORY								
Personnel		$ 3,422,595		$ 3,551,118		$ 3,405,817		$ (145,301)
Operating		282,762		291,069		290,755		(314)
Interdepartmental Charges		69,579		74,743		72,073		(2,670)
Total		**$ 3,774,936**		**$ 3,916,930**		**$ 3,768,645**		**$ (148,285)**
STAFFING AND EXPENDITURE BY FUND								
General	27.00	$ 3,634,416	27.00	$ 3,769,991	26.00	$ 3,618,072	(1.00)	$ (151,919)
Property and Casualty Insurance	1.00	140,520	1.00	146,939	1.00	150,573	-	3,634
Total	**28.00**	**$ 3,774,936**	**28.00**	**$ 3,916,930**	**27.00**	**$ 3,768,645**	**(1.00)**	**$ (148,285)**

Note:

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

In the first seven months of 2020, the City Attorney's Office has received and responded to 150 CORA requests!

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City Clerk's Office Budget

2021 Recommended Budget
$808,803

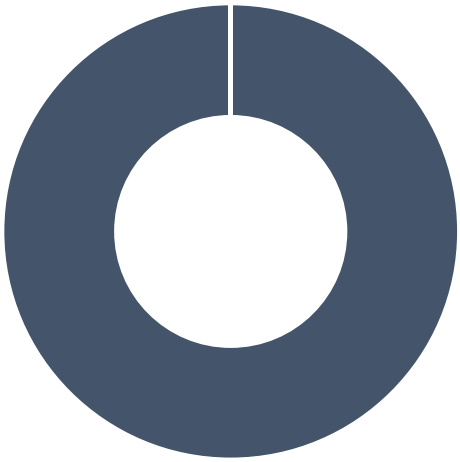
Department Divisions

- Administration
- Boards & Commissions
- City Council Support
- Elections
- Sister Cities

2021 Key Initiatives

- Launch electronic petition system in January
- Recruit for annual boards and commissions.
- Manage council member elections.
- Hire City Clerk and Deputy City Clerk.
- Update election and initiative processes to reflect new code.

Department Funding



■ General Fund 100%

4.00 FTE

City Clerk's Office Budget

Department Mission

The City Clerk's Office provides excellent service in support of the City Council, assists customers in accessing information to foster more informed, open and user-friendly access to participatory government, and supports residents' direct legislation efforts through the initiative petition process.

Department Overview

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

2020 Accomplishments

- Completed development and testing of new electronic petition system.
- Completed annual boards and commissions recruitment.
- Converted Domestic Partnership Registration process to virtual process to accommodate needs during COVID.
- Processed multiple citizen-initiated petitions.
- Aligned petition initiative process to Charter.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
City Clerk's Office	**$ 28,497**	**-**	**$ 22,046**	**-**
New/Enhanced Program				
New Budget for Elections & Matching Funds	120,000	-	-	-
Cost Escalation of Existing Service				
Increase Budget for Online Petitions System Operations & Maintenance	-	-	42,000	-
Cost Reduction of Existing Service				
Hold Deputy City Clerk Position Vacant 6 Months	(66,911)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(24,592)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(19,954)	-

City Clerk's Office Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
City Clerk and Support Services								
Conduct of Elections Incl. Campaign Finance Reform/Matching Funds Admin.	0.30	$ 249,068	0.30	$ 143,294	0.30	$ 386,053	-	$ 242,759
Board and Commission Administration	0.20	25,742	0.20	37,762	0.20	15,381	-	(22,381)
General Administration	3.40	372,702	3.40	410,529	3.40	401,494	-	(9,035)
Sister City Administration	0.10	10,995	0.10	10,666	0.10	5,875	-	(4,791)
Electronic Signatures & Petitioning Software	-	-	-	400,000	-	-	-	(400,000)
Total	**4.00**	**$ 658,507**	**4.00**	**$ 1,002,251**	**4.00**	**$ 808,803**	**-**	**$ (193,448)**
EXPENDITURE BY CATEGORY								
Personnel		$ 425,364		$ 426,649		$ 423,202		$ (3,447)
Operating		224,144		164,800		374,799		209,999
Interdepartmental Charges		8,999		10,802		10,802		-
Capital		-		400,000		-		(400,000)
Total		**$ 658,507**		**$ 1,002,251**		**$ 808,803**		**$ (193,448)**
STAFFING AND EXPENDITURE BY FUND								
General	4.00	$ 658,507	4.00	$ 602,251	4.00	$ 808,803	-	$ 206,552
Governmental Capital	-	-	-	400,000	-	-	-	(400,000)
Total	**4.00**	**$ 658,507**	**4.00**	**$ 1,002,251**	**4.00**	**$ 808,803**	**-**	**$ (193,448)**

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City Council Budget

Sunrise Amphitheater

2021 Recommended Budget
$409,250

Department Divisions

- City Attorney
- City Manager
- Municipal Judge

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

- Advancing Racial Equity
- Boulder Electric Utility Development
- Climate Mobilization Action Plan
- Community Benefits Phase II
- East Boulder Subcommunity
- Financial Strategy Committee
- Homelessness
- Housing
- Police Oversight
- South Boulder Creek Flood Mitigation/CU South
- Use Tables and Standards
- Transportation

Department Funding

1.00 FTE

City Council Budget

Department Mission

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

Department Overview

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

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

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

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
City Council	**$ -**	**-**	**$ (34,053)**	**-**
Cost Reduction of Existing Service				
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(34,053)	-

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

https://bouldercolorado.gov/elections

City Council Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
EXPENDITURE BY PROGRAM								
City Council	-	$ 226,743	1.00	$ 451,266	1.00	$ 409,250	-	$ (42,016)
Total	**-**	**$ 226,743**	**1.00**	**$ 451,266**	**1.00**	**$ 409,250**	**-**	**$ (42,016)**
EXPENDITURE BY CATEGORY								
Personnel		$ 121,358		$ 324,736		$ 316,773		$ (7,963)
Operating		100,759		122,532		87,717		(34,815)
Interdepartmental Charges		4,627		3,998		4,760		762
Total		**$ 226,744**		**$ 451,266**		**$ 409,250**		**$ (42,016)**
STAFFING AND EXPENDITURE BY FUND								
General	-	$ 226,744	1.00	$ 451,266	1.00	$ 409,250	-	$ (42,016)
Total	**-**	**$ 226,744**	**1.00**	**$ 451,266**	**1.00**	**$ 409,250**	**-**	**$ (42,016)**

Note:

In 2019, City Council approved a City Council assistant pilot program. The budget for this position resides within City Council, but the position is managed by the City Manager's Office.

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City Manager's Office Budget

Golden Cottonwood

2021 Recommended Budget $1,841,306

Department Divisions

- Administration
- Chief Policy Advisor/ Intergovernmental Affairs
- Equity
- Independent Police Monitor
- Volunteer Services

2021 Key Initiatives

- Roll-out mandatory Bias and Microaggression Training to all city staff, boards, commissions, and council utilizing in-house staff facilitators guided by an external consulting team. The Equity team will assist departments with performing a racial equity assessment of their departments to better understand how to apply racial equity tools and instruments to programs, policies, and budget decisions. Racial equity staff begin to implement a City of Boulder racial equity plan to ensure alignment with equity goals.
- Volunteer services needs to re-certify for Service Enterprise Certification, revise and implement an organizational court ordered volunteer program, increase organizational capacity through expanded utilization of volunteer programs, and continue implementing work items outlined in the Volunteer Cooperative Strategic Plan.
- Implement the city's 2021 regional, state, and federal policy agenda.
- In conjunction with members of the implementation team, the city's first Independent Police Monitor will convene the first Police Oversight Panel, establishing a mechanism for civilian police oversight. A majority of the work will be to build community relationships to better understand the needs of the community and analyzing data to help inform suggestions to police policy and programs.
- Continue leading the cross-departmental COVID-19 recovery process.

Department Funding

9.00 FTE

City Manager's Office Budget

Department Mission

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

Department Overview

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

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

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

Independent Police Monitor
On October 29, 2019, City Council gave unanimous final approval to recommendations from the Police Oversight Task Force to install an auditor-monitor model to monitor complaints against police officers and staff. The newly adopted monitor model will also enlist a new police oversight panel whose role will be to review internal affairs investigations, conduct community engagement, and evaluate the Independent Police Monitor. Boulder's first Independent Police Monitor was hired in July 2020.

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

City Manager's Office Budget

2020 Accomplishments

- CMO is revising the Intergovernmental Agreement (IGA) with the Boulder County Office of Emergency Management. This includes a strong focus on disaster planning and preparedness across the organization.
- Despite the disruption to the legislative session caused by the pandemic, CMO helped draft and pass two bills that, together represent monumental reforms to Colorado's mobile home law. CMO was also part of the successful effort to convince the state to share with all local governments a portion of its CARES Act Coronavirus Relief Funds. It then worked with Boulder County governments to identify a collaborative and effective use for these funds that promoted COVID recovery efforts.
- Volunteer Services created more customized opportunities for volunteer communication through implementation of texting and applications through Volunteer Management Software (VMS) system, staffed the COVID-19 Recovery Center with community volunteers, and enlisted Equity Recovery Community Connectors in COVID-19 response and recovery efforts, created new ambassador programs including the Park Champs program in response to staff shortages due to COVID-19, hosted virtual volunteer appreciation for volunteer appreciation week and citywide volunteer appreciation including board and commissions members, created volunteer appreciation webpage with virtual volunteer annual report, implemented citywide COVID-19 safety training for all in-person volunteers, and created program specific on-line trainings for volunteers available through the VMS.
- Based on the Government Alliance on Race and Equity (GARE) teachings, most city council members and over 350 city staff from all city departments participated in Advancing Racial Equity: The Role of Government, an opportunity to understand institutional and structural racism and the role government plays in creating racial inequities through its policy, program, and budget decisions. Council and staff presented Council's Racial Equity Resolution at the Spring CU Diversity summit.
- Implementation and training on a Racial Equity Instrument has started to assist staff in applying a racial equity focus to program, policy, and budget decisions. Staff drafted and began community engagement in the city's first racial equity plan to be adopted by council in Q4 of 2021.
- Implementation of a Equity Recovery Team as part of the COVID-19 Recovery Process which included the creation of a Rapid Response Racial Equity Assessment and Equity Recovery Connectors to assist in keeping an equity embedded in recovery efforts to shift from a transactional to transformational approach in recovery including budgeting for equity utilizing the Rapid Response Racial Equity Assessment for budget cuts and 2021 budget process.
- Successful recruitment of the city's first Independent Police Monitor.

The structure of the City Manager's Office shifted in 2020 to now include the City Clerk's Office as part of the department, while the engagement team has moved to join with the communications team, forming the Communication and Engagement Department.

City Manager's Office Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
City Manager's Office	**$ (240,699)**	**-**	**$ (365,577)**	**(3.00)**
Cost Reduction of Existing Service				
Eliminate CMO Equity Specialist Position	-	-	(103,715)	(1.00)
Eliminate Management Analyst Position	-	-	(99,083)	(1.00)
Eliminate Program & Project Manager Position	-	-	(162,780)	(1.00)
Hold CMO Administrative II Position Vacant	(75,699)	-	-	-
Hold Deputy City Manager Position Vacant 9 Months	(165,000)	-	-	-

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
City Administration / Operations	8.00	$ 1,144,331	8.00	$ 1,489,063	6.00	$ 1,078,555	(2.00)	$ (410,508)
Policy Advisor / Intergovernmental Relations	1.00	249,064	1.00	266,189	1.00	276,555	-	10,366
Equity [1]	-	65,901	1.00	229,892	1.00	257,408	-	27,516
Independent Police Monitor	-	-	-	-	1.00	180,537	1.00	180,537
Volunteer Services	1.00	205,461	1.00	231,029	-	48,250	(1.00)	(182,779)
Citywide Projects	1.00	133,265	1.00	235,959	-	-	(1.00)	(235,959)
Total	**11.00**	**$ 1,798,022**	**12.00**	**$ 2,452,132**	**9.00**	**$ 1,841,306**	**(3.00)**	**$ (610,827)**
EXPENDITURE BY CATEGORY								
Personnel [2]		$ 1,462,845		$ 2,048,118		$ 1,429,292		$ (618,826)
Operating [2]		286,555		356,063		357,116		1,053
Interdepartmental Charges		48,621		47,951		54,898		6,947
Total		**$ 1,798,022**		**$ 2,452,132**		**$ 1,841,306**		**$ (610,826)**
STAFFING AND EXPENDITURE BY FUND								
General	11.00	$ 1,798,022	12.00	$ 2,452,132	9.00	$ 1,841,306	(3.00)	$ (610,827)
Total	**11.00**	**$ 1,798,022**	**12.00**	**$ 2,452,132**	**9.00**	**$ 1,841,306**	**(3.00)**	**$ (610,827)**

Note:

[1] Equity moved from Human Resources in mid-2019.

[2] Community Engagement & Neighborhood Services moved to Communication & Engagement in mid-2020.

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

Climate Initiatives Budget

New Solar Canopy on Downtown Parking Garage

2021 Recommended Budget $5,757,701

Department Divisions

- Administration
- Climate, Sustainability, & Resilience
- Communication & Engagement
- Local Power - Electric Utility Development (Utility Occupation Tax)
- Zero Waste

2021 Key Initiatives

- Implement community priorities related to future electric utility services.
- Define and launch new partnership projects to support community goal of achieving 100% renewable electricity supply by 2030.
- Examine strategies and funding needs to inform a community decision on future climate action investment.
- Continue the design and roll-out of the Climate Mobilization Action Plan (CMAP).
- Develop local community solar gardens to serve low income customers.
- Advance a Circular Economy roadmap including developing a reuse strategy and identifying new metrics for transition to a circular economy.
- Continue progress towards toward the community's greenhouse gas reduction goals.
- Complete lighting upgrades and retro-commissioning studies for commercial buildings over 50,000 square feet.
- Advocate for 2021 legislative action on priority bills such as electrification, low-emission vehicles, energy storage, energy choice, building energy use single use plastics and pesticide preemption rules.

Department Funding

18.00 FTE

Climate Initiatives Budget

Department Mission

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

Department Overview

The City of Boulder is deeply committed to addressing the global challenge of climate change and has been engaged since 2006 when our first Climate Action Plan was completed, and Boulder voters approved the nation's first local carbon tax. The Climate Initiatives department (Climate Initiatives) supports our community's values and adopted policy goals by designing strategies that improve community health, implementing climate action planning and reporting, increasing recycling and waste diversion, moving our community toward a more circular economy, coordinating municipal sustainability activities, undertaking environmental data management, and participating in strategic municipal and community programs and projects. Climate Initiatives generally focuses on local climate action strategies guided by the long-term goal of 80% reduction in emissions (from 2005) by 2050 and 85% waste diversion by 2030. To date (based on 2018 data), the city has achieved an 18% reduction in greenhouse gas emissions and 50% waste diversion. In addition to communitywide GHG emission reductions, Climate Initiatives identifies, coordinates, and implements efforts to advance broader sustainability, resilience, and equity objectives within the city organization and more broadly in the community, region, and state. Climate Initiatives implements its mission through strategic investment in a combination of regulatory and voluntary programs and in facilitating broad community and stakeholder engagement. Since 2018, the electric utility municipalization project has also been housed in Climate Initiatives as it directly relates to the Boulder community's ability to achieve its energy goals.

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

In 2021, Climate Initiatives will continue to work with the community to develop a revised set of climate action goals and strategies to address the current accelerated urgency of the climate crisis, as detailed by the International Panel on Climate Change (IPCC). Central to this effort, there will be a community engagement strategy implemented as part of the Climate Mobilization Action Plan (CMAP). The revised set of strategies will align with current state legislation and will be designed to enhance the role of equity and resilience in the climate action planning effort.

Local Power - Electric Utility Development (Utility Occupation Tax)

Since 2010, the city has focused on changing its energy supply, which continues to rely on fossil fuels as the primary source of energy. To draw from renewable sources while keeping rates and reliability comparable to offerings through the current provider, the city has pursued a strategy of creating a locally owned and controlled electric utility (Local Power Initiative). Current financial analysis supports the feasibility of creating a local electric utility. Staff is currently working to refine the estimated costs of starting the utility, including the costs to purchase the facilities, separate the existing system into two independent systems, start up the utility operations, and pay for purchased power.

Climate Initiatives Budget

The Local Power Initiative has been, and is currently, funded by the Utility Occupation Tax (UOT). The UOT was first approved by voters in 2011 to fund the electric utility development effort and originally expired on Dec. 31, 2017. A ballot measure to extend the UOT through 2022 was approved by Boulder voters in November 2017. The UOT allows the city to continue to work on key initiatives to form a Boulder-owned municipal electric utility and develop future energy strategies.

The city and Xcel Energy are currently in negotiations for a settlement related to the city's effort to municipalize. Should an agreement be reached and approved by voters in the November 2020 election, a new budget will need to be developed and approved by City Council. If there is no settlement, the 2021 efforts will focus on the ongoing litigation efforts associated with acquisition and interconnection of the system and refining the financial model with updated power supply and system separation costs.

Climate, Sustainability, & Resilience (CAP Tax, General Fund, Energy Impact Offset and Marijuana Licensing Fees, Solar Grant and Sales Tax Rebates)

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

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

2021 efforts will focus on continuing to expand work in the ecosystems and financial systems areas. Climate Initiatives will also work to pilot new financing options to improve the affordability and increase access to clean energy technologies for all community members.

Zero Waste (Trash Tax, Disposable Bag Fee)

The Zero Waste team works with key partners, the Boulder community, and city departments to reduce the generation of waste and – to the maximum extent possible—preserve reusable resources. This is done through a combination of policy development, education, incentives, investments in zero waste facilities, technical assistance, and regulatory requirements. In addition, the Zero Waste team completed Circular Boulder, an urban metabolism study that quantified materials flowing into and out of the Boulder region; and helped develop a vision for moving toward a more circular materials economy, looking at the impacts of consumption and addressing upstream materials use in addition to downstream waste management.

The city has a goal to divert 85% of the waste stream away from landfill and direct it toward reuse, recycling, and composting, so only 15% of the waste generated would be trash. Current community-wide diversion is 50%.

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

2021 efforts will focus on systems change that fosters movement toward a circular economy – so the easiest, least expensive consumer choice will be the most sustainable choice as well.

Did you know? Boulder is a part of the Carbon Neutral Cities Alliance (CNCA), a global collaboration of 20 cities who are committed to cutting emissions by 80% or more by 2050.

Climate Initiatives Budget

2020 Accomplishments

- Implemented strategic investment programs to assist the community during COVID-19.
- Developed a sustainable take-out container subsidy program to help restaurants increase usage of compostable and recyclable service ware.
- Enhanced rebate programs for small, locally-owned businesses and residents.
- The Local Power Initiative Project finalized distribution engineering designs and began settlement negotiations with Xcel Energy.
- Helped the community achieve an 18% reduction in greenhouse gas emissions and more than 60 MW of local renewable generation through efficiency, local generation, and electrification.
- Invested in three local solar garden projects to support low-income residents.
- Installed more than 2MW of solar on city facilities.
- Secured a DC-fast charging installation for the city's parking garage at 1500 Pearl.
- Engaged the community and key stakeholders in the Climate Action Mobilization Plan (CMAP).
- Negotiated contract (contract award pending) with Accelerating Neighborhood Climate Action (ANCA) for the design/ facilitation of neighborhood and faith-based climate action forums.
- Engaged community and organizational partners in new ecosystems efforts and launched the Grow and Give Modern Victory Garden and worked with Eco-Cycle to launch the Community Carbon Farming project.
- Completed Circular Boulder study to develop a holistic picture of materials being consumed, transformed, and wasted in Boulder and inform future program design.
- Developed partnership agreement with 350.Colorado to coordinate approach for the Financial Working Group and economic systems portion of CMAP.
- Successfully implemented the 2020 Boulder Energy Conservation Code.
- Launched a new refundable Deconstruction Deposit program to increase waste diversion.
- Gathered field data to inform future code requirements through the city's Alpine-Balsam site including hospital deconstruction and Pavilion renovation projects.
- Advanced progress towards achieving the city's goal of net-zero energy construction by 2031.
- Supported the city's climate policy agenda and litigation efforts.
- Adopted a major update to the state's process for tracking carbon pollution required by SB19-096.
- Informed regulations passed by the Air Quality Control Commission aimed at phasing out hydrofluorocarbons (HFCs) to curb greenhouse gas emissions and meet the state's aggressive emission reduction goals by 2050.
- Advanced climate lawsuit with Boulder and San Miguel Counties against Exxon Mobil and Suncor.

In 2017, Boulder and Boulder County launched the Colorado Communities for Climate Action (CC4CA) to actively engage in climate policy issues at the state-level. CC4CA has grown to a coalition of 34 local governments across the state advocating for stronger state and federal climate policy.

Climate Initiatives Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Climate Initiatives	**$ 95,710**	**4.00**	**$ (210,251)**	**(1.00)**
Continuation of One-Time Programs				
Extend 3 Positions to Support Department & Local Power/Municipalization Project	296,812	3.00	-	-
Extend Communications Specialist II (Climate Initiatives) Position	89,898	1.00	-	-
Cost Reduction of Existing Service				
Delay New Initiatives in Department	(182,000)	-	-	-
Eliminate Regional Sustainability/Policy Advisor Position	-	-	(128,860)	(1.00)
Reduce Salary Cost for Multiple Trash Tax Positions	-	-	(56,391)	-
Reduce Salary Cost for Zero Waste Team Manager & Hold Vacant 2 Months	(20,000)	-	(25,000)	-

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Local Power - Electric Utility Development								
Local Power - Electric Utility Development	6.50	$ 5,195,408	6.80	$ 2,470,522	4.05	$ 2,071,985	(2.75)	$ (398,537)
Subtotal	**6.50**	**$ 5,195,408**	**6.80**	**$ 2,470,522**	**4.05**	**$ 2,071,985**	**(2.75)**	**$ (398,537)**
Climate, Sustainability, and Resilience								
Administration, Regional Sustainability	2.05	$ 359,776	2.15	$ 381,733	1.65	$ 295,771	(0.50)	$ (85,962)
Climate, Sustainability, & Resilience	4.95	1,673,752	5.05	2,023,250	6.10	1,901,000	1.05	(122,250)
Zero Waste	6.40	1,631,638	7.00	1,371,258	6.20	1,359,193	(0.80)	(12,065)
Subtotal	**13.40**	**$ 3,665,166**	**14.20**	**$ 3,776,242**	**13.95**	**$ 3,555,964**	**(0.25)**	**$ (220,278)**
Cost Allocation								
Cost Allocation		$ 127,835		$ 129,752		$ 129,752		$ -
Subtotal		**$ 127,835**		**$ 129,752**		**$ 129,752**		**$ -**
Total	**19.90**	**$ 8,988,408**	**21.00**	**$ 6,376,516**	**18.00**	**$ 5,757,701**	**(3.00)**	**$ (618,815)**
EXPENDITURE BY CATEGORY								
Personnel		$ 2,482,618		$ 2,702,290		$ 2,495,824		$ (206,466)
Operating		6,505,790		3,674,226		3,261,876		(412,350)
Total		**$ 8,988,408**		**$ 6,376,516**		**$ 5,757,701**		**$ (618,815)**
STAFFING AND EXPENDITURE BY FUND								
General Fund	14.95	$ 7,186,822	15.95	$ 4,223,513	11.90	$ 3,726,949	(4.05)	$ (496,564)
Climate Action Plan Tax	4.95	1,801,587	5.05	2,153,002	6.10	2,030,752	1.05	(122,250)
Total	**19.90**	**$ 8,988,408**	**21.00**	**$ 6,376,516**	**18.00**	**$ 5,757,701**	**(3.00)**	**$ (618,815)**

The Circular Boulder report found that when you quantify the impacts of embodied emissions (those resulting from production of the goods we consume) is larger than all local sources of emissions put together. That means that even a small change in circularity can have an enormous effect on overall impact. For example, a 5% reduction in the amount of 'stuff' we consume is equivalent to a 10% reduction in the amount of energy we use.

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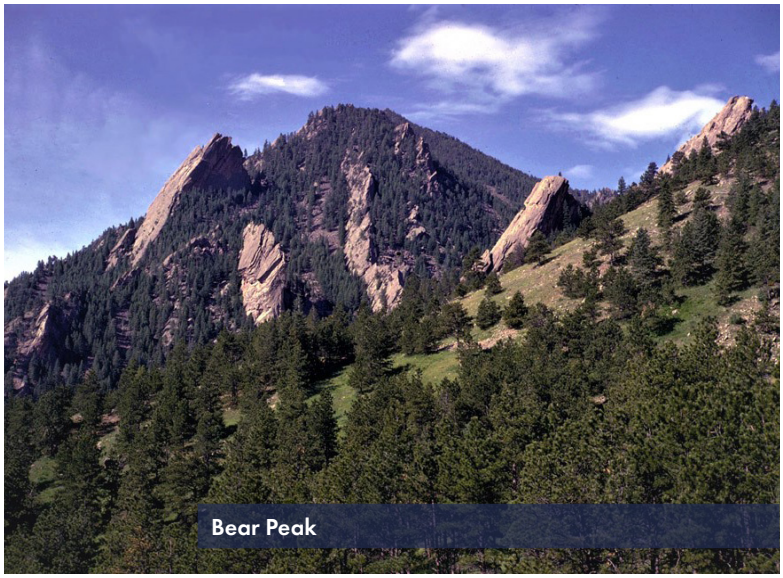
Communication & Engagement Budget


Bear Peak

2021 Recommended Budget $2,548,242

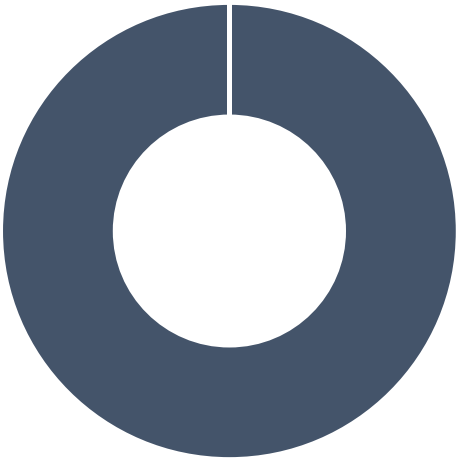
Department Divisions

- Media/External Communication
- Video Services/Channel 8
- Internal Communication
- Web Content/Social Media
- Community Engagement
- Neighborhood Services

2021 Key Initiatives

- Develop a new department mission, vision and strategic plan, recognizing the recent merger of communication and engagement.
- Develop a language access strategy and standards for reaching non-English speakers.
- Launch a new city website and content management standards.
- Support the development of, and engagement around, master planning and other high-priority city initiatives, with the greatest focus on the adoption and launch of a Racial Equity Plan, the creation of a Police Master Plan, and cross-departmental approaches to addressing issues associated with homelessness.
- Supplement printed community newsletter frequency with electronic newsletters and enhanced digital newsroom.
- Continue to pivot to meet ongoing online meeting and engagement needs, as well as a desire for increased short-form video production.
- Seek and obtain sustainable funding to support current and emerging models of the community connector model.
- Continue to partner with city colleagues, community members, and organizations to increase engagement by those with less access to, and influence with, decision-makers and their local government.

Department Funding



17.75 FTE

Communication & Engagement Budget

Department Mission

The Communication Department gathers and shares timely, relevant and accurate information to support and encourage open, participatory government and an informed community. In June 2020, the Engagement Team, previously housed in the City Manager's Office, joined this department. The focus of the engagement team is to support meaningful and inclusive engagement by community members, strengthening connections and relationships between local government and the public we serve. Department members will create an updated and combined mission in 2021.

Department Overview

Media / External Communication
Media/External Communication ensures the public receives timely and accurate information related to 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. The station also produces original Boulder programming for Comcast cable Channels 8 and 880, social media, and the city website to explain issues facing the community, increase awareness of items under consideration by council and council action, provide public service announcements, deliver weekly City of Boulder news, create annual programming such as the State of the City presentation, and produce internal organization videos.

Internal Communication
Internal Communication conveys organizational information to all City of Boulder employees. Topics include changes in employee benefits, city compensation systems, significant city projects, 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 content standards and social media guidelines to best leverage digital forms of communication, which includes allowing for engagement outside of regular business hours. The goal is to use these tools to inform a broader segment of the community about city services and programs.

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

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

The newly launched Spanish Facebook page achieved 500 followers within its first two weeks.

Communication & Engagement Budget

2020 Accomplishments

- Created a Spanish Hub on the city website for translation and interpretation services.
- Developed Channel 8 Amazon App to reach new audiences.
- Received six awards in statewide, national, and international competitions for print, digital, video, and strategic communications from Telly Awards, Public Relations Society of America Awards, and Hermes Creative Awards.
- Pre-pandemic, began livestreaming Housing Advisory Board meetings in addition to providing live coverage of City Council, OSBT, Planning Board, and other community events. During and post-pandemic, supported wholesale shift from in-person meetings and engagement to virtual spaces, testing and implementing a variety of online tools, including Teams and Zoom; also created protocols and user guides for each of these platforms.
- Supported, through communication and engagement, council priority projects, Community, Culture and Safety Tax projects, master plans, and reputation management (Racial Equity, Path to Home, Open Space Master Plan, Transportation Master Plan, Vision Zero and approval of radio towers).
- Supported, through communication and engagement counsel, high priority Planning projects, including CU South, land use code changes and East Boulder Subcommunity Plan, Retail Study, creation of a Manufactured Housing Strategy, Library district polling and outreach, North Boulder Library design, Fire-Rescue Master Plan, and Alpine-Balsam and hospital deconstruction.
- Continued to support 24/7 online engagement through the Be Heard Boulder site.
- Supported and phased out City Text Boulder pilot, to test the power and reach of text messages to hard to reach communities; the phase out of this work was made possible by the addition of a more popular Spanish-language Facebook page, created and maintained by the newly hired Language Access Program Manager.
- Iterated successful Community Connector model, standing up and supporting Emergency Response Connectors and Equity Recovery Connectors, while also ensuring that project-based community connectors were able to share underrepresented perspectives and gather the input of others in meaningful ways.
- Received a Transforming Local Government Innovation Award from the Alliance for Innovation for the community connector work noted above.
- Built capacity and connections through Neighborhood Services programs, including grants, Inside an HOA, Manufactured Homeowners in Boulder (C-MOB); San Juan del Centro Together; Neighborhood Office Hours; and Build Your Community opportunities.
- Stood up a Conversaciones con la Ciudad program at Sacred Heart of Jesus Church, reaching more than 50 Latino parents of children to deliver important service information and learn firsthand about challenges they face.
- Both communications and engagement staff supported the city's response and recovery teams during COVID, with a focus on ensuring the release of timely, accurate, and coordinated information and supporting proactive engagement to better understand and meet community needs.

In the first three months of the pandemic, the three members of the engagement team spent a combined total of 58,215 minutes or 970 hours, on Zoom, supporting council, boards and commissions, and other engagement needs across the city.

Communication & Engagement Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Communication & Engagement	**$ (122,000)**	**-**	**$ (430,691)**	**(3.00)**
Cost Reduction of Existing Service				
Eliminate Deputy Director Position	-	-	(167,279)	(1.00)
Eliminate Internal Communications III Position	-	-	(121,689)	(1.00)
Eliminate Producer/Engineer Position	-	-	(78,723)	(1.00)
Hold Engagement Manager Position Vacant TBD Months	(72,000)	-	-	-
Reduce Channel 8 Contractor Funding	-	-	(6,000)	-
Reduce Newsletters from 3 to 2	-	-	(37,000)	-
Reduce Scope of Growing Up Boulder	-	-	(20,000)	-
Suspend Neighborhood Services Grant Program- One-Time	(50,000)	-	-	-

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Media/External Communication	8.25	$ 1,179,259	9.25	$ 1,414,175	8.25	1,241,511	(1.00)	$ (172,664)
Internal Communication	1.00	104,488	1.00	126,948	-	10,044	(1.00)	(116,904)
Video Services / Channel 8	5.00	593,873	5.00	579,813	4.00	463,188	(1.00)	(116,625)
Communication Admin	1.00	71,725	1.00	69,261	2.00	168,971	1.00	99,710
Community Engagement & Neighborhood[1] Services	3.00	661,207	3.00	677,192	3.50	664,528	0.50	(12,664)
Total	**18.25**	**$ 2,610,553**	**19.25**	**$ 2,867,390**	**17.75**	**$ 2,548,242**	**(1.50)**	**$ (319,148)**
EXPENDITURE BY CATEGORY								
Personnel [2]		$ 1,925,580		$ 2,141,558		$ 1,825,304		$ (316,253)
Operating		583,973		596,103		610,951		14,848
Interdepartmental Charges		101,000		129,729		111,986		(17,743)
Total		**$ 2,610,553**		**$ 2,867,390**		**$ 2,548,242**		**$ (319,148)**
STAFFING AND EXPENDITURE BY FUND								
General	18.25	$ 2,610,553	19.25	$ 2,867,390	17.75	$ 2,548,242	(1.50)	$ (319,148)
Total	**18.25**	**$ 2,610,553**	**19.25**	**$ 2,867,390**	**17.75**	**$ 2,548,242**	**(1.50)**	**$ (319,148)**

Note:

[1] Community Engagement & Neighborhood Services moved from City Manager's Office in mid-2020.

[2] The 2021 budget represents 17.25 FTE employees and associated non-personnel costs budgeted within the Communications & Enagaement Department. There are an additional 8.5 Communication FTEs and associated non-personnel costs budgeted in the following departments: Climate Initiatives, Community Vitality, Facilities & Fleet, Fire-Rescue, Housing & Human Services, Open Space & Mountain Parks, Parks & Recreation, Planning & Development Services, Police, Transportation, and Utilities.

In its first two years, the Be Heard Boulder website has been viewed by 40,000 unique visitors with more than 5,000 achieving the coveted ranking of being engaged.

Community Vitality Budget

Framed Flatirons Covered In Snow

2021 Recommended Budget $11,821,268

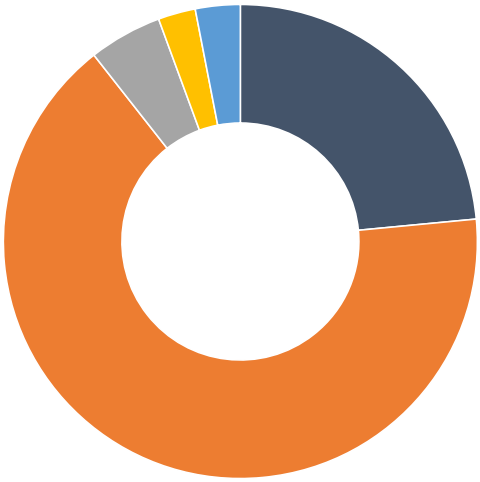
Department Divisions

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

2021 Key Initiatives

- Implementation of the Citywide Retail Strategy.
- Planned landscaping enhancements on University Hill.
- Implementation of an Affordable Commercial Program.
- Completion of several major maintenance projects.

Department Funding



40.88 FTE

Community Vitality Budget

Department Mission

Community Vitality provides administrative oversight and support, and strategic direction throughout the city organization and with partner groups in the community to nurture and enhance the entrepreneurial spirit of our community; support long-term economic sustainability through strategic initiatives; support Boulder businesses with assistance services, retention and outreach efforts, and incentive programs; and support targeted efforts in the downtown, Boulder Junction, and University Hill commercial areas.

Department Overview

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

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

Access & Parking
Maintains and operates downtown, Boulder Junction, University Hill, and citywide public automobile and bicycle parking infrastructure, including two surface lots and six garages, totaling more than 2,240 auto parking spaces and more than 1,300 bike racks. Additionally, provides operations for the on-street parking and Neighborhood Parking Program (10 current neighborhood zones). Provides external customer services in selling parking products and assisting visitors and residents with access and parking needs. Uses education and enforcement to manage parking in the downtown, Boulder Junction and University Hill commercial areas, in twelve Neighborhood Parking Permit (NPP) zones, and citywide.

Economic Vitality
Supports and coordinates efforts throughout the city organization and with partner groups in the community to nurture and enhance the entrepreneurial spirit of our community, support long-term economic sustainability through strategic initiatives, support Boulder businesses with assistance services, retention and outreach efforts, and incentive programs, and support targeted efforts in the downtown, Boulder Junction, and University Hill commercial areas.

District Management & Placemaking
Manage the public space on University Hill, Downtown, and Boulder Junction, including the Pearl Street Mall, coordinate with business organizations, plan for and coordinate public space capital improvements within commercial districts, and manage street-related special events permitting in the downtown and on University Hill.

In April, Community Vitality conducted a COVID-19 Business Impact Survey completed by over 1,200 representatives of a broad range of the city's businesses, including nonprofit organizations and women and people of color-owned businesses.

Community Vitality Budget

COVID-19

There are several impacts of the COVID-19 pandemic in terms of revenue loss and subsequent capital project reductions. Additionally, several customer service enhancements for parking products, including the continued effort to move towards more gateless systems at all parking structures was reduced and deferred to future years due to revenue losses in our parking structures. COVID-related impact to the CV 2021-2026 CIP included the reduction of the planned capital investment in the University Hill Commercial Area. While lighting and public landscaping will be addressed in 2020-2021, other capital investment will be delayed indefinitely until the full revenue impact, completion of the Hill Hotel project, and future parking infrastructure planning are better understood.

Finally, significant reductions are included in the 2021 CAGID capital budget. In addition to delays in software and customer service improvements, reductions in scope were necessary for several projects, including elevator repairs and other structural improvements. Also, the CAGID deck repair program and the capital improvement program for Boulder Junction was cancelled for 2021.

2020 Accomplishments

- Supported the economic response and recovery to the COVID-19 pandemic.
- Installation of new pay stations throughout the city for on-street parking that will enhance the customer experience.
- Continued implementation of the Access & Management Parking Strategy (AMPS) including the beginning of a community process to explore changes to the Neighborhood Parking Program and parking product pricing.
- Planned (late 2020) commercial area lighting enhancements on University Hill.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Community Vitality	**$ (685,000)**	**-**	**$ (490,856)**	**(6.13)**
Cost Reduction of Existing Service				
Eliminate Parking Enforcement Officer Position	-	-	(68,437)	(1.00)
Eliminate Flex Rebate Program	-	-	(100,000)	-
Eliminate Lot Attendant Positions	-	-	(262,419)	(5.13)
Reduce Downtown Improvements	-	-	(60,000)	-
Reduce General Fund Transfer to CAGID	(175,000)	-	-	-
Reduce General Fund Transfer to UHGID	(75,000)	-	-	-
Reduce Hill Reinvestment Strategy	(15,000)	-	-	-
Reduce Multiple CIP Projects	(420,000)	-	-	-

Nonprofit organizations funded by Community Vitality have provided substantial assistance to businesses impacted by the coronavirus pandemic. Through June 30, 2020, Boulder Small Business Development Center (SBDC) provided over 1,500 hours of consulting, including assistance with EIDL, PPP, and other loan and grant applications, to nearly 600 businesses and hosted 25 webinars with over 2,600 attendees to share ideas, tools, and best practices to help businesses adapt to changing conditions.

Community Vitality Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	7.75	$ 2,110,622	8.75	$ 2,152,301	8.75	$ 1,968,327	-	$ (183,974)
Subtotal	**7.75**	**$ 2,110,622**	**8.75**	**$ 2,152,301**	**8.75**	**$ 1,968,327**	**-**	**$ (183,974)**
Economic Vitality & District Management								
City Vitality Operations & Management	2.00	$ 333,422	2.00	$ 339,572	2.00	$ 338,979	-	$ (593)
TDM & Eco Pass Program	0.50	1,285,107	0.50	1,764,837	0.50	2,088,017	-	323,180
EV Programs and Sponsorships	-	346,845	-	204,300	-	202,000	-	(2,300)
Business Incentive Programs	-	181,168	-	269,500	-	182,700	-	(86,800)
Programs/Sponsorship - BID/DBP	-	89,654	-	112,000	-	112,000	-	-
Public Space Enhancements	0.50	125,000	0.50	125,000	0.50	50,000	-	(75,000)
SBDC State Grant Pass-Through	-	-	-	-	-	450,000	-	450,000
Subtotal	**3.00**	**2,361,196**	**3.00**	**2,815,209**	**3.00**	**3,423,696**	**-**	**608,487**
Parking and Access: Operations, Maintenance, and Enforcement								
Enforcement	13.00	$ 863,557	13.00	$ 1,034,145	12.00	$ 961,222	(1.00)	$ (72,924)
On Street Meters - Enforcement	9.50	647,668	9.50	775,609	9.00	720,916	(0.50)	(54,693)
NPP/Other - Enforcement	3.50	215,889	3.50	258,536	3.00	240,305	(0.50)	(18,231)
Maintenance (On-Street/Garage/District) Ops	10.50	1,597,611	10.50	1,132,554	10.50	1,106,520	-	(26,034)
Customer Service Operations	13.75	551,794	12.75	1,061,728	6.63	884,477	(6.13)	(177,251)
Transaction Fees	-	411,335	-	412,800	-	424,975	-	12,175
Subtotal	**37.25**	**$ 3,424,298**	**36.25**	**$ 3,641,227**	**29.13**	**$ 3,377,194**	**(7.13)**	**$ (264,034)**
Capital Improvement Program, Cost Allocation, and Debt Service								
Capital Improvement Program	-	$ 799,129	-	$ 1,498,077	-	$ 1,240,000	-	$ (258,077)
Cost Allocation and Transfers	-	448,747	-	930,135	-	975,801	-	45,666
Debt Service	-	1,245,842	-	1,252,402	-	836,250	-	(416,152)
Subtotal	**-**	**$ 2,493,718**	**-**	**$ 3,680,614**	**-**	**$ 3,052,051**	**-**	**$ (628,563)**
Total	**48.00**	**$ 10,389,834**	**48.00**	**$ 12,289,351**	**40.88**	**$ 11,821,268**	**(7.13)**	**$ (468,083)**
EXPENDITURE BY CATEGORY								
Personnel		$ 3,249,206		$ 3,703,209		$ 3,410,840		$ (292,369)
Operating		4,821,440		5,227,665		5,358,377		130,712
Capital		624,599		1,515,000		1,240,000		(275,000)
Debt Service		1,245,842		1,250,117		836,250		(413,867)
Cost Allocation and Transfers		448,747		593,360		975,801		382,441
Total		**$ 10,389,834**		**$ 12,289,351**		**$ 11,821,268**		**$ (468,083)**
STAFFING AND EXPENDITURE BY FUND								
General	18.78	$ 2,759,678	18.60	$ 2,518,690	17.81	$ 2,776,790	(0.79)	$ 258,100
Governmental Capital	-	-	-	225,000	-	-	-	(225,000)
Downtown Commercial District	25.39	6,426,017	26.12	7,815,914	19.62	7,791,574	(6.50)	(24,340)
University Hill Commercial District	4.03	524,891	2.22	632,342	2.30	590,466	0.08	(41,876)
Boulder Junction Access GID-Parking	0.03	545,849	0.69	605,416	0.73	300,646	0.04	(304,770)
Boulder Junction Access GID-TDM	0.03	133,399	0.38	491,989	0.42	361,792	0.04	(130,197)
Total	**48.25**	**$ 10,389,834**	**48.01**	**$ 12,289,351**	**40.88**	**$ 11,821,268**	**(7.13)**	**$ (468,083)**

Boulder Chamber hosted 90 hours of webinars and helped create resource materials in collaboration with Boulder County Public Health, Latino Chamber and others to assist businesses with understanding and complying with public health orders.

Facilities & Fleet Budget

Snow And Ice Removal

2021 Recommended Budget $16,932,815

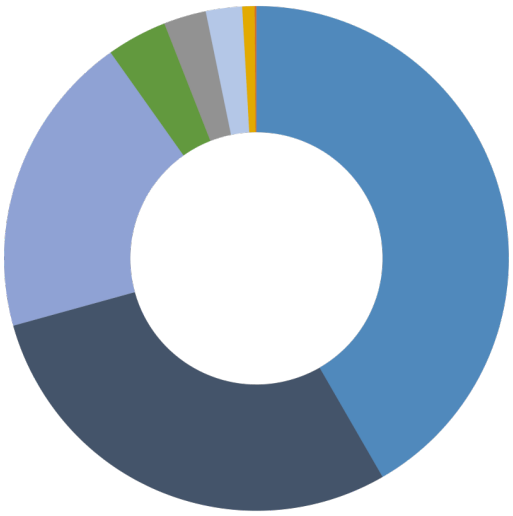
Department Divisions

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

2021 Key Initiatives

- Begin construction of the new $10 million North Boulder Branch Library, which will be a cutting edge, net-zero energy performing building. The Library Master Plan identified the need for the building since the 1990s.
- Complete the first-ever, citywide Facilities Master Plan that will provide a 50-year vision of where to locate and how to best consolidate city services.
- Building Automation System (BAS) and HVAC Equipment replacements for multiple buildings. The city's enterprise BAS that controls HVAC equipment for 28 city facilities will be updated and critically deficient HVAC equipment will be replaced.
- Upgrade the city's fuel management software/ system to be compatible with an upgraded fleet asset and work order system so fueling information is readily available for fleet users.

Department Funding



37.54 FTE

Facilities & Fleet Budget

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

Department Overview

Facilities
Facilities provides new construction, major maintenance, renovation and replacement, and O&M services in accordance with industry standards for over 380 city-owned buildings and structures. This results in managing daily maintenance operations for over one-million square feet of building space located in multiple locations throughout the city. Facilities manages the Capital Development, Facility Renovation and Replacement, and Equipment Replacement funds. In addition, Facilities manages Energy Performance Contracts and collaborates citywide to implement Boulder's Climate Commitment which includes aggressive Green House Gas (GHG) emissions reduction targets for city facilities. Facilities is also involved with environmental remediation projects on city property.

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

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

2020 Accomplishments
- Completed the new radio system infrastructure project, which will provide a redundant and modern radio system for emergency response and other critical service responses. This $6 million upgrade was funded by the community, culture and safety tax.
- Created a new citywide Facilities & Fleet Department to more strategically and efficiently manage resources. This was an outcome of the Public Works and Planning & Development Services Assessment.
- Deconstructed the interior of the Boulder Community Health Hospital and the Pavilion Medical Office building at Alpine-Balsam.
- Restructured the fleet vehicle auction process and increased the frequency to every three months which helps to reduce the financial burden to the city.
- Improved the use of asset management data. The Facilities database was expanded from 22 to 70 city buildings providing a clearer picture of portfolio condition, value, and needs. This database is being used to help guide the first-ever, citywide Facilities Master Plan.

Did you know Facilities is actively managing the energy consumption of city buildings? Facilities is alerted any time equipment goes offline, if energy consumption exceeds historical use, or if a solar PV system goes down or underproduces. Every day Facilities monitors 28 city facilities that use 85 percent of the energy from city operations to ensure the buildings are consuming the least amount of energy necessary.

Facilities & Fleet Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Facilities & Fleet	**$ -**	**-**	**$ (235,978)**	**-**
Cost Reduction of Existing Service				
Reduce Capital Facility Renovation & Replacement	-	-	(90,000)	-
Reduce Frequency of Window Washing Program	-	-	(11,280)	-
Reduce Major & Minor Maintenance	-	-	(134,698)	-

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Facilities and Fleet								
Division Support & Customer Service	3.92	$ 487,608	4.37	$ 555,666	5.89	$ 623,325	1.52	$ 67,659
Fleet Operations	9.70	3,020,152	9.25	2,994,552	9.80	3,064,421	0.55	69,870
Fleet Replacement	0.65	4,157,879	0.65	4,953,188	0.70	3,379,895	0.05	(1,573,293)
Radio Shop	2.10	241,564	2.10	181,204	3.10	538,838	1.00	357,633
Facilities	14.80	3,442,735	14.30	5,060,699	13.15	4,506,946	(1.15)	(553,753)
Equipment Replacement (non-Fleet)	-	560,060	-	1,782,915	-	606,102	-	(1,176,813)
Subtotal	**31.17**	**$ 11,909,998**	**30.67**	**$ 15,528,224**	**32.64**	**$ 12,719,528**	**1.97**	**$ (2,808,697)**
Capital Improvement Program, Cost Allocation, and Debt Service								
Capital Improvement Program	1.25	$ 10,620,944	3.75	$ 9,219,518	4.90	$ 2,557,201	1.15	$ (6,662,317)
Cost Allocation/Transfers	-	638,984	-	400,197	-	626,413	-	226,216
Debt Service	-	976,676	-	995,961	-	1,029,673	-	33,712
Subtotal	**1.25**	**$ 12,236,604**	**3.75**	**$ 10,615,676**	**4.90**	**$ 4,213,287**	**1.15**	**$ (6,402,389)**
Total	**32.42**	**$ 24,146,604**	**34.42**	**$ 26,143,900**	**37.54**	**$ 16,932,815**	**3.12**	**$ (9,211,085)**
EXPENDITURE BY CATEGORY								
Personnel		$ 2,835,462		$ 3,323,963		$ 3,485,878		$ 161,915
Operating		11,767,203		10,820,169		5,708,082		(5,112,087)
Interdepartmental Charges		2,127,140		1,595,870		515,461		(1,080,409)
Capital		5,801,138		9,007,740		5,567,307		(3,440,433)
Debt Service		976,676		995,961		1,029,673		33,712
Cost Allocation and Transfers		638,984		400,197		626,413		226,216
Total		**$ 24,146,604**		**$ 26,143,900**		**$ 16,932,815**		**$ (9,211,085)**
STAFFING AND EXPENDITURE BY FUND								
General	17.29	$ 7,474,612	16.79	$ 4,952,391	19.19	$ 4,916,278	2.40	$ (36,113)
Capital Development	-	67,073	-	19,672	-	20,262	-	590
Capital Improvement CCS	-	-	-	-	1.00	133,493	1.00	133,493
.25 Cent Sales Tax	-	421,537	-	450,262	-	461,415	-	11,153
Fleet	13.43	7,801,078	12.98	8,576,339	12.65	7,055,788	(0.33)	(1,520,551)
Equipment Replacement	0.25	765,926	0.50	1,839,713	0.45	654,242	(0.05)	(1,185,471)
Facility Renovation and Replacement	1.45	5,003,283	4.15	4,178,940	4.25	3,299,079	0.10	(879,861)
Governmental Capital	-	2,613,095	-	6,126,583	-	392,258	-	(5,734,325)
Total	**32.42**	**$ 24,146,604**	**34.42**	**$ 26,143,900**	**37.54**	**$ 16,932,815**	**3.12**	**$ (9,211,085)**

Every year, six Fleet mechanics complete over 10,000 repairs on 969 city vehicles and equipment. Counting just actual workdays, that's almost one repair an hour by each mechanic.

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Finance Budget

Top of Hogback Trail

2021 Recommended Budget $10,378,726

Department Divisions

- Administration
- Accounting, Treasury, AP/AR
- Purchasing
- Budget
- Taxpayer Services & Compliance
- Regulatory Licensing
- Payroll
- Risk Management

2021 Key Initiatives

- Support documentation and tracking for COVID-19 relief federal grants received by the city.
- Monitor economic recovery and collaborate with Financial Strategy Committee to develop long-term fiscal sustainability strategy.
- Continue to drive organization-wide focus on internal controls through audits and consultations regarding best practices.
- Continue to implement purchasing assessment recommendations, including maturing the purchasing liaison program.
- Complete an upgrade of Munis ERP (version 2020.1), continue to provide ongoing Munis trainings/support, support the Human Resource Information System (HRIS) project, and implement Employee Expense Reimbursement Module to all departments.
- Further implement Budgeting for Community Resilience grant recommendations, and support implementation of the Citywide Retail Strategy.

Department Funding

42.00 FTE

Finance Budget

Department Mission

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

Department Overview

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

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

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

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

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

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

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

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

During the first half of the year sales tax staff has responded to over 14,000 emails.

Finance Budget

2020 Accomplishments

- Focused on employee professional development, encouraged training, and continued cross training efforts.
- The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the city for its 2018 Comprehensive Annual Financial Report (CAFR) and awarded the city Outstanding Achievement for its 2018 Popular Annual Financial Report (PAFR). Both 2019 documents were submitted to GFOA for consideration as well.
- The Finance department is focused on continuous improvement and implementing best practices. In 2020 the city revised its purchasing card and travel policies and developed its first comprehensive Purchasing Policy Manual which includes the framework for an Underserved Business Program. In addition, the city initiated a purchasing data project that will collect and update vendor information to perform data analysis to inform more strategic procurement related initiatives.
- The city went live with a new tax and revenue management system (GenTax). This system manages tax revenues for over 14,000 tax accounts that remit over $140 million in tax annually. As of July 2020, over 80% of the accounts that remit tax on a monthly or quarterly are using the new GenTax system with an expectation over 90% of accounts by year-end. Online payments by taxpayers has doubled when compared to same time last year.
- City council approved two new license types, hemp cultivation and extraction licenses and tobacco retailer licenses.
- Finance implemented a substantial financial system - Munis ERP - upgrade to version 2019.1 which included a large data migration, new servers, and organization-wide trainings and testing. Finance also rolled-out a pilot of the Employee Expense Reimbursement module to three departments.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Finance	**$ (284,335)**	**-**	**$ (214,244)**	**(1.00)**
New/Enhanced Program				
New Senior Internal Auditor Position	4,500	-	119,437	1.00
Cost Reduction of Existing Service				
Eliminate Administrative Specialist II Position	-	-	(68,996)	(1.00)
Eliminate External Occupational Safety and Health Administration (OSHA) Audit & Training	-	-	(67,000)	-
Eliminate Front Desk Position & Regrade Auditor Position	-	-	(80,000)	(1.00)
Hold Budget Analyst II Position Vacant	(97,535)	-	-	-
Hold Financial Analyst Position Vacant	(93,300)	-	-	-
Reduce Accounting Temporary Services	(49,000)	-	-	-
Reduce Financial Consultants	(16,000)	-	(30,000)	-
Reduce Multiple NPE Expenditure Categories- One-Time	(33,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(62,685)	-
Reduce Risk Management Contractual Medical Services	-	-	(25,000)	-

Due to COVID, City Licensing processed 23 curbside applications so that phone and online orders of marijuana could be delivered to curbside locations and those applications were all received during a 5 day period in March, 2020.

Finance Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration, ERP, and Special Projects	5.00	$ 757,648	5.00	$ 1,027,792	4.00	$ 894,876	(1.00)	$ (132,916)
Subtotal	**5.00**	**$ 757,648**	**5.00**	**$ 1,027,792**	**4.00**	**$ 894,876**	**(1.00)**	**$ (132,916)**
Accounting, Treasury, AP/AR								
Portfolio and Debt Management	0.50	$ 43,622	0.50	$ 43,673	0.50	$ 48,286	-	$ 4,613
Financial Reporting	5.00	797,582	5.00	869,992	4.50	770,232	(0.50)	(99,760)
Payment and Receipt Processing	2.00	132,973	2.00	153,224	2.00	154,082	-	858
Centralized Mail Services	-	62,544	-	62,711	-	55,471	-	(7,240)
Subtotal	**7.50**	**$ 1,036,722**	**7.50**	**$ 1,129,599**	**7.00**	**$ 1,028,071**	**(0.50)**	**$ (101,528)**
Purchasing								
Purchasing Management and Compliance	4.00	$ 333,795	4.00	$ 429,437	4.00	$ 395,650	-	$ (33,787)
Subtotal	**4.00**	**$ 333,795**	**4.00**	**$ 429,437**	**4.00**	**$ 395,650**	**-**	**$ (33,787)**
Budget								
Budget Development, Forecasting and Policy Analysis	5.50	$ 688,370	5.50	$ 725,539	4.00	$ 533,565	(1.50)	$ (191,974)
Subtotal	**5.50**	**$ 688,370**	**5.50**	**$ 725,539**	**4.00**	**$ 533,565**	**(1.50)**	**$ (191,974)**
Taxpayer Services & Compliance								
Taxpayer Services & Collections	7.00	$ 994,713	6.00	$ 2,233,464	4.00	$ 938,294	(2.00)	$ (1,295,170)
Tax Audit	4.60	309,684	4.00	401,110	4.80	501,243	0.80	100,133
Tax Audit - Recreational Marijuana	0.90	73,397	0.90	95,066	0.60	55,219	(0.30)	(39,847)
Tax Audit - Sugar Sweetened Beverage Tax	0.50	41,906	0.50	45,547	0.60	79,615	0.10	34,069
Subtotal	**13.00**	**$ 1,419,700**	**11.40**	**$ 2,775,187**	**10.00**	**$ 1,574,372**	**(1.40)**	**$ (1,200,815)**
Regulatory Licensing								
Liquor Licensing	1.80	$ 199,091	1.50	$ 202,419	2.15	$ 179,132	0.65	$ (23,287)
Miscellaneous Vendor	0.40	30,382	0.20	17,583	0.40	31,240	0.20	13,657
Medical Marijuana	0.60	123,353	1.40	121,308	0.75	68,176	(0.65)	(53,132)
Recreational Marijuana	1.20	180,947	2.50	246,398	1.55	176,020	(0.95)	(70,378)
Administration	-	692	-	-	0.15	35,120	0.15	35,120
Subtotal	**4.00**	**$ 534,464**	**5.60**	**$ 587,708**	**5.00**	**$ 489,688**	**(0.60)**	**$ (98,020)**
Payroll								
Payroll	4.00	$ 355,714	4.00	$ 372,517	4.00	$ 358,430	-	$ (14,087)
Subtotal	**4.00**	**$ 355,714**	**4.00**	**$ 372,517**	**4.00**	**$ 358,430**	**-**	**$ (14,087)**
Risk Management								
Property and Casualty Insurance	2.00	$ 2,409,545	2.00	$ 2,645,810	2.00	$ 2,932,838	-	$ 287,028
Worker's Compensation Insurance	2.00	1,674,143	2.00	2,152,092	2.00	2,171,236	-	19,144
Subtotal	**4.00**	**$ 4,083,689**	**4.00**	**$ 4,797,902**	**4.00**	**$ 5,104,074**	**-**	**$ 306,172**
Total	**47.00**	**$ 9,210,101**	**47.00**	**$ 11,845,680**	**42.00**	**$ 10,378,726**	**(5.00)**	**$ (1,466,955)**
EXPENDITURE BY CATEGORY								
Personnel		$ 4,303,286		$ 4,995,157		$ 4,482,793		$ (512,365)
Operating		4,752,430		6,695,396		5,732,316		(963,080)
Interdepartmental Charges		105,052		105,054		94,485		(10,569)
Cost Allocation		49,333		50,073		69,132		19,059
Total		**$ 9,210,101**		**$ 11,845,680**		**$ 10,378,726**		**$ (1,466,955)**
STAFFING AND EXPENDITURE BY FUND								
General	42.50	$ 5,084,507	42.50	$ 7,002,232	37.40	$ 5,195,037	(5.10)	$ (1,807,195)
Sugar Sweetened Beverage Distribution Tax	0.50	41,906	0.50	45,547	0.60	79,615	0.10	34,068
Property and Casualty Insurance	2.00	2,409,544	2.00	2,645,810	2.00	2,932,838	-	287,028
Worker's Compensation Insurance	2.00	1,674,144	2.00	2,152,092	2.00	2,171,236	-	19,144
Total	**47.00**	**$ 9,210,101**	**47.00**	**$ 11,845,680**	**42.00**	**$ 10,378,726**	**(5.00)**	**$ (1,466,955)**

During the week of go-live for the new system, the sales tax and audit division collectively spent over 80 hours on the phone answering over 1,400 phone calls.

Fire-Rescue Budget

Prescribed Burn

2021 Recommended Budget $21,165,127

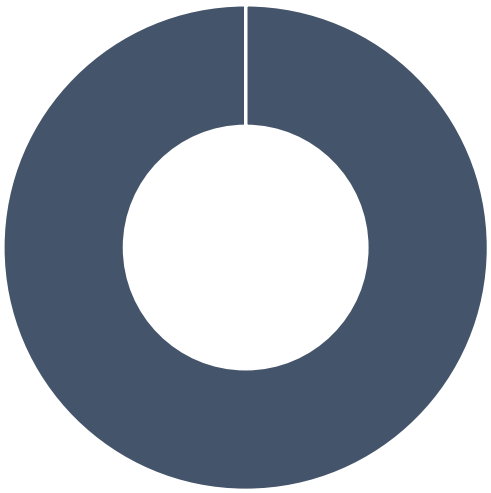
Department Divisions

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

2021 Key Initiatives

- Launch Light Response Vehicle pilot with ALS capabilities to respond to medical emergencies.
- Optimize deployment to maintain service-levels under financial constraint.
- Streamline process for the replacement of fire apparatus to enhance operational consistency and cost effectiveness across the fleet.
- Renegotiate 3rd party EMS and Ambulance contract to achieve Master Plan goals related to system resiliency and patient outcomes.

Department Funding



122.00 FTE

Fire-Rescue Budget

Department Mission

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

Department Overview

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

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

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

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

2020 Accomplishments

- Finalized Fire Master Plan and received Council acceptance.
- Completed multi-year application and review process and received departmental accreditation from the Center for Public Safety Excellence (CPSE).
- Altered nearly all departmental operations to safely and effectively respond to COVID-19 with focus on patient care and protection of personnel.
- Shifted mid-stream (due to COVID-19) to launch internally run fire academy graduating 6 recruits.
- Leveraged departmental expertise to help guide citywide infectious disease PPE procurement program.

Fire-Rescue Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Fire-Rescue	**$ -**	**-**	**$ (545,116)**	**(2.00)**
New/Enhanced Program				
Launch Light Response Vehicle Pilot with ALS Capability	-	-	35,000	-
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Fire Portion)	-	-	133,384	-
Cost Reduction of Existing Service				
Modify Water Rescue Program Service	-	-	(31,000)	-
Reduce Programmatic Overtime	-	-	(70,000)	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(80,000)	-
Reduce Occupational Health Programming	-	-	(15,000)	-
Reduce Overtime Through Alternative Deployment Models including Light Response Vehicle Pilot	-	-	(300,000)	-
Reduce Community Risk Reduction Administrative Capacity	-	-	(67,000)	(1.00)
Reduce Wildland Fire Administration & Operations Capacity	-	-	(150,500)	(1.00)

Boulder Fire-Rescue received accredited status in early 2020 putting it in a select group of 284 fire agencies within North America to have received such a designation. Approximately 11% of the U.S. population and 17% of the Canadian population are protected by an accredited agency.

Fire-Rescue Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Emergency Operations								
Fire-Rescue	24.25	$ 3,564,950	24.25	$ 4,086,761	24.25	$ 3,912,903	-	$ (173,858)
Wildland Response	8.00	940,362	8.00	1,039,189	7.00	877,904	(1.00)	(161,285)
Water Rescue	24.25	3,585,274	24.25	3,313,043	24.25	3,306,199	-	(6,844)
Hazardous Materials	24.25	3,719,421	24.25	3,450,433	24.25	3,479,081	-	28,648
Emergency Medical Services	24.25	4,234,606	24.25	4,251,835	24.25	4,265,187	-	13,352
Subtotal	**105.00**	**$ 16,044,613**	**105.00**	**$ 16,141,261**	**104.00**	**$ 15,841,274**	**(1.00)**	**$ (299,987)**
Community Risk Reduction								
Public Education	2.67	$ 337,845	2.67	$ 298,699	2.33	$ 271,270	(0.34)	$ (27,429)
Code Enforcement	3.17	296,263	4.17	496,848	3.84	473,931	(0.33)	(22,917)
Investigations	1.16	288,760	1.16	234,271	0.83	227,576	(0.33)	(6,695)
Subtotal	**7.00**	**$ 922,868**	**8.00**	**$ 1,029,818**	**7.00**	**$ 972,777**	**(1.00)**	**$ (57,041)**
Internal Support								
Facilities (Stations)	0.45	$ 9,383,906	0.45	$ 1,713,876	0.45	$ 364,281	-	$ (1,349,595)
Fleet	0.45	1,429,051	0.45	1,345,600	0.45	1,349,618	-	4,018
Supplies & Equipment	0.45	488,474	0.45	437,908	0.45	370,616	-	(67,292)
Technology	1.13	406,312	1.13	520,035	1.13	500,567	-	(19,468)
Safety Equipment	0.63	242,886	0.63	249,017	0.63	245,214	-	(3,803)
Human Resources	0.13	52,743	0.13	25,052	0.13	24,419	-	(633)
Occupational Health	0.63	227,145	0.63	220,704	0.63	192,901	-	(27,803)
Training	3.13	649,085	3.13	642,238	3.13	652,583	-	10,345
Subtotal	**7.00**	**$ 12,879,602**	**7.00**	**$ 5,154,430**	**7.00**	**$ 3,700,199**	**-**	**$ (1,454,231)**
Administration								
Strategic Planning	2.00	$ 393,354	2.00	$ 348,062	2.00	$ 338,729	-	$ (9,333)
Finance	2.00	237,002	2.00	238,457	2.00	235,295	-	(3,162)
Collaborating Agency Relationships	-	26,578	-	76,853	-	76,853	-	-
Subtotal	**4.00**	**$ 656,934**	**4.00**	**$ 663,372**	**4.00**	**$ 650,877**	**-**	**$ (12,495)**
Total	**123.00**	**$ 30,504,017**	**124.00**	**$ 22,988,881**	**122.00**	**$ 21,165,127**	**(2.00)**	**$ (1,823,754)**
EXPENDITURE BY CATEGORY								
Personnel		$ 17,789,361		$ 17,765,823		$ 17,325,639		$ (440,184)
Operating		1,703,305		1,819,453		1,944,568		125,115
Interdepartmental Charges		1,995,805		2,052,605		964,592		(1,088,013)
Capital		9,015,546		1,351,000		930,328		(420,672)
Total		**$ 30,504,017**		**$ 22,988,881**		**$ 21,165,127**		**$ (1,823,754)**
STAFFING AND EXPENDITURE BY FUND								
General	122.33	$ 22,215,321	124.00	$ 21,637,881	122.00	$ 21,165,127	(2.00)	$ (472,754)
Open Space Fund	0.67	128,123	-	-	-	-	-	-
Community, Culture, & Safety Tax	-	8,160,573	-	1,351,000	-	-	-	(1,351,000)
Total	**123.00**	**$ 30,504,017**	**124.00**	**$ 22,988,881**	**122.00**	**$ 21,165,127**	**(2.00)**	**$ (1,823,754)**

General Governance Budget

Boulder County Courthouse

2021 Recommended Budget $3,198,298

Department Divisions

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

Department Overview

Contingency

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

Non-Departmental Contracts

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

Citywide Memberships

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

Citywide Programs

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

Department Funding

General Governance Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
General Governance	**$ 263,818**	**-**	**$ (21,900)**	**-**
New/Enhanced Program				
New Budget for Centralized Personal Protective Equipment	263,818	-	-	-
Cost Reduction of Existing Service				
Reduce Office of Special Events (OSE) Costs	-	-	(21,900)	-

Department Detail

	2019 Actual Amount	2020 Approved Budget Amount	2021 Recommended Budget Amount	Variance 2020 to 2021 Amount
EXPENDITURE BY PROGRAM				
City Manager's Contingency				
Extraordinary Personnel	$ -	$ 119,916	$ 119,916	$ -
Manager's Contingency	117,561	136,166	366,166	230,000
Subtotal	**$ 117,561**	**$ 256,082**	**$ 486,082**	**$ 230,000**
Non-Departmental Contracts				
Convention and Visitors Bureau	$ 2,233,482	$ 2,329,300	$ 1,401,363	$ (927,937)
Humane Society Building Loan	60,000	60,000	60,000	-
Office of Emergency Management	285,293	285,000	285,000	-
Tribal Consultation	-	37,500	37,500	-
Negotiations Support	12,298	46,393	46,393	-
Subtotal	**$ 2,591,073**	**$ 2,758,193**	**$ 1,830,256**	**$ (927,937)**
Citywide Memberships				
Denver Regional Council of Governments	$ 48,500	$ 49,543	50,534	$ 991
Colorado Municipal League	80,785	85,783	85,783	-
Metro Mayors Caucus	8,558	8,686	8,720	34
National League of Cities	8,050	8,689	9,005	316
Rocky Flats Stewardship Coalitions	1,000	1,000	1,000	-
Colorado Communication and Utility	-	6,000	6,000	-
Alliance for Innovation	7,650	7,650	7,650	-
International Town and Gown Assoc.	800	400	400	-
Colorado Climate Future Coalition	30,000	30,000	30,000	-
Mayor's Innovation Alliance	2,000	2,300	2,300	-
Subtotal	**$ 187,344**	**$ 200,051**	**$ 201,392**	**$ 1,341**
Citywide Programs				
West Nile Virus / IPM	$ 253,487	$ 258,750	$ 258,750	$ -
Citywide Special Events / Coordinator	97,214	126,000	126,000	-
Training and Technology	9,450	13,000	-	(13,000)
Event Support and Sponsorships	14,393	80,000	11,000	(69,000)
Community Survey	900	21,000	21,000	-
Big Ideas Conference Host	-	25,000	-	(25,000)
Citywide Personal Protective Equipment	-	-	263,818	263,818
Subtotal	**$ 375,444**	**$ 523,750**	**$ 680,568**	**$ 156,818**
Total	**$ 3,271,422**	**$ 3,738,076**	**$ 3,198,298**	**$ (539,778)**
EXPENDITURE BY CATEGORY				
Operating	$ 3,271,422	$ 3,738,076	$ 3,198,298	$ (539,778)
Total	**$ 3,271,422**	**$ 3,738,076**	**$ 3,198,298**	**$ (539,778)**
EXPENDITURE BY FUND				
General	$ 3,271,422	$ 3,738,076	$ 3,198,298	$ (539,778)
Total	**$ 3,271,422**	**$ 3,738,076**	**$ 3,198,298**	**$ (539,778)**

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

Housing & Human Services Budget

Sparkwest in Boulder Junction

2021 Recommended Budget $19,854,114

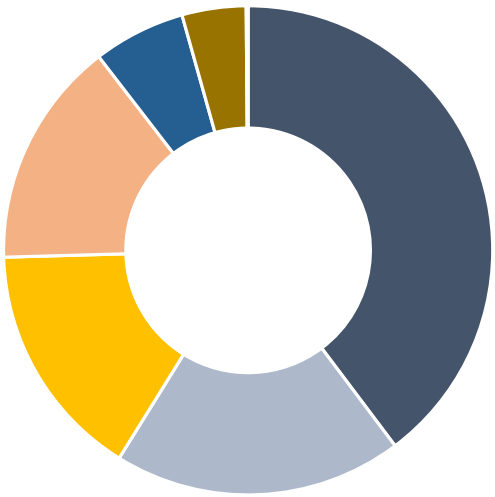
Department Divisions

- Administration
- Community Relations
- Policy / Data & Analytics
- Housing Asset Management
- Community Investment
- Special Initiatives
- Planning & Development Review
- Community Family / Older Adult Services

2021 Key Initiatives

- Continue implementation of the Homelessness Strategy including achieving housing goals, fully implementing integrated data for improved outcome tracking, and refine new adult homeless service system.
- Continue investing city's housing and human services financial resources aligning direct services with expanding partnerships to achieve outcome driven goals identified in the Human Services Strategy, Health Equity initiative, Housing Strategy, the Economic Sustainability Strategy, Resilience Strategy, and the Boulder Valley Comprehensive Plan (BVCP).
- Continue to pursue identification of Boulder as a Lifelong Colorado community removing barriers and implementing strategies to ensure Boulder is a livable community for all ages and abilities.
- Further the development of key affordable housing development and preservation projects in the city. The completion of various projects will add approximately 243 additional units in 2020.
- Continue promotion of the city's Human Rights Ordinance protecting against discrimination in housing, employments and public accommodation including the addition of two new protected classes – immigration status and source of income.

Department Funding



- General Fund 40%
- Sugar-Sweetened Beverage Distribution Tax Fund 19%
- Community Housing Assistance Program (CHAP) Fund 16%
- Affordable Housing Fund 15%
- HOME Investment Partnership Grant Fund 6%
- Community Development Block Grant (CDBG) Fund 4%
- Other Grants <1%

44.25 FTE

Housing & Human Services Budget

Department Mission

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

Department Overview

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

Community Relations
Community Relations consists of Human Relations Commission (HRC), the Community Mediation Service (CMS), and Office of Human Rights (OHR). HRC is charged with identifying and addressing human relations issues and social problems, fostering positive community relations and protecting human rights, and making social policy recommendations to City Council. The HRC allocates funding to the community for cultural events and diversity and inclusion programs. CMS provides community conflict resolution services for city residents, and in some instances, organizations and businesses, including landlord-tenant and neighborhood disputes and restorative justice. OHR enforces the Human Rights and Failure to Pay Wages Ordinances.

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

Housing Asset Management
Serves the community by promoting and implementing the City of Boulder's Affordable Homeownership Program. Asset Management also protects the integrity of the city's affordable housing programs by ensuring compliance with state, federal and city rules and regulations.

Community Investment
Community Investment invests financial resources and provides technical assistance to housing partners and community-serving agencies. Local and federal housing funds create and preserve affordable housing, federal community development funding improves community facilities and supports programs serving low- and moderate-income persons, Human Services Funding supports the operations of community nonprofits, Health Equity Fund furthers health promotion, wellness programs, and chronic disease prevention to address health equity, the Substance Education and Awareness grant funding for community education and prevention programs for children, youth, and families related to substance and recreational marijuana use and impacts. Community Investment also participates in regional housing activities serving as the lead agency for the Boulder Broomfield HOME Consortium Boulder County Regional Housing Partnership and assists in allocating funding to address COVID-19.

Housing & Human Services Budget

Family Services

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

Older Adult Services

Prior to the pandemic, Senior Services provided programs and services for older adults at the East and West Age Well Centers, including enrichment programs, resource seminars and support groups, wellness programs, day trips, resource and referral for community services, and short-term case management for vulnerable older adults. Senior Services administers the city's Food Tax Rebate Program for families, individuals with disabilities and older adults with lower incomes. Senior Services collaborates with Boulder County and community agencies to plan, coordinate, and evaluate services for older adults, including the Age Well Boulder County strategic plan, and staffs the City Manager- appointed Senior Community Advisory Committee. The Committee provides consultation and expertise to city staff on policy and programs related to older adults and serves as city liaison to the Boulder Seniors Foundation. The current budget situation required the closing of the East Age Well Center and the suspension of many enrichment programs, resource seminars and support groups, wellness programs, and day trips. All other services continue, and suspended programs and services will resume as conditions improve and resources are available.

2020 Accomplishments

- Amid the pandemic and associated city budget reductions, HHS continued to provide core services to the community including providing affordable homeownership opportunities, community mediation, case management for families and older adults, human rights protections, and ongoing policy guidance and implementation.
- 199 new low/moderate/middle income permanently affordable homes were added this year with another 243 anticipated by the end of the year.
- 8.4% of homes in the city are now permanently affordable showing remarkable progress towards the goal of 15% of homes by 2035.
- Community Relations successfully petitioned the Boulder County District Court judges to encourage mediation prior to any eviction filing.
- Progress continues on development projects furthering the city's commitment to creating and preserving diverse housing options in Boulder. In partnership with Boulder Housing Partners, 120 affordable homes were completed at 30Pearl, a mixed-use development offering an additional 179 new market rate housing opportunities. Ponderosa Community Stabilization continued on the path to provide affordable and stable housing by annexing into the city, beginning infrastructure replacement and improvements, and designing housing options serving the residents of the community.

Since the City of Boulder launched the Substance Education and Awareness (SEA) Fund in 2016 to prevent youth substance use by leveraging the city's recreational marijuana tax revenue, $1.38M have been invested in community- and school-based youth programs and family-focused media campaigns.

Housing & Human Services Budget

2020 Accomplishments, Continued

- Implemented the recently adopted Manufactured Housing Strategy through successful lobbying at the state legislature and adopted local ordinances that further Boulder Valley Comprehensive Plan (BVCP) policies.
- Through coordinated efforts aligned with the Homelessness Strategy, helped 147 adults exit homelessness between January and June 2020, including the provision of housing for 70 people, family reunification services for 26 people, diversion services for 42 people and participation opportunities in treatment or other programs for 27 people.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Housing & Human Services	**$ (381,400)**	**-**	**$ (1,327,666)**	**(4.50)**
New/Enhanced Program				
Bring Early Diversion, Get Engaged (EDGE) Program In-House from Police	-	-	161,920	4.00
Cost Reduction of Existing Service				
Eliminate 3 Older Adult Services (OAS) Customer Service Positions	-	-	(71,431)	(1.50)
Eliminate Asset Program Manager Position	-	-	(118,040)	(1.00)
Eliminate Data Analytics Project Manager Position	-	-	(87,221)	(1.00)
Eliminate Human Services Planner Position	-	-	(101,547)	(1.00)
Eliminate Older Adult Services (OAS) East Center	-	-	(9,620)	-
Eliminate Planner III Position	-	-	(105,370)	(1.00)
Eliminate Program Development Manager Position	-	-	(128,860)	(1.00)
Eliminate Program Manager Position	-	-	(110,420)	(1.00)
Eliminate Senior Project Manager Position	-	-	(36,682)	(0.25)
Eliminate Youth Opportunity Program Grant Funds	-	-	(164,500)	-
Reduce Fleet Replacement Funding	(69,948)	-	-	-
Reduce Grants for Homelessness Program	(100,000)	-	-	-
Reduce Human Relations Commission	-	-	(9,530)	-
Reduce Human Services Fund Grants	(120,952)		(336,114)	-
Reduce Multiple NPE Expenditure Categories- One-Time	(90,500)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(125,375)	-
Reduce OAS Admin Spc Position and Temporary Help	-		(26,648)	(0.25)
Reduce Youth Opportunity Program Coordinator Position	-		(58,228)	(0.50)

Since 2018, Older Adult Services has provided over $100,000 to help with rent, utilities, health care and other basic needs and hosted over 875 programs and events.

Housing & Human Services Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	7.85	$ 1,228,779	8.50	$ 1,372,025	7.75	$ 1,141,446	(0.75)	$ (230,579)
Subtotal	**7.85**	**$ 1,228,779**	**8.50**	**$ 1,372,025**	**7.75**	**$ 1,141,446**	**(0.75)**	**$ (230,579)**
Family Services								
Early Childhood Programs	0.29	$ 172,150	0.28	$ 239,580	0.28	$ 241,764	-	$ 2,184
Family Resource Schools	6.77	791,059	5.32	770,987	5.39	784,093	0.07	13,106
Prevention and Intervention	-	146,167	-	148,430	-	146,230	-	(2,200)
Youth Opportunities Program	1.00	281,763	1.15	314,438	0.58	84,233	(0.57)	(230,205)
Subtotal	**8.06**	**$ 1,391,139**	**6.75**	**$ 1,473,435**	**6.25**	**$ 1,256,320**	**(0.50)**	**$ (217,115)**
Community Relations								
Community Relations and Human Relations Commission	2.44	$ 249,586	1.50	$ 253,272	1.70	$ 251,292	0.20	$ (1,980)
Food Tax Rebate Program	-	-	-	-	0.30	23,962	0.30	23,962
Office of Human Rights	0.75	60,042	1.00	95,071	1.00	94,151	-	(920)
Community Mediation	2.00	201,602	2.00	199,423	2.00	203,737	-	4,314
Subtotal	**5.19**	**$ 511,230**	**4.50**	**$ 547,766**	**5.00**	**$ 573,142**	**0.50**	**$ 25,376**
Community Funding & Planning								
Community Funding	3.50	$ 7,899,569	3.00	$ 7,181,145	2.00	$ 6,378,801	(1.00)	$ (802,344)
Planning	3.00	1,855,496	4.00	2,389,361	6.00	2,067,578	2.00	(321,783)
Subtotal	**6.50**	**$ 9,755,065**	**7.00**	**$ 9,570,506**	**8.00**	**$ 8,446,379**	**1.00**	**$ (1,124,127)**
Senior Services								
Food Tax Rebate Program	0.28	$ 30,028	0.42	$ 36,504	-	$ -	(0.42)	$ (36,504)
Senior Centers	4.44	393,112	3.84	344,361	2.20	233,924	(1.64)	(110,437)
Senior Resources	2.85	278,518	2.79	294,304	2.52	275,803	(0.27)	(18,501)
Senior Health & Wellness	0.82	161,907	1.19	178,812	1.08	166,421	(0.11)	(12,391)
Senior Social Programs	1.08	134,287	1.26	149,537	1.45	165,302	0.19	15,765
Subtotal	**9.47**	**$ 997,852**	**9.50**	**$ 1,003,518**	**7.25**	**$ 841,450**	**(2.25)**	**$ (162,068)**
Housing								
Community Investment	4.00	$ 21,190,152	3.00	$ 5,932,477	1.75	$ 6,045,734	(1.25)	$ 113,257
Asset Management	3.00	707,540	5.00	925,715	4.25	808,247	(0.75)	(117,468)
Planning and Policy	4.50	531,146	4.50	520,329	4.00	450,131	(0.50)	(70,198)
Subtotal	**11.50**	**22,428,838**	**12.50**	**7,378,521**	**10.00**	**7,304,112**	**(2.50)**	**(74,409)**
Cost Allocation and Transfers								
Cost Allocation and Transfers	-	$ 286,915	-	$ 291,233	-	$ 291,265	-	$ 32
Subtotal	**-**	**$ 286,915**	**-**	**$ 291,233**	**-**	**$ 291,265**	**-**	**$ 32**
Total	**48.57**	**$ 36,599,818**	**48.75**	**$ 21,637,004**	**44.25**	**$ 19,854,114**	**(4.50)**	**$ (1,782,890)**
EXPENDITURE BY CATEGORY								
Personnel		$ 4,662,493		$ 5,060,274		$ 4,519,931		$ (540,343)
Operating		31,000,547		16,102,108		14,901,129		(1,200,979)
Interdepartmental Charges		162,456		183,389		141,789		(41,600)
Capital		487,407		-		-		-
Debt Service		-		-		-		-
Cost Allocation		286,915		291,233		291,265		32
Total		**$ 36,599,818**		**$ 21,637,004**		**$ 19,854,114**		**$ (1,782,890)**
STAFFING AND EXPENDITURE BY FUND								
General Fund	31.37	$ 9,000,670	31.65	$ 9,731,932	30.40	$ 8,143,753	(1.25)	$ (1,588,179)
Sugar Sweetened Beverage Distribution Tax	1.00	4,599,384	1.00	3,735,393	1.00	3,720,384	-	(15,009)
Affordable Housing	7.88	18,654,633	7.84	3,166,088	6.09	2,919,288	(1.75)	(246,800)
Community Housing Assistance Program	4.97	3,146,818	5.00	3,176,937	4.25	3,059,469	(0.75)	(117,468)
Community Development Block Grant	2.35	656,256	2.26	732,101	2.01	824,551	(0.25)	92,450
HOME Investment Partnership Grant	1.00	542,057	1.00	1,094,553	0.50	1,186,669	(0.50)	92,116
Total	**48.57**	**$ 36,599,818**	**48.75**	**$ 21,637,004**	**44.25**	**$ 19,854,114**	**(4.50)**	**$ (1,782,890)**

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Human Resources Budget

City Staff Maintaining The Trail System

2021 Recommended Budget
$4,417,549

Department Divisions

- Core HR Administration
- Business Partnership & Labor Relations
- Learning
- HR Technology & Data
- Talent Acquisition
- Total Rewards (Benefits, Compensation, & Well-Being)

2021 Key Initiatives

- Human capital management and payroll system implementation (phase 1).
- Develop employee bonus and incentive program.
- As budget allows, relaunch core HR services (e.g., citywide learning program, leadership academy, career coaching, tuition reimbursement) with an eye to equity.
- Co-lead a citywide initiative to define the future of work – considering workplace of the future, talent acquisition, development and retention, employer brand, city culture building, and total rewards.
- Continued focus on approaching recruitment, retention, employee development, total rewards, and learning through a racial and gender equity lens.

Department Funding

22.00 FTE

Human Resources Budget

Department Mission

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

Department Overview

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

Business Partnership & Labor Relations
HR Business Partners (HRBPs) work collaboratively with the city's workforce to provide people-oriented solutions based on expertise in human resources and broad-based knowledge of the city operations. HRBPs assist in strategy development for the clients they support in areas such as hiring and selection, compensation and classification, retention and talent development, and employee/labor relations. This team manages the city's negotiation strategies and processes to create union contracts with collective bargaining units: Boulder Municipal Employees Association (BMEA), International Association of Fire Fighters (IAFF) and Boulder Police Officers Association (BPOA). The team also advises employees and supervisors on contract interpretation and application.

Learning
The Learning function designs and delivers high quality training solutions to all city employees. The learning program is aligned to the city's organizational effectiveness framework and administered via in-person and digital platforms.

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

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

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

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

Human Resources Budget

2020 Accomplishments

- Led employee-centric citywide response and recovery efforts to COVID-19 through a strategic personnel reduction, temporary policy changes, and employee communication.
- Launched a market-based and equitable citywide job classification and compensation structure.
- Completed a multi-year planning and readiness phase in preparation for a 2-year human capital management and payroll system implementation.
- Continued to apply a racial and gender equity lens to all HR work including removing names from all job applications, completing a pay equity analysis, and readying for adoption of CO Equal Pay for Equal Work Act.
- Redefined the role and processes for core HR transactions and frontline customer service.
- Continued growth of in-house HR subject matter expertise by adding staff that bring skills related to HR strategy and ops, benefits and compensation analysis, and HR data and systems.
- Launched a series of employee pulse surveys to drive key decisions around COVID-19 recovery and the overall employee experience.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Human Resources	**$ (170,000)**	**-**	**$ 254,679**	**(1.00)**
New/Enhanced Program				
New Human Resources Information System (HRIS) Administration	-	-	500,000	-
Cost Reduction of Existing Service				
Eliminate HR Coordinator Position	-	-	(90,321)	(1.00)
Reduce Multiple NPE Expenditure Categories- One-Time	(170,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- Ongoing	-	-	(140,000)	-
Repurpose Talent Acquisition Manager to Recruiting Program Manager	-	-	(15,000)	-

The city will save nearly $1.7m with a one city, one Boulder approach to 6 holiday furlough days in 2020.

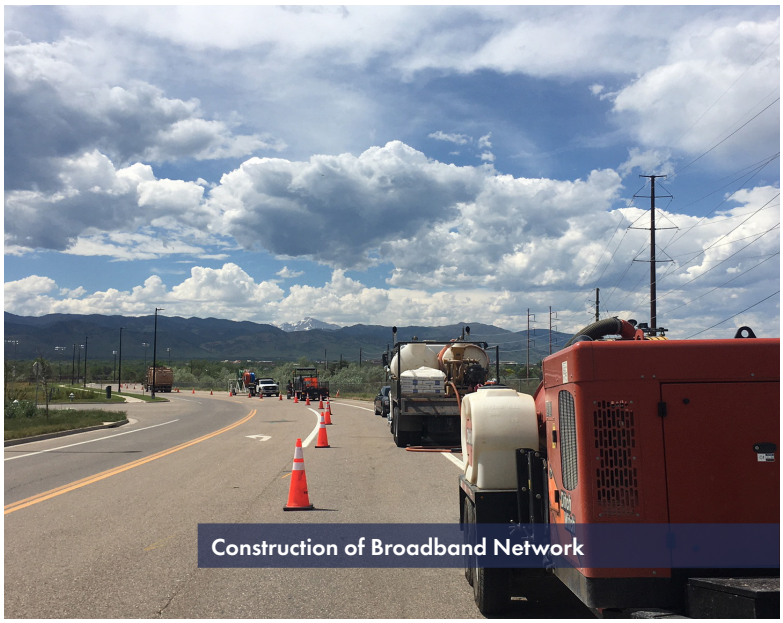
Human Resources Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Strategy	3.00	$ 456,867	2.00	$ 374,638	2.00	$ 374,638	-	$ -
Business & Technology Services	3.00	371,818	3.00	558,814	3.00	858,814	-	300,000
Core HR	-	-	-	150,000	4.00	506,000	4.00	356,000
Citywide Compensation Adjustments	-	-	-	750,000	-	750,000	-	-
Subtotal	**6.00**	**$ 828,686**	**5.00**	**$ 1,833,451**	**9.00**	**$ 2,489,451**	**4.00**	**$ 656,000**
Business Partnership & Labor Relations								
Business Partnership & Labor Relations	7.00	$ 753,605	6.00	$ 901,252	5.00	$ 751,000	(1.00)	$ (150,252)
Subtotal	**7.00**	**$ 753,605**	**6.00**	**$ 901,252**	**5.00**	**$ 751,000**	**(1.00)**	**$ (150,252)**
Learning								
Learning	3.00	$ 506,562	3.00	$ 479,511	1.00	$ 215,000	(2.00)	$ (264,511)
Subtotal	**3.00**	**$ 506,562**	**3.00**	**$ 479,511**	**1.00**	**$ 215,000**	**(2.00)**	**$ (264,511)**
Talent Acquisition								
Talent Acquisition	2.00	$ 298,173	2.00	$ 300,945	1.00	$ 178,040	(1.00)	$ (122,905)
Subtotal	**2.00**	**$ 298,173**	**2.00**	**$ 300,945**	**1.00**	**$ 178,040**	**(1.00)**	**$ (122,905)**
Total Rewards								
Benefits Administration	4.00	$ 535,346	5.00	$ 578,286	3.00	$ 316,044	(2.00)	$ (262,242)
Compensation	1.00	202,287	1.00	156,688	2.00	156,688	1.00	-
Well-Being Programs & Administration	1.00	299,086	1.00	359,513	1.00	311,325	-	(48,188)
Subtotal	**6.00**	**$ 1,036,720**	**7.00**	**$ 1,094,487**	**6.00**	**$ 784,058**	**(1.00)**	**$ (310,430)**
Total	**24.00**	**$ 3,423,746**	**23.00**	**$ 4,609,646**	**22.00**	**$ 4,417,549**	**(1.00)**	**$ (192,097)**
EXPENDITURE BY CATEGORY								
Personnel		$ 2,474,075		$ 2,701,506		2,587,215		$ (114,291)
Operating		887,113		1,848,825		1,783,032		(65,793)
Interdepartmental Charges		62,558		59,315		47,302		(12,013)
Capital		-		-		-		-
Total		**$ 3,423,746**		**$ 4,609,646**		**$ 4,417,549**		**$ (192,097)**
STAFFING AND EXPENDITURE BY FUND								
General	24.00	$ 3,423,746	23.00	$ 4,609,646	22.00	4,417,549	(1.00)	$ (192,097)
Total	**24.00**	**$ 3,423,746**	**23.00**	**$ 4,609,646**	**22.00**	**$ 4,417,549**	**(1.00)**	**$ (192,097)**

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

Innovation & Technology Budget


Construction of Broadband Network

2021 Recommended Budget $14,395,083

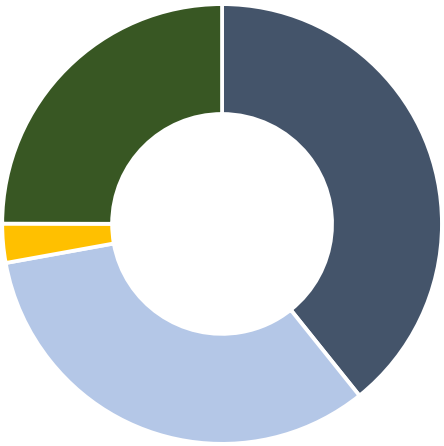
Department Divisions

- Capital, Non-IT, & Citywide Items
- Administration
- Application Services
- Customer Engagement
- Cyber Security and Privacy
- Infrastructure Services
- Innovation & Analytics
- Project Management Office

2021 Key Initiatives

- Continued construction of Broadband fiber infrastructure.
- Implementation of phase one of the Data Warehouse.
- Following fall 2020 user testing and department content migration, a newly redesigned city website will launch in first quarter of 2021.
- The development of phase 1 of the Constituent Relationship Management (CRM) will begin in early 2021.
- City staff will evaluate shared files on city systems and move relevant content to SharePoint and Microsoft Teams, reducing our on-premise storage footprint and improving collaboration. Architecting a next generation Azure computing and data infrastructure will continue our work to transition more city services to the cloud.
- A Boulder Direct Democracy Online (BDDO) system will be released, as authorized by Measure 2G, for 2021 elections.
- Ongoing digital transformation with focus on developing a comprehensive digital transformation roadmap, including establishment of citywide digital signature capabilities for use on both internal and external processes requiring formal signature.
- Establishment of a Security, Risk, and Compliance Advisory Committee as well as a Digital Services Governance Committee.

Department Funding



- General Fund 39%
- Governmental Capital Fund (tied to General Fund) 33%
- Telecommunications Fund 3%
- Computer Replacement Fund 25%

39.00 FTE

Innovation & Technology Budget

Department Mission

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

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

Department Overview

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

Administration
The IT Administrative division provides overall leadership, strategic planning, and management support to the other divisions of IT, including financial management and administration of citywide technology funds.

Application Services
The Application Services division provides software support, application development, data management, software implementation, and reporting support to both the city's customer-facing municipal services (e.g. city website, Police, Fire-Rescue, Parks and Recreation, Public Works Utilities, etc.) and internal business operations (e.g. Human Resources, Finance, etc.). The division is increasingly focused on the use of new application and data analysis to integrate systems and provide new, online services and digital information.

Customer Engagement
The Customer Engagement division is responsible for IT Service Desk support, training, and communications. The IT Service Desk provides phone and email-based technical support to all city staff members with a focus on first-call resolution whenever possible. If issues cannot be resolved at the Service Desk, they are triaged to another IT team. The IT training team facilitates a wide variety of modern, custom training approaches for several technology tools used in the city by leveraging instructor-led training, user guides, videos, eLearning, and more. IT communications manages connections with IT users, focusing on important changes and information in our technology environment.

The Open Data program publishes 113 datasets, representing 90 percent of city departments. Of the 102 datasets, 54 have automated updates.

Innovation & Technology Budget

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

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

Innovation & Analytics
The Innovation and Analytics division partners with city departments to apply collaborative, user-centric, and data-driven practices that heighten service to the Boulder community. The division helps departments leverage their data assets for informed decision-making with data science and business intelligence practices, while also improving transparency and accountability through open data publishing and data-informed community engagement. The division uses process improvement training and methods to help city staff continuously improve their program and processes' performance. The division also helps IT and departments seek, incubate, partner on, and pilot new solutions that transform the city's digital footprint to best serve the Boulder community.

Project Management Office
The IT Project Management Office (PMO) delivers management and consulting services for numerous city initiatives. The IT PMO specializes in meeting the city's project management, business analysis, and process improvement needs in the technology space. Internally, the Project Management Office supports all IT work planning efforts, resource management, and procurement related activities such as contracting and request for proposal (RFP) processes.

2020 Accomplishments

- IT implemented several new technologies to enhance city staff's remote access and collaboration capabilities including, Remote Desktop Services which provides secure remote access to city network resources and specialized applications from any Internet attached computer, Always on VPN which allows all city laptops/tablets to remotely and seamlessly access city network resources, and Microsoft Teams, which provides voice communication, video meeting/chat, collaboration and file sharing capabilities from any Internet attached device (computer, tablet, smartphone).
- A new Microsoft Teams-based phone system was implemented, greatly enhancing communication capabilities for an internal, mobile and remote workforce while reducing overall costs by nearly $300k/year.
- A two-year project began to build approximately 60 miles of broadband infrastructure, along with 10 miles of fiber laterals to key locations in the city including 20 low and middle-income housing areas with low services, traffic signals, and radio towers. This will be the first step in core smart city infrastructure as well as closing the access gap in our community.

Since the COVID-19 Work from Home order, there have been 748,051 Teams chat messages, 20,320 Teams calls and 31,006 Teams meetings.

Innovation & Technology Budget

2020 Accomplishments, Continued

- The cyber security program strengthened our email anti-phishing safeguards, performed freshwater utility and water reclamation utility critical infrastructure audits, and completed the city's 2020 payment card industry compliance self-assessment. Projects are in progress to enable multi-factor authentication and deliver a cyber security skills training to all city employees. As a result of our citywide cyber security efforts and engaged staff, the city did not experience any significant security incidents in 2020.
- Numerous data management and analytics goals were accomplished in 2020. A new Data Policy was approved on January 1st and the city began implementing key data principles through data classification and data use agreements. As a result of the new Data Policy, we began road mapping and implementing a new citywide data warehouse architecture, laying the foundation for strengthened data integrity, protection, sharing, and analytics. In the context of this work, Boulder became one of just 24 U.S. cities and the first in Colorado to be recognized by What Works Cities for its data and innovation practices, receiving silver certification in 2020. The Innovation and Analytics division began exhibiting its more sophisticated data science capabilities with the new Data Scientist role hired in fall 2019. The team supported COVID-19 response and recovery efforts, including development of a COVID-19 Early Detection Warning System for Boulder County jurisdictions to identify early virus trends using 911 call data. Data and Analytics partnered with the city's Racial Equity Program to develop new equity indicators and assessment tools that will help departments objectively assess equity impacts of services. The team also supported the Boulder Police Department's new Police Chief's efforts to strengthen its data assets and operational data tools.
- The Department undertook several cutting-edge initiatives to strengthen public engagement through the city's digital footprint. IT and Communications led initial design and BETA testing of a new, public facing website design developed through specific user surveying and design practices. The department partnered with Community Vitality and Google.org to develop the 'Boulder for Me' service eligibility calculator, a tool to be integrated into the new website for community members to quickly understand what services the city offers to meet their greatest needs.
- A new Boulder Direct Democracy Online (BDDO) system was developed, which will allow Boulder registered voters to endorse petitions online during elections in 2021.
- Worked jointly with the Finance Department to implement a new Sales Tax system (GenTax), which allows Boulder businesses to file and submit their tax payments online.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Innovation & Technology	**$ -**	**-**	**$ (672,065)**	**(5.00)**
New/Enhanced Program				
New Database Administrator Position	-	-	102,115	1.00
Cost Reduction of Existing Service				
Eliminate Business Analyst II Position	-	-	(125,311)	(1.00)
Eliminate Data Analytics Project Manager Position	-	-	(85,173)	(1.00)
Eliminate GIS Program Manager Position	-	-	(120,464)	(1.00)
Eliminate PMO Position	-	-	(79,150)	(1.00)
Eliminate Manager Position (TBD)	-	-	(115,568)	(1.00)
Eliminate Tech Support Analyst II Position	-	-	(86,801)	(1.00)
Reduce Consulting Costs	-	-	(60,000)	-
Reduce Staff Training Budget	-	-	(42,501)	-
Suspend IT Paid Internship Program	-	-	(59,211)	-

Innovation & Technology Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	3.00	$ 384,435	3.00	$ 494,768	3.00	$ 416,529	-	$ (78,239)
Subtotal	**3.00**	**$ 384,435**	**3.00**	**$ 494,768**	**3.00**	**$ 416,529**	**-**	**$ (78,239)**
Customer Experience								
Service Desk	1.30	$ 260,584	2.35	$ 246,986	2.40	$ 233,690	0.05	$ (13,296)
Training	1.00	180,243	1.20	144,601	1.50	176,985	0.30	32,384
Subtotal	**2.30**	**$ 440,827**	**3.55**	**$ 391,588**	**3.90**	**$ 410,675**	**0.35**	**$ 19,087**
Strategy and Innovation								
Innovation	2.00	$ 371,781	3.00	$ 451,633	2.00	$ 323,544	(1.00)	$ (128,089)
Subtotal	**2.00**	**$ 371,781**	**3.00**	**$ 451,633**	**2.00**	**$ 323,544**	**(1.00)**	**$ (128,089)**
Application Services								
Applications & Related Support	16.75	$ 1,648,058	10.82	$ 1,753,264	9.90	$ 1,464,658	(0.92)	$ (288,606)
Database Administration	1.00	248,014	1.13	181,304	2.10	322,316	1	141,012
Subtotal	**17.75**	**$ 1,896,072**	**11.95**	**$ 1,934,568**	**12.00**	**$ 1,786,974**	**0.05**	**$ (147,594)**
Project Management Office								
Project Management	-	$ 560,305	5.00	$ 663,710	3.00	$ 415,991	(2.00)	$ (247,719)
Subtotal	**-**	**$ 560,305**	**5.00**	**$ 663,710**	**3.00**	**$ 415,991**	**(2.00)**	**$ (247,719)**
Infrastructure Services								
Network Administration	2.30	$ 348,108	2.15	$ 364,916	2.20	$ 365,571	0.05	$ 655
Server Administration	3.35	539,575	4.20	598,271	4.40	605,886	0.20	7,615
End-User Device and Office Automation Administration and Tier 2 Support	8.65	845,917	7.40	929,353	5.50	664,974	(1.90)	(264,379)
Subtotal	**14.30**	**$ 1,733,600**	**13.75**	**$ 1,892,540**	**12.10**	**$ 1,636,431**	**(1.65)**	**$ (256,109)**
Security Services								
Security Administration	1.40	$ 255,044	2.75	$ 486,604	2.00	$ 368,759	(0.75)	$ (117,845)
Subtotal	**1.40**	**$ 255,044**	**2.75**	**$ 486,604**	**2.00**	**$ 368,759**	**(0.75)**	**$ (117,845)**
Citywide IT (non-departmental)								
IT Capital Money	-	$ 6,072	-	$ -	-	$ -	-	$ -
Telecom Connectivity	-	137,860	1.00	439,688	1.00	268,264	-	(171,424)
Citywide Telecommunications & Computer Replacement Programs - Non CIP	1.00	2,532,167	-	2,898,908	-	2,797,316	-	(101,592)
Subtotal	**1.00**	**$ 2,676,099**	**1.00**	**$ 3,338,596**	**1.00**	**$ 3,065,580**	**-**	**$ (273,016)**
Capital Improvement Program								
Capital Improvement Program	-	$ 2,166,473	-	$ 4,292,472	-	$ 5,970,600	-	$ 1,678,128
Subtotal	**-**	**$ 2,166,473**	**-**	**$ 4,292,472**	**-**	**$ 5,970,600**	**-**	**$ 1,678,128**
Total	**41.75**	**$ 10,484,636**	**44.00**	**$ 13,946,478**	**39.00**	**$ 14,395,083**	**(5.00)**	**$ 448,605**
EXPENDITURE BY CATEGORY								
Personnel		$ 5,162,362		$ 5,495,501		$ 4,687,785		$ (807,716)
Operating		4,415,461		3,847,604		3,642,722		(204,882)
Interdepartmental Charges		178,213		209,846		148,732		(61,114)
Capital		649,541		4,313,284		5,835,600		1,522,316
Other Financing Uses		79,058		80,244		80,244		-
Total		**$ 10,484,635**		**$ 13,946,478**		**$ 14,395,083**		**$ 448,605**
STAFFING AND EXPENDITURE BY FUND								
General	40.75	$ 5,785,995	43.00	$ 6,755,098	38.00	$ 5,652,167	(5.00)	$ (1,102,931)
Governmental Capital	-	1,516,933	-	3,385,000	-	4,735,000	-	1,350,000
Telecommunications	1.00	412,291	1.00	568,036	1.00	412,795	-	(155,241)
Computer Replacement	-	2,769,416	-	3,238,343	-	3,595,121	-	356,778
Total	**41.75**	**$ 10,484,635**	**44.00**	**$ 13,946,478**	**39.00**	**$ 14,395,083**	**(5.00)**	**$ 448,605**

In June 2020 alone, our email system received 1.2 million messages and sent 170,000 messages. 60,000 phishing messages and 240,000 spam messages were detected and quarantined by our email protection system.

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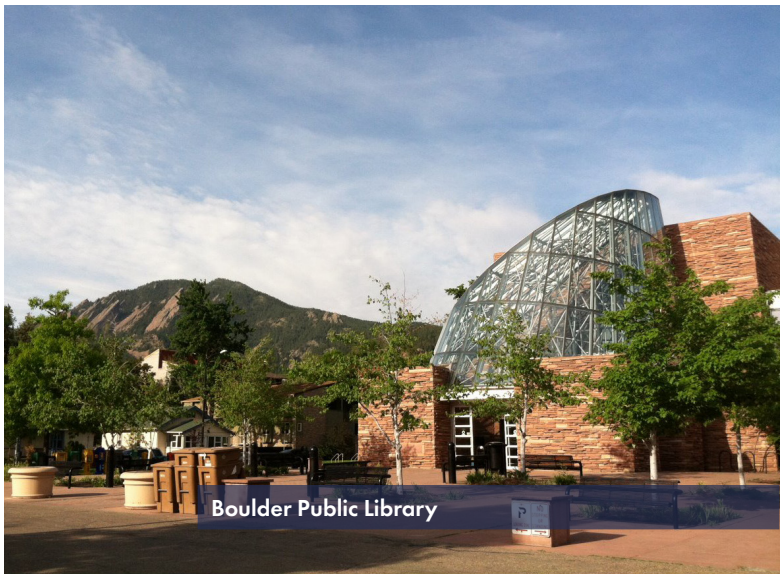
Library & Arts Budget


Boulder Public Library

2021 Recommended Budget $9,051,680

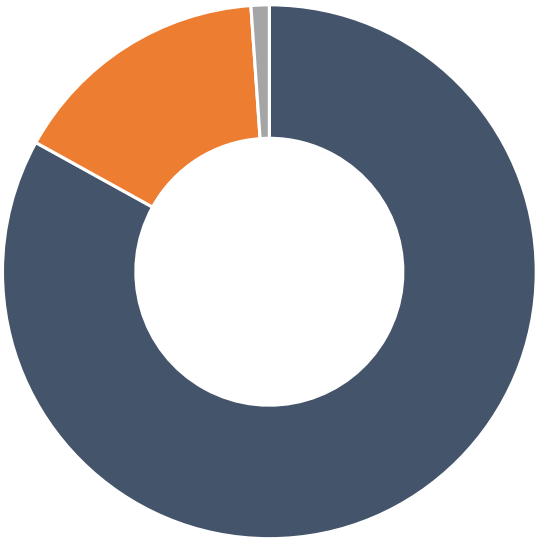
Department Divisions

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

2021 Key Initiatives

- Continue planning of the North Boulder Branch Library project and associated public art.
- Implement facility floorplan and furnishing enhancements to improve patron access at the George Reynolds Branch Library.
- Offer One Book, One Boulder for the second year. As in 2020, the book selected will reflect community interests, needs and current events, and several events will be offered to all ages around the topic/ selected book.
- Continue and expand the Creative Neighborhoods: Work Projects to build the positive social infrastructure potential of arts leadership at a very local level and in response to the developing circumstances of the pandemic and recession.
- Conduct the 6th Arts and Economic Prosperity Study in collaboration with American's for the Arts which will comprehensively examine the economic impact of cultural nonprofits and their audiences.

Department Funding



68.75 FTE

Library & Arts Budget

Department Mission

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

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

Department Overview

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

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

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

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

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

The new public art project in the Civic Area by Adam Kuby supports dozens of local jobs in construction, metal fabrication, engineering, concrete, landscaping, and more.

Library & Arts Budget

2020 Accomplishments

- Implemented holds carryout service at the Main Library and Meadows Branch Library, to get books and more into the hands of community members during the Governor's "Stay at Home" order. Assigned staff from several library teams to offer onsite self-service holds pick-up of library materials, copy/print services, and physically-distanced computing.
- Distributed 250 wireless hotspots with unlimited data service to low-income families in need of an internet connection for virtual schooling and other internet connectivity needs.
- Expanded the Online Library for all ages featuring ebooks, downloadable audiobooks, movies, and music, online classes, community and research resources, homework help, hundreds of interactive and recorded virtual events and programs for all ages, how-to videos, tech help, reading recommendations and much more.
- Quickly established the "Creative Neighborhoods: Work Projects" initiative which connects artists who have been impacted financially by the pandemic with commissions for projects to help their neighbors reconnect and recover.
- Worked with the Boulder Arts Commission, City Manager's Office, Budget and Finance Department, and the arts service nonprofit Create Boulder to move funding to nonprofit stabilization challenge fund. That investment of $20,000 was doubled by donations to Create Boulder, and then further expanded to return more than $160,000 to Boulder cultural nonprofits.
- Responded promptly to the closures of the pandemic to move Boulder Arts Week online. This included providing sponsorships to help artists with the costs of conducting their programs online. And, establishing a new website: Boulder Arts Online, which continues to serve as a clearinghouse for pandemic-friendly arts activity.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Library & Arts	**$ (415,722)**	**-**	**$ (1,120,010)**	**(10.50)**
New/Enhanced Program				
Bring Library Security & Support Services In-House	-	-	100,000	1.75
Cost Reduction of Existing Service				
Reduce Administrative Functions & Sponsorships (Arts)	(3,861)	-	(66,484)	-
Reduce Cultural Grants Program (Arts)	(39,312)	-	(117,938)	-
Reduce Public Art Maintenance & Unscheduled Projects (Arts)	(20,000)	-	(5,100)	-
Adjust Operations at Meadows, Reynolds, & NoBo Branch Libraries	-	-	(4,500)	-
Adjust Operations for Library Acquisitions, Collection Development, Resource Services, & Archive	-	-	(127,500)	-
Adjust Operations for Main Library Patron & Youth Services & Materials Handling	-	-	(3,500)	-
Adjust Operations for Programs, Events, & Sponsorships	-	-	(11,000)	-
Eliminate 2 Programs, Events, & Outreach Specialist Positions	-	-	(94,189)	(1.25)
Eliminate 3 Branch Library Specialist Positions	-	-	(141,037)	(2.25)
Eliminate 3 Library Specialist Positions	-	-	(134,979)	(2.25)
Eliminate 6 Materials Handler Positions	-	-	(109,889)	(2.25)
Eliminate Bilingual Library Youth Specialist Position	-	-	(63,997)	(0.50)
Eliminate Branch Services Manager Position	-	-	(102,647)	(1.00)
Eliminate Collection Development & Library Specialist Position			(51,105)	(0.75)
Eliminate Creative Technologist Position	-	-	(63,617)	(1.00)
Eliminate Library & Scheduling Specialist Position	-	-	(66,596)	(1.00)
Hold Carnegie Branch Librarian Position Vacant	(90,329)	-	-	-
Hold Resource Services Manager Position Vacant	(110,252)	-	-	-
Reduce BLDG61 Makerspace Materials	-	-	(30,000)	-
Reduce BoulderReads Program & Hold BoulderReads Manager Position Vacant	(66,968)	-	(1,500)	-
Reduce Non-Personnel Staff Support	(85,000)	-	(24,432)	-

Library & Arts Budget

Department Detail

	2019 Actual Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Library Administration	4.00	$ 741,670	4.00	$ 894,553	5.75	$ 765,835	1.75	$ (128,718)
Library Facility and Asset Maintenance	-	218,451	-	300,585	-	307,304	-	6,719
Volunteer Services	1.00	110,586	1.50	132,455	1.50	122,313	-	(10,142)
Grant Programs	-	398,874	-	450,000	-	323,500	-	(126,500)
Subtotal	**5.00**	**$ 1,469,580**	**5.50**	**$ 1,777,593**	**7.25**	**$ 1,518,952**	**1.75**	**$ (258,641)**
Arts and Culture								
Arts Administration	3.00	$ 437,733	3.00	$ 494,859	3.00	$ 431,184	-	$ (63,675)
Arts Grants	-	931,373	-	925,000	-	769,750	-	(155,250)
Arts Programs	0.50	48,109	0.50	44,986	0.75	59,644	0.25	14,658
Public Art Maintenance	-	-	-	30,000	-	4,900	-	(25,100)
Subtotal	**3.50**	**$ 1,417,214**	**3.50**	**$ 1,494,845**	**3.75**	**$ 1,265,478**	**0.25**	**$ (229,367)**
Community Engagement and Enrichment								
BoulderReads	2.25	$ 188,441	2.25	$ 192,429	1.50	$ 118,089	(0.75)	$ (74,340)
Carnegie Library for Local History	2.50	254,977	2.50	250,249	2.00	165,241	(0.50)	(85,008)
Programs, Events, & Outreach	5.25	490,098	5.25	468,767	4.00	371,442	(1.25)	(97,325)
Library Materials	5.50	1,602,408	5.50	1,608,586	4.75	1,545,327	(0.75)	(63,259)
Youth Services	6.00	443,368	7.00	534,947	6.50	471,142	(0.50)	(63,805)
Subtotal	**21.50**	**$ 2,979,293**	**22.50**	**$ 3,054,978**	**18.75**	**$ 2,671,241**	**(3.75)**	**$ (383,737)**
Public Services								
Patron Services	21.25	$ 1,357,661	21.25	$ 1,366,194	16.75	$ 1,061,054	(4.50)	$ (305,140)
Branch Libraries	14.50	928,738	15.50	1,024,294	12.25	779,996	(3.25)	(244,298)
Subtotal	**35.75**	**$ 2,286,399**	**36.75**	**$ 2,390,488**	**29.00**	**$ 1,841,050**	**(7.75)**	**$ (549,438)**
eServices								
Resource Services	6.00	$ 412,463	6.00	$ 490,088	5.00	$ 331,630	(1.00)	$ (158,458)
Technology Support	3.00	917,754	3.00	898,452	3.00	954,063	-	55,611
Flatirons Library Consortium	-	127,265	-	176,500	-	156,000	-	(20,500)
Makerspace	3.00	298,445	3.00	322,022	2.00	213,265	(1.00)	(108,757)
Subtotal	**12.00**	**$ 1,755,927**	**12.00**	**$ 1,887,062**	**10.00**	**$ 1,654,958**	**(2)**	**$ (232,104)**
Capital Improvement Program								
Capital Improvement Program	-	$ 763,095	-	$ 7,728,823	-	$ 100,000	-	(7,628,823)
Subtotal	**-**	**$ 763,094.90**	**-**	**$ 7,728,823**	**-**	**$ 100,000**	**-**	**$ (7,628,823)**
Total	**77.75**	**$ 10,671,508**	**80.25**	**$ 18,333,789**	**68.75**	**$ 9,051,680**	**(11.50)**	**$ (9,282,109)**
EXPENDITURE BY CATEGORY								
Personnel		$ 5,992,114		$ 6,407,693		$ 5,278,102		$ (1,129,591)
Operating		3,447,175		3,722,082		3,134,743		(587,339)
Interdepartmental Charges		476,561		475,191		538,835		63,644
Capital		755,658		7,728,823		100,000		(7,628,823)
Total		**$ 10,671,508**		**$ 18,333,789**		**$ 9,051,680**		**$ (9,282,109)**
STAFFING AND EXPENDITURE BY FUND								
General	77.25	$ 9,190,966	79.75	$ 9,044,061	68.25	$ 7,516,913	(11.50)	$ (1,527,148)
Library	0.50	1,480,542	0.50	1,560,905	0.50	1,434,767	-	(126,138)
Governmental Capital	-	-	-	700,000	-	100,000	-	(600,000)
Capital Development	-	-	-	3,000,000	-	-	-	(3,000,000)
Capital Improvement CCS	-	-	-	4,028,823	-	-	-	(4,028,823)
Total	**77.75**	**$ 10,671,508**	**80.25**	**$ 18,333,789**	**68.75**	**$ 9,051,680**	**(11.50)**	**$ (9,282,109)**

Between April and July, BPL created 90 online story time videos families can enjoy 24/7 while staying Safer at Home, and launched a popular Dial-a-Story line, community members can call to hear a new story read weekly.

Municipal Court Budget

View Of The Flatirons In The Fall

2021 Recommended Budget $2,050,646

Department Divisions

- Administration
- Adjudication
- Case Management

2021 Key Initiatives

- Establish a Community Court if funding materializes from the training and technical assistant grant from the U.S. Department of Justice mentioned in 2020 Accomplishments.
- Will continue to develop and broaden a robust teleworking model for court staff to ensure service delivery and health and wellness.
- Will continue to design and implement phases for conducting Court that corresponds to the health ebb and flow of the community.

Department Funding

16.35 FTE

Municipal Court Budget

Department Mission

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

Department Overview

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

Adjudication
Adjudication consists of all Court functions that occur in the courtroom. Judges preside over Court sessions with animal, general, parking, photo radar, photo red light, and traffic violations, as well as selected administrative and civil hearings. Staff manage case flow in and out of the courtroom and set court dates. Adjudication includes the Presiding Judge's involvement with various external collaborators, including the campus-community alcohol coalition, Acting on Alcohol Concerns Together (AACT), and Boulder County Public Health's Substance Abuse Implementation Team.

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

2020 Accomplishments

- Applied for a training and technical assistance grant from the U.S. Department of Justice to bolster efforts to create a robust Community Court within Boulder. This grant funding assists with developing effective responses to low-level, non-violent offenses. This is especially helpful in dealing with homeless populations.
- Maintained operations even after the City temporarily closed due to the pandemic. In addition, the Court adopted video conferencing for hearings to protect the public and staff's health and safety.
- Due to fiscal restraints brought on by the pandemic, the Court reduced its budget to meet the economic realities while maintaining excellent service delivery.
- Fully transitioned the old SharePoint site to the new Citywide SharePoint Hub site.

In 1955, when the Boulder Municipal Court was formally established (previously called the Police Magistrate Court), the monthly salary for the presiding judge was $400. That $400 in 1955 equals about $3,763 in 2019.

Municipal Court Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Municipal Court	**$ (305,717)**	**-**	**$ (159,556)**	**(2.00)**
Cost Reduction of Existing Service				
Eliminate 2 Deputy Court Clerk Positions	-	-	(159,556)	(2.00)
Reduce Facilities Renovation & Replacement Funding	(155,678)	-	-	-
Reduce Material Computer Software	(68,845)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(81,193)	-	-	-

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	3.75	$ 389,923	3.75	$ 528,356	2.75	$ 405,093	(1.00)	$ (123,264)
Subtotal	**3.75**	**$ 389,923**	**3.75**	**$ 528,356**	**2.75**	**$ 405,093**	**(1.00)**	**$ (123,264)**
Adjudication								
Adjudication	4.60	$ 623,469	4.60	$ 655,393	3.60	$ 551,834	(1.00)	$ (103,559)
Subtotal	**4.60**	**$ 623,469**	**4.60**	**$ 655,393**	**3.60**	**$ 551,834**	**(1.00)**	**$ (103,559)**
Case Management								
Animal	1.20	$ 125,256	1.20	$ 130,005	1.00	$ 102,473	(0.20)	$ (27,533)
General	1.20	125,382	1.20	130,004	1.00	106,706	(0.20)	(23,298)
Parking	1.20	172,638	1.20	181,039	1.00	156,523	(0.20)	(24,517)
Photo Enforcement	1.20	119,367	1.20	121,088	1.00	104,206	(0.20)	(16,883)
Probation Services	4.00	363,816	4.00	435,581	5.00	517,106	1.00	81,525
Traffic	1.20	125,259	1.20	130,006	1.00	106,707	(0.20)	(23,300)
Subtotal	**10.00**	**$ 1,031,718**	**10.00**	**$ 1,127,725**	**10.00**	**$ 1,093,719**	**0.00**	**$ (34,005)**
Total	**18.35**	**$ 2,045,110**	**18.35**	**$ 2,311,474**	**16.35**	**$ 2,050,646**	**(2.00)**	**$ (260,828)**
EXPENDITURE BY CATEGORY								
Personnel		$ 1,619,563		$ 1,817,340		$ 1,643,599		$ (173,741)
Operating		366,829		436,417		407,047	-	(29,370)
Interdepartmental Charges		58,718		57,717		-	-	(57,717)
Total		**$ 2,045,110**		**$ 2,311,474**		**$ 2,050,646**		**$ (260,828)**
STAFFING AND EXPENDITURE BY FUND								
General	18.35	$ 2,045,110	18.35	$ 2,311,474	16.35	$ 2,050,646	(2.00)	$ (260,828)
Total	**18.35**	**$ 2,045,110**	**18.35**	**$ 2,311,474**	**16.35**	**$ 2,050,646**	**(2.00)**	**$ (260,828)**

In Colorado, there are nearly 200 municipal courts. Many are part-time courts, with some holding court sessions only once or twice a month. Boulder's is among a small group that operates full-time.

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Open Space & Mountain Parks Budget

Chautauqua Repaired Hiking Path

2021 Recommended Budget $28,306,199

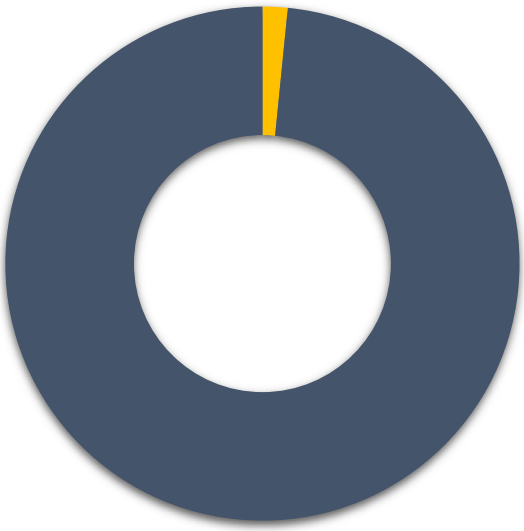
Department Divisions

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

2021 Key Initiatives

- Continue to steward the Open Space Fund and the open space system during ongoing COVID-19 recovery. Implement top priorities of the Master Plan approved in 2019. Key initiatives will align with focus areas, outcomes and strategies as outlined in the Plan:
- Improve soil health, integrate sustainable agricultural practices and resource protection, improve agricultural-related infrastructure, support the next generation of ranchers and farmers, and connect communities to agriculture and food.
- Foster connection with nature to improve wellness and reduce stress, continue to grow the Volunteer and Service-Learning program to teach stewardship as a responsible lifestyle, provide opportunities for all, and connect youth and families to nature.
- Safeguard large habitat blocks and corridors, maintain and restore grasslands, forests, wetlands and riparian areas, control invasive species, promote biodiversity of plants and animals, maintain soil health, and improve research and monitoring around ecological health.
- Use best management practices for recreation/ visitor use, maintain and improve trails and visitor infrastructure, support enjoyable recreation opportunities on OSMP lands, assess appropriateness of potential passive recreation activities, protect scenic resources, and address visitation levels and growth where appropriate.
- In the focus area of Financial Sustainability, continue to invest in asset management to understand total cost of system management and take care of what we have. The 2021 budget will be the first that fully incorporates the extension of the 0.15 percent sales tax increment that passed through a ballot measure in November 2019.

Department Funding



126.35 FTE

Open Space & Mountain Parks Budget

Department Mission

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

Department Overview

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

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

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

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

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

2020 Accomplishments

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

OSMP lands support a host of native species, including more than 740 species of plants, 300 bird species, 130 species of butterflies, 60 species of mammals, 20 reptile and amphibian species and 15 species of fish. These lands also host some of the highest-quality cliff-nesting raptor habitats in the western United States!

Open Space & Mountain Parks Budget

2020 Accomplishments, Continued

- Preserved and restored natural resources. OSMP continued to implement top natural resource priorities of Grassland, Forestry, and Trail Study Area plans through integrated site planning and design review teams; investments in ecological funded research topics; and monitoring of important species. Specific projects included mule deer research, removal of invasive plants, and forest thinning operations.
- Preserved and enhanced agricultural resources. OSMP continued to implement top priorities of the Agricultural Management Plan, including work with tenants and lessees to accomplish goals, preparing properties for agricultural tenancy, and maintaining and improving agricultural infrastructure. A pilot project around soil health continued in 2020.
- Worked to reduce the trail maintenance backlog. Through partnership with youth corps, conservation corps, contracted crews, in-house crews, and volunteers, completed trail maintenance across the OSMP system.
- Focused on continuous improvement within the OSMP department. OSMP continued to assess and develop best practices related to OSMP's scientific approach, data stewardship, planning and design, work plan, and budget management. During pandemic response, the department stewarded the Open Space Fund and focused on phasing and rescaling projects to still accomplish system maintenance across functions and services.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Open Space & Mountain Parks	**$ (2,258,703)**	**-**	**$ 21,606**	**1.00**
New/Enhanced Program				
Convert Trails Research Coordinator from Temporary to Standard Position	-	-	21,606	1.00
Cost Reduction of Existing Service				
Reduce Multiple CIP Projects- One-Time	(1,800,000)	-	-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(458,703)	-	-	-

People have lived and thrived on lands currently part of OSMP for more than 10,000 years. The oldest artifact found on OSMP lands is a Cody Complex arrowhead left by early bison hunters, estimated to be between 6,000 and 7,000 years old!

Open Space & Mountain Parks Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Office of the Director								
Director's Team	6.00	$ 1,105,551	6.00	$ 1,187,859	6.00	$ 1,168,848	-	$ (19,011)
Community Relations Office	2.00	206,885	2.00	218,035	2.00	209,008	-	(9,027)
Science Office	2.00	322,285	2.00	340,212	2.00	328,353	-	(11,860)
Subtotal	**10.00**	**$ 1,634,722**	**10.00**	**$ 1,746,106**	**10.00**	**$ 1,706,209**	**-**	**$ (39,898)**
Central Services								
Business Services	8.00	$ 775,274	8.00	$ 1,366,966	8.00	$ 1,326,270	-	$ (40,696)
Real Estate Services	5.00	504,312	4.00	560,057	4.00	424,947	-	(135,111)
Resource Information Services	7.75	1,200,602	7.75	1,355,842	7.75	1,474,181	-	118,339
Subtotal	**20.75**	**$ 2,480,188**	**19.75**	**$ 3,282,866**	**19.75**	**$ 3,225,397**	**-**	**$ (57,468)**
Community and Partnerships								
Community Engagement	5.50	$ 667,973	6.00	$ 701,750	6.00	$ 699,216	-	$ (2,534)
Volunteer Service Learning & Partnerships	3.00	524,358	3.00	536,907	3.00	526,362	-	(10,546)
Junior Rangers	1.00	410,383	1.00	436,371	1.00	413,849	-	(22,522)
Outreach	2.00	468,175	2.00	431,814	2.00	409,963	-	(21,851)
Planning Services	6.00	686,757	5.50	807,349	5.50	704,015	-	(103,333)
Ranger Services	19.05	2,069,154	19.05	2,106,618	19.00	2,152,612	(0.05)	45,994
Subtotal	**36.55**	**$ 4,826,801**	**36.55**	**$ 5,020,809**	**36.50**	**$ 4,906,018**	**(0.05)**	**$ (114,791)**
Resources and Stewardship								
Agricultural Management	5.00	$ 507,864	5.00	$ 585,506	6.00	$ 691,132	1.00	$ 105,626
Cultural Resources Program	2.00	278,532	2.00	236,808	2.00	225,868	-	(10,940)
Ecological Services from General Fund	-	53,755	2.00	184,661	-	-	(2.00)	(184,661)
Ecological Stewardship	4.05	629,997	4.05	762,485	4.10	686,138	0.05	(76,348)
Forest Ecology	3.50	610,772	3.50	547,685	3.50	593,525	-	45,840
Recreation and Cultural Stewardship	2.00	315,831	3.00	401,927	4.00	410,720	1.00	8,793
Human Dimensions	3.00	432,011	3.00	421,883	3.00	410,223	-	(11,660)
Restoration Plant Ecology	2.00	354,280	2.00	343,707	2.00	334,464	-	(9,244)
Vegetation Management	4.00	668,129	4.00	644,782	4.00	640,425	-	(4,357)
Water Resource Administration	2.00	471,998	2.00	522,382	2.00	527,176	-	4,794
Wildlife Ecology	3.00	386,815	3.00	493,449	4.00	569,309	1.00	75,859
Subtotal	**30.55**	**$ 4,709,984**	**33.55**	**$ 5,145,276**	**34.60**	**$ 5,088,979**	**1.05**	**$ (56,297)**
Trails and Facilities								
Equipment and Vehicles	1.00	$ 1,043,388	1.00	$ 1,013,546	1.00	$ 1,044,047	-	$ 30,502
Facility Management	4.00	1,813,908	4.75	929,715	4.75	1,144,245	-	214,530
Signs Graphics Display	2.00	328,153	2.00	301,949	2.00	297,387	-	(4,562)
Trails Stewardship	15.50	2,127,620	14.75	2,256,953	14.75	1,981,009	-	(275,945)
Trailhead Maintenance	3.00	607,245	3.00	612,137	3.00	586,870	-	(25,267)
Subtotal	**25.50**	**$ 5,920,314**	**25.50**	**$ 5,114,299**	**25.50**	**$ 5,053,558**	**-**	**$ (60,742)**
Capital Improvement Program, Cost Allocations, and Debt Service								
Capital Improvement Program	-	$ 6,216,337	-	$ 4,038,275	-	$ 4,466,705	-	$ 428,430
Cost Allocation	-	2,090,102	-	2,121,454	-	2,121,454	-	-
Debt Service	-	3,835,811	-	1,806,146	-	1,737,880	-	(68,266)
Subtotal	**-**	**$ 12,142,250**	**-**	**$ 7,965,875**	**-**	**$ 8,326,039**	**-**	**$ 360,164**
Total	**123.35**	**$ 31,714,259**	**125.35**	**$ 28,275,230**	**126.35**	**$ 28,306,199**	**1.00**	**$ 30,969**
EXPENDITURE BY CATEGORY								
Personnel		$ 14,785,039		$ 15,424,854		$ 15,091,490		$ (333,364)
Operating		3,675,578		3,727,273		3,615,695		(111,578)
Interdepartmental Charges		1,111,392		1,157,228		1,272,975		115,747
Capital		6,216,337		4,038,275		4,466,705		428,430
Cost Allocation		2,090,102		2,121,454		2,121,454		-
Debt Service		3,835,811		1,806,146		1,737,880		(68,266)
Total		**$ 31,714,259**		**$ 28,275,230**		**$ 28,306,199**		**$ 30,969**
STAFFING AND EXPENDITURE BY FUND								
General	-	$ 53,755	2.00	$ 184,661	-	$ -	(2.00)	$ (184,661)
Lottery	-	32,221	-	428,000	-	428,000	0.00	-
Open Space	123.35	31,628,283	123.35	27,662,569	126.35	27,878,199	3.00	215,630
Total	**123.35**	**$ 31,714,259**	**125.35**	**$ 28,275,230**	**126.35**	**$ 28,306,199**	**1.00**	**$ 30,969**

Parks & Recreation Budget

Scott Carpenter Pool Nearing Construction Completion

2021 Recommended Budget $29,474,806

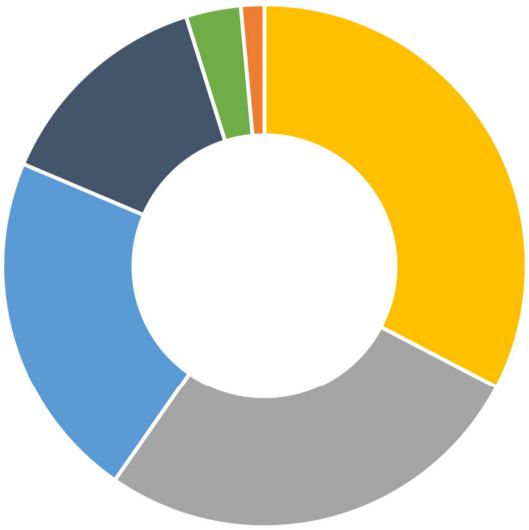
Department Divisions

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

2021 Key Initiatives

- Complete significant portions of the BPR Master Plan with thorough public engagement from the Boulder community.
- Continuously adapt to changes caused by COVID-19 in providing community recreation programming through virtual programming, safely designed classes and services and innovative offerings.
- Complete a Recreation Facility Needs Assessment to determine potential enhancements for each of our three recreation centers to ensure they meet the current and future health and wellness needs of the community.
- Complete design and begin construction at the Flatirons Golf Course to modernize and restore golf course's facilities that were destroyed in the 2013 flood.
- Develop a comprehensive restoration management plan for Boulder Creek in coordination with other departments. This will balance recreation and public use with maintaining the stream's ecosystem, which is critical to Boulder.
- Conduct a neighborhood park refresh at North Boulder Park which will focus on playground replacement, irrigation renovation, forestry maintenance, ADA compliance and shelter repairs.

Department Funding



125.75 FTE

Parks & Recreation Budget

Department Mission

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

Department Overview

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

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

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

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

2020 Accomplishments

- Navigated the COVID pandemic with uninterrupted park access, service cessation and then adjustment with a focus on safety, equity and financial sustainability. Provided for the health and well-being of the community with modified facility operations at recreation centers, the Boulder Reservoir and outdoor pools, and adjusted or virtual programming from EXPAND, YSI, gymnastics, sports, fitness and summer camps.
- Completed and opened the new Visitor Service Center at the Boulder Reservoir. This project was funded by the General Fund, .25 Cent Sales Tax Fund, Permanent Parks and Recreation Fund, grants and private donations. The new visitor service center features improved locker rooms, event and group gathering space and a new concession partner to make this a family-friendly community hub.
- Completed construction on Scott Carpenter Pool and opened for swimming. The enhancement includes a 50-meter outdoor pool, leisure pool, lazy river, splash pad and renovated bathhouse. This project was funded through the Community, Culture and Safety Tax, Capital Improvement Funds, and Permanent Parks and Recreation Funds.

Every year, we plant nearly 12,000 annuals on the Mall and give away 9,000 tulip bulbs to community members.

Parks & Recreation Budget

2020 Accomplishments Continued

- Kicked off the Boulder Parks and Recreation Master Plan Update which will include significant community engagement over the course of the project. The Master Plan will be presented to Parks and Recreation Advisor Board (PRAB) and City Council for review and adoption in 2022.
- Extended new and 100%-free financial aid to make sure everyone in the Boulder community has access to healthy recreation opportunities, funded by Boulder's Health Equity Fund.
- Implemented new golf management software to provide more effective management, user-friendly reservations, and usable data to inform decision-making.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Parks & Recreation	**$ (1,944,030)**	**-**	**$ 5,000**	**-**
New/Enhanced Program				
New Exterior Security Cameras at Recreation Facilities	30,000	-	-	-
New On-Demand Fitness Equipment	10,000	-	5,000	-
Cost Reduction of Existing Service				
Adjust Operations at North Boulder Rec Center & Hold Positions Vacant	(188,301)	-	-	-
Adjust Operations at East Boulder Community Center & Hold Positions Vacant	(308,762)	-	-	-
Adjust Operations at South Boulder Rec Center & Hold Positions Vacant	(272,388)	-	-	-
Adjust Operations at Outdoor Pools & Hold Positions Vacant	(133,876)	-	-	-
Adjust Sports Programming & Hold Positions Vacant	(217,492)	-	-	-
Adjust Gymnastics Programming & Hold Positions Vacant	(284,673)	-	-	-
Adjust EXPAND/Inclusion Programming & Hold Positions Vacant	(254,887)	-	-	-
Adjust Youth Services Initiative & Hold Positions Vacant	(113,153)	-	-	-
Reduce Operating Expenses & Hold Positions Vacant	(210,498)	-	-	-

In 2020, the EXciting Programs Adventures and New Dimensions Program (EXPAND) celebrated 40 years of ensuring recreation access is available for those with disabilities.

Parks & Recreation Budget

Department Detail

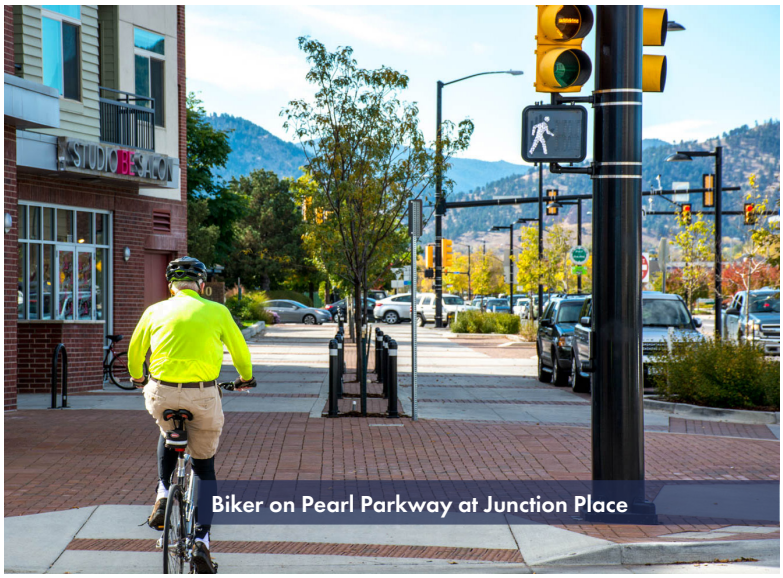
	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Business Services								
Department Administration	2.00	$ 248,964	2.00	$ 333,294	2.00	$ 329,829	-	$ (3,465)
Business Services	12.50	1,413,029	14.25	1,848,452	11.50	1,379,934	(2.75)	(468,518)
Subtotal	**14.50**	**$ 1,661,992**	**16.25**	**$ 2,181,746**	**13.50**	**$ 1,709,763**	**(2.75)**	**$ (471,983)**
Operations								
Recreation Administration	4.00	$ 973,549	2.50	$ 904,538	3.50	$ 1,194,629	1.00	$ 290,091
Recreation Centers	17.25	2,583,141	16.00	2,762,740	12.50	2,570,317	(3.50)	(192,423)
Recreation Programs	7.00	1,771,296	8.00	1,800,354	5.00	1,197,727	(3.00)	(602,627)
Aquatics	5.00	1,381,337	9.50	1,929,989	6.75	1,447,937	(2.75)	(482,052)
Golf	7.00	1,442,275	7.00	1,418,162	6.00	1,209,195	(1.00)	(208,967)
Reservoir	4.75	969,066	4.75	1,067,297	4.75	1,088,347	-	21,050
Sports	3.00	595,843	3.00	623,425	1.00	313,526	(2.00)	(309,899)
Urban Parks	40.00	5,141,205	40.00	5,510,509	38.00	4,849,952	(2.00)	(660,558)
Valmont City Park	3.00	428,171	3.00	426,073	3.00	345,209	-	(80,864)
Subtotal	**91.00**	**$ 15,285,883**	**93.75**	**$ 16,443,088**	**80.50**	**$ 14,216,839**	**(13.25)**	**$ (2,226,249)**
Community Building & Partnership								
Special Events	1.00	$ 240,768	1.00	$ 262,974	1.00	$ 207,342	-	$ (55,632)
Community Partnerships & Volunteerism	2.00	328,853	2.50	318,709	2.50	340,889	-	22,181
Access and Inclusion	9.25	1,268,865	8.25	995,823	5.25	604,244	(3.00)	(391,579)
Subtotal	**12.25**	**$ 1,838,485**	**11.75**	**$ 1,577,505**	**8.75**	**$ 1,152,475**	**(3.00)**	**$ (425,030)**
Planning & Ecological Services								
Planning & Project Management	7.50	$ 729,352	7.25	$ 837,125	7.75	$ 826,081	0.50	$ (11,044)
Construction & Maintenance Management	5.00	443,895	5.00	446,067	5.00	517,425	-	71,358
Forestry	7.00	1,031,705	7.00	1,264,040	6.00	1,032,224	(1.00)	(231,816)
Natural Lands	4.25	431,617	4.25	444,158	4.25	437,983	-	(6,175)
Subtotal	**23.75**	**$ 2,636,569**	**23.50**	**$ 2,991,389**	**23.00**	**$ 2,813,713**	**(0.50)**	**$ (177,677)**
Capital Improvement Program, Interdepartmental Charges, and Debt Service								
Capital Improvement Program		$ 15,562,480		$ 4,898,000		$ 8,540,000		$ 3,642,000
Capital Refurbishment Program		55,367		400,000		350,000		(50,000)
Cost Allocation		681,789		692,017		692,017		-
Interdepartmental Charges		421,538		450,262		-		(450,262)
Subtotal		**$ 16,721,174**		**$ 6,440,279**		**$ 9,582,017**		**$ 3,141,738**
Total	**141.50**	**$ 38,144,105**	**145.25**	**$ 29,634,008**	**125.75**	**$ 29,474,806**	**(19.50)**	**$ (159,201)**
EXPENDITURE BY CATEGORY								
Personnel		$ 14,891,500		$ 15,899,244		$ 13,275,661		$ (2,623,583)
Operating		6,586,798		7,694,485		6,967,128		(727,357)
Interdepartmental Transfers & Charges		1,103,327		1,142,279		692,017		(450,262)
Capital		15,562,480		4,898,000		8,540,000		3,642,000
Total		**$ 38,144,105**		**$ 29,634,008**		**$ 29,474,806**		**$ (159,201)**
STAFFING AND EXPENDITURE BY FUND								
General	40.00	$ 5,274,365	40.50	$ 4,687,353	37.50	$ 4,057,219	(3.00)	$ (630,134)
Lottery	-	798,623	-	428,000	-	428,000	-	-
.25 Cent Sales Tax	36.00	7,844,869	36.50	9,431,080	33.25	7,961,905	(3.25)	(1,469,175)
Recreation Activity	56.25	10,985,374	59.00	11,647,328	44.75	9,625,921	(14.25)	(2,021,407)
Permanent Park and Recreation	9.25	5,918,450	9.25	3,040,246	10.25	6,401,761	1.00	3,361,515
Capital Development Fund	-	3,122,425	-	400,000	-	1,000,000	-	600,000
Community, Culture, & Safety Tax	-	4,200,000	-	-	-	-	-	-
Total	**141.50**	**$ 38,144,105**	**145.25**	**$ 29,634,008**	**125.75**	**$ 29,474,806**	**(19.50)**	**$ (159,201)**

Note:

Interdepartmental charges were zeroed out in 2021, these are captured in Facilities & Fleet ongoing and major maintenance category.

BPR committed 10,036 entries to recreation facilities in 2020 to be funded by the Recquity Grant received from the Health Equity Fund. The actual number of entries is expected to exceed this number despite reduced levels of service caused by COVID.

Planning & Development Services Budget



Biker on Pearl Parkway at Junction Place

2021 Recommended Budget $13,033,434

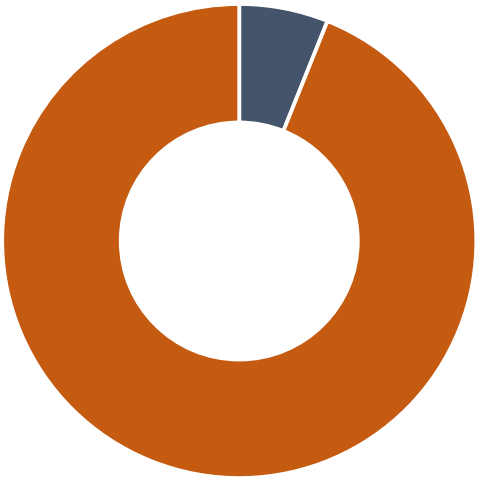
Department Divisions

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

2021 Key Initiatives

- Continue progress on optimizing the many processes of the department to increase efficiency of services and continue the path of becoming operationally excellent as identified in the department strategic plan.
- Complete city council priority initiatives for the East Boulder subcommunity plan and other land use code changes.
- In collaboration with the Transportation & Mobility Department, complete an update to the Design and Construction Standards related to public transportation infrastructure that incorporated the Transportation Master Plan and Vision Zero.
- Implement improvements to the department records management processes to increase access and accuracy of records used by city staff and the community.

Department Funding



- General Fund 6%
- Planning & Development Services Fund 94%

88.40 FTE

Planning & Development Services Budget

Department Mission

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

Department Overview

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

Development Review
Development Review for Planning provides project review and zoning administration for the community and customers. Collaborating with other workgroups of the Planning & Development Services Department, the team ensures 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.

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

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

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

Information Resources
Information Resources provides services to leverage technology and support business functions in Planning & Development Services and the Public Works Departments. This includes the administration and management of land management, permitting, licensing, asset management, and geographic information systems (GIS) in addition to records, research, and reporting services.

Planning & Development Services Budget

2020 Accomplishments

- The Planning & Development Services Department was created in 2020 through the merger of the Planning Department and the Development Service Division of the Public Works Department and was based on recommendations of an assessment of both departments. The new Planning & Development Services Department focused on establishing a culture of operation excellence and initiated a review and optimization of department processes.
- The department's response to the coronavirus pandemic included implementing a fully on-line and electronic application process in a short period of time along with a new virtual building and utility inspection system.
- In collaboration with multiple city departments, the community, and business interests, Planning & Development Services created and implemented a streamlined and quick process to support the Boulder Business Recovery Expansion program. This program allowed restaurant and retail businesses to expand into public and private outdoor space during the pandemic recovery.
- Made progress on council priority initiatives including use table and community benefit code changes and the East Boulder Subcommunity plan. Completed the mid-term update to the Boulder Valley Comprehensive Plan.
- Focused efforts on the building permit review process that significantly increased and exceeded the 80% on time delivery standard for the review and issuance of building permits.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Planning & Development Services	**$ 81,013**	**3.00**	**$ (337,200)**	**(2.50)**
Continuation of One-Time Programs				
Extend Energy Code Position	58,984	1.00	-	-
Extend Land Use Code Update Position	72,166	1.00	-	-
Extend Project Specialist/Permit Technician Position	69,143	1.00	-	-
Cost Reduction of Existing Service				
Adjust Operations for Rental Licensing Program	-	-	(28,307)	(0.50)
Eliminate Administrative Services Position	-	-	(79,776)	(1.00)
Eliminate Comprehensive Planning Manager	-	-	(194,117)	(1.00)
Hold Deputy Director of Planning & Development Services Position Vacant	(119,280)	-	-	-
Reduce Consulting Services Budget for Planning Projects	-	-	(35,000)	-

Over 10,755 customer self-service accounts have been created since the implementation of the new permitting and land management system (EnerGov) in 2018.

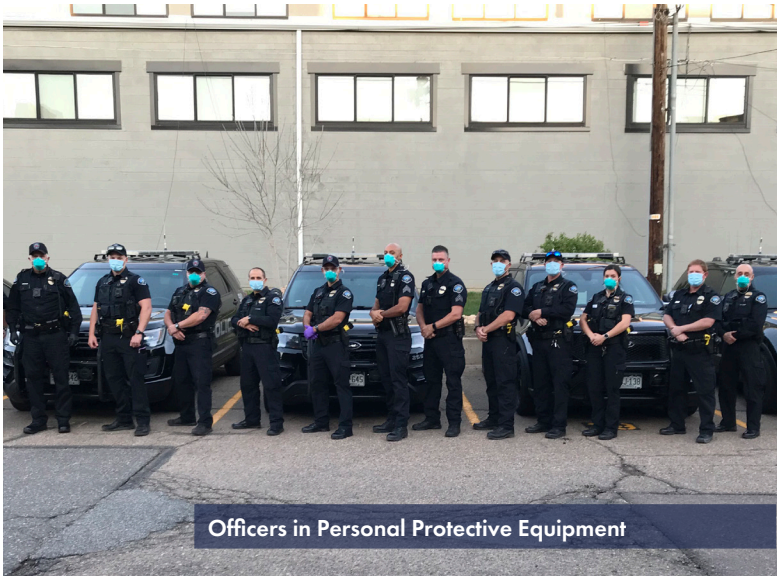
Planning & Development Services Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Planning								
Division Management, Support & Customer Service	1.85	$ 1,234,266	11.63	$ 1,314,833	6.97	$ 810,070	(4.66)	$ (504,763)
Comprehensive Planning	13.97	1,367,593	11.15	1,447,104	8.65	1,134,064	(2.50)	(313,040)
Development Review	20.05	1,873,764	17.00	1,969,599	13.00	1,635,209	(4.00)	(334,390)
Information Resources	4.47	587,464	4.25	704,052	2.89	550,583	(1.36)	(153,469)
Subtotal	**40.34**	**$ 5,063,088**	**44.03**	**$ 5,435,588**	**31.51**	**$ 4,129,926**	**(12.52)**	**$ (1,305,662)**
Development Services								
Division Support & Customer Service	3.44	$ 1,491,019	15.49	$ 1,748,906	11.53	$ 1,261,931	(3.96)	$ (486,975)
Building Services	17.77	1,618,905	15.39	1,818,123	14.73	1,706,270	(0.66)	(111,852)
Code Enforcement	7.02	545,466	7.00	638,348	7.00	624,311	-	(14,037)
Engineering Review	15.66	1,725,576	16.36	1,895,465	13.02	1,545,288	(3.34)	(350,177)
Information Resources	13.16	1,573,466	13.25	1,817,863	10.61	1,508,216	(2.64)	(309,647)
Subtotal	**57.05**	**$ 6,954,433**	**67.49**	**$ 7,918,705**	**56.89**	**$ 6,646,017**	**(10.60)**	**$ (1,272,688)**
Cost Allocation and Transfers								
Cost Allocation and Transfers	-	$ 2,224,130	-	$ 2,257,491		$ 2,257,491	-	$ -
Subtotal	**-**	**$ 2,224,130**	**-**	**$ 2,257,491**	**-**	**$ 2,257,491**	**-**	**$ -**
Total	**97.39**	**$ 14,241,650**	**111.52**	**$ 15,611,784**	**88.40**	**$ 13,033,434**	**(23.12)**	**$ (2,578,350)**
EXPENDITURE BY CATEGORY								
Personnel		$ 10,244,887		$ 11,470,182		$ 8,974,102		$ (2,496,080)
Operating		1,332,867		1,277,651		1,194,404		(83,247)
Interdepartmental Charges		379,766		587,361		607,437		20,076
Capital		60,000		19,099		-		(19,099)
Other Financing		2,224,130		2,257,491		2,257,491		-
Total		**$ 14,241,650**		**$ 15,611,784**		**$ 13,033,434**		**$ (2,578,350)**
STAFFING AND EXPENDITURE BY FUND								
General	11.69	$ 956,573	11.15	$ 1,098,094	8.05	$ 791,088	(3.10)	$ (307,006)
Planning & Development Services	85.70	13,285,078	100.37	14,513,690	80.35	12,242,346	(20.02)	(2,271,344)
Total	**97.39**	**$ 14,241,650**	**111.52**	**$ 15,611,784**	**88.40**	**$ 13,033,434**	**(23.12)**	**$ (2,578,350)**

In the first 6 months of 2020 over 14,000 building inspections were completed, which is about 1,500 fewer than the same time frame in 2019.

Police Budget


Officers in Personal Protective Equipment

2021 Recommended Budget $36,786,852

Department Divisions

- Administration
- Operations
- Support & Staff Services

2021 Key Initiatives

- Continue the Master Plan and Police Reform processes.
- Begin the process of accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA) which focuses on policies, procedures and practices that provide greater accountability, risk mitigation and an in-depth review of department operations.
- Develop a full-time Police Officer Training Section to enhance current training practices and incorporate the Integrating Communications, Assessment and Tactics (ICAT) curriculum in all of our training.

Department Funding

- General Fund 100%
- Governmental Capital Fund (tied to General Fund) < 1%

280.60 FTE

Police Budget

Department Mission

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

Department Overview

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

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

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

2020 Accomplishments

- Successfully managed 24/7 operations of the Police Department during the coronavirus pandemic. Received a grant in the amount of $64K from Department of Justice for Coronavirus Emergency Supplemental Funding.
- Began update of the 2013 Police Department Master Plan to support public safety services and provide a framework for reforming policing in Boulder. The Master Plan will build on the department's strengths, address existing deficiencies, and help define the future course of the department.
- Hired a new Strategic Data and Policy Analyst to begin to move the department towards improved data-driven decision making. With this new process, we will strengthen and tactically analyze crime data and quality of life issues impacting the community.
- Improved the body worn camera and taser program with top of the line, leading-edge hardware and software for accountability and less lethal options for officers.

It's not all dogs and cats for the Officers of Boulder Police Animal Protection Division. The city's Animal Protection Officers handle a myriad of calls, everything from dogs running at large, cases involving animal abuse and neglect, ill or injured animals, and dangerous animals.

Police Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Police	**$ (2,395,498)**	**-**	**$ 568,670**	**(1.65)**
New/Enhanced Program				
Increase Budget for Improvements in Body Worn Cameras, In-Car Cameras, & Tasers	-	-	133,297	-
New Budget for Police Accreditation, Policy, Training Needs, & New Accreditation Manager Position	-	-	187,125	1.00
New Budget for Radio Equipment, Operations & Maintenance, & Infrastructure (Citywide Police Portion)	-	-	337,568	-
Repurpose Portion of School Resource Officer (SRO) Program to Training Program	-	-	-	-
Continuation of One-Time Programs				
Expand Master Plan	150,000	-	-	0.85
Cost Escalation of Existing Service				
Expand Redlight Camera Program	-	-	124,200	-
Cost Reduction of Existing Service				
Defer Fleet Replacement Funding	(866,397)	-	-	-
Eliminate Police Annex on University Hill	-	-	(51,600)	-
Hold 2 Administrative Specialist I Positions Vacant (TBD)	(133,079)	-	-	-
Hold 6 Police Officer Positions Vacant	(600,000)	-	-	-
Hold Accident Report Specialist Position Vacant	(63,355)	-	-	-
Hold Animal Protection Officer Position Vacant	(64,792)	-	-	-
Hold Assistant Crime Analyst Position Vacant	(75,351)	-	-	-
Hold Dispatcher Position Vacant	(62,935)	-	-	-
Hold Property & Evidence Tech Position Vacant	(74,589)		-	-
Reduce Multiple NPE Expenditure Categories- One-Time	(290,000)	-	-	-
Repurpose Positions for Get Engaged (EDGE) Program & Move to Housing & Human Services	-	-	(161,920)	(3.50)
Suspend Muni Campus Overtime	(315,000)	-	-	-

For the Boulder Police Animal Protection Division, not all calls involve the "usual" species. Officers interact, handle, and have to contend with some unique species. Potbelly pigs, Iguana's, goats, rattlesnakes, bats, and the occasional Tegu are just a few of the not-so-usual animals that Animal Protection Officers get called to handle.

Police Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Department Administration	6.00	$ 1,131,269	6.00	$ 1,237,568	7.85	$ 1,451,042	1.85	$ 213,474
Subtotal	**6.00**	**$ 1,131,269**	**6.00**	**$ 1,237,568**	**7.85**	**$ 1,451,042**	**1.85**	**$ 213,474**
Operations								
Animal Protection	7.00	$ 701,688	7.00	$ 726,791	5.00	$ 504,307	(2.00)	$ (222,484)
Code Enforcement	6.00	406,907	6.00	468,384	6.00	445,295	-	(23,089)
Community Services Programs	9.00	1,274,909	10.00	1,350,934	10.00	1,372,425	-	21,491
Crime Analysis	2.00	194,206	2.00	197,545	1.00	113,245	(1.00)	(84,301)
Criminalist	3.00	360,956	3.00	374,999	2.00	213,070	(1.00)	(161,929)
Detectives	31.00	3,983,919	31.00	4,095,388	31.00	4,249,327	-	153,938
Mall Unit/Homeless Outreach Team	9.00	795,830	9.00	909,484	9.00	1,194,747	-	285,263
Narcotics	4.00	543,304	4.00	579,191	4.00	596,940	-	17,750
Off Duty Reim	-	688,735	-	-	-	-	-	-
Operations Command	5.00	872,750	5.00	898,935	5.00	898,935	-	-
Patrol Watches I, II, III, NIT	104.00	12,180,521	104.00	12,943,775	104.00	12,012,479	-	(931,296)
Photo Enforcement	6.00	1,068,877	6.00	1,193,014	5.50	1,389,330	(0.50)	196,315
Traffic Enforcement	19.00	1,876,401	19.00	1,906,365	18.00	2,246,116	(1.00)	339,751
Subtotal	**205.00**	**$ 24,949,004**	**206.00**	**$ 25,644,806**	**200.50**	**$ 25,236,216**	**(5.50)**	**$ (408,590)**
Support and Staff Services								
Business Services	3.00	$ 854,259	3.00	$ 807,348	3.00	$ 738,925	-	$ (68,423)
Facilities	5.50	806,956	5.50	897,048	5.50	759,018	-	(138,030)
Fleet	-	1,392,925	-	1,373,350	-	508,901	-	(864,449)
Personnel	2.00	281,737	2.00	206,017	2.00	365,056	-	159,039
Police & Fire Communications Center	33.00	3,241,530	33.00	3,259,427	32.00	3,212,948	(1.00)	(46,480)
Property & Evidence	5.00	766,436	5.00	864,085	4.00	446,086	(1.00)	(417,999)
Records	21.00	1,352,835	21.00	1,689,028	18.00	1,338,320	(3.00)	(350,708)
Technology	2.00	1,491,818	2.00	1,393,307	2.00	1,541,202	-	147,895
Training	4.00	864,143	4.00	714,633	4.00	921,570	-	206,937
Victim Services	1.75	174,387	1.75	182,464	1.75	187,568	-	5,104
Subtotal	**77.25**	**$ 11,227,026**	**77.25**	**$ 11,386,708**	**72.25**	**$ 10,019,594**	**(5.00)**	**$ (1,367,114)**
Capital Improvement Program								
Capital Improvement Program	-	$ -	-	$ 360,000		$ 80,000	-	$ (280,000)
Subtotal	**-**	**$ -**	**-**	**$ 360,000**	**-**	**$ 80,000**	**-**	**$ (280,000)**
Total	**288.25**	**$ 37,307,299**	**289.25**	**$ 38,629,082**	**280.60**	**$ 36,786,852**	**(8.65)**	**$ (1,842,230)**
EXPENDITURE BY CATEGORY								
Personnel		$ 31,486,315		$ 32,765,952		$ 31,610,880		$ (1,155,072)
Operating		3,681,967		3,461,365		3,474,575		13,210
Interdepartmental Charges		2,139,017		2,041,765		1,621,397		(420,368)
Capital		-		360,000		80,000		(280,000)
Total		**$ 37,307,299**		**$ 38,629,082**		**$ 36,786,852**		**$ (1,842,230)**
STAFFING AND EXPENDITURE BY FUND								
General	288.25	$ 37,307,299	289.25	$ 38,269,082	280.60	$ 36,706,852	(8.65)	$ (1,562,230)
Governmental Capital	-	-	-	100,000	-	80,000	-	$ (20,000)
Fleet Replacement	-	-	-	260,000	-	-	-	(260,000)
Total	**288.25**	**$ 37,307,299**	**289.25**	**$ 38,629,082**	**280.60**	**$ 36,786,852**	**(8.65)**	**$ (1,842,230)**

Note:
Personnel and operating expenses in PD have been reclassed from 2019-2021 to more accurately reflect programs and expenses.

Transportation & Mobility Budget

Aerial View of 11th at Canyon

2021 Recommended Budget
$31,525,098

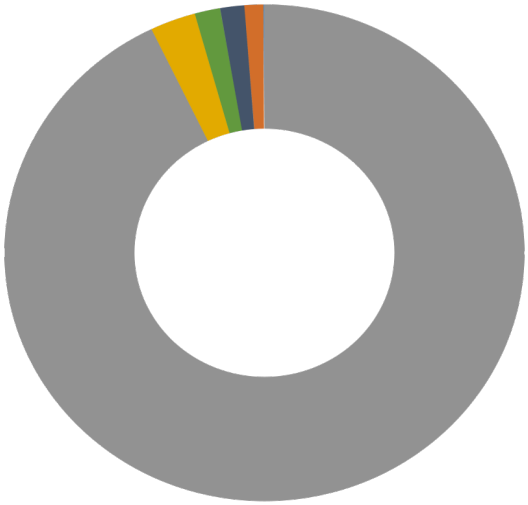
Department Divisions

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

2021 Key Initiatives

- Vision Zero Implementation including the 20 is Plenty initiative.
- The Access Management and Parking Strategy (AMPS) work program (parking pricing, NPP) in collaboration with Community Vitality.
- Airport runway reconstruction ($6M) and Aircraft charging station.
- Expand local HOP service to serve more people and jobs in North and East Boulder.

Department Funding



- General Fund 1%
- Airport Fund 1%
- Transportation Fund 93%
- Transportation Development Fund 3%
- Transit Pass GID Fund < 1%

77.02 FTE

Transportation & Mobility Budget

Department Mission

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

Department Overview

Transportation Planning & Operations
Transportation Planning & Operations ensures a safe and efficient multi-modal transportation system. This includes the planning, program, and policy work of GO Boulder to design and encourage the use of a multimodal system, as well as the operations work of determining, operating, and maintaining appropriate infrastructure and traffic control. This work group also oversees the city's progress toward meeting the goals of the Transportation Master Plan.

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

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

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

2020 Accomplishments

- Passed the TMP Update Completion unanimously with support from Community, TAB, and Council late 2019 with implementation in 2020.
- Managed the 2019-2020 snow and maintenance season, which had the most precipitation of any year on record in Boulder.
- Substantially completed of the Foothills/Colorado Underpass project.
- Received $4M in grant funds for electrification of HOP bus fleet, Vision Zero. and Ped improvements.
- Implemented the 1st Neighborhood Green Street at 13th Street Project.
- Received Gold Level in 2020 from Walk Friendly Communities.
- City Council passed 20 is Plenty speed ordinance for all neighborhood streets.

Transportation & Mobility Budget

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Transportation & Mobility	**$ (3,020,548)**	**1.00**	**$ (1,231,000)**	**(2.00)**
Continuation of One-Time Programs				
Extend GIS Technician Position	71,952	1.00	-	-
Cost Reduction of Existing Service				
Delay Boulder Creek Path Improvements from 2021 to 2025-2026	(350,000)	-	-	-
Delay Boulder Valley Employee Survey	(40,000)	-	-	-
Delay Emerald Ash Borer Tree Removal	(325,000)	-	-	-
Delay Fleet Replacement Costs for Street Sweeping Vehicles	(22,000)	-	-	-
Delay Fleet Replacement for CIP & Signals Groups	(60,000)	-	-	-
Delay Table Mesa Multi-Use Path from 2021 to 2022	(600,000)	-	-	-
Delay Tributary Greenways from 2021 to 2022	(97,500)	-	-	-
Eliminate 2021 HOP Fleet Replacement	(123,000)	-	-	-
Eliminate 4 GO Boulder Interns & 1 CIP Intern (Non-Standard)	-	-	(120,000)	-
Eliminate Project Manager Position	-	-	(65,000)	(0.50)
Eliminate Project Manager Position	-	-	(165,000)	(0.50)
Eliminate Route Optimization Studies for HOP Expansion & Other Transit Studies	-	-	(237,000)	-
Eliminate Senior Planner-Temp Position (Non-Standard)	-	-	(90,000)	-
Eliminate Transit Planner I Position	-	-	(120,000)	(1.00)
Eliminate Travel & Training Budget	(60,000)	-	-	-
Hold GO Boulder Manager Position Vacant	(150,000)	-	-	-
Hold Vision Zero Engineer Position Vacant	(130,000)	-	-	-
Realize Savings from Neighborhood Eco-Pass RTD Rebate	(100,000)	-	-	-
Reduce Capital Maintenance Projects (Minimal)	(200,000)	-	-	-
Reduce Consultant-Based Transportation Projects	-	-	(28,000)	-
Reduce HOP Weekend Frequency	(360,000)	-	-	-
Reduce Low Stress Walk/Bike- Neighborhood GreenStreets	(15,000)	-	-	-
Reduce Median Maintenance	(70,000)	-	-	-
Reduce Major Capital Reconstruction	(105,000)	-	-	-
Reduce Multi-Use Path Capital Maintenance	(25,000)	-	-	-
Reduce Mutli-Use Path Enhancements	(25,000)	-	-	-
Reduce Pedestrian Crossing Treatments	(25,000)	-	-	-
Reduce Renewed Transit Vision- Capital	(50,000)	-	-	-
Reduce Scope of Annual Walk & Bike Week	-	-	(15,000)	-
Reduce Street Lighting Service	-	-	(100,000)	-
Reduce Street Sweeping	-	-	(175,000)	-
Reduce TIP Implementation Projects	(160,000)	-	-	-
Reduce Transportation Demand Management Program	-	-	(116,000)	-

The City of Boulder has installed 5 new cameras in 4 intersections which are in specific locations, main thoroughfares into and through the city that are high volume areas that allow travelers to monitor overall traffic and road conditions.

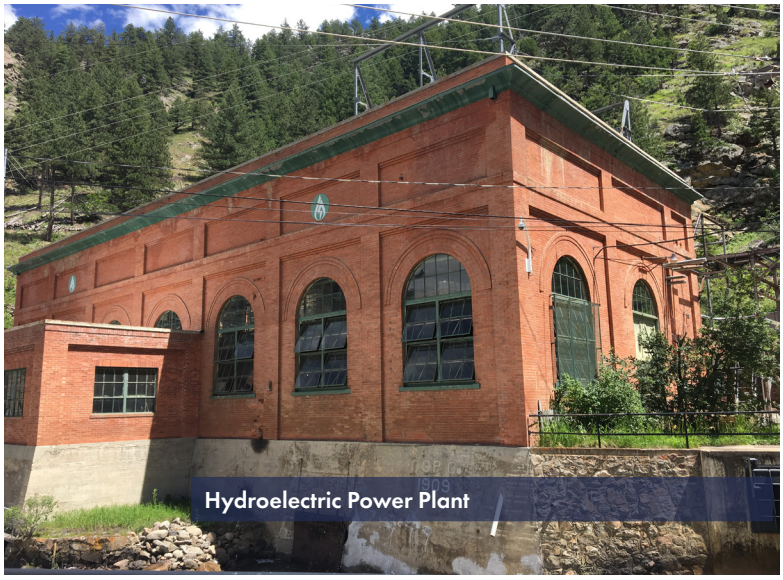
Transportation & Mobility Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Transportation								
Division Support & Customer Service	6.01	$1,543,110	6.01	$ 1,016,557	6.56	1,764,660	0.55	$ 748,103
Airport Maintenance and Operations	1.10	346,560	1.10	333,892	1.10	326,756	-	(7,136)
Transportation Planning	6.50	5,787,230	8.00	5,877,269	6.00	4,951,017	(2.00)	(926,252)
Transportation Operations	16.75	4,766,321	17.75	5,855,565	15.75	4,393,907	(2.00)	(1,461,658)
Project Management	15.58	2,146,737	15.58	2,858,575	15.83	2,452,286	0.25	(406,289)
Transportation Maintenance	20.97	3,815,952	21.97	4,534,039	21.97	3,740,486	-	(793,553)
Chautauqua Access Management Program	-	133,225	-	198,248	-	198,248	-	-
Subtotal	**66.91**	**$ 18,539,135**	**70.41**	**$ 20,674,145**	**67.21**	**$ 17,827,360**	**(3.20)**	**$ (2,846,785)**
Capital Improvement Program, Cost Allocation, and Debt Service								
Capital Improvement Program	11.31	$ 13,399,987	11.31	$ 21,619,773	9.81	$ 11,252,469	(1.50)	$ (10,367,304)
Cost Allocation/Transfers	-	2,233,294	0.00	2,264,492	-	2,445,269	-	180,777
Debt Service	-	-	0.00	-	-	-	-	-
Subtotal	**11.31**	**$ 15,633,281**	**11.31**	**$ 23,884,265**	**9.81**	**$ 13,697,738**	**(1.50)**	**$ (10,186,527)**
Total	**78.22**	**$ 34,172,416**	**81.72**	**$ 44,558,410**	**77.02**	**$ 31,525,098**	**(4.70)**	**$ (13,033,312)**
EXPENDITURE BY CATEGORY								
Personnel		$ 6,814,863		$ 7,534,683		$ 6,447,171		$ (1,087,512)
Operating		11,275,066		11,484,777		8,856,530		(2,628,247)
Interdepartmental Charges		1,098,432		1,832,070		1,935,554		103,484
Capital		12,750,762		21,442,396		11,904,147		(9,538,249)
Debt Service		-		-		-		-
Cost Allocation and Transfers		2,233,294		2,264,484		2,381,696		117,212
Total		**$ 34,172,416**		**$ 44,558,410**		**$ 31,525,098**		**$ (13,033,312)**
STAFFING AND EXPENDITURE BY FUND								
General	1.50	$ 283,591	1.50	$ 1,298,625	1.50	$ 471,538	-	$ (827,087)
Airport	1.15	726,932	1.15	5,806,876	1.15	371,990	-	(5,434,886)
Transportation	75.57	31,478,167	79.07	34,047,372	74.37	29,268,767	(4.70)	(4,778,605)
Transportation Development	-	761,696	-	893,708	-	893,339	-	(369)
District	-	13,296	-	11,829	-	19,464	-	7,635
Boulder Junction Improvement	-	908,734	-	2,500,000	-	500,000	-	(2,000,000)
Total	**78.22**	**$ 34,172,416**	**81.72**	**$ 44,558,410**	**77.02**	**$ 31,525,098**	**(4.70)**	**$ (13,033,312)**

Did you know that Boulder has been recognized as a Gold Member in 2020 Pedestrian group *Walk Friendly Communities* who rate walkable cities all over the world?

Utilities Budget


Hydroelectric Power Plant

2021 Recommended Budget
$86,101,630

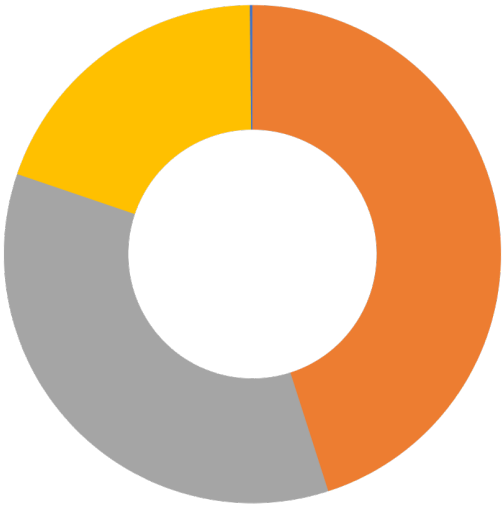
Department Divisions

- Planning & Project Management
- Utilities Maintenance
- Water Resources
- Water Treatment
- Wastewater Treatment
- Water Quality & Environmental Services

2021 Key Initiatives

- Key flood utility initiatives include, continued design and permitting of the South Boulder Creek Flood Mitigation Project and advancing the Stormwater and Flood Utility Master Plan. The master plan sets policies and procedures and a prioritization framework to guide flood management, stormwater drainage and stormwater quality in the city.
- At the Water Resource Recovery Facility, staff will conduct a design effort and begin construction on a new cover for one of the anaerobic digesters. The project will address a significant process and safety risk from the 40-year old existing cover by implementing modern technology to improve reliability, reduce fugitive biogas emissions, and support gas storage needs consistent with the recently completed Renewable Natural Gas project commissioned in 2020.
- Complete an update to the drought plan based on based on updated water supply and demand projections. The update will provide the city the tools to recognize and respond to a drought that will affect the municipal water supply.
- Continue work on addressing critical infrastructure needs such as rehabilitation of the Barker Gravity source water pipeline, continuing to strengthen aging sanitary sewers, and replacement of treated water pipes and system components.

Department Funding



168.19FTE

Utilities Budget

Department Mission

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

Department Overview

Planning & Project Management
Planning & Project Management provides strategic planning, permitting, public engagement, engineering, construction, and asset management for the water, wastewater, and stormwater/flood management utilities.

Utilities Maintenance
Utilities Maintenance operates, maintains, and provides emergency response for the water distribution, wastewater collection, flood control facilities and stormwater collection systems of the city. This workgroup also performs all water meter reading, maintenance, and repair.

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

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

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

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

2020 Accomplishments

- Staff recently commissioned the newly installed Carter Lake Pipeline, which allowed the Boulder Reservoir Water Treatment Plant to begin treating water from the 21-mile long buried steel pipeline that delivers water directly from Carter Lake Reservoir year-round. The completion of the pipeline marks the successful culmination of a 25-year-long effort on behalf of City staff.
- Completed a Risk and Resilience Assessment, which identified and ranked vulnerabilities in the city's drinking water system. The assessment, mandated by America's Water Infrastructure Act, will be used to inform the Utilities CIP and address potential threats to the system.

Utilities Budget

2020 Accomplishments Continued

- At the WRRF, completed a project that will redefine beneficial use and resource recovery of biogas, by converting wastewater-derived biogas into a renewable natural gas (RNG) for vehicle fuel. The new RNG end-use will replace the legacy combined-heat-and-power cogeneration system, and will be used to supplement vehicles providing solid waste, recycling, and composting service within the Boulder community.
- The project team continued to advance a preliminary design for the South Boulder Creek Flood Mitigation project. This included extensive public outreach and receiving direction from City Council on a design configuration to advance. Phase II geotechnical field investigations were also completed for the project.
- In coordination with the City of Boulder, the Mile High Flood District led efforts to restore a section of Goose Creek between Junction Place and Foothills Parkway. Construction began in January and was substantially complete in May. The project included restoration of the creek channel, rebuilding drop structures, removal of sediment and debris buildup, and wetland mitigation.
- Additional Solar PV Systems – At the Water Resource Recovery Facility and the 63rd St. Water Treatment Plant, additional Solar PV Systems were added as part of the city's Generation Solar bundled project. At the WRRF, the new solar PV system increases the total amount of electricity provided by renewable solar technology to 20% with 1.5 MW generation capacity overall now offsetting grid usage at the WRRF.

Significant Changes

SUMMARY BY DEPARTMENT	ONE-TIME $	FIXED-TERM FTE	ONGOING $	ONGOING FTE
Utilities	**$ (3,845,187)**	**2.00**	**$ -**	**-**
Continuation of One-Time Program				
Extend 2 GIS Technician Positions	134,813	2.00	-	-
Other				
Adjust Water Fund Reserve	(3,980,000)	-	-	-

The economic impact of a water supply outage is estimated at over $6M per day. The city is not directly adjacent to another major water provider and continues to make investments to ensure that we can serve as our own backup to mitigate these economic risks and to maintain high levels of public health.

Utilities Budget

Department Detail

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
STAFFING AND EXPENDITURE BY PROGRAM								
Administration								
Billing Services	6.00	$ 1,131,671	6.00	$ 1,040,278	6.00	$ 1,044,171	-	$ 3,893
Division Administration	14.15	2,077,916	14.49	2,350,017	15.79	2,514,360	1.30	164,342
Subtotal	**20.15**	**$ 3,209,587**	**20.49**	**$ 3,390,295**	**21.79**	**$ 3,558,530**	**1.30**	**$ 168,235**
Planning and Project Management								
Flood Management	-	$ -	-	$ -	-	$ -	-	$ -
Planning and Project Management	8.00	1,958,759	7.30	2,280,813	6.20	2,153,915	(1.10)	(126,898)
Subtotal	**8.00**	**$ 1,958,759**	**7.30**	**$ 2,280,813**	**6.20**	**$ 2,153,915**	**(1.10)**	**$ (126,898)**
Distribution and Collection System Maintenance								
Collection System Maintenance	13.35	$ 1,598,304	13.45	$ 1,697,291	13.05	$ 1,644,352	(0.40)	$ (52,938)
Distribution System Maintenance	14.80	2,435,873	14.35	2,427,095	13.65	2,408,296	(0.70)	(18,799)
Flood Channel Maintenance	3.30	514,431	3.50	900,749	3.50	703,617	-	(197,131)
Meter Operations	6.00	1,140,256	6.25	1,043,105	6.25	1,055,339	-	12,234
Storm Sewer Maintenance	11.80	1,295,825	11.70	1,364,859	11.55	1,588,041	(0.15)	223,182
Subtotal	**49.25**	**$ 6,984,690**	**49.25**	**$ 7,433,097**	**48.00**	**$ 7,399,645**	**(1.25)**	**$ (33,453)**
Water Resources and Hydroelectric								
Hydroelectric Operations	3.00	$ 581,476	3.00	$ 545,616	3.00	$ 544,847	-	$ (769)
Raw Water Facilities Operations	2.00	424,775	2.00	383,669	2.00	374,668	-	(9,001)
Water Resources Operations	5.00	2,222,003	5.00	2,114,456	5.00	2,134,545	-	20,090
Water Conservation	-	-	-	-	0.50	330,409	0.50	330,409
Subtotal	**10.00**	**$ 3,228,254**	**10.00**	**$ 3,043,741**	**10.50**	**$ 3,384,469**	**0.50**	**$ 340,729**
Water Treatment								
Water Treatment Plants Operations	27.00	$ 4,838,438	28.00	$ 5,055,167	28.00	$ 4,998,204	-	$ (56,962)
Subtotal	**27.00**	**$ 4,838,438**	**28.00**	**$ 5,055,167**	**28.00**	**$ 4,998,204**	**-**	**$ (56,962)**
Wastewater Treatment								
Marshall Landfill Operations	-	$ 23,649	-	$ 45,000	-	$ 45,000	-	$ -
Water Resource Recovery Facility (WRRF) Operations	27.00	4,762,833	26.00	5,078,304	26.00	5,076,267	-	(2,037)
Subtotal	**27.00**	**$ 4,786,483**	**26.00**	**$ 5,123,304**	**26.00**	**$ 5,121,267**	**-**	**$ (2,037)**
Water Quality Environmental Services								
Hazardous Materials Management	-	$ 330,073	-	$ 342,145	-	$ 342,145	-	$ -
Industrial Pretreatment	3.12	345,988	3.07	374,151	3.25	400,950	0.18	26,798
Stormwater Permit Compliance	0.95	186,493	1.25	485,590	-	22,592	(1.25)	(462,998)
Stormwater Quality Operations	3.40	349,003	2.80	423,026	4.45	835,849	1.65	412,823
Wastewater Quality Operations	3.42	502,171	3.92	559,380	3.75	595,099	(0.17)	35,719
Water Conservation	0.63	176,004	0.98	495,793	-	-	(0.98)	(495,793)
Water Quality Operations	7.98	927,046	7.48	1,171,341	7.25	1,078,250	(0.23)	(93,091)
Subtotal	**19.50**	**$ 2,816,777**	**19.50**	**$ 3,851,427**	**18.70**	**$ 3,274,884**	**(0.80)**	**$ (576,543)**
Capital Improvement Program, Cost Allocation, Transfers and Capital Payments								
Capital Improvement Program	8.00	$ 24,470,577	8.70	$ 29,185,841	9.00	$ 37,379,134	0.30	$ 8,193,294
Cost Allocation/ Transfers	-	4,027,862	-	4,164,969	-	4,416,620	-	251,651
Debt Service and Windy Gap	-	15,198,272	-	14,383,988	-	14,414,962	-	30,974
Subtotal	**8.00**	**$ 43,696,710**	**8.70**	**$ 47,734,798**	**9.00**	**$ 56,210,716**	**0.30**	**$ 8,475,918**
Total	**168.90**	**$ 71,519,698**	**169.24**	**$ 77,912,642**	**168.19**	**$ 86,101,630**	**(1.05)**	**$ 8,188,988**

Utilities Budget

Department Detail, Continued

	2019 Actual		2020 Approved Budget		2021 Recommended Budget		Variance 2020 to 2021	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
EXPENDITURE BY CATEGORY								
Personnel		$ 15,439,725		$ 17,118,099		$ 16,960,588		$ (157,511)
Operating		15,748,756.85		12,463,450.54		12,582,443.19		118,992.65
Interdepartmental Charges		1,950,767.92		2,288,432.00		2,127,866.37		(160,565.63)
Capital		19,816,252.96		28,800,703.10		36,950,275.07		8,149,571.97
Debt Service		14,536,333.29		13,076,988.00		13,063,837.52		(13,150.48)
Other Financing		4,027,861.92		4,164,969.35		4,416,620.00		251,650.65
Total		**$ 71,519,698**		**$ 77,912,642**		**$ 86,101,630**		**$ 8,188,988**
STAFFING AND EXPENDITURE BY FUND								
Lottery	-	$ -	-	$ 151,067	-	$ 151,067	-	$ -
Water Utility	80.80	35,893,641	82.35	37,720,603	81.98	38,800,169	(0.37)	1,079,565
Wastewater Utility	56.77	25,087,455	56.70	25,551,300	56.90	30,258,348	0.20	4,707,049
Stormwater/Flood Management Utility	31.33	10,538,602	30.19	14,489,672	29.31	16,892,046	(0.88)	2,402,374
Total	**168.90**	**$ 71,519,698**	**169.24**	**$ 77,912,642**	**168.19**	**$ 86,101,630**	**(1.05)**	**$ 8,188,988**

A brewery waste product from Avery Brewing continues to be beneficially reused at the WRRF to help improve nitrogen removal, a practice that started in 2017. The WRRF team is testing another brewer waste product from a different brewery that has shown impressive early results.

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Capital Improvement Program

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Capital Improvement Program

The City of Boulder's 2021-2026 Capital Improvement Program (CIP) contains information on how the city plans to invest available resources into key infrastructure and facilities between 2021 and 2026. The 2021-2026 CIP provides the funding plan (amount needed by year) for each CIP project in the document's summary sections and in each project sheet. This section contains: planned project funding summaries organized by department, project type, and fund; links to maps and detail project sheets illustrating the location of projects throughout the city; and narratives describing the rationale behind project prioritization. The 2021-2026 CIP has four main parts:

Introduction

Provides an overview of the 2021-2026 CIP including process and highlights.

Funding Summaries

Contains analysis of how the 2021-2026 CIP allocates dollars among city departments, project types, and funds.

Capital Project Overviews

Contains highlights of each department's focus, operating and maintenance impacts, unfunded projects, CEAP projects, board action, 2021-2026 CIP, and a link to that department's project sheets.

CEAP (Community & Environmental Assessment Process)

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

Capital Improvement Program

The funding tables (includes tables in the Funding Summaries section, as well as tables in the Capital Project Overviews section) show the six-year Estimated Total Cost for each project, which includes total recommended budget for 2021, and the estimated cost for each year between 2021 through 2026.

Innovation & Technology

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 15,728,400	$ 6,360,600	$ 682,800	$ 5,930,000	$ 575,000	$ 1,855,000	$ 325,000
CIP-Capital Enhancement Total	$ 1,050,000	$ 550,000	$ 250,000	$ 250,000	$ -	$ -	$ -
Enterprise CRM	$ 300,000	$ 300,000	$ -	$ -	$ -	$ -	$ -

General Fund CIP. Replacement of current CRM system, Inquire Boulder. The current system has many deficiencies and has not been updated since its release in 2013. This solution is an enterprise-level tool. Originally approved for 2020 project has been put on hold due to the affects of COVID-19 on the organization.

Enterprise Data Warehouse	$ 750,000	$ 250,000	$ [illegible]	$ [illegible]	$ -	$ -	$ -

General Fund CIP. The siloed nature of various departments throughout the city makes sharing of internal inform[illegible] [illegible]ult, as often it is unknown what data exists, what form it exists in, and whether it is compatible with data collected in another department. Having a citywide centralized system will allow departments to integrate data from multiple sources and applications into one location. A data warehouse would improve data quality and consistency throughout the City. This initial phase of the project is funding for consulting and cloud hosting services. An increase in the CRF of $30,000/year has already been built into the FY2020 rates for continued support of this solution.

Example

CIP-Capital Maintenance Total	$ 14,678,400	$ 5,810,600	$ 432,800	$ 5,680,000	$ 575,000	$ 1,855,000	$ 325,000
Data Backup and Disaster Recovery	$ 140,000	$ -	$ 140,000	$ -	$ -	$ -	$ -

The project reflects the hardware, software and support needed to ensure reliable high speed backup of files, databases and applications stored on the city's enterprise servers and data storage sub-systems. Note that these systems are required not only for disaster preparedness and recovery purposes, but to meet legal records retention requirements.

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

1. Capital Enhancement,
2. Capital Maintenance,
3. Capital Planning Studies,
4. Land Acquisition, or
5. New Facility/Infrastructure.

Innovation & Technology

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 15,728,400	$ 6,360,600	$ 682,800	$ 5,930,000	$ 575,000	$ 1,855,000	$ 325,000
CIP-Capital Enhancement Total	$ 1,050,000	$ 550,000	$ 250,000	$ 250,000	$ -	$ -	$ -
Enterprise CRM	$ 300,000	$ 300,000	$ -	$ -	$ -	$ -	$ -

General Fund CIP. Replacement of current CRM system, Inquire Boulder. The current system has many deficiencies and has not been updated since its release in 2013. This solution is an enterprise-level tool. Originally approved for 2020 project has been put on hold due to the affects of COVID-19 on the organization.

Enterprise Data Warehouse	$ 750,000	$ 250,000	$ [illegible]	$ [illegible]	$ -	$ -	$ -

General Fund CIP. The siloed nature of various departments throughout the city makes sharing of internal inform[illegible] [illegible]ult, as often it is unknown what data exists, what form it exists in, and whether it is compatible with data collected in another department. Having a citywide centralized system will allow departments to integrate data from multiple sources and applications into one location. A data warehouse would improve data quality and consistency throughout the City. This initial phase of the project is funding for consulting and cloud hosting services. An increase in the CRF of $30,000/year has already been built into the FY2020 rates for continued support of this solution.

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Data Backup and Disaster Recovery	$ 140,000	$ -	$ 140,000	$ -	$ -	$ -	$ -

The project reflects the hardware, software and support needed to ensure reliable high speed backup of files, databases and applications stored on the city's enterprise servers and data storage sub-systems. Note that these systems are required not only for disaster preparedness and recovery purposes, but to meet legal records retention requirements.

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INTRODUCTION

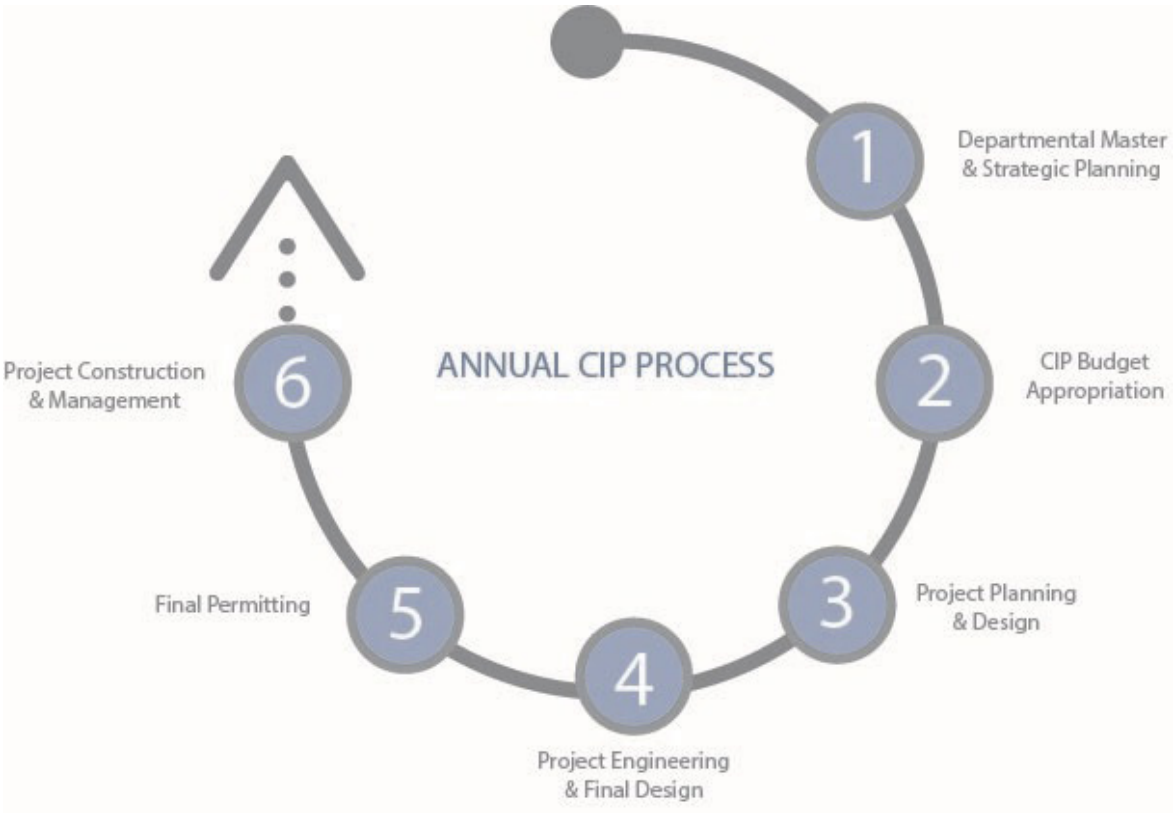
The City of Boulder's Capital Improvement Program (CIP) is a comprehensive, six-year plan for capital investment in maintaining and enhancing public infrastructure. The CIP provides a forecast of funds available for capital projects and identifies all planned capital improvement projects and their estimated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

Boulder invests in facilities and infrastructure and provides a high-level of municipal services. The city owns and maintains 385 buildings and structures (including three recreation centers, five library facilities, eight fire stations, and five parking structures), 1,800 acres of parkland, over 46,000 acres of Open Space & Mountain Parks, 305 centerline miles of streets, 159 centerline miles of bike facilities, 80 underpasses, two water treatment facilities, one wastewater treatment facility, 11 dams, and over 800 miles of water and wastewater piping.

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

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

Introduction



Introduction

How Boulder Plans for Capital Improvements

The Capital Improvement Program is one component of the city's planning and review of capital projects. These phases represent a continuous process of planning, funding, and implementation (see graphic on previous page).

Phase 1: Departmental Master or Strategic Planning

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

Phase 2: Capital Improvement Program (CIP) and Budget Appropriation

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

Phase 3: Project Planning and Design

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

Phase 4: Project Engineering and Final Design

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

Phase 5: Final Permitting

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

Phase 6: Project Construction and Management

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

Introduction

Opportunities for Community Influence

The graphic on this page shows the general steps in Boulder's planning process, along with the general expectations for community engagement and the level of detail in construction plans. Master plans include a robust community engagement process that ultimately results in conceptual CIP projects. These conceptual projects are then scheduled into the six-year CIP, with some design work and financing completed as they approach the budget funding cycle. Additional engagement often happens in Phase 3, especially when there are numerous alternatives to consider. Community engagement during final permitting and construction is limited to informing community members about impacts to their daily lives.

City Council, advisory boards/commissions, community members, and others have the highest amount of influence during the master planning process and in the scheduling of years two through six of the CIP.

Introduction

Current & Upcoming Master Plans

Several departmental master plan updates are underway (or will soon begin) and will inform future capital planning. These include:

- Flood and Stormwater Utility (2022)
- Facilities (2021)
- Police (2022)
- Parks & Recreation (2021)

2021-2026 Capital Improvement Program

The 2021-2026 CIP is impacted by the economic crisis caused by COVID-19. With goals of flattening the curve and protecting lives, city facility closures began March 13, 2020 and state and local stay-at-home and safer-at-home orders followed. This caused a shock to many of the city's revenue sources including sales and use tax, accommodations tax, admissions tax, licenses, permits, fees and charges for services including recreation fees, and parking fees. In fact, staff has seen nearly 70% or revenue sources impacted. University of Colorado economists predict the recession will last three to five years before some city revenue sources recover to pre-COVID levels.

The 2021-2026 CIP includes $668 million. This includes discrete projects as well as categories of funding for ongoing needs (e.g. local drainage improvements, major trail maintenance).

The city is spending the majority, about 95%, of its 2021-2026 capital funds on capital maintenance and enhancement of its existing assets. The CIP focuses on taking care of what the city already owns with an emphasis on making improvements to its core service areas. Capital enhancements involve upgrades to existing facilities that may include upgraded technologies, materials, and equipment that can be more efficient, effective, and less costly to operate over time.

With that revenue picture, the proposed 2021-2026 CIP has just over $73 million recommended for 2021, and approximately $668 million is recommended for project allocations for years 2021-2026. The 2021 proposed CIP is lower than anticipated at this time last year as several projects shifted to out years and is lower than the 2020 Approved CIP ($85.6 million). It is important to remember that, unlike an operating budget, the capital budget may significantly fluctuate between years due to timing of projects and availability of funding. Several large 2021 capital projects include:

- Interceptor Sewer Realignment $3.6M
- Pavement Management Program $4.8 million
- Ongoing repairs to Barker Gravity Pipeline $3.8M
- General Parks Improvements $900K

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FUNDING SUMMARIES

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Overview of Funding Summaries

The Funding Summaries section provides full detail of the city's CIP budget needs from 2021 through 2026 by department, project type, and fund. For each of the three funding views, the following information is shown:

- Total project cost for 2021 through 2026
- Planned funding allocation in each year 2021-2026 and the six-year total
- Prior funded amount

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

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

Funding Summaries

Funding by Department

The Public Works Utilities and Transportation divisions have the greatest allocations of resources in the 2021-2026 CIP.

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

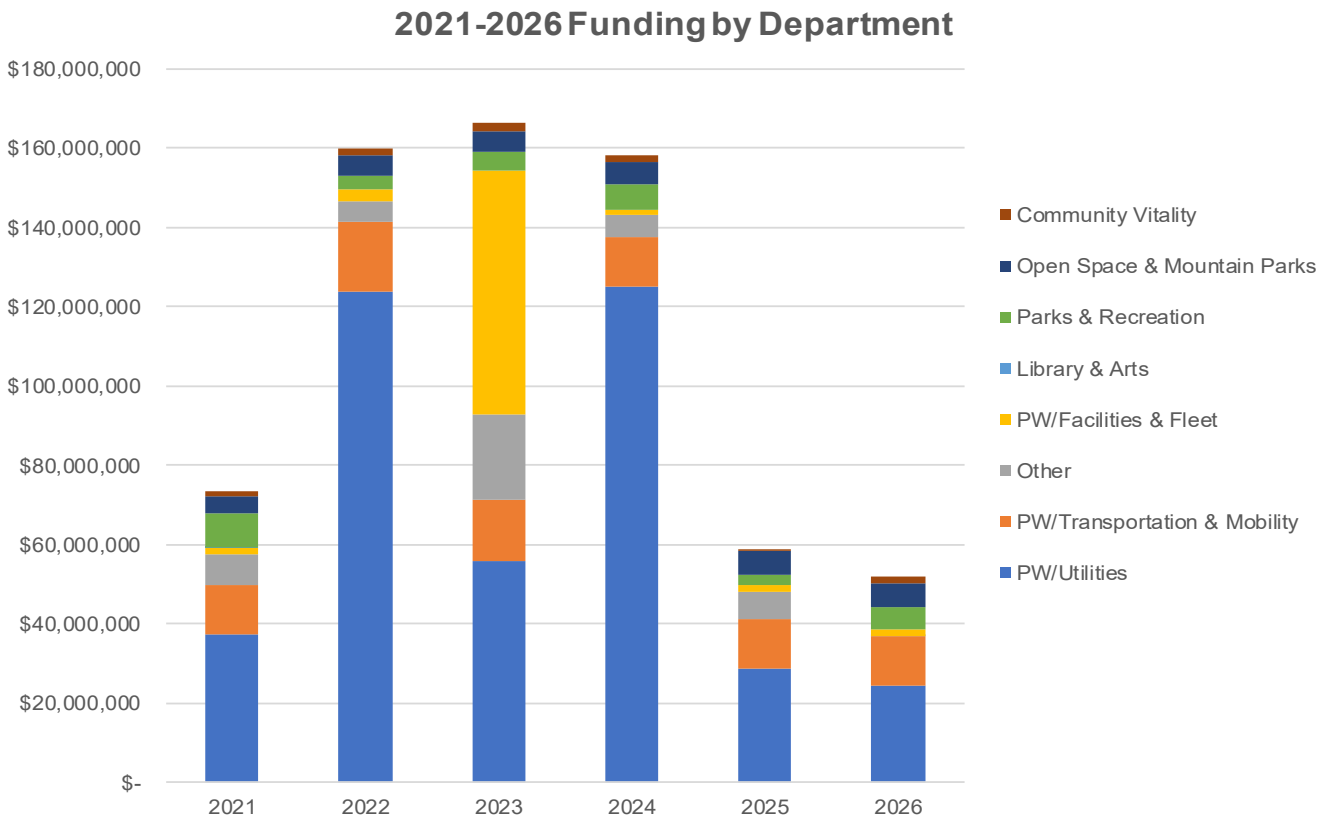
During the renewal of the Community, Culture, and Safety Tax and the 2018 Budget process, discussions with Council highlighted that the General Fund CIP has been limited, generally to Facilities & Asset Management-related projects, and supplemented through voter-approved capital funding initiatives.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

The chart on the following page displays the share of total 2021 2026 CIP spending by each department.

The following city departments are participating in the 2021-2026 CIP:

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

Funding Summaries



2021-2026 FUNDING SUMMARY BY DEPARTMENT

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Citywide	$ 20,440,544	$ 1,440,704	$ 4,339,440	$ 4,886,800	$ 4,886,800	$ 4,886,800	$ -
Community Vitality	8,900,000	1,240,000	1,805,000	1,975,000	1,870,000	500,000	1,510,000
Fire-Rescue	10,491,560	-	-	10,491,560	-	-	-
Innovation & Technology	15,728,400	6,360,600	682,800	5,930,000	575,000	1,855,000	325,000
Library & Arts	100,000	100,000	-	-	-	-	-
Open Space & Mountain Parks	32,568,485	4,466,705	5,139,780	5,178,000	5,678,000	5,928,000	6,178,000
Parks & Recreation	30,974,500	8,540,000	3,478,000	4,710,000	6,157,000	2,606,500	5,483,000
Police	80,000	80,000	-	-	-	-	-
PW/Facilities & Fleet	71,373,046	1,578,841	3,178,841	61,798,841	1,578,841	1,658,841	1,578,841
PW/Stormwater & Flood Utility	139,075,927	9,285,391	14,345,078	7,272,982	96,672,471	4,806,821	6,693,185
PW/Transportation & Mobility	82,353,396	12,263,869	17,638,444	15,392,000	12,433,333	12,542,250	12,083,500
PW/Wastewater Utility	117,354,642	14,694,831	55,245,894	28,923,000	5,690,918	5,860,000	6,940,000
PW/Water Utility	138,984,590	13,398,913	54,102,825	19,749,883	22,709,930	18,071,716	10,951,324
TOTAL	**$ 668,425,091**	**$ 73,449,854**	**$159,956,101**	**$ 166,308,065**	**$ 158,252,294**	**$ 58,715,928**	**$ 51,742,850**

Funding Summaries

Funding by Project Type

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

The five project types are defined by the following criteria:

1. Capital Enhancement

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

2. Capital Maintenance

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

3. Capital Planning Studies

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

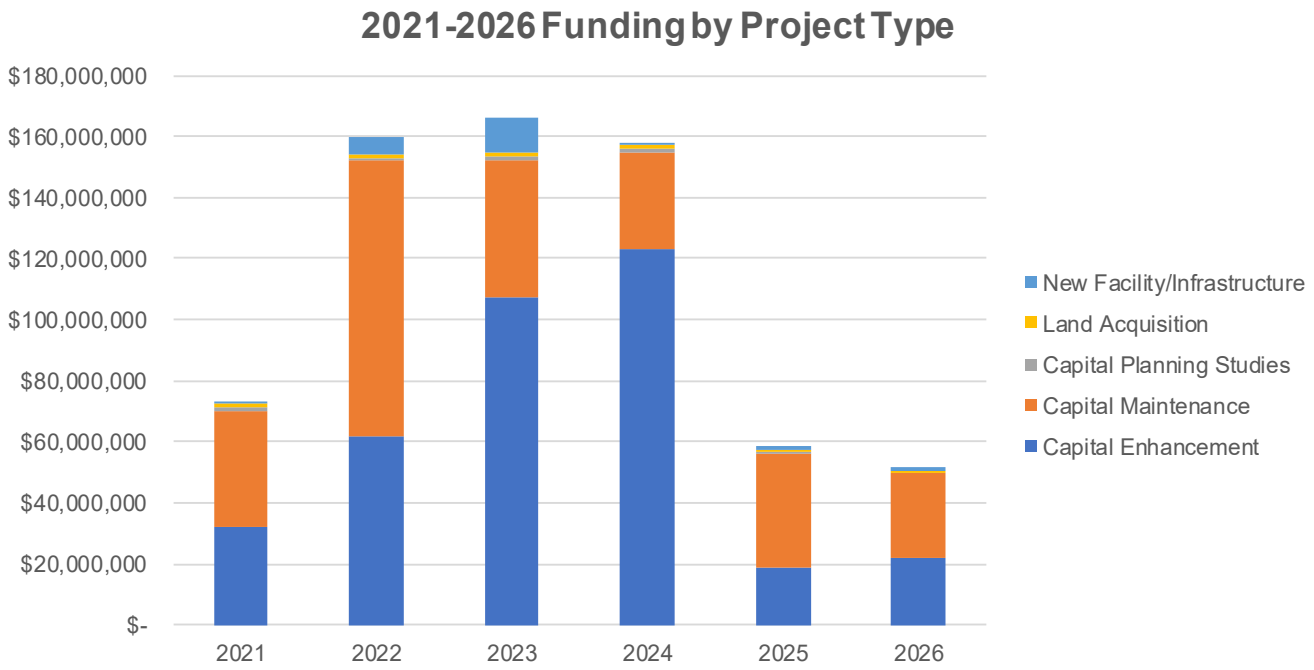
4. Land Acquisition

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

5. New Facility/Infrastructure

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

Funding Summaries



2021-2026 FUNDING SUMMARY BY TYPE

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
CIP-CAPITAL ENHANCEMENT	$ 364,746,101	$ 31,903,801	$ 61,607,038	$ 107,651,984	$ 122,889,142	$ 18,740,061	$ 21,954,076
CIP-CAPITAL MAINTENANCE	270,913,494	38,156,064	90,851,704	44,589,048	32,105,092	37,490,351	27,721,237
CIP-CAPITAL PLANNING STUDIES	4,558,333	955,000	420,000	1,530,000	1,353,333	300,000	-
CIP-LAND ACQUISITION	6,140,603	1,324,989	1,352,360	1,060,474	769,727	800,516	832,537
CIP-NEW FACILITY/INFRASTRUCTUR	22,066,560	1,110,000	5,725,000	11,476,560	1,135,000	1,385,000	1,235,000
Total	**$ 668,425,091**	**$ 73,449,854**	**$ 159,956,101**	**$ 166,308,065**	**$ 158,252,294**	**$ 58,715,928**	**$ 51,742,850**

Funding Summaries

Funding by Fund

Detailed descriptions of all of the city's funds are available in the introduction section of the 2020 Approved Budget. Many of the funds exist to handle dedicated revenues that can only be used for specific types of capital projects. These restrictions provide consistency in planning for project types, but also require the city to allocate resources to a specific category of infrastructure and maintain existing priorities. The Greenways Program is not a fund as defined above, but is used within the CIP to illustrate the funding structure of the Public Works - Greenways workgroup, and to call out the CIP projects associated with the work of Greenways.

The following funds qualify for a percent for art allocation: 0.25 Cent Sales Tax Fund, Facility Renovation & Replacement Fund, Governmental Capital/General Fund, Permanent Park & Recreation Fund, Transportation Fund, and Transportation Development Fund.

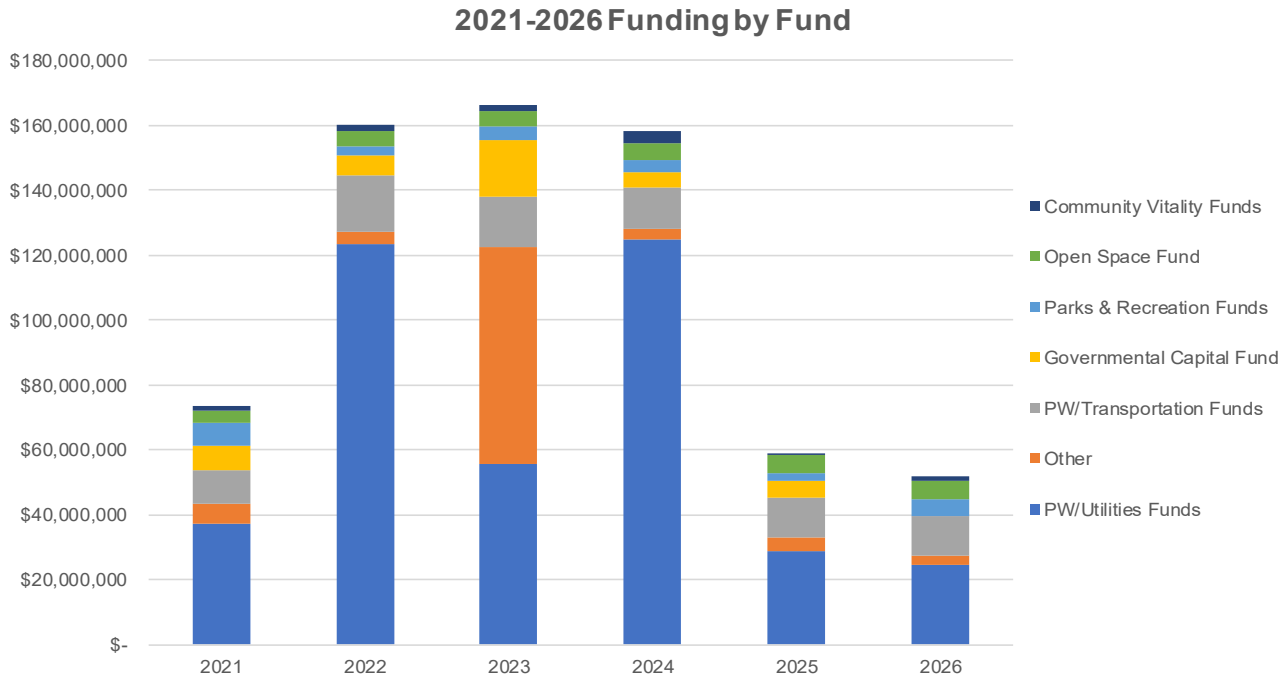
Similar to the department distributions described earlier in this section, the Transportation and Utility Funds are the largest contributors to the city's 2021-2026 CIP.

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

The CIP projects are funded through the following 21 sources.

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

Funding Summaries



2021-2026 FUNDING SUMMARY BY FUND

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
.25 Cent Sales Tax	$ 8,037,000	$ 2,165,000	$ 1,750,000	$ 1,022,000	$ 1,000,000	$ 600,000	$ 1,500,000
Airport	333,333	-	-	-	333,333	-	-
Bldr Junction GID- Parking	2,100,000	-	-	210,000	1,890,000	-	-
Boulder Junction Capital Improvement	400,000	-	100,000	100,000	100,000	-	100,000
Capital Development	2,855,958	1,000,000	-	1,855,958	-	-	-
Community, Culture, and Safety Tax	6,225,199	2,552,000	434,000	3,239,199	-	-	-
Computer Replacement	4,745,872	1,278,072	432,800	580,000	575,000	1,555,000	325,000
Downtown Commercial District	8,350,000	1,090,000	1,705,000	1,875,000	1,770,000	500,000	1,410,000
Equipment Replacement	-	-	-	-	-	-	-
Facility Renovation & Replacement	69,380,788	1,186,583	1,578,841	61,798,841	1,578,841	1,658,841	1,578,841
General	100,000	100,000	-	-	-	-	-
Governmental Capital	37,994,205	6,097,962	6,189,440	15,633,203	4,886,800	5,186,800	-
Lottery	6,042,402	1,007,067	1,007,067	1,007,067	1,007,067	1,007,067	1,007,067
Open Space	30,000,485	4,038,705	4,711,780	4,750,000	5,250,000	5,500,000	5,750,000
Permanent Parks & Recreation	17,269,500	4,947,000	1,300,000	3,050,000	2,839,000	1,578,500	3,555,000
Planning and Development Services	19,099	19,099	-	-	-	-	-
Stormwater & Flood Management Utility	138,169,525	9,134,324	14,194,011	7,121,915	96,521,404	4,655,754	6,542,118
Transportation	70,312,492	9,790,298	11,654,444	14,542,000	11,300,000	11,742,250	11,283,500
Transportation Development	9,600,000	800,000	5,550,000	850,000	800,000	800,000	800,000
University Hill Comm District	150,000	150,000	-	-	-	-	-
Wastewater Utility	117,354,642	14,694,831	55,245,893	28,923,000	5,690,918	5,860,000	6,940,000
Water Utility	138,984,590	13,398,913	54,102,825	19,749,883	22,709,930	18,071,716	10,951,324
Total	**$ 668,425,091**	**$ 73,449,854**	**$ 159,956,100**	**$ 166,308,065**	**$ 158,252,294**	**$ 58,715,928**	**$ 51,742,850**

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Citywide

Current Focus for Capital Planning & Projects in the 2021 Capital Budget

The goals of the General Fund CIP are to provide a sustainable funding source for essential capital needs; improve resiliency of essential services; and save the city money in the long run by not deferring necessary improvements. Many General Fund CIP projects are found within the corresponding departments. However, there are several projects in 2021 that are true citywide projects and do not have an associated department focus. Projects in 2021 include:

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

Additionally, citywide projects include Nonprofit Support outlined within the 2017 Community, Culture, and Safety Tax approved by voters. Projects in 2021 include:

- Renovation of the Boulder Museum of Contemporary Art (BMoCA);
- Improve facilities at Resource Central to expand recycling and reuse efforts.

Operating & Maintenance Impacts

Operating costs will be included as appropriate.

Unfunded Projects & Emerging Needs

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

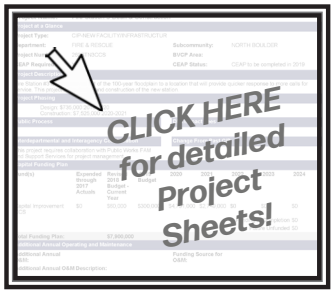
Citywide Capital

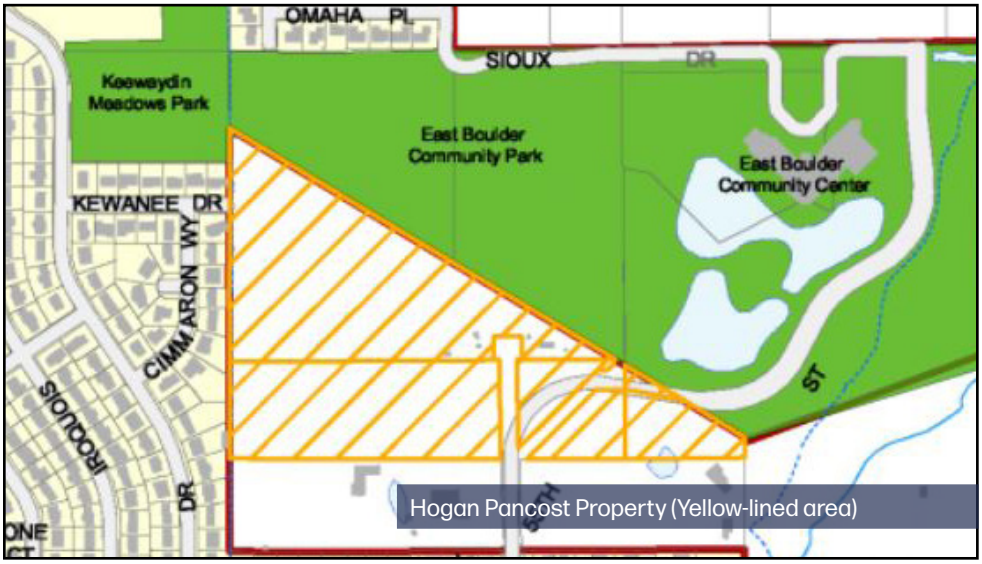
CEAP Projects

N/A

Board Action

N/A





2021-2026 Capital Improvement Plan

Citywide

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 20,440,544	$ 1,440,704	$ 4,339,440	$ 4,886,800	$ 4,886,800	$ 4,886,800	$ -
CIP-Capital Enhancement Total	$ 12,800,000	$ 800,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ -
CCS Agreements - BMOCA	$ 500,000	$ 500,000	$ -	$ -	$ -	$ -	$ -

Location: 1750 13th St

BMoCA will renovate the current facility, which is necessary for the organization to sustain its current levels of growth and provide the best service for the community.

CCS Agreements - Resource Central	$ 300,000	$ 300,000	$ -	$ -	$ -	$ -	$ -

Location: 6400 Arapahoe Ave

Pavilion Debt Service	$ 12,000,000	$ -	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ -

Debt service payments in the out-years, in the event Pavilion reuse is approved by council.

CIP-Capital Maintenance Total	$ 6,038,784	$ -	$ 698,736	$ 1,566,448	$ 1,886,800	$ 1,886,800	$ -
General Fund Capital	$ 6,038,784	$ -	$ 698,736	$ 1,566,448	$ 1,886,800	$ 1,886,800	$ -

General Fund Capital dollars transferred to the Governmental Capital Fund to provide a sustainable funding source for essential capital needs; improve resiliency of essential services; and save the city money in the long run by not deferring necessary improvements. Specific projects will be identified during the annual CIP process.

CIP-Land Acquisition Total	$ 1,601,760	$ 640,704	$ 640,704	$ 320,352	$ -	$ -	$ -
Hogan Pancost Land Purchase	$ 1,601,760	$ 640,704	$ 640,704	$ 320,352	$ -	$ -	$ -

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

Community Vitality

Current Focus for Capital Planning and Projects in the 2021 Capital Budget

In alignment with citywide goals and plans, Community Vitality developed a departmental strategic plan focusing on access for people, vision of place, and pursuit of vitality. During the COVID pandemic, the city's response and recovery, and within an economically constrained environment, it is critically important to adhere to community-supported plans for the purposes of prioritization and efficiency. Specific objectives within the CV Strategic Plan were helpful in guiding decisions within the development of the 2021-2026 Capital Improvement Plan (CIP):

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

Community Vitality manages several general improvement districts and the district-owned assets. In the Central Area General Improvement District (CAGID), Community Vitality manages five parking structures, two of which have leasable commercial property. Major 2020 projects in the parking structures included work at the Randolph Center to repair persistent water infiltration, structural improvements in the St. Julien Hotel parking structure, and completion of the staircase replacements at 1100 Spruce and 1500 Pearl buildings. The other major 2020 capital project was the replacement of most of the aging on-street parking stations. This is a necessary upgrade to aging infrastructure. This program is essential for maintaining healthy commercial areas and generates significant General Fund revenue. The project is funded through the Facilities and Asset Management Equipment Replacement Fund (ERF).

There are several impacts of the COVID-19 pandemic in terms of revenue loss and subsequent capital project reductions. Community Vitality is in a prominent role in supporting the economic recovery of the city and ensuring a successful and vibrant retail environment. This involves supporting small business grants, affordable commercial programs, and partnership development, all which have significant operational impact. Additionally, several customer service enhancements for parking products, including the continued effort to

move towards more gateless systems at all parking structures was reduced and deferred to future years due to revenue losses in our parking structures.

Other COVID impacts to the CV 2021-2026 CIP included the reduction of the planned capital investment in the University Hill Commercial Area. While lighting and public landscaping will be addressed in 2020-2021, other capital investment will be delayed indefinitely until the full revenue impact, completion of the Hill Hotel project, and future parking infrastructure planning are better understood.

Finally, significant reductions are included in the 2021 CAGID capital budget. In addition to delays in software and customer service improvements, reductions in scope were necessary for several projects, including elevator repairs and other structural improvements. Also, the CAGID deck repair program and the capital improvement program for Boulder Junction was cancelled for 2021.

2021 Capital Projects

- Completion of the St. Julien capital improvements
- Completion of the Randolph Center improvements
- Elevator repairs at St. Julien
- Affordable Commercial capital program pilot
- 1500 Pearl exterior brick repairs
- University Hill public landscaping

2020 Adjustments (if applicable)

- Reduction of scope for the pay station replacement project ($225,000)
- Reallocation of parking deck repairs to St. Julien repairs ($400,000)
- Postponement of Pearl Street Refresh Planning ($65,00)
- Postponement of Phase 1 – Gateless Technology ($130,000)
- Cancellation of other software enhancements ($50,000)

Operating and Maintenance Impacts

An operational impact that Community Vitality has closely monitored is the pace in which a project can be completed based on project management capacity within the department. With the addition of a project and program manager (added in 2019), departmental capacity to lead projects increased; however, the need for additional capacity to complete major projects still existed. The department retained Orion, Inc., to assist the department with project management through early 2021.

Unfunded Projects and Emerging Needs

Unfunded Projects

The Farnsworth Assessment (2017) identified over $12 million of parking structure facilities capital projects and repair and replacement suggested over a period of 10 years based on current conditions and urgency of attention. The 2021-2026 Community Vitality CIP reflects the top priorities in addressing deferred maintenance but cannot absorb the entire amount identified in the Assessment.

Additionally, planning for a future refresh of the Pearl Street Mall and surrounding area is prudent. A large project will require a community conversation and other funding sources than currently identified. The only funding included in the CIP is $65,000 in 2021 as a shared portion of an initial internal planning effort (in conjunction with Parks and Recreation).

Community Vitality Capital

Emerging Needs
The impact of COVID on the business community and the overall local economy will persist throughout 2021 and beyond. As a property owner and key partner with business organizations, Community Vitality will have to monitor the need for investment in district-owned spaces for affordable opportunities and other areas where city investment may be appropriate.

CEAP Projects
N/A

Board Action
The Downtown Management Commission (DMC) recommended approval of the Community Vitality 2021-2026 CIP at their July 14 meeting.

The Boulder Junction Access District Commissions (Parking & TDM) recommended approval of the Community Vitality 2021- 2026 CIP at their July 22 meeting.

The University Hill Commercial Area Management Commission (UHCAMC) will consider the Community Vitality 2021-2026 CIP at their August meeting.

Pearl Street in Spring

Community Vitality Capital

2021-2026 Capital Improvement Plan

Community Vitality

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 8,900,000	$ 1,240,000	$ 1,805,000	$ 1,975,000	$ 1,870,000	$ 500,000	$ 1,510,000
CIP-Capital Enhancement Total	$ 2,000,000	$ 300,000	$ 475,000	$ 175,000	$ 850,000	$ 100,000	$ 100,000
Affordable Commercial Capital Prog	$ 500,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ -

This is a likely program in 2020 with a portion of the program funded as capital projects in the existing CAGID owned retail spaces. A portion of this project work is funded through the General Fund transfer to CAGID. Council will define program details and scope of capital-related project work later in 2019 or early 2020.

Gateless System Installation	$ 300,000	$ -	$ 300,000	$ -	$ -	$ -	$ -

In alignment with the Access and Parking Management Strategy (AMPS), this project is to enhance the customer service through the application of innovative solutions within the parking garages. This technology, currently utilized at the Trinity Garage, will allow improved customer experience and reduced operating costs.

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

Budgeting for Resiliency: Helpful.

Parking Product Software Enhancemen	$ 225,000	$ 50,000	$ 75,000	$ -	$ -	$ -	$ 100,000

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

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

Budgeting for Resiliency: Helpful.

University Hill Landscaping	$ 150,000	$ 150,000	$ -	$ -	$ -	$ -	$ -

UHGID is responsible for a portion of the investment in public infrastructure. This is a partnership with Forestry to replace trees and otherwise improve the aesthetics in the public right-of-way.

Budgeting for Resilience: Amenity.

Parking Garage Exterior Brick Rehab	$ 825,000	$ -	$ -	$ 75,000	$ 750,000	$ -	$ -

This project is to address necessary rehabilitation of the brick structure at the Spruce and Pearl parking structure. This includes replacing necessary bricks and addressing any structural issues that arise during assessment. Some of this work is necessary to address issues that arose out of other construction projects in 2019-2020. Scope reduced in 2024.

Budgeting for Resiliency: Important

CIP-Capital Maintenance Total	$ 6,835,000	$ 875,000	$ 1,330,000	$ 1,800,000	$ 1,020,000	$ 400,000	$ 1,410,000
1500 Pearl Brick Repairs	$ 175,000	$ 175,000	$ -	$ -	$ -	$ -	$ -

Assessing the brick façade on the west, south, and east elevations of the parking structure and removing loose and deteriorated brick. Replacing the damaged bricks, and at all lintel locations, removing the mortar from the bed joints and installing a soft sealant joint.

The work will focus on areas where there is potential safety issues from loose materials.

Budgeting for Resiliency: Important

Boulder Junction Public Improvemnts	$ 400,000	$ -	$ 100,000	$ 100,000	$ 100,000	$ -	$ 100,000

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

This was initially planned for 2021. Due to lost revenue, this will be delayed until 2022. A long-term planning effort with the Boulder Junction Commissions will take place in 2020 to help inform future investment.

Budgeting for Resiliency: Helpful.

Ceiling and Roof Repair/Replace	$ 400,000	$ -	$ 50,000	$ 350,000	$ -	$ -	$ -

Significant patching and replacement of areas of the roof and ceilings within the Pearl and Spruce structures is necessary. Exact scoping for the improvements will occur in 2022 with construction in 2023.

Budgeting for Resiliency: Important.

Community Vitality Capital

2021-2026 Capital Improvement Plan

Community Vitality

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Garage Deck & Structural Cap Maint	$ 2,000,000	$ -	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000

The 2017 Farnsworth Facilities Assessment identified deferred maintenance to be addressed in all of the CAGID parking structures. Specifically, one the largest in scale was the annual cost of repairing the concrete parking decks and underlying structure that wears down over time. This Capital Maintenance program seeks to address deferred maintenance by making an annual investment of $400,000 into various projects, with a focus on the concrete parking decks and underlying structure.

The amount was reduced and reallocated in 2020 and 2021 to focus on specific projects and reduce overall budget impact.

Budgeting for Resiliency: Important.

HVAC System Repair-Replacement	$ 340,000	$ -	$ 20,000	$ 300,000	$ 20,000	$ -	$ -

This project is the planning, scoping, and construction of HVAC systems at Spruce and Pearl garages. This impacts the parking areas, tenant spaces, and offices and represents a phased approach from 2022-2025.

Budgeting for Resiliency: Helpful.

Interior Tenant Space Repairs	$ 450,000	$ 50,000	$ 200,000	$ 50,000	$ 50,000	$ -	$ 100,000

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

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

Budgeting for Resiliency: Helpful.

Parking Building Doors and Windows	$ 200,000	$ -	$ -	$ -	$ 200,000	$ -	$ -

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

Budgeting for Resiliency: Helpful.

Parking Garage Elevator Replacement	$ 1,000,000	$ 250,000	$ 500,000	$ -	$ -	$ -	$ 250,000

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

Budgeting for Resiliency: Important

Parking Garage Fire Supp. Repairs	$ 350,000	$ 100,000	$ -	$ -	$ 250,000	$ -	$ -

This project is to address critical repairs within parking structures to the fire suppression and sprinkler systems. An assessment is being conducted in 2020 and early information allows for the overall scope of the project to be reduced. Capital work is likely to be completed in 2021. Future work is expected in 2024.

Budgeting for Resiliency: Important.

ParkingGarage Staircase Replacement	$ 720,000	$ -	$ 60,000	$ 600,000	$ -	$ -	$ 60,000

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

Budgeting for Resilience: Important.

Randolph Garage Deck Repairs	$ 700,000	$ 200,000	$ -	$ -	$ -	$ -	$ 500,000

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

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

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

Budgeting for Resiliency: Important.

St. Julien Ramp Repairs	$ 100,000	$ 100,000	$ -	$ -	$ -	$ -	$ -

Coating leak prevention and repairs Traffic coating at the entrance to the parking structure on Level B1 removal and replacement to minimize water infiltration through the slab. The majority of work will be completed in 2020. Some additional work is necessary in 2021 as a part of the entire project.

Budgeting for Resiliency: Important.

Community Vitality Capital

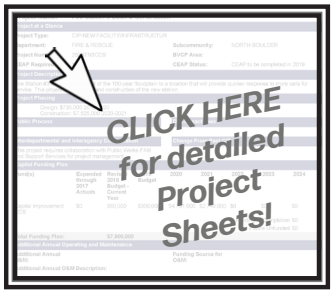
2021-2026 Capital Improvement Plan

Community Vitality	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
CIP-Capital Planning Studies Total	$ 65,000	$ 65,000	$ -	$ -	$ -	$ -	$ -
Pearl Street Mall Planning	$ 65,000	$ 65,000	$ -	$ -	$ -	$ -	$ -

This project is for internal planning dollars in support of a collaboration effort between Community Vitality and Parks and Recreation to plan for a future refresh of Pearl Street Mall. This represents half of the estimated amount of the planning effort. This is an initial internal step; public and stakeholder engagement will be mandatory as a part of any future funding beyond the scope of this internal planning process.

This project was postponed to 2021 as a budget reduction measure.

Budgeting for Resiliency: Important.



Pay to Park

Facilities

Current Focus for Capital Planning and Projects in the 2021 Capital Budget

In 2021, the Facilities Department will focus on three areas:(1) planning, designing, and constructing new and major renovation of building infrastructure, (2) maintaining existing infrastructure, and (3) completing the city's first-ever Facilities Master Plan and implementing an improved capital planning process for the city's building portfolio.

New Construction and Major Renovation of Building Infrastructure

The newly established Facilities Department is leading design and construction efforts on two new construction projects, the North Boulder Branch Library and Fire Station 3 relocation. A third major project is the redevelopment of the Alpine-Balsam site which was purchased by the city in December 2015. The first major project on the site occurred in 2018 with the renovation of the existing Brenton Building which consolidated the city's Finance Department into one building. This was followed by interior deconstruction of the Boulder Community Health (BCH) hospital and Medical Office Pavilion (Pavilion) to prepare for major renovation of the Pavilion building. The focus in 2021 will be continuing renovation of existing buildings and planning for redevelopment of the site into a centralized Western City Campus which will enable several existing city buildings, currently dispersed, to be consolidated into this one location to better serve the community. Through consolidation many efficiencies can be achieved through more effective use of physical space, reductions in deferred maintenance backlog, economy in operations and maintenance and advancements towards the city's climate commitment by creating high energy performing buildings.

Maintenance of Existing Infrastructure

The Facilities Department expanded the asset management program from 22 to 70 city facilities in 2020. The asset management software is used to prioritize building system replacement needs and assign a Facility Condition Index (FCI) score to each building. The Deferred Facility Maintenance Projects funding will be used on urgent or high priority system repairs or replacements in buildings with the lowest FCI score. Replacements funded with this project include HVAC systems, fire suppression/detection systems, major maintenance or replacement of roofing systems, etc.

Fire stations major maintenance will continue in 2021. The 24/7 occupancy of the city's eight fire stations and their status as essential facilities requires a higher level of maintenance. This annual CIP project is distributed among the eight Boulder fire stations to improve the quality of kitchen, dining, and living areas. The 2021 project plan is currently being developed in coordination with Boulder Fire-Rescue Department.

Facilities Capital

The Parks and Recreation (BPR) Aquatics Facility Study (AFS) identified deferred maintenance needs within existing BPR facilities. Addressing the needs identified will be a multi-year effort and East Boulder Community Center (EBCC) will be the focus for 2021 and 2022. Facilities will partner with BPR on a Natatorium Enhancement project that addresses the identified deferred maintenance and improves the user experience. In 2021, funding will be used to supplement planning and design for the EBCC Natatorium Enhancement project and in 2022 funding will go toward implementation with the Facilities portion being used to address necessary facility repairs.

Facilities will partner with BPR on the Neighborhood and Community Park Capital Maintenance project. This project provides funding for asset maintenance throughout the Neighborhood and Community Park system as well as a complete renovation of one neighborhood park annually to meet the goals outlined within the BPR Master Plan and Capital Investment Strategy. Facilities will contribute funding and collaborate with BPR on the planning, design, and implementation of a renovation for North Boulder Park in 2021 and Martin Park in 2023.

Facilities Master Plan Implementation

The new Facilities Master Plan (FMP) is a comprehensive assessment of all city facilities encompassing more than 70 buildings and structures (it excludes OSMP barns and ranches and park shelters). Key goals of the first Facilities Master Plan are to identify a common vision and core values across all city facilities and to measure facility health and condition against these common values. It is also to guide a strategic implementation plan and capital investment strategy for near term, within the timeframe of CIP planning and over the long term, decades. Major milestones for investment strategies align with the city's Climate Commitment Goals in both 2030 for city buildings and 2050 with community wide goals.

A key strategic initiative of the FMP is to consolidate 22 facilities that are not otherwise tied to a specific geographic location such as a fire station or recreation center. There are numerous benefits that can be achieved through consolidation such as operational and maintenance efficiencies, energy efficiency, space economy, increased staff effectiveness and more.

Many of these benefits also result in cost savings and most importantly better delivery of essential services to the community. The completion of the FMP and development of the implementation strategy as it applies to capital planning will be a focus of the Facilities Department in 2021.

Municipal Building Lobby

Facilities Capital

Covid-19 Impacts
The COVID-19 pandemic has resulted in fiscal and staffing constraints for the Facilities Department and non-furloughed staff resources have been diverted to COVID Recovery. The planning and design schedule for the Alpine-Balsam redevelopment project has also been impacted. At this point, it is unclear if there will be an impact in 2021 on the overall Alpine-Balsam redevelopment timeline.

The Facilities Master Plan (FMP) adoption has been delayed due to the Covid-19 pandemic impact on the City Council schedule and some staff shifts to focus on COVID Recovery. In 2021 capital investment projects will be executed that align with City Council initiatives and maintain current building infrastructure. Strategic investment opportunities to reduce the backlog of deferred maintenance in city buildings will addressed in the FMP in 2021 with implementation on prioritized projects anticipated to proceed in 2022.

2021 Capital Projects
- BCH Hospital Deconstruction
- Western City Campus Development
- New Fire Station 3. More details can be found in BFR CIP.
- New North Boulder Library. More details can be found in BPL CIP.
- North Boulder Park Shelter Repair
- Aquatic Facilities Major Maintenance
- Fire Stations Major Maintenance
- Major Maintenance of Building Systems

2020 Adjustments (if applicable)
Alpine-Balsam Hospital Deconstruction – Budget Deferral ($1,600,000)
As part of the Alpine-Balsam Area Plan, adopted by City Council on Oct. 1, 2019, the city is deconstructing the main hospital building at the Alpine-Balsam site. The timing of deconstruction of the exterior of the main hospital should be completed concurrent with flood mitigation construction along Balsam Ave. The flood mitigation work is not anticipated to begin until 2022 at the earliest. The funding for the exterior deconstruction of the hospital has already been appropriated but it is does not need to be encumbered until 2022 to coincide with flood mitigation work. Therefore, $1.6 million (one-time) of the hospital exterior deconstruction funding can be deferred until late 2021.

Teahouse Entry Alterations – Budget Reduction ($255,000)
This CIP was created mostly in response to a need for thermal protection from the elements right at the main entry doors. Adding an entry vestibule has many challenges that had not been fully identified at the time the CIP was presented. A solution to provide a simple air curtain, which will cost under $10k can be implemented to alleviate the primary concern.

BMoCA Electrical Upgrade – Budget Reduction ($104,000)
This was originally planned as a 2017 CIP project to upgrade the electrical system in BMoCA. Since the CIP was approved in 2017, BMoCA has planned for an expansion of their facility and it was determined that an electrical upgrade to the facility should be completed as part of the expansion project and not independently. This project should be reassessed when BMoCA has determined what level of improvement (or none) they will be making to the facility.

Aesthetic Improvements to City Buildings – Budget Reduction ($150,000)
This 2020 CIP was funded to make minor aesthetic improvements in various buildings as needed. These improvements are not necessary given current budget challenges and while most administrative buildings are closed to the public and staff are teleworking.

Facilities Capital

Municipal Building Flood Gates – Budget Reduction ($94,000)
The manual flood gates at the Municipal building are not currently working properly; however, a solution that meets current flood regulations has not been found. The project has been further delayed so that a solution that is well coordinated with other Civic Area improvements can be implemented. This project has been delayed indefinitely until such a solution is identified.

Operating and Maintenance Impacts
The new North Boulder (NoBo) Library will be under construction in 2021. Boulder Public Libraries are currently leasing a 500 square foot storefront location and the new NoBo Library will be a 10,500 square foot high-performance building owned and maintained by the city. The estimated General Fund budget impact for the new NoBo library is $300,000 annually. $90,000 for O&M and Utilities and $210,000 in FR&R contributions to fund major maintenance and repair & replacement over the life of the building.

The new Fire Station 3 and Pavilion remodel will be in the design phase in 2021 with construction expected to start in 2022. Facilities will develop the ongoing funding needed for both buildings in the 2022 budget submittal.

NoBo Library and Fire Station 3 represent a net increase in total square footage and operating expenses when compared to their previous building locations. The Pavilion remodel project will allow for the consolidation of existing office buildings into a single high-performance building resulting in an overall net reduction in square footage which will lower O&M and Utility expenses for the overall city portfolio. Facilities operating expenses will increase in the short term as NoBo, Fire Station 3, and the Pavilion come online, but will start to decrease as the consolidated buildings are deconstructed, sold, or repurposed by the city. Operating expense reductions are not expected to be realized until 2026 and beyond.

O&M expenses for the remainder of the city's building portfolio are expected to remain steady as investments are made in replacing aging building infrastructure through the Deferred Facility Maintenance Projects CIP. Critical and high priority building system replacements will reduce the O&M for that specific building system, yet the balance of existing infrastructure will continue to age. The Facilities Master Plan will address the capital funding target for the city building portfolio and the impact to on-going operating and capital budgets will be clearer in 2021.

Unfunded Projects and Emerging Needs
Fire Station #8, opened in 2015, and the Brenton Building, opened in 2018, have not been collecting facility renovation and replacement funding (FR&R). Best management practice recommends 2% of the facilities replacement value be collected annually to fund future renovations and replacements to maintain the value of the asset over its life cycle. Fire Station #8 has a $6 million replacement value and the Brenton building is $8 million. In total, $280,000 of annual funding for future replacement needs are not being collected for these buildings.

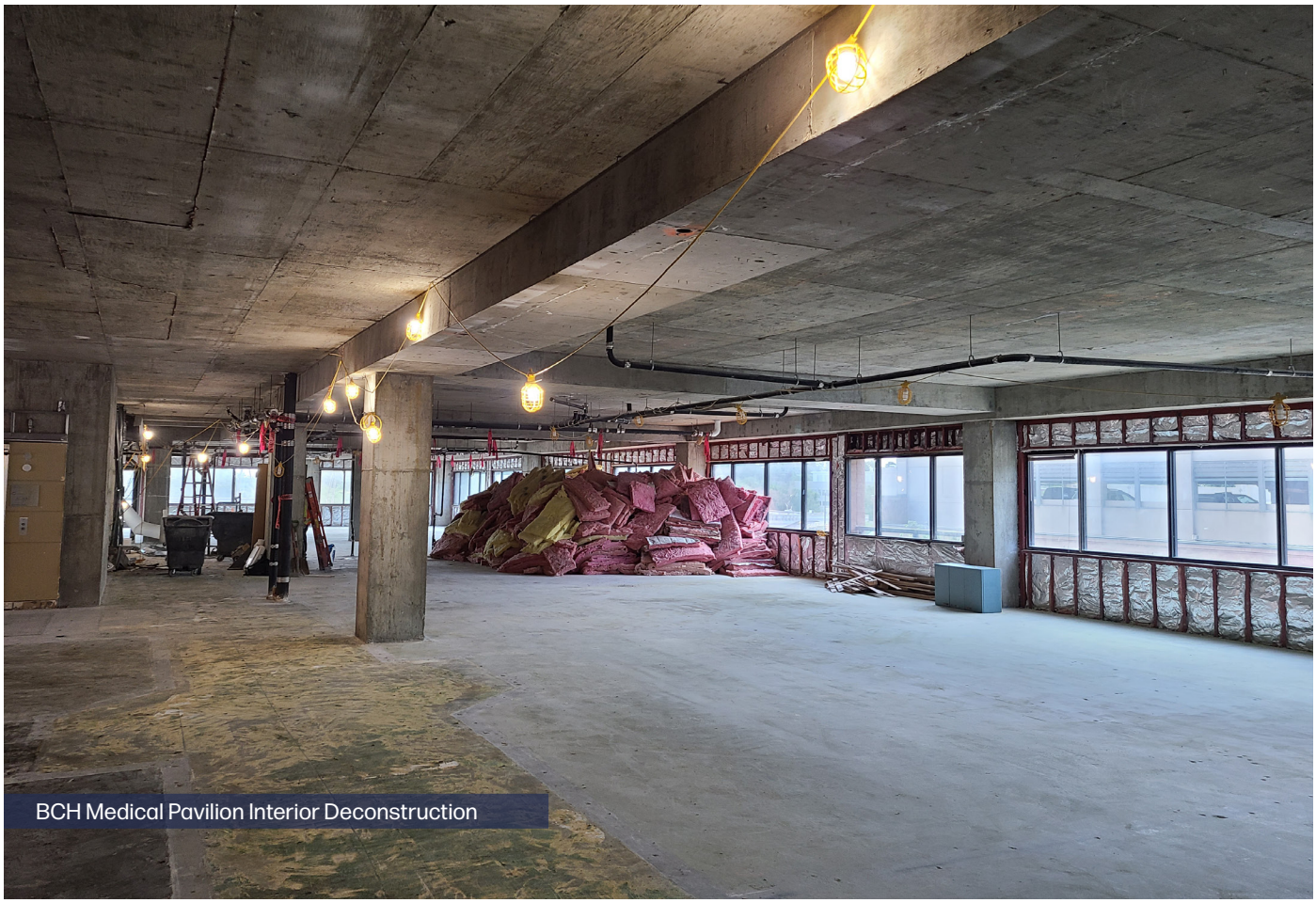
The COVID-19 pandemic forced the closure of city administrative buildings and city staff who could work remotely were asked to do so for an extended period through 2020. As a result, the organization learned that the city can effectively telework and many staff now prefer to maintain some amount of telework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

Facilities Capital

The Facilities Master Plan (FMP) will be completed in 2021. The FMP will guide the city's future capital investment strategy for the building portfolio. Guidance and direction provided in the FMP could significantly change the unfunded needs in 2022.

CEAP Projects
N/A

Board Action
N/A



BCH Medical Pavilion Interior Deconstruction

Facilities Capital

2021-2026 Capital Improvement Plan

Facilities & Asset Management

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 71,373,046	$ 1,578,841	$ 3,178,841	$ 61,798,841	$ 1,578,841	$ 1,658,841	$ 1,578,841
CIP-Capital Enhancement Total	$ 61,992,258	$ 392,258	$ 1,600,000	$ 60,000,000	$ -	$ -	$ -
BCH Hospital Deconstruction	$ 1,600,000	$ -	$ 1,600,000	$ -	$ -	$ -	$ -

On May 16, 2019 City Council voted to proceed with deconstruction of the main hospital to prepare the Alpine-Balsam site for future redevelopment. The full scope of the deconstruction project includes interior deconstruction of the main hospital and Pavilion to prepare the latter building for future renovation. The exterior of the hospital building will be deconstructed and separated from the Pavilion building and the holes in the side of Pavilion where the hospital was once connected will be temporarily patched back until full renovation of that building proceeds. The basement of the hospital building will be excavated and the whole left behind will be filled. The final phase of work necessary to complete the deconstruction project is grading of the site which is being coordinated with future flood mitigation plans so that grading as part of the deconstruction project can work towards achieving those future flood mitigation goals for the site.

The total project costs have been estimated between $14M - $16M for the work described above. The first ATB in 2019 appropriated $11,850,000 to the project. This amount reflects what was available from year end balance carryover from 2018 to utilize towards this project. In the 2020 approved budget, $3,350,000 was appropriated to bring total project appropriations up to $16M in order to complete all phases of the hosptial deconstruction.

The timing of deconstruction of the exterior of the main hospital should be completed concurrent with flood mitigation construction along Balsam Ave. The flood mitigation work is not anticipated to begin until 2022 at the earliest. The funding for the exterior deconstruction of the hospital has already been appropriated but it is does not need to be encumbered until 2022 to coincide with flood mitigation work. Therefore, $1.6 million (one-time) of the hospital exterior deconstruction funding can be deferred from the original 2020 budget to help fill a funding gap due to the COVID-19 Pandemic.

The Capital Funding Plan below reflects needing the $1,600,000 back in 2022 to complete the project.

This project is considered 'Essential' using the Budgeting for Resilience classification in that it could not be cut without a significant impact, or risk of impact, to the city's basic operation and functioning. The BCH Hospital building is partially deconstructed and finishing deconstruction of the exterior will enable the rest of the site to be made ready for future redevelopment. Leaving the building standing as a unoccupied cold shell poses significant health, life, and safety risks.

Western City Campus Redevelopment	$ 60,392,258	$ 392,258	$ -	$ 60,000,000	$ -	$ -	$ -

The Alpine-Balsam Area Plan was adopted by Council in the fall of 2019. The plan included the intent to renovate the Medical Office Pavilion for city services and redevelop the eastern portion of the site as a new consolidated Western City Campus. In 2020, a budget of $1.7M was appropriated to begin design work to advance development of the site for this purpose and to prepare the remainder of the site for future housing development. Early design work included development of a city-wide master consolidation program to inform an approach for delivery of city services now and into the future as well as flood mitigation design and other horizontal infrastructure analysis necessary to complete the project. An additional $392,258 in 2021 will bring the total appropriations to $2,100,000 covering most, if not all, design work required for the project.

Construction on the site is anticipated to begin in 2023 and early estimated costs for the city portion of redevelopment work are approximately $60,000,000. This number includes renovation costs of the Pavilion building, site improvements, and escalation for a construction start in 2023. The number also includes the deconstruction cost of Park Central and New Britain buildings which will be possible once city staff and services are relocated out of those buildings and onto the Western City Campus. It may also capture flood mitigation work on site and additional horizontal infrastructure such as roads and pedestrian paths that are required by regulatory agencies to be constructed as part of the Western Campus redevelopment. Design work at this stage is conceptual, and therefore cost estimates on all aspects of the project will be further developed as the project progresses and is refined. As more details develop on various aspects of the project such as flood mitigation, these may develop in subsequent years as separate and discrete CIP projects.

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

This project is considered 'Essential' using the Budgeting for Resilience classification in that it could not be cut without a significant impact, or risk of impact, to the city's basic operation and functioning. This project enables the city to realize significant operational and cost efficiency through consolidation of multiple aging buildings into a single high performance city campus.

CIP-Capital Maintenance Total	$ 9,030,788	$ 1,186,583	$ 1,578,841	$ 1,798,841	$ 1,428,841	$ 1,458,841	$ 1,578,841
Aquatics Facility Repairs	$ 1,476,000	$ 100,000	$ 1,123,000	$ 253,000	$ -	$ -	$ -

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

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

Building Perf Energy Requirements	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Perform energy assessments and retro commissioning (RCx) to comply with Boulder Building Performance Ordinance (BPO) (Ordinance no. 8071). The RCx requires implementing cost effective RCx measures within two years of the study. FAM will be performing the energy assessments, RCx, and implement cost-effective measures on buildings greater than 5,000 square feet.

Deferred Facility Maint Projects	$ 5,764,788	$ 816,583	$ 305,841	$ 705,841	$ 1,278,841	$ 1,228,841	$ 1,428,841

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

Facilities Capital

2021-2026 Capital Improvement Plan

Facilities & Asset Management

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Fire Stations Major Maintenance	$ 900,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000

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

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

Fleet - System Repairs/Replacements	$ 300,000	$ -	$ -	$ 220,000	$ -	$ 80,000	$ -

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

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

Martin Park Shelter Major Maint	$ 170,000	$ -	$ -	$ 170,000	$ -	$ -	$ -

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

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

No Boulder Park Shelter Repair	$ 120,000	$ 120,000	$ -	$ -	$ -	$ -	$ -

The P&R Round 1, Capital Investment Strategy project improved the shelter's exterior to included ADA access to the shelters, lighting upgrades, amenities (benches/tables), bear proof trash/recycling receptacles and concrete flatwork. FR&R funding was not available to time with CIS project. This project upgrades the plumbing systems and fixtures and renews interior and exterior surface finishes of the facility built in 1969. Minor concrete work totaling $19,000 was last done in 2007. Electrical code upgrades will also be accomplished as required with major renovation projects. The funding for this project will be combined with Parks & Rec funding for Neighborhood and Community Park Capital Maintenance to complete the repairs at North Boulder Park in 2021.

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

Tantra Park Shop Renovation	$ 300,000	$ -	$ -	$ 300,000	$ -	$ -	$ -

Renovate the Tantra Park Shop for continuing use for Park Operations maintenance staff. The 3,000 square foot facility, constructed in 1984, needs repairs and renovations to major building systems. At this time, no specific scope has been identified for this project planned in 2023.

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

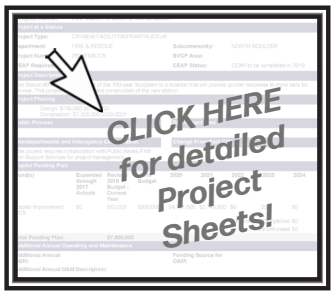
CIP-Capital Planning Studies Total	$ 350,000	$ -	$ -	$ -	$ 150,000	$ 200,000	$ -
Facilities Master Plan Updates	$ 350,000	$ -	$ -	$ -	$ 150,000	$ 200,000	$ -

This project funds the first update to the new Facilities Master Plan (FMP) which is a comprehensive assessment of all city facilities encompassing more than 70 buildings and structures (it excludes OSMP barns and ranches and P&R shelters). Key goals of the first Facilities Master Plan were to identify a common vision and core values across all city facilities and to measure facility health and condition against these common values to guide a strategic implementation plan and capital investment strategy for near term, within the time frame of CIP planning and over the long term, decades. Major milestones for investment strategies align with the city's Climate Commitment Goals in both 2030 for city buildings and 2050 to align with community wide goals.

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

The update to the FMP, funded by this project, will provide an update on progress towards goals identified in the original plan and define the next near term strategic investment plan based on what has been achieved, new opportunities that have arisen and other influences experienced since the first FMP was adopted.

This project is considered 'Helpful' using the Budgeting for Resilience classification in that it could be cut without significant or immediate impacts to the city's basic operations and functioning. Funding is already appropriated for the first city-wide Facilities Master Plan (FMP), anticipated to be adopted in 2021. The update to the FMP in 2024 & 2025 will provide an update on progress towards goals identified in the original plan and define the next near term strategic investment plan based on what has been achieved, new opportunities that have arisen and other influences experienced since the first FMP was adopted.



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Fire-Rescue

Current Focus for Capital Planning and Projects in the 2021 Capital Budget

Fire-Rescue updated its departmental Master Plan in early 2020 and included a number capital replacement and enhancement elements that would enable the department to achieve its Council-accepted strategic goals over the next 7-10 years under three funding scenarios: Fiscally-Constrained, Action, and Vision. At the Fiscally-Constrained level, the Master Plan called for the city to move forward with the relocation and replacement of Fire Station #3 to accomplish three objectives. Fire-Rescue made much progress in 2020 on sourcing and engaging with design and architecture firms to replace Fire Station #3. The full design and permitting process is expected to last into early 2022. Construction timelines are being planned with built-in flexibility to accommodate evolving space needs and changing financial circumstances.

Boulder Fire-Rescue's primary CIP focus for 2021 will be the design and permitting for the relocation of Fire Station #3. The project has completed conceptual design work and is now in the pre-application phase. The relocation accomplishes three primary goals. First, the station is being moved to take it out of a 100-year floodplain. Second, the new station is being re-located to an area that is better situated to respond to higher call volumes. Finally, the replacement of Station #3 will expand Fire-Rescue's system-wide facility capacity to expand into fire-based advanced life support (paramedicine) and transport as well as potentially accommodate administrative staffing space needs. The relocation and replacement of Fire Station #3 is being funded from a number of sources including dedicated dollars generated by the Community, Culture, and Safety Tax that was passed in 2017 in addition to supplemental General Fund capital funding and use of Fire- Rescue's balance of impact fees and development excise taxes in the Capital Development Fund.

In addition to facility capital projects, Fire-Rescue maintains a capital investment program to achieve the timely replacement of its rolling capital stock of eleven front-line and three reserve fire apparatus. Fire-Rescue will be incorporating the fire apparatus replacement model into the CIP to allow for increased coordination of these capital purchases with other overall city planning efforts. In 2021, Fire-Rescue will be replacing one of its fire engines that will operate out of Fire Station #2 and additional engine in 2021 that will operate out of Fire Station #3.

Fire-Rescue Capital

In addition, Fire-Rescue also secured $250,000 in one-time General Fund capital funding to complete renovations at its seven stations. These renovations resolved gender neutrality deficiencies and also provided for health and safety compliant storage and maintenance space for firefighter personal protective equipment including bunker gear and self-contained breathing apparatus.

2021 Capital Projects

- Fire Station #3 Relocation
- Replacement of a Type 1 Fire Engine

2020 Adjustments

The station three project has been evaluated for scalability and staff is proceeding with the project in a measured way. Because the station has just completed the pre-application process, there are currently no further fiscal impacts that can be mitigated during the 2020 budget year. Apparatus replacement modeling would have called for the replacement of one engine this year, but due to budgets adjustments in 2019, this was delayed to 2021.

Operating and Maintenance Impacts

Constructing a new Fire Station #3 will reduce facility maintenance and energy costs relative to the current Station #3 facility that was built in the 1960s. The new station may also include administrative office space along with community and shared meeting space that could be used by other city departments as well as community members. Additionally, the station renovations that were completed in 2020 resulted in system- wide installation of health-compliant laundry facilities which negated the need for separate third-party laundry service generating thousands of dollars in annual operational savings.

Unfunded Projects and Emerging Needs

Fire-Rescue's Master Plan called for a number of capital investments for which sufficient funding has not been identified. At the Fiscally-Constrained level, the relocation and replacement of Fire Station #3 is falling short of approved funding levels. Depending upon the final design of the station, it is anticipated that a range of $4.9 million to $11.1 million in additional funding will be needed. At the Action-Level, Fire-Rescue's capital strategy focuses on relocating Fire Station #4 and Fire Station #2, with priority on the latter. In both cases, relocation will remedy the size and functionality deficiencies that currently exist at the outdated stations and likely involve land acquisition. No funding has been identified for either station relocation.

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

CEAP Projects

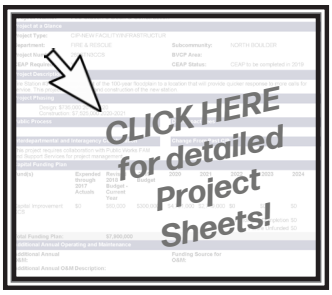
N/A

Board Action

N/A

Fire-Rescue Capital

Boulder Fire-Rescue Vehicles



2021-2026 Capital Improvement Plan

Fire-Rescue

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 10,491,560	$ -	$ -	$ 10,491,560	$ -	$ -	$ -
CIP-New Facility/Infrastructure Total	$ 10,491,560	$ -	$ -	$ 10,491,560	$ -	$ -	$ -
Fire Station 3 Desn & Construction	$ 10,491,560	$ -	$ -	$ 10,491,560	$ -	$ -	$ -

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

Boulder Fire Station No. 8 and Regional Training Center

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Innovation & Technology

Current Focus for Capital Planning and Projects in the 2021 Capital Budget

During 2019 the city continued the projects recommended by the 2018 assessment of citywide IT operations. A significant and almost immediate outcome of this work has been improved transparency into the IT needs, gaps, and opportunities in the city. This includes major gaps in IT capital funding and technical debt from legacy systems that still demand resources. The next step in IT Transformation is to enhance and streamline the IT funding model citywide which will likely have impacts on the city's IT capital management.

A number of internal and constituent facing technology projects are planned for 2021. From an infrastructure standpoint, the city is investing in upgrades to the existing network infrastructure, redundant backup of critical IT business systems to cloud hosted disaster recovery services, and implementation of a significant network capital project, a 50+ mile dark fiber broadband backbone. Early phases of this project will begin to address data connectivity for underserved members of the community. On the application side, the city is refreshing the website and implementing an enterprise Data Warehouse. These projects will continue into and beyond 2021.

While typically most of IT's projects are capital maintenance projects that involve the replacement and upgrade to existing systems and software, in the next three years, it is expected that significant departmental efforts will need to focus on transforming technical operations and capacity. This is likely to require investment in both capital and operating dollars. IT Transformation is currently underway, including a redesign of the city's technology funding.

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

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

Innovation & Technology Capital

2021 Capital Projects

- Initiation and replacement of the city's web platform and constituent relationship management system; Replacement and upgrade of Network Firewall equipment;
- Refresh and upgrade to Laserfiche, the city's document management system;
- Replacement of the Data Backup and disaster recovery system
- Replacement of the virtual server and storage system; and
- Expand the Enterprise wide Data Warehouse.

2020 Adjustments (if applicable)

During 2020 the Constituent Relationship Management project was put on hold due to COVID-19 constraints. The project will be moved to 2021. As a result of COVID-19 the replacement of the City's telephone infrastructure will be transitioned from a on premise VoIP system to a cloud delivered Microsoft Teams solution. It is anticipated this project will result in ongoing cost savings for the city organization.

Operating and Maintenance Impacts

Many of IT's CIP assets already have established maintenance and operations funding. No significant increases are anticipated as the result of near-term projects. Additionally, while device replacement has traditionally been captured in the CIP, the operating model manages this as an ongoing operational expense, and going forward, will be captured in the department Computer Replacement Fund operational budget and no longer included in the CIP.

Unfunded Projects and Emerging Needs

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

System Replacement

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

Technology Transformation

IT is changing more quickly than it ever has. A few examples include cybersecurity, software defined infrastructure, preeminence of cloud technologies, expanding data use and needs, and the internet of things/connected devices. The current capital funding model does not consider these factors in its approach or strategy and will need to be reworked in 2020 and onwards.

Market Dynamics

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

CEAP Projects

N/A

Board Action

N/A

Innovation & Technology Capital

2021-2026 Capital Improvement Plan

Innovation & Technology

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 15,728,400	$ 6,360,600	$ 682,800	$ 5,930,000	$ 575,000	$ 1,855,000	$ 325,000
CIP-Capital Enhancement Total	$ 1,050,000	$ 550,000	$ 250,000	$ 250,000	$ -	$ -	$ -
Enterprise CRM	$ 300,000	$ 300,000	$ -	$ -	$ -	$ -	$ -

General Fund CIP. Replacement of current CRM system, Inquire Boulder. The current system has many deficiencies and has not been updated since its release in 2013. This solution is an enterprise-level tool. Originally approved for 2020 project has been put on hold due to the affects of COVID-19 on the organization.

Enterprise Data Warehouse	$ 750,000	$ 250,000	$ 250,000	$ 250,000	$ -	$ -	$ -

General Fund CIP. The siloed nature of various departments throughout the city makes sharing of internal information and data relatively difficult, as often it is unknown what data exists, what form it exists in, and whether it is compatible with data collected in another department. Having a citywide centralized system will allow departments to integrate data from multiple sources and applications into one location. A data warehouse would improve data quality and consistency throughout the City. This initial phase of the project is funding for consulting and cloud hosting services. An increase in the CRF of $30,000/year has already been built into the FY2020 rates for continued support of this solution.

CIP-Capital Maintenance Total	$ 14,678,400	$ 5,810,600	$ 432,800	$ 5,680,000	$ 575,000	$ 1,855,000	$ 325,000
Data Backup and Disaster Recovery	$ 140,000	$ -	$ 140,000	$ -	$ -	$ -	$ -

The project reflects the hardware, software and support needed to ensure reliable high speed backup of files, databases and applications stored on the city's enterprise servers and data storage sub-systems. Note that these systems are required not only for disaster preparedness and recovery purposes, but to meet legal records retention requirements.

Database Hardware Replacement	$ 540,600	$ 65,600	$ -	$ 300,000	$ -	$ 150,000	$ 25,000

Hardware and related software necessary to provide and support the computing infrastructure that delivers critical database services. Project includes maintenance and end of life equipment replacement.

Network Hardware Replacement	$ 2,920,000	$ 290,000	$ 275,000	$ 280,000	$ 500,000	$ 1,300,000	$ 275,000

This is an ongoing project and includes the hardware and related software used to provide and support a reliable and secure high-speed data and voice communications infrastructure to connect City computing devices to internal data repositories and computing services, while supporting connectivity to the Internet and other external data resources and services. Project involves maintenance and end of life equipment replacement. Most elements of the network infrastructure have a useful life of six years. This is the maximum lifecycle recommended by the equipment vendor and industry best practices.

Security Administration	$ 252,800	$ 30,000	$ 17,800	$ -	$ 75,000	$ 105,000	$ 25,000

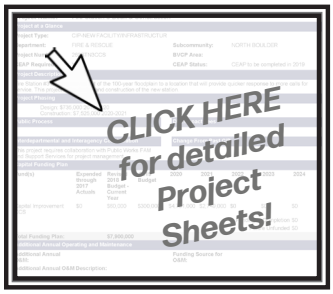
Equipment used to provide and support network devices and software needed to ensure the city's network, server and computing infrastructure are secured against external Cyber-threats such as viruses, malware and hackers in compliance with FBI, CIP (Critical Infrastructure Protection) and PCI (Purchasing Card Industry) security standards. Project includes maintenance and end-of life-equipment replacement.

Server Hardware Replacement	$ 825,000	$ 825,000	$ -	$ -	$ -	$ -	$ -

Hardware and related software necessary to provide and support the computing infrastructure that delivers critical services, including enterprise software applications (e.g. financial, payroll, permitting and licensing, electronic mail, etc.), critical departmental applications (e.g. police and fire records, court case management, recreation registration, etc.) enterprise data storage resources, internal/external web systems, and electronic document management repositories. Project includes maintenance and end of life equipment replacement.

Software Replacement	$ 10,000,000	$ 4,600,000	$ -	$ 5,100,000	$ -	$ 300,000	$ -

This project reflects the software and other project expenses needed to ensure timely replacement of the city's software applications. These systems are necessary to conduct day to day city business.



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Library & Arts

Current Focus for Capital Planning and Projects in the 2021 Capital Budget

Continuing to provide library destinations that welcome diversity, anchor the community, strengthen its identity, and allow staff members to provide service excellence to all community members is the purpose of the library's capital improvement program. The library in collaboration with the Facilities Department is pursuing capital projects to address library master plan goals to open a full-service branch library in North Boulder and to update public spaces at the George Reynolds Branch Library.

North Boulder Branch Library

The first two phases (i.e. planning and site design) of the north Boulder branch library are complete. Both phases were informed by extensive community input. The building design incorporates passive heating and cooling, solar voltaic panels, and other features to make the building net zero ready and reduce ongoing maintenance and energy costs. The facility will include space for the Boulder Reads adult literacy program, public meeting space, and a makerspace. Site design includes convenient multimodal access to community members who reside in surrounding neighborhoods and a walking path that connects directly to The Meadows manufactured home community property.

The site review process will be complete in 2020. Construction is anticipated to begin in 2021. The project is funded from Community, Culture, and Safety (CCS) Tax for capital improvements revenues, development excise tax (DET) and impact fee revenues collected for the library, a council-initiated, one-time General Fund contribution, and Library Fund reserves. The total amount of CCS tax revenues for the project is $5 million, $4 million are from DET and impact fee revenues, a $700,000 one-time General Fund contribution, and a generous $500,000 donation from the Boulder Library Foundation.

The COVID-19 pandemic impacted the project schedule, delaying start of construction by approximately two months. There are no impacts to project funding which is primarily restricted to this purpose and was allocated in 2020.

George Reynolds Branch Library Public Space Reconfiguration

The George Reynolds Branch is home library to many older adult patrons and families who reside in south Boulder. The facility reached 50 years old in 2018 and is overdue for interior renovation. The public spaces,

furnishings and collection floor plan have not been updated for several years and do not have the flexibility and functionality to meet the current needs and expectations of the library's patrons. The project includes reducing the height and footprint of book stacks to improve ADA access and site lines, creating more space for collaborative workspace, public computing and seating, and redesigning the children's space making it conducive to exploration and learning.

Office of Arts & Culture Community Cultural Plan

The Office of Arts & Culture is currently implementing phase two of the Community Cultural Plan. The mission of the division is "to facilitate an alignment in the community around the community's vision for culture: Together, we will craft Boulder's social, physical, and cultural environment to include creativity as an essential ingredient for the well-being, prosperity, and joy of everyone in the community."

Eight municipal strategies are recommended in the Cultural Plan to realize this vision. In phase one, the division had a focus on foundation programs including cultural grants, programs for artists and creative professionals, and public art. For phase two, 2019 through 2021, those three strategies will be enhanced while new initiatives are launched including support for the NoBo Art District, the Creative Neighborhoods program, and new ways to support cultural venues.

In addition to accomplishments in support for cultural organizations, programs for artists, the creative workforce, and other focus areas, the primary capital component of the Community Cultural Plan is the public art program. Currently, there are 12 public art projects underway in different phases of artist selection, design, and construction. There are also two donation proposals being processed which may result in the acquisition of artworks. The major accomplishments of the past year include the pilot Creative Neighborhood murals program, the installation of temporary artworks in the Civic Area and at CU, and a series of mural installations along pedestrian and bike routes including in Martin Acres and along the Boulder Creek Path. Site-specific murals will be featured in the Main Library public restroom renovations.

North Boulder Library Branch Artist Rendering

Library & Arts Capital

Public Art Program
The Office of Arts & Culture public art program is the primary capital component in the Community Cultural Plan. Public Art is guided by the Cultural Plan, as well as the Public Art Policy and the biennial Public Art Implementation Plan. The 2020 deployment of approximately $200,000, generated through the CCS tax, is dedicated to public art projects within the city. Introduced to the public art policy in 2018, allocation of a percent for art funding within qualifying CIP projects will thoughtfully integrate public artworks into many CIP projects across departments. These public art allocations are captured in the department project sheets of qualifying CIP projects.

Creative Neighborhoods Mural Project
The Creative Neighborhoods Mural Program is planned for a second round of artworks in 2020. The funding provides for new artwork commissions on residential properties, visible from public paths and streets, throughout Boulder. Through open calls, homeowners and professional artists will apply to participate. Selected homeowners will work with the Office of Arts & Culture to partner with regional artists from the City-approved mural artist roster. These homeowner + artist teams develop a design, share it with neighbors, and then paint the murals on homes, garages and fences that can be seen from the public right-of-way. Homeowners commit to maintaining the mural for at least five years

2021 Capital Projects
- Construction of the north Boulder branch library
- George Reynolds Branch Library public space reconfiguration

2020 Adjustments (if applicable)
The COVID-19 pandemic delayed the start of construction of the north Boulder branch library by approximately two months. The George Reynolds Branch Library public space reconfiguration, funded by the Library Fund, was postponed in 2020 due to impacts of the COVID-19 pandemic. The Main Library north building renovation feasibility study was cancelled in 2020.

Operating and Maintenance Impacts
North Boulder Branch Library – In 2022, the north Boulder branch library will require approximately $830,000 in ongoing personnel and operating funds for security, equipment maintenance, courier service, etc. This is in addition to the current annual personnel allocation for the NoBo Corner Library, as those staff members will be reassigned to the new branch library. Ongoing building maintenance and utilities costs, which are managed by the Facilities Department, are currently estimated at $300,000, annually.

George Reynolds Branch Library Public Space Reconfiguration
This reconfiguration project will have minimal impacts to operating and maintenance of the facility.

Office of Arts & Culture Public Art Maintenance
General maintenance of the public art collection is the responsibility of the host department. Technical maintenance, conservation, restoration, or repair is the responsibility of the Office of Arts & Culture.

In 2018, the Office of Arts & Culture received $30,000 of dedicated funding for maintenance of the public art assets, generated through the General Fund. This was a one-time allocation with an anticipated five-year commitment (2018 through 2022). Funds are committed to the maintenance needs of a portion of the existing collection of urban design and public art projects.

As public art projects increase in volume through the introduction of the percent for art rule, staff demands continue to be stretched. The Office of Arts & Culture has one dedicated Full Time Equivalent (FTE) employee to oversee the public art policy, commissioned projects, public art maintenance, murals and the neighborhood mural program, and donations. An additional public art FTE position is a goal of the Office of Arts & Culture.

Library & Arts Capital

Unfunded Projects and Emerging Needs

Library

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

Ongoing operating fund for grounds maintenance is an emerging need for the north Boulder branch library project that will need to be addressed through a joint 2022 budget request from the library and the Parks and Recreation Department. Cost estimates for grounds maintenance are forthcoming.

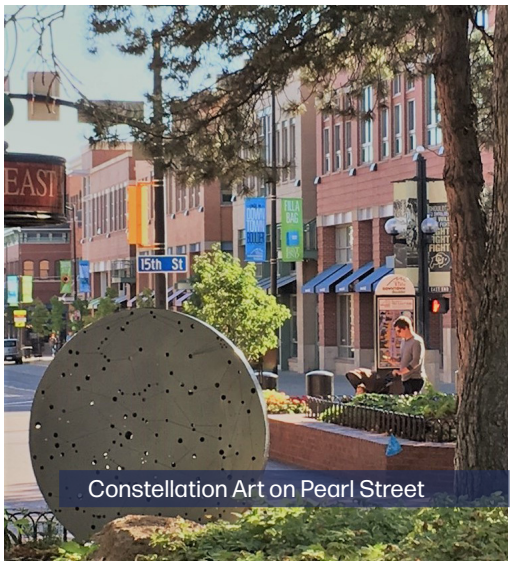
As the library adds staff members to meet master plan goals there is also an emerging need for staff workspace. There may be some opportunity to reconfigure and modify current workspaces that may meet the criteria for a capital project. All city-owned library facility building systems will need to be assessed for energy sustainability in the next few years.

Office of Arts & Culture

The city is committed to commissioning a diversity of public artworks that range in duration and media and material, from a breadth of artists. This will be accomplished through a fund mix that financially supports the flexibility needed to reach commissioning goals. Current funding includes a percent for art dedicated from capital parent projects – new capital or capital enhancement projects that qualify for public art allocation – and Community, Culture, and Safety Tax. Collectively, these two fund sources are estimated to reach about half of the annual recommended fund mix. Additionally, nearly half of the projects underway are showing a budget gap from construction cost escalation, site variables, permitting reviews, and costs which are impacting direct investment into public art.

A strategy for funding gaps in personnel, commissioning, and maintaining assets acquired through the commissioning of public art continues to be a priority as the collection grows.

Alley Artwork in Downtown



Constellation Art on Pearl Street

Library & Arts Capital

CEAP Projects
N/A

Board Action
Staff will seek the Library Commission's advice on overall priority for new capital projects. The commission's favorable recommendation for capital project funding from the Library Fund (required by city charter) and Library Fund reserves (not required) will be sought. All public art projects receive review and ultimately approval by the Boulder Arts Commission (Arts Commission) before advancing to the City Manager for approval. Additionally, the Arts Commission reviews and ultimately approves Public Art Implementation Plan, which serves as the public art workplan

2021-2026 Capital Improvement Plan

Library & Arts

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 100,000	$ 100,000	$ -	$ -	$ -	$ -	$ -
CIP-Capital Enhancement Total	$ 100,000	$ 100,000	$ -	$ -	$ -	$ -	$ -
GRB Library Public Space Reconfig	$ 100,000	$ 100,000	$ -	$ -	$ -	$ -	$ -

(Helpful) The George Reynolds Branch Library is home library to many patrons who reside in south Boulder. The facility reached 50 years in 2018. The public spaces and collection layout have not been updated for several years. The current floor plan and furnishings do not meet the needs and expectations of its users. Public spaces need reconfiguration to align with the ways the community wants to use the library.

Untitled Mural by Patrick Maxcy, Office of Arts & Culture's Creative Neighborhoods Mural Program (photo credit: Lauren Click)

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Open Space & Mountain Parks

Current Focus for Capital Planning and Projects in the 2021 Capital Budget

The 2021 Open Space & Mountain Parks (OSMP) Department capital budget includes projects that are a part of the department's core mission, including capital maintenance of trailheads and trails; agricultural lands management; capital ecosystem maintenance and restoration; and strategic and resource planning. The department's 2021 capital budget is the first that fully incorporates guidance from the OSMP Master Plan that was adopted in 2019. Projects will align with the Master Plan focus areas, which serve as departmental work program priorities for 2021:

- Agriculture Today and Tomorrow – Agriculture and water projects aim to improve soil health, integrate sustainable agricultural practices and resource protection, take care of existing infrastructure, and support the next generation of ranchers and farmers.
- Community Connections, Education, and Inclusion – Interpretive and integrated planning projects support citywide engagement with federally recognized American Indian Tribes and indigenous peoples, foster connection with nature, and engage youth corps to encourage stewardship as a career and responsible lifestyle.
- Ecosystem Health and Resilience – Ecological and restoration projects safeguard large habitat blocks and corridors, reduce undesignated trails, maintain and restore grasslands, forests, wetlands and riparian areas, control invasive species, and promote biodiversity of plants and animals.
- Responsible Recreation, Stewardship, and Enjoyment – These projects maintain and improve trails and visitor infrastructure, support enjoyable passive recreation opportunities on OSMP lands, protect scenic resources, and address visitation levels and growth where appropriate.
- Financial Sustainability – Capital projects across OSMP support department efforts to take care of what we have and understand total cost of system management. In 2021, OSMP will continue to invest in asset management and other systems in support of Master Plan objectives.

Like other departments, OSMP has experienced revenue shortfalls related to COVID-19 and has taken steps to steward Open Space Fund dollars during pandemic response and recovery. The 2021 CIP reflects a 25% decrease from the initial CIP created by the department. Reductions focused on phasing and rescaling

Open Space & Mountain Parks Capital

projects to ensure fiscally responsible capital maintenance and high priority projects can still occur. The revised $4.4M CIP supported by the Open Space Fund and the Lottery Fund will deliver on department commitments and work to address maintenance backlogs on the land system. The 2021 CIP will support business needs while understanding that additional adjustments will be necessary over the coming years as the department implements the Master Plan.

2021 Capital Projects

- Centennial Trailhead Maintenance
- Fish Passage at East Boulder Ditch
- Gebard/Greenbelt Meadows Integrated Site Project Implementation
- Gunbarrel Integrated Site Project Implementation
- Implement Tall Oatgrass Operating Plan
- Improve Ecosystem Services and Soil Health on Irrigated Lands
- Maintain Agricultural, Irrigation, and Water Management Infrastructure
- North Trail Study Area Implementation (North Foothills Sub-Area)
- Prairie Dog Management
- Restore Habitat and Ecological Functioning on Lower Boulder Creek
- Royal Arch Trail Repair
- Upper Bear Canyon Trail Reroute and Restoration

OSMP and Fire-Rescue Complete Prescribed Burns

Chautauqua Meadow Drain

Open Space & Mountain Parks Capital

2020 Adjustments (if applicable)
OSMP reduced approximately $3.4M from the 2020 budget in response to COVID-19 revenue impacts to the Open Space Fund. Department personnel expenditures were reduced by approximately $1M as a result of the citywide hiring freeze on non-essential positions and the furlough of 38 department employees from April-June 2020. Notably, the Junior Ranger program was cancelled to prevent group gathering and use of shared vehicles and equipment during COVID-19 response and recovery. The remainder of department budget adjustments were accomplished through 25% reductions to non-personnel, 2020 capital, and 2019-2020 capital carryover projects. The department utilized its work planning system to make reductions based on criteria including maintenance condition, staffing impacts, project connection to Master Plan tiered strategies, and more. Reductions focused on rescaling and rephasing projects to still accomplish system maintenance in 2020 while adhering to physical distancing and other regulations.

Operating and Maintenance Impacts
In 2021, OSMP will focus on maintaining irrigation and water infrastructure on leased land, restoring ecological functioning of riparian, floodplain, and grassland habitat, closing and restoring social trails, and addressing trail maintenance backlogs. These projects are aimed at reducing deferred maintenance and some savings are expected on operations and maintenance because of these efforts. For example, ecological restoration projects will remove sediment to allow fish passages while reducing maintenance to head gates. Increases to operations and maintenance will occur where new infrastructure is added, for example, around improved agricultural irrigation. OSMP is confident that any added O&M can be supported by existing operating budget.

OSMP Ranger with Cattle dogs

Open Space & Mountain Parks Capital

Unfunded Projects and Emerging Needs
Over the last year, the Open Space Board of Trustees (OSTB) and City Council have made recommendations around prairie dog management and soil health resulting in the off-cycle addition of two fixed-term positions and capital dollars to support these efforts. In the first quarter of 2020, the OSBT made recommendations around prairie dog management that included potential for increased funding. Due to COVID-19 work plan impacts, City Council review of the OSBT recommendations has been delayed. It is possible that after Council review or at Council direction, additional dollars will be added to the 2021 capital budget via Adjustment to Base process.
Related to funding, Open Space & Mountain Parks derives most of its revenue from sales and use taxes. Over the past three years, OSMP has experienced several changes to its sales tax structure, including the sunset of a 0.11 percent sales tax increment and the sunset of the annual General Fund transfer to the Open Space Fund. Most recently, voters extended a 0.15 percent sales tax that had been set to expire in 2019, through 2039. The first-year revenue collection from this increment, estimated at $5.3M, will support purchase of a conservation easement at Long's Gardens. Along with sales and use tax changes, OSMP anticipates revenue impacts from COVID-19 given its sales tax structure. In 2021, OSMP will continue to strategically set conservative budgets as department funding stabilizes.

Based on strategies implemented in previous and current budget cycles, OSMP feels prepared to develop a 2021 budget that reflects financial realities and upholds our commitment to stewarding the land system. OSMP has maintained contingency reserves at 20% of operating plus debt, maintained strong fund balances, repaid debt in advance of expiring tax increments, de-obligated capital carryover, and improved work planning processes to better understand capital needs. OSMP will be actively monitoring and adapting to revenue projections over the next several years.

CEAP Projects
There are no CEAP projects in the OSMP CIP. All 2021 department capital projects are guided by existing plans, including the Master Plan, Agricultural Resources Management Plan, Grassland Ecosystem Management Plan, Forest Ecosystem Management Plan, and the North and West Trail Study Area Plans. In some cases, these approved plans called for sub-area plans, and several 2021 capital projects are the result of those sub-planning efforts. This includes the Gebhard and Gunbarrel Integrated Site Projects, initiation of property integration planning for the Fort Chambers/Wells site, and the North Trail Study Area Implementation (North Foothills Sub-Area).

Board Action
The Open Space Board of Trustees unanimously recommended the 2021-2026 CIP on June 3, 2020 after previous review at the April 22 and May 13 business meetings.

Open Space & Mountain Parks Capital

2021-2026 Capital Improvement Plan

Open Space & Mountain Parks

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 32,568,485	$ 4,466,705	$ 5,139,780	$ 5,178,000	$ 5,678,000	$ 5,928,000	$ 6,178,000
CIP-Capital Enhancement Total	$ 16,395,580	$ 1,135,000	$ 2,380,740	$ 2,169,960	$ 2,595,960	$ 3,911,960	$ 4,201,960
Emergent Lottery Projects	$ 1,712,000	$ -	$ -	$ 428,000	$ 428,000	$ 428,000	$ 428,000

This program captures Lottery Fund CIP dollars that support multiple OSMP charter purposes. The annual funding amount is determined by the budget division of the Finance department and OSMP selects appropriate project sites based on criteria for Lottery Fund spending. Capital dollars in 2020 will primarily support completion of multiyear projects. This may include maintenance and/or renovations to trails, facilities, or other infrastructure on the land system. Projects include:

1.) Anemone Trail Construction ($223,000) - Construction of West Trail Study Area reroute of the 3-mile Anemone Trail loop and associated closures/restoration of rerouted and undesignated trails. Final construction in 2020 after bid and final design in 2019.

Emergent OS Projects	$ 9,348,479	$ -	$ -	$ 745,563	$ 1,344,996	$ 3,483,960	$ 3,773,960

This project is to capture multiple projects all funded through the OS fund not originally tied to a project account so OSMP can start to understand capital spending on unanticipated projects.

Fish Passage at East Boulder Ditch	$ 250,000	$ 250,000	$ -	$ -	$ -	$ -	$ -

(Helpful) OSMP will collaborate with Xcel Energy to install fish passage at the East Boulder Ditch diversion structure that is owned by Xcel Energy. The project will create a more gently sloping diversion structure that will be more easily navigable for native and sport fish, including several species of state concern. Creating fish passage will connect four miles of aquatic habitat that is currently fragmented. It will also allow sediment to be naturally transported through the system thereby reducing the need for regular sediment removal. The 2013 flood destabilized much of South Boulder Creek resulting in high sediment deposition at the EBD headgate. This has led to significant structural issues and increased maintenance needs resulting in resource impacts adjacent to the headgate in high quality riparian habitat, including critical habitat for Prebles Meadow Jumping Mouse. The project accomplishes key objectives of the Ecosystem Health and Resilience focus area of the Master Plan, specifically strategy EHR.1) Preserve and restore important habitat blocks and corridors.

Fish Passage at Goodhue Ditch	$ 655,000	$ 55,000	$ 600,000	$ -	$ -	$ -	$ -

(Helpful) The project will create a fish passage at the Goodhue Ditch by building a fishway at the ditch diversion on South Boulder Creek. Irrigation diversion dams create barriers to the movement of aquatic organisms in rivers, including disrupting spawning, fragmenting habitat and isolating populations of native and sport fish. Goodhue ditch has several fish species of state concern and creating this fish passage will connect five miles of aquatic habitat that is currently fragmented. OSMP will pursue partnership funding from the Colorado Water Conservation Board, USFWS National Fish Passage Program, and the Colorado Parks and Wildlife Fishing is Fun program. This project accomplishes key objectives of the Ecosystem Health and Resilience focus area of the Master Plan, specifically strategy EHR.1) Preserve and restore important habitat blocks and corridors.

Gebhard ISP Construction	$ 250,000	$ 250,000	$ -	$ -	$ -	$ -	$ -

(Helpful) Upon completion of the Integrated Site Project for Gebhard in 2020, the project will transition to construction. In 2019, OSMP began a planning project at Gebhard/Greenbelt Meadows to assess the condition of visitor infrastructure, habitat conditions, restoration opportunities, interpretation, and other items for the area. Priority action items from the plan include restoring fragile natural resources, construction of a bridge as well as the addition of a separated pedestrian only path. The department anticipates that this infrastructure will reduce habitat impacts while meeting community passive recreational needs. After construction, the department will close and restore undesignated trails. This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Ecosystem Health and Resilience, and Community Connections, Education, and Inclusion. It links to multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and corridors.

Gunbarrel Hill Trail Management	$ 1,530,000	$ 480,000	$ 1,050,000	$ -	$ -	$ -	$ -

(Helpful) This project will design and construct "Loop A" as defined by the Integrated Site Plan for Gunbarrel Hill that was completed with the community over the last two years. OSMP will designate the Loop A trail and close undesignated social trails. Interpretive educational signage will be added along the designated trail to enhance communications with visitors heighten community understanding of land management efforts. After closure of undesignated trails, a separate but related 2021 CIP project "Gunbarrel Hill Vegetation Restoration" will restore grassland habitat in the construction area. This trail project will improve ecological systems by increasing habitat block size while enhancing the visitor experience on a designated, more sustainable trail system. Undesignated trails within Gunbarrel are encroaching on grassland habitat, and this project will better protect the densest population of Grasshopper Sparrows in Boulder County. This project accomplishes key objectives of three focus areas of the OSMP Master Plan: Community Connections, Education, and Inclusion, Ecosystem Health and Resilience, and Responsible Recreation, Stewardship, and Enjoyment. It links to multiple strategies in the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and closures, and EHR.4) Reduce undesignated social trails.

NTSA N Foothills Sub-Area Implement	$ 2,650,101	$ 100,000	$ 730,740	$ 996,397	$ 822,964	$ -	$ -

(Helpful) The North Trail Study Area Plan approved by City Council in 2016 calls for additional actions in the North Foothills Sub-Area. This project will create a North Foothills sub-area implementation plan that incorporates visitor infrastructure, habitat, restoration, interpretation, and other management actions for that area. The project will result in an agreed upon alignment for the North Sky Trail. Additionally, it will incorporate restoration work for the draws along the trail, needed actions at the Coyote Trailhead, potential activation of a Habitat Conservation Area, actions at Mahogany Loop, recommendations for structures (Wright House, Joder House), and possibilities for interpretive education signage in the area. This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Ecosystem Health and Resilience, and Responsible Recreation, Stewardship, and Enjoyment. It links to multiple strategies in the MP, primarily addressing RRSE.7) Build new trails as guided by past and future plans, and EHR.1) Preserve and restore important habitat blocks and corridors.

CIP-Capital Maintenance Total	$ 14,162,905	$ 2,991,705	$ 2,489,040	$ 2,478,040	$ 2,212,040	$ 2,016,040	$ 1,976,040
Agricultural Fencing Maintenance	$ 485,000	$ 67,000	$ 80,000	$ 82,000	$ 84,000	$ 86,000	$ 86,000

(Important) This project will address deferred capital maintenance to internal and boundary fencing to allow continued leasing services to the agricultural community. The project also mitigates risk of encroachments onto OSMP leased lands if boundaries are not properly maintained. Each year, OSMP strives to replace/maintain 15,000-20,000 linear feet of fence based on replacement needs across the system. Infrastructure to be maintained includes barbed wire and high tensile fences, livestock handling corrals, and vehicle access gates. Livestock grazing is the predominant use of OSMP land leased for agriculture, and specific fencing has been designed to reduce any impacts to wildlife movements. Fencing also protects grassland habitats supported by grazing on agricultural properties. This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow and Financial Sustainability. It links to multiple strategies in the Master Plan, primarily addressing ATT.1) Reduce maintenance backlog for agriculture and water infrastructure.

Rehab Lewis House for Ag Use	$ 210,000	$ 210,000	$ -	$ -	$ -	$ -	$ -

(Helpful) This project supports implementation of the 2017 facilities assessment, which identified deferred maintenance on structures across the OSMP system. It also supports implementation of the Agricultural Resources Management Plan, which identified nine properties/sites for their potential for future agricultural operations. Each year, OSMP aims to completes at least one major renovation to an identified site, including remodeling the farmhouses to prepare them for agricultural tenancy. In 2021, project dollars will support renovations and upgrades to the Lewis House. The Lewis House is a historic structure on an OSMP agricultural property that has been vacant for many years. The rehabilitation work will make the house livable for agriculture tenants as well as reduce our facility maintenance backlog. This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, and Financial Sustainability. It links to multiple strategies in the Master Plan, primarily addressing ATT.1) Reduce maintenance backlog for agriculture and water infrastructure.

Open Space & Mountain Parks Capital

2021-2026 Capital Improvement Plan

Open Space & Mountain Parks

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Centennial TH Outhouse Replacement	$ 70,000	$ 70,000	$ -	$ -	$ -	$ -	$ -

(Helpful) This project involves replacing the existing outhouse at this trailhead which, due to increased visitation in recent years, is now undersized and no longer functions as designed. It uses a s

Eco Resto and GMAP Implementation	$ 825,000	$ 125,000	$ 140,000	$ 140,000	$ 140,000	$ 140,000	$ 140,000

(Helpful) This project will support large non-native tree removal projects, contracted herbaceous weed spraying and removal, seeding, planting, soil stabilization, and other tasks related to restoring and enhancing native ecosystems in priority habitat areas. These project areas are largely riparian and wetland areas that received the lowest indicator ratings in the 2010 Grassland Ecosystem Management Plan (GMAP) and were further heavily damaged by the 2013 flooding. Most of these projects fall within riparian, wetland, and grassland systems across OSMP and may include non-native species removal, native plantings, maintenance mowing or spraying, fencing, etc. The project accomplishes key objectives of the Ecosystem Health and Resilience focus area of the Master Plan, specifically strategy EHR.1) Preserve and restore important habitat blocks and corridors.

Facilities Assessment Repairs	$ 2,790,000	$ 400,000	$ 460,000	$ 470,000	$ 480,000	$ 490,000	$ 490,000

This program supports the facilities maintenance needed to fulfill multiple OSMP charter purposes. In 2017, OSMP began a facilities assessment to inventory all OSMP structures, determine their condition and what is needed to maintain them including the priority of each facility along with estimated maintenance and repair costs both immediate and long term. This information was delivered to OSMP in 2017 as the Facilities Assessment and has been used to prioritize facility maintenance. This project accomplishes key objectives of the OSMP Master Plan, primarily Financial Sustainability, FS.4) Take care of what we have.

Farm Site Improvements	$ 765,000	$ 85,000	$ 160,000	$ 310,000	$ 210,000	$ -	$ -

(Important) This project will support construction of new or significant enhancement of existing infrastructure on irrigated and grazing land. Infrastructure to be constructed includes irrigation ponds and/or cisterns and necessary pumps, and out-building construction or modifications to support these operations. Eight infrastructure improvement projects will take place at the Hunter Kolb, Manchester, Hartnagle, and ERTL properties. All four properties are included among nine sites identified for potential diversified agricultural operations in the Agricultural Resources Management Plan. This project accomplishes key objectives of three focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, Ecosystem Health and Resilience, and Financial Sustainability. It links to multiple strategies in the Master Plan, primarily addressing ATT.5) Encourage diverse and innovative agricultural operations, and ATT.6) Support the success of ranchers and farmers.

Gunbarrel Hill Veg Restoration	$ 125,000	$ 75,000	$ 50,000	$ -	$ -	$ -	$ -

(Helpful) Gunbarrel restoration work will be coordinated with the associated 2021 CIP "Gunbarrel Hill Trail Management" which will construct "Loop A" as defined by the Integrated Site Plan with associated closure of undesignated trails. Restoration work will include preparation of disturbed areas for seeding and erosion control. In addition to restoration work associated with trails, islands of native forbs will be drill-seeded to improve native plant diversity in untrailed habitat blocks. Enhancement and protection of high-quality grassland bird habitat and improvement of visitor infrastructure are priorities in the Gunbarrel area. This project accomplishes key objectives of the Ecosystem Health and Resilience focus area of the Master Plan, primarily addressing EHR.1) Preserve and restore important habitat blocks and closures, and EHR.4) Reduce undesignated social trails.

Improve Soil Health and Agroecology	$ 1,107,000	$ 182,000	$ 185,000	$ 185,000	$ 185,000	$ 185,000	$ 185,000

(Important) This project accomplishes soil health improvement and restoration efforts on un-leased agricultural properties and properties where prairie dogs have been removed either by a plague event or removal efforts. Tasks and methods include compost applications, keyline plowing, cover crop and/or perennial seeding, rotational grazing, invasive plant species management, hay cutting, prairie dog barrier fence installation, and field irrigation infrastructure maintenance. The goal is to restore viable agricultural production to un-leased agricultural properties while enhancing ecosystem services (which includes soil health and carbon sequestration). This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, and Ecosystem Health and Resilience. The project links to multiple strategies in the Master Plan, primarily addressing ATT.2) Increase soil health and resilience.

Irrigation Infra Maintenance	$ 697,500	$ 119,500	$ 112,000	$ 114,000	$ 116,000	$ 118,000	$ 118,000

(Important) This project replaces or improves existing irrigation structures and infrastructure on priority agricultural leased and unleased lands, including diversion structures, irrigation ditches, laterals, wells, and measuring devices. Where appropriate, OSMP will add telemetry infrastructure. A well maintained and functioning water delivery infrastructure is critical to OSMP irrigated properties. In some cases, novel ecosystems have developed that are dependent on the continued delivery of these water rights. Maintenance priorities are established on a three-year basis and implemented annually based on conversations with the agriculture and water community. This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, and Ecosystem Health and Resilience. It primarily supports strategy ATT.1) Reduce maintenance backlog for agriculture and water infrastructure.

Lower Boulder Creek Restoration	$ 701,750	$ 266,750	$ 335,000	$ 100,000	$ -	$ -	$ -

(Helpful) This project will improve ecological functioning of lower Boulder Creek from 75th Street to Hwy 287. The project will restore riparian and floodplain wetlands that existed along Boulder Creek prior to gravel mining, converting formerly mined gravel pits/ponds to habitat that will support northern leopard frogs, a Colorado Tier 1 Species of Greatest Conservation Need. Non-native grasslands will be converted to native grasslands. Restored aquatic habitat will support several native fish species of concern. Most of the work will be done using heavy equipment to recontour the site and redistribute the numerous waste piles left over from mining operations. Seeding, planting and weed management will take place following earth work. The project accomplishes key objectives of the Ecosystem Health and Resilience focus area of the Master Plan, specifically strategy EHR.1) Preserve and restore important habitat blocks and corridors.

Prairie Dog Management	$ 1,262,500	$ 112,500	$ 150,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000

(Important) This annual CIP supports relocation of prairie dogs where there are conflicts with agriculture and neighbors. Project dollars support relocation, barrier fence installation, and basic restoration. Specifically, OSMP will hire contractors to perform relocation of prairie dogs to identified receiving sites. Management of prairie dogs and consultation/coordination on city and private projects is crucial to supporting the citywide goal of prairie dog protection, management and conflict reduction. Prairie dog management is a high priority for City Council and the community. This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, and Ecosystem Health and Resilience. It links to multiple strategies in the MP, primarily addressing ATT.3) Address conflicts between agriculture and prairie dogs.

Prairie Dog Wkg Grp Implementation	$ 1,735,200	$ 290,000	$ 317,040	$ 327,040	$ 267,040	$ 267,040	$ 267,040

(Important) This planning project supports implementation of Prairie Dog Working Group recommendations, which encompass prairie dog management, prairie dog conservation, conflict mitigation, education, and funding. At the direction of City Council, OSMP began to implement recommendations in 2020, with continuation in 2021. Dollars in 2021 will support updates and revisions to the prairie dog habitat suitability model for use in plan updates, work with neighboring landowners and stakeholders to begin assessing the viability of reintroducing the black-footed ferret in the Southern Grasslands, and work to update the Grassland Ecosystem Management Plan. This project accomplishes key objectives in two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, and Ecosystem Health and Resilience. The project links to two strategies in the MP: ATT.3) Address conflicts between agriculture and prairie dogs, and EHR.2) Update and continue implementing system plans guiding ecosystem management.

Open Space & Mountain Parks Capital

2021-2026 Capital Improvement Plan

Open Space & Mountain Parks

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
RIS Application Support & Software	$ 331,705	$ 131,705	$ 60,000	$ 60,000	$ 40,000	$ 40,000	$ -

(Helpful) The Resource Information Services group completed a strategic operating plan in 2018. Annual capital dollars support implementation of plan recommendations. Additionally, dollars support OSMP's portion of enterprise technology investments as guided by IT. Dollars in 2021 will support ongoing configuration of the Beehive Asset Management system for OSMP and go-live of additional data sets within this system. OSMP will partner with other departments to purchase and process LiDar, including classification of points and derivation of products including Tree Canopy and Elevation Contours. The department will purchase updated ESRI ELA/Imagery and is prepared to support OSMP specific action items around web content management as the city develops its new website. This project accomplishes two strategies within the Financial Sustainability focus area of the Master Plan: FS.3) Understand total cost of system management, and FS.4) Take care of what we have.

Road and Vehicle Bridge Maintenance	$ 640,000	$ 90,000	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 110,000

(Essential) This project supports inspection and maintenance of vehicle bridges including inventory and load rating. Additionally, dollars support deferred road and engineered trail maintenance across roads owned by OSMP. By addressing road maintenance, the department accomplishes objectives of the Financial Sustainability focus area of the Master Plan, specifically FS.4) Take care of what we have. Both the public and staff benefit from better maintained roads and it reduces future costs.

Royal Arch: Trail Re-Route & Repair	$ 166,000	$ 166,000	$ -	$ -	$ -	$ -	$ -

(Important) This CIP will support critical repairs to the popular and heavily used Royal Arch Trail to mitigate safety hazards and reduce impacts to surrounding ecosystems. Deteriorating conditions exist in sections of the trail requiring a 500-foot reroute to improve trail safety and sustainability. Additionally, repairs are needed to address an undermined retaining wall on a steep slope of the trail that is resulting in erosion and deteriorating steps. Total repairs are estimated at 2,500 feet of trail in steep and rocky terrain. The project will accomplish the West Trail Study Area objective to repair and reroute the Royal Arch Trail. Intermittent trail closures are expected during construction. This project accomplishes key objectives of the Responsible Recreation, Stewardship, and Enjoyment focus area of the

Tall Oatgrass Management	$ 431,250	$ 56,250	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000

(Important) This project implements action items from the 2018 Tall Oatgrass Ecological Impact Study. The project supports mapping, containment, eradication, and early detection of the aggressive non-native tall oatgrass on OSMP lands with collaboration across the county and the Colorado Front Range. Actions include mowing, grazing, mechanical and herbicide treatments, research related to treatment efficacy, and monitoring in the eradication zones. Dollars may support fencing and water infrastructure to support cattle grazing to remove tall oatgrass. Tall oatgrass invasion poses an immediate threat to native ecosystems, decreases overall plant and animal species diversity, has the potential to change fuel loads and fire behavior, and has dramatically expanded its extent on OSMP lands in the past 5-10 years. This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Agriculture Today and Tomorrow, and Ecosystem Health and Resilience. It primarily supports strategy EHR.1) Preserve and restore importance habitat blocks and corridors.

Upper Bear Canyon Reroute & Restore	$ 290,000	$ 290,000	$ -	$ -	$ -	$ -	$ -

(Helpful) This project will reroute 1,600 feet of the Upper Bear Canyon Trail to move the trail further from the riparian area. Restoration and habitat mitigation will improve ecological functioning of the Bear Creek riparian habitat, which is being impacted by the current trail alignment. The project addresses deferred maintenance as outlined in the Trails Condition Assessment. The project delivers on commitments associated with other trail re-route work in this area completed in 2015-2016 and fulfills the requirements of the City Wetlands Permit. This project accomplishes key objectives of two focus areas of the OSMP Master Plan: Ecosystem Health and Resilience, and Responsible Recreation, Stewardship, and Enjoyment. Specifically, it supports strategies EHR.1) Preserve and restore important habitat blocks and corridors, and RRSE.2) Reduce trail maintenance backlog.

Youth Corps and Contracted Crews	$ 1,530,000	$ 255,000	$ 255,000	$ 255,000	$ 255,000	$ 255,000	$ 255,000

(Helpful) This project supports annual hiring of contracted trail crews and youth corps to augment and accelerate work of in-house trail crews and accomplish deferred trail maintenance. Annual contracts are scalable based on available crew weeks and trail maintenance needs. Corps members benefit from exposure to a variety of hard skills, career development, and an increased understanding of land use management. In 2019, 30% of our standard and temporary trails staff previously worked with an organization we partner with for conservation corps, and 66% of our standard and temporary trails staff have been part of a conservation corp. The annual work plan is determined based on trail condition assessment results from 2019. In 2021, work will focus on Mt. Sanitas, undesignated trail restoration, Red Rocks, Range View/Ute, Saddle Rock, and other general deferred maintenance. This project accomplishes key objectives of four focus areas of the OSMP Master Plan: Community Connections, Education, and Inclusion, Ecosystem Health and Resilience, Financial Sustainability, and Responsible Recreation, Stewardship, and Enjoyment. It links to multiple strategies in the Master Plan, primarily addressing RRSE.2) Reduce trail maintenance backlog.

CIP-CAPITAL PLANNING STUDIES	$ 2,010,000	$ 340,000	$ 270,000	$ 530,000	$ 870,000	$ -	$ -
2021 Resident Survey	$ 65,000	$ 65,000	$ -	$ -	$ -	$ -	$ -

(Helpful) This project occurs every five years and is a 12-month visitor survey conducted at OSMP exit points to understand, update, and trend information about our visitor population. The survey has been administered since 1992 and helps OSMP understand the "who, what, why, when and how" behind visitation estimate numbers. Updated and current visitor information is necessary to successfully manage operations, infrastructure planning, staffing allocation, amenity provision, and public process and decision making for recreation management. It is a needed input into planning processes, including the Visitor Use Management Plan and Integrated Site Plans. This project will support prioritization of Master Plan implementation. This project accomplishes key objectives of the Responsible Recreation, Stewardship, and Enjoyment focus area of the Master Plan, primarily addressing RRSE.1) Update and implement visitor use management guidance.

Chautauqua Ranger Cottage Site Plan	$ 1,420,000	$ 100,000	$ 200,000	$ 400,000	$ 720,000	$ -	$ -

(Helpful) This site plan for the Chautauqua Ranger Cottage will explore options for improving visitor flow and orientation, interpretive signs, interpretive exhibits, restrooms, and visitor amenities at the Chautauqua Ranger Cottage. Out-year work will explore programming, maintenance and enforcement opportunities to help achieve desired outcomes. This project would include a phased approach to designing site improvements considering resource concerns, visitor experience, perceived crowding and neighborhood impacts. This project accomplishes key objectives of three focus areas of the OSMP Master Plan: Community Connections, Education, and Inclusion, Ecosystem Health and Resilience, and Responsible Recreation, Stewardship, and Enjoyment. It links to multiple strategies in the Master Plan, primarily addressing RRSE.8) Provide welcoming and inspiring visitor facilities and services.

Property Integration Fort Chambers	$ 270,000	$ 100,000	$ 20,000	$ 80,000	$ 70,000	$ -	$ -

(Helpful) This project will assist with identifying short- and long-term management actions at the Fort Chambers/Poor Farm property purchased by OSMP in 2018. This planning project will assess future needs, purposes and functions around the Queen Anne house, associated outbuildings and the surrounding agricultural, natural and cultural landscape. The plan will identify the best approach for the future management of the site. Project scope includes sites inventories, analysis, and management recommendations with associated phasing and costing. This project will support citywide engagement with recognized tribes and indigenous peoples and result in a fiscally constrained management approach for the buildings and property. The project accomplishes key objectives of the OSMP Master Plan in three focus areas: Agriculture Today and Tomorrow, Community Connections, Education and Inclusion, and Ecosystem Health and Resilience. It links to multiple strategies in the MP, including addressing CCEI.4) Support citywide engagement with federally recognized American Indian Tribes and indigenous peoples.

Visitor Use Management Planning	$ 255,000	$ 75,000	$ 50,000	$ 50,000	$ 80,000	$ -	$ -

(Helpful) This project will continue department work to implement and adapt visitor management strategies guided by the 2005 Visitor Master Plan (VMP). Incorporating findings from visitor use studies and land management best practices OSMP will assess and update the types and specifications of in-use or potential visitor management practices the department may consider and deploy to manage visitor use and build a monitoring strategy to inform site-specific management decisions. OSMP will develop a toolkit of visitor use management strategies to consider in relation to other aspects of service delivery. Through this project, specific coordination work will occur on the systemwide trailhead shuttle feasibility study and regional visitor management coordination including efforts such as the NOCO 2050 project. This project accomplishes key objectives of the Master Plan in the Responsible Recreation, Stewardship, and Enjoyment focus area. The project primarily supports the strategy RRSE.1) assess and manage increasing visitation but also works towards RRSE.4) Encourage multimodal access to trailheads and RRSE.5) Manage passive recreation activities requiring an OSMP permit.

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Parks & Recreation

Current Focus for Capital Planning and Projects in the 2021 Capital Budget

The comprehensive approach to the department's 2021 capital program is founded on implementing the key themes of the BPR Master Plan, primarily on taking care of existing assets that provide core services to the community while strategically enhancing key parks and facilities outlined within the department's capital investment strategy. In 2020, staff have started the five-year update to the master plan as adopted within the current CIP to refine the goals and strategies to guide the next several years. Staff have consistently prioritized funding on specific projects that meet several criteria related to safety, usage, efficiencies, and revenue generation.

Staff have identified options for reducing spending strategically as a standard practice for this fiscal environment and especially as it applies to the CIP. For both 2021 as well as the full 6-year CIP staff have performed careful analysis and projections for all funds that make up the department CIP and adjusted the spending accordingly to remain within funding projections while still maintaining a healthy fund balance for reserves. Over half of the CIP is now funded exclusively out of the Permanent Parks and Recreation fund while the remaining is funded appropriately out of the .25 Cent Sales Tax, Lottery Fund, and Capital Development Fund. Staff will continue to monitor and adjust spending as necessary with new fund projections and revenue information are available related to COVID-19.

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

- Community Health and Wellness – Parks and facilities are being improved with capital maintenance and enhancements to the Flatirons Golf Course Facility, Boulder Reservoir, and many outdoor facilities such as courts, playgrounds and ballfields. The amenities are critical to the department's core services and outlined in recent plans and studies.
- Taking Care of Existing Facilities - through implementation of the Asset Management Software, improvements to North Boulder Park, Boulder Reservoir South Shore, and Columbia Cemetery will extend the useful life of priority facilities and increase the condition of many assets.

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- Building Community Relationships – BPR continues to address the Emerald Ash Borer epidemic in Boulder and maintain as much tree canopy as possible. With help from the Tree Trust, developed by the PLAY Boulder Foundation, staff are making progress in fighting the pest and planting replacement trees through capital funding.
- Youth Activity and Engagement - many youth sports facilities and play areas will be enhanced and renovated through the 2021 projects that will continue to allow the department to focus on youth and provide opportunities for children in the community.

2021 Capital Projects

Flatirons Golf Course Capital Enhancements

The Flatirons Golf Course is the primary focus for BPR in 2021 and comprises $6.9M of the overall $9M CIP. Flatirons in the only public course in Boulder and provides a highly desired recreation amenity while also contributing to funding sources through revenue generation that are so important in helping BPR deliver the recreation programs and services to the community. The golf course has many planned enhancements to ensure playability and provide necessary visitor amenities. This project will provide design and construction of a new pro shop, clubhouse and staff office to replace the former events center that was demolished as a result of the 2013 flood. The proposed facility is not intended to replace the previous event center facility in terms of the previous functions and use such as catered events and banquets. Programming for the golf course and surrounding community needs have been analyzed to build a facility for maximized community benefit. The new facility would include basic services indoors and new outdoor spaces to take advantage of the beautiful Colorado weather and the amazing views of the flatirons from this location. The existing building, containing the pro shop and cart storage, would receive some minor renovations for a consistently pleasing experience. The new facility, including outdoor spaces, would increase the functional space by 130% while remaining safely outside of floodplains.

Existing Golf Course Pro Shop & Clubhouse

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The design of the replacement facility will occur in 2020 and construction to begin in 2021. Throughout the past several years, the community has experienced residential and commercial growth providing opportunities to expand the services and community programs at the Flatirons Golf Course if new facilities were available. Construction of a new facility has been a priority since the necessary demolition of the event center. Proposed improvements have been carefully considered to fit the current and projected community growth while following the BPR Master Plan guidance of creating multi-use facilities that will serve a wide range of community members. The proposed facility will offer enhanced golf services with a strong focus on the customer experience and flexibility in use to accommodate a variety of programs and events of interest to golfers and non-golfers. Additionally, the facility will be designed to meet the City's Energy Conservation Code and other climate action goals for energy efficiency and environmental sustainability. The City of Boulder is projected to grow an average of 17% in population, jobs and housing over the next 25 years, and the area immediately north of the golf course has been targeted to support much of that growth as a federal Opportunity Zone. The East Arapahoe Transportation Plan has designated East Arapahoe Avenue a "complete street" to allow it to handle increasing traffic volumes through improvements that encourage non-single-occupancy vehicle use.

Aquatics Facility Capital Enhancements

Based on recommendations of the 2015 Boulder Aquatics Feasibility Plan, this project provides implementation of priority indoor and outdoor pool enhancements for Boulder's aquatics programs. In 2021, the East Boulder Community Center leisure pool will be redesigned with community input to determine a new and improved family aquatics experience. This work will include a new multi-use leisure pool for warm water classes and instruction, a new play structure and an outdoor splash pad will be completed in 2022 in partnership with Facilities and Asset Management funding necessary facility repairs.

Athletic Field Capital Enhancements

Based on key recommendations of the Athletic Field Study, this program will allow implementation of field repairs and enhancements including turf, field renovations, and expansion to accommodate additional capacity for sports uses. Average cost for a complete renovation of an irrigation system is $63K and which is necessary to ensure preventative maintenance of the systems. System failures can lead to field closures and loss of revenue from field use. In 2021, funding will be used to plan and design access improvements for Pleasantview Fields.

Natural Lands Management

The department's natural lands team manages over 1,000 acres of wildlife and vegetation conservation areas to support the regions vulnerable ecosystems within urban areas. Capital funding helps support planning and implementation of critical conservation measures and management strategies on the properties. In 2021, funding will provide an opportunity to partner with other departments in developing a comprehensive restoration and management plan for Boulder Creek to balance recreation and public use with maintaining the streams ecosystem which is critical to Boulder.

Boulder Reservoir South Shore Capital Enhancements

Continuing to implement the 2012 Master Plan and recent Concept Plan and Capital Strategy, this project will provide key improvements to the south shore recreation area and various visitor amenities to serve the region. Funding is planned to continue key enhancement priorities that are outlined each year in the recently approved Concept Plan and Capital Strategy. Projects include a variety of amenities including but not limited to signage, dock repairs, trail connections, pavilions, facility maintenance, road repair, landscaping, and parking lot repair.

Urban Forest Management

This project provides annual funding to continue the EAB response by allowing critical safety measures of removing identified trees throughout the city and replacing with new tree species to slow the spread of the pest and ensure safety of the public as well as expanded urban forest management practices. This project also provides treatment of trees designated for preservation and associated infrastructure improvements such as irrigation to ensure sustainability of the new trees.

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Department Master Plan Update

This project will provide funding for consultants and staff to continue a 5-year update to the department's master plan to ensure alignment of departmental programs, services and facilities to meet the needs and goals of the community. This project will include various research tools such as a recreation facilities and programs assessment, an updated community survey and outreach to all members of the community to analyze the mission and offerings of the department. A comprehensive historic and cultural plan will be completed in conjunction with this master plan update to provide for goals and recommendations to ensure the sustainability of the departments' historic and cultural assets over time.

Neighborhood and Community Park Capital Maintenance

This project provides funding for asset maintenance throughout the system as well as a complete renovation of one neighborhood park annually to meet the goals outlined within the BPR Master Plan and Capital Investment Strategy. The renovations typically include playground replacement, irrigation renovation, forestry maintenance, ADA compliance and shelter repairs. In 2021, renovations will be focused at North Boulder Park.

Recreation Facility Capital Maintenance

Based on recommendations of the 2016 Facility Strategic Plan and upcoming Recreation Needs Assessment, this program will provide annual capital funding for implementation of key facility repairs and renovations at the city's three recreation centers to ensure acceptable facility conditions and continue cost-effectively meeting the needs of health and wellness opportunities within Boulder. This project is combined with funding from the Facilities and Asset Management (FAM) Division of Public Works. In 2021, exterior security cameras will be installed at all three recreation centers to increase safety outside the centers within the parking lots and discourage illegal activity outside of normal operating hours.

Civic Area Gathering

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2020 Adjustments
Given the current uncertainty related to COVID-19, staff reprioritized the current CIP projects and considered pauses and delays on specific projects to provide the greatest flexibility and responsiveness to budget challenges that exist. Staff have reviewed prioritization criteria to determine what projects should continue and what projects should pause. The following projects were paused and delayed in 2020 to be continued in 2021:

- Flatirons Golf Course Capital Enhancements $2,195,000
- Master Plan Update $140,000
- General Park Improvements $42,000

Equitable Distribution
In planning and developing the CIP, the department strives to provide equitable distribution of improvements throughout the city, both geographically and socio-economically. In planning projects and identifying needs, the department reviews all asset management information to prioritize the critical deficiencies and engages staff as well as the PRAB to understand the capital priorities that exist throughout the community. The planned six-year CIP includes a variety of projects throughout Boulder's many subcommunities and even emphasizes development of assets within areas not currently serviced as park amenities.

Civic Area Nature Play Space

Operating and Maintenance Impacts
The department prioritizes capital projects based on maintaining existing assets and decreasing the maintenance backlog of the department's portfolio of parks and facilities. Therefore, most projects included in the department's Capital Improvement Program will not have an impact on maintenance costs due to replacement of aging infrastructure and efficiencies associated with new and improved facilities and systems. However, as the department fulfills commitments relative to long-term planning needs such as the increase in facilities at Scott Carpenter Park, future phases of Valmont City Park, Boulder Junction Park, or Violet Neighborhood Park, the department will need to carefully design enhancements in sensitivity to the department's O&M funding and not overburden funds with maintenance of these new facilities. Staff are also carefully planning future facilities and current renovations to include energy efficiency and opportunities for reducing short-term and long-term O&M needs. This not only reduces maintenance costs and ongoing expenses but meets the city's climate goals

by reducing emissions and achieving environmental sustainability objectives. As an example, irrigation systems are much more efficient now using digital systems, rain sensors, and other technology to not over water. Also, building systems include efficient lighting, pumps, and filters for pools and sustainable materials.

Unfunded Projects and Emerging Needs

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

The current budget reflects an economic reality that is not predicted to shift anytime soon, and it is within this reality that the department must plan. With maintenance backlog estimated at over $16 million on approximately $215 million in assets, the department faces difficult trade-off decisions about how to manage and operate its facilities and provide its programs. City guidelines regarding capital improvement prioritize the maintenance of current assets over the development of new facilities, and through the master planning process, the community has indicated strong support for this concept. Even with the .25 cent sales tax renewal, the department must focus on maintaining and improving all deteriorating assets. Simultaneously, the department must respond to the community's shifting values related to new facilities by providing adequate facilities to meet those needs and by making them accessible to the entire community.

Key Unfunded Projects Include:

- Boulder Reservoir South Shore enhancements to accommodate increased use and visitation as well as basic amenities to support the regional destination as outlined in the Boulder Reservoir Master Plan and currently evaluated through the Concept Plan and Capital Strategy.
- The Recreation Facility Strategic Plan projected a total of $4.5 million in deferred maintenance and an additional $3 million over the next ten years in the three recreation centers. This funding need will also be refined and updated with the upcoming master plan related to the Recreation Facilities Needs Assessment.
- The city's pools and recreation centers represent the largest contributors of natural-gas-related greenhouse gas emissions within the entire city operations. Transitioning these facilities to electric solutions will be critical for the city to achieve its 2030 80% greenhouse gas reduction goal. While technology solutions are emerging, but have mixed results for public pools, retrofitting an existing facility represents a cost premium that has not currently been factored into the CIP projects. Staff will need to research and determine the best solution and cost relative to achieving a balanced approach to the city's various goals.
- Increased capacity and additional facilities for youth and adult sports fields.
- Expansion and enhancement of recreation centers and aquatics facilities that accommodate increased demand for lap swimming, fitness equipment, and multi-use classroom space that could be expanded.

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To mitigate the impacts of limited funding, staff is:

- Working collaboratively with Facilities & Asset Management (FAM) to prioritize funding for deferred, major and ongoing facility maintenance.
- Deferring low-priority improvements and new capital projects that cannot be funded operationally.
- Completing projects to achieve energy efficiencies at recreation facilities; and
- Developing long-term partnerships and non-traditional funding sources to support desired new facilities and enhancements to existing facilities.

CEAP Projects

N/A

Board Action

The Parks & Recreation Board (PRAB) unanimously approved the following two resolutions in support of the BPR 2021-2026 CIP at the June 22, 2020 meeting: a motion to approve the 2021 recommended expenditures from the Permanent Parks & Recreation Fund and a motion to approve the Draft 2021–2026 Parks & Recreation Department Capital Improvement Program. Based on updated revenue assumptions, the department shifted funding in out years from the original proposal reviewed on June 22, 2020. The PRAB approved two revised resolutions in support of the BPR 2021-2026 CIP at the August 24, 2020 meeting: a motion to approve the 2021 recommended expenditures from the Permanent Parks & Recreation Fund and a motion to approve the Draft 2021–2026 Parks & Recreation Department Capital Improvement Program.

2021-2026 Capital Improvement Plan

Parks & Recreation

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 30,974,500	$ 8,540,000	$ 3,478,000	$ 4,710,000	$ 6,157,000	$ 2,606,500	$ 5,483,000
CIP-Capital Enhancement Total	$ 17,768,000	$ 6,610,000	$ 1,638,000	$ 1,790,000	$ 3,630,000	$ 100,000	$ 4,000,000
Aquatic Facility Enhancements	$ 2,858,000	$ 120,000	$ 1,638,000	$ -	$ -	$ 100,000	$ 1,000,000

Based on recommendations of the 2015 Boulder Aquatics Feasibility Plan, this project provides implementation of priority indoor and outdoor pool enhancements for Boulder's aquatics programs. In 2020, funding will provide the final touches to the new Scott Carpenter pool with infrastructure and equipment to operate the facility. In 2021, the East Boulder Community Center leisure pool will be redesigned with community input to determine a new and improved family aquatics experience. This work will include a new multi-use leisure pool for warm water classes and instruction, a new kids play structure and an outdoor splash pad will be completed in 2022 in partnership with Facilities and Asset Management funding necessary facility repairs. Finally, in 2025, funding is provided to partner with City Transportation to begin the design of the 30th street improvements along Scott Carpenter park to remain in compliance with necessary infrastructure required through the city's regulatory planning and development review process for Scott Carpenter Pool enhancements. The construction of the 30th street improvements is anticipated to be approximately $1M and is required to be complete by 2026. This project is categorized as "helpful".

Capital Infrastructure Enhancements	$ 2,580,000	$ -	$ -	$ 1,580,000	$ 1,000,000	$ -	$ -

This project will provide capital funding to implement enhancements at parks and facilities throughout the system. Currently undeveloped park sites such as Violet Park in north Boulder and Eaton Park in Gunbarrel have planned amenities that need to be implemented to meet service levels of surrounding neighborhoods. Other properties have seen a dramatic shift in land use adjacent to the park and warranting a redevelopment option to serve more residents such as Mapleton Ballfields. Additionally, this project will provide implementation of planned amenities at developed park sites that haven't been constructed such as restrooms, ballfields, additional sport courts and play areas. The Recreation Facility Needs Assessment completed in 2021 will also outline future priorities that will be funded through this project that will enhance the existing recreation facilities. In 2021, funding is identified to support the redevelopment of the Flatirons Golf Course facility to meet the needs of the community. The new facility will result in an increase of square footage and capital development funds are being used to address the growth related aspects and expansion of city services at Boulder's only public golf course. This project is categorized as helpful.

East Mapleton Ballfield Enhancement	$ 2,100,000	$ -	$ -	$ 210,000	$ 1,890,000	$ -	$ -

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

Flatirons Golf Course Enhancement	$ 6,990,000	$ 6,490,000	$ -	$ -	$ 500,000	$ -	$ -

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

Parks & Recreation Capital

2021-2026 Capital Improvement Plan

Valmont City Park - Phase 2	$ 3,240,000	$ -	$ -	$ -	$ 240,000	$ -	$ 3,000,000

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

CIP-Capital Maintenance Total	$ 13,006,500	$ 1,730,000	$ 1,840,000	$ 2,920,000	$ 2,527,000	$ 2,506,500	$ 1,483,000
Athletic Field Improvements	$ 176,000	$ 50,000	$ -	$ 63,000	$ -	$ 63,000	$ -

Based on key recommendations of the Athletic Field Study, this program will allow implementation of field repairs and enhancements including turf, field renovations and expansion to accommodate additional capacity for sports uses. Average cost for a complete renovation of an irrigation system is $63K which is necessary to ensure preventative maintenance of the systems. System failures can lead to field closures and loss of revenue from field use. In 2021, funding will be used to design parking lot expansion improvements for Pleasantview Fields. This project is categorized as "helpful".

Boulder Reservoir South Shore	$ 2,676,500	$ 200,000	$ -	$ 1,300,000	$ 355,000	$ 721,500	$ 100,000

Continuing to implement the 2012 Master Plan and recent Concept Plan and Capital Strategy, this project will provide key improvements to the south shore recreation area and various visitor amenities to serve the region. Funding is planned through 2026 to continue key enhancement priorities that are outlined each year in the recently approved Concept Plan and Capital Strategy. Projects include a variety of amenities including but not limited to signage, dock repairs, trail connections, pavilions, facility maintenance, road repair, landscaping, and parking lot repair. This project is categorized as helpful.

Columbia Cemetery Capital Maintenan	$ 168,000	$ -	$ 40,000	$ 32,000	$ 32,000	$ 32,000	$ 32,000

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

Parks & Recreation

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
General Park Improvements	$ 5,481,000	$ 900,000	$ 1,000,000	$ 900,000	$ 640,000	$ 1,190,000	$ 851,000

This project provides funding for asset maintenance throughout the system as well as a complete renovation of one neighborhood park annually to meet the goals outlined within the BPR Master Plan and Capital Investment Strategy. The renovations typically include playground replacement, irrigation renovation, forestry maintenance, ADA compliance and shelter repairs. The current list of parks within the CIP include:
2021 -North Boulder Park
2022 - East Boulder Community Park
2023 - Martin Park
2024 - Parkside Park
2025 - Shanahan Ridge Park
2026 - Elmer's Two-Mile Park
This project is categorized as important.

Natural Lands Management	$ 675,000	$ 50,000	$ 50,000	$ 75,000	$ 500,000	$ -	$ -

The department's natural lands team manages over 1,000 acres of wildlife and vegetation conservation areas to support the regions vulnerable ecosystems within urban areas. Capital funding helps support planning and implementation of critical conservation measures and management strategies on the properties.
In 2021, funding will provide an opportunity to partner with other department's in developing a comprehensive restoration and management plan for Boulder Creek to balance recreation and public use with maintaining the streams ecosystem which is critical to Boulder. In 2022, funding will allow for the replacement of a trail bridge at Coot Lake Natural Area that is in disrepair and in danger of failure if not replaced within the next year. In 2023, funding will allow the department to complete and inventory and prioritization of the department's populations of prairie dogs across the system to better manage the colonies aligned with the department's goals. In 2024, funding will allow the department to begin relocation of the prairie dogs at Valmont Park to allow for the next phase of planned improvements.
This project is categorized as "Important".

Recreation Facility Capital Maint	$ 1,030,000	$ 30,000	$ 500,000	$ -	$ 500,000	$ -	$ -

Based on recommendations of the 2016 Facility Strategic Plan and upcoming Recreation Needs Assessment, this program will provide annual capital funding for implementation of key facility repairs and renovations at the city's three recreation centers to ensure acceptable facility conditions and continue cost-effectively meeting the needs of health and wellness opportunities within Boulder. This project is combined with funding from the Facilities and Asset Management (FAM) Division of Public Works. In 2021, exterior security cameras will be installed at all three recreation centers to increase safety outside the centers within the parking lots and discourage illegal activity outside of normal operating hours. In 2022, facility maintenance will be focused on the East Boulder Community Center in conjunction with the planned improvements to the leisure pool. This project is categorized as helpful.

Urban Forest Management	$ 2,800,000	$ 500,000	$ 250,000	$ 550,000	$ 500,000	$ 500,000	$ 500,000

Trees are important assets to the community and provide many benefits to Boulder. In September 2013, Forestry staff discovered an Emerald Ash Borer (EAB) infestation within the city. The subsequent delimitation survey showed that EAB was well established within a corridor in central Boulder. Over the next 15 years, EAB management, including tree removal, tree replacement, wood disposal and pesticide treatments will have a significant direct budgetary impact to the city and private residents. The loss of tree canopy will have considerable economic, social, and environmental impacts for decades. In September of 2015, an Information Item detailing the Emerald Ash Borer management plan was presented to City Council.
As a result of the recent discovery of the Emerald Ash Borer (EAB), a response plan has been developed to slow the spread of the pest and maintain a safe community from the potential hazards

CIP-Capital Planning Studies Total	$ 200,000	$ 200,000	$ -	$ -	$ -	$ -	$ -
Master Plan Update	$ 200,000	$ 200,000	$ -	$ -	$ -	$ -	$ -

This project will provide funding for consultants and staff to complete a 5-year update to the department's master plan to ensure alignment of departmental programs, services and facilities to meet the needs and goals of the community. This project will include various research tools such as a recreation facilities and programs assessment, an updated community survey and outreach to all members of the community to analyze the mission and offerings of the department. A comprehensive historic and cultural plan will be completed in conjunction with this master plan update to provide for goals and recommendations to ensure the sustainability of the departments' historic and cultural assets over time. This project is categorized as important.

Police

Current Focus for Capital Planning and Projects in the 2021 Capital Budget

The 2021 capital needs for the Police Department focus on replacement of high-dollar equipment as opposed to rolling stock as in the past few years. The following project is brought forward:

Bomb Squad Suit Replacement: The Boulder Police Department Bomb Team provides regional response to all of Boulder County and City of Longmont and responds to over 100 calls per year. Approximately 6% require the use of the bomb suit. The bomb squad suits are unfunded and will have an estimated replacement cost of $40,000 each. The suits were last replaced around 2008-2010 and the life expectancy of a typical suit is five years. The department needs two suits immediately and two more in the near future. One of our previous suits was purchased for us by the University of Colorado Environmental Hazardous Material Division as compensation for all the money the bomb team saves them by disposing of their explosive laboratory chemicals. We may be able to investigate the possibility of them funding a third or fourth suit. Becasue the suits are expired by at least double the recommended useful life, this is a critical need for the Police Department.

2021 Capital Projects

- Bomb Squad Suit Replacement

2021 Project Delays and Cuts

Since the Bomb Squad Suits are currently 10 to 12 years old which is over twice the typical life expectancy, if the suits are not replaced, they could pose a critical life-threatening safety failure to bomb response staff.

2020 Adjustments (if applicable)

Although no 2020 capital projects have been adjusted due to COVID-19, our 2019 project, Incident Command Vehicle, which was not yet started, has been deferred in 2020 and may once again be deferred in 2021, depending on required budget reductions.

Operating and Maintenance Impacts

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

Police Capital

Unfunded Projects and Emerging Needs

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

- Public Safety Building 1st Floor Tile Replacement: The tile floor on the first floor of the Public Safety Building is over 30 years old, dated-looking and is showing much wear and tear. Not only is the floor showing wear, some of the tiles are cracked while some are coming up and need to be replaced. Replacing the first-floor tiles will require less ongoing maintenance and give the first floor a consistent and more updated look.
- Public Safety Building Expansion and Renovation. Construct a 25,000 square-foot expansion for Police functions, along with associated renovations to the existing facility. The renovation would focus on net zero, generating its required energy from an on-site solar system. This will provide many opportunities to leverage financial incentives such as rebates, production incentives for the solar system, or even tax credits (captured by a partner with tax liability and passed through to the city). These financial incentives can cover as much as 50% of the incremental cost that is required to go above the minimum energy code requirements. Estimated cost $25 million to $30 million.
- Bomb Robots. The current bomb robots were purchased in 2012. The current replacement fund has approximately $100,000 towards the replacement. The actual costs for replacement will fall between $400,000 and $635,000. This is an underfunded project.

The Police Department has no short or long-term emerging capital needs related to COVID-19 and related revenue loses.

CEAP Projects

N/A

Board Action

N/A

2021-2026 Capital Improvement Plan

Police

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 80,000	$ 80,000	$ -	$ -	$ -	$ -	$ -
CIP-Capital Enhancement Total	$ 80,000	$ 80,000	$ -	$ -	$ -	$ -	$ -
PD Bomb Squad Suits	$ 80,000	$ 80,000	$ -	$ -	$ -	$ -	$ -

BFCR Category: Essential. The Boulder Police Department Bomb Team provides regional response to all of Boulder County and City of Longmont and responds to over 100 calls per year. Approximately 6% require the use of the bomb suit. The bomb squad suits are unfunded and will have an estimated replacement cost of $40,000 each. The suits were last replaced around 2008-2010 and the life expectancy of a typical suit is five years. The department needs two suits immediately and two more in the near future. One of our previous suits was purchased for us by the University of Colorado Environmental hazardous material division as compensation for all the money the bomb team saves them by disposing of their explosive laboratory chemicals. We may be able to investigate the possibility of them funding a 3rd or 4th suit. Because the suits are expired by at least double the recommended useful life, this a critical need for the Police Department.

Transportation

Current Focus for Capital Planning and Projects in the 2021 Capital Budget

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

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

The 2019 TMP Update also identified the need to prioritize investment in the existing transportation system to preserve existing infrastructure as well as safety. An key area of focus within the TMP is the new Low-Stress Walk/Bike Network, which consists of vertically separated infrastructure, buffered infrastructure and neighborhood green streets. As the Low-Stress Walk/Bike Network and other key TMP initiatives are consistent with the 2019 TMP, the goal of each CIP project and program is to improve safety for all users of the transportation system, including pedestrians, cyclists, transit users, and vehicles. Each of these components are a focus within the individual CIP projects as well as multi-modal CIP programs. One example of this in the program portion of the CIP includes the Neighborhood Speed Management Program (NSMP), which was a renewed focus area beginning in 2017, and continues as part of the 2021-2026 portfolio.

Transportation Capital

Additionally, CIP line items that were created in the 2020 CIP will carry forward in the 2021-2026 program which include capital funding for implementation of the Low-Stress Walk/Bike network (aka neighborhood greenstreets), intersection and crossing safety improvements as part of Vision Zero, and transit infrastructure improvements in fulfillment of the Renewed Vision for Transit.

The COVID-19 pandemic has significantly impacted the Capital Improvement Program for Transportation. Because the Transportation Fund is largely sales tax dependent, the fund is expected to see a 20% or greater reduction for 2020 and 2021. Staffing and budget reductions combined have notably limited the ability of projects and programs to be funded, managed and implemented. Several transportation projects have external grant funding, and staff are working with these partners to obtain scheduling extensions to allow city budgets and staffing to stretch out to match the demands of each project. Annual major capital maintenance programs have also been reduced for 2021 in response to reduced funding.

2021 Capital Projects

- Intersection Safety Projects
- HSIP/VZ Traffic Signal Reconstruction
- Pavement Management Program
- Downtown Boulder Transit Station Improvements
- Arapahoe Multi-Use Path/Transit Enhancements
- Mesa Elementary SRTS
- Major Capital Reconstruction
- Traffic Signal Broadband Fiber
- Sidewalk Maintenance
- CMPI Ped Crossing Treatments
- 47TH/BNSF Sidewalk Crossing

2020 Adjustments

In response to the reduction of Transportation Fund Revenue due to the COVID-19 pandemic, a number of projects and programs have been adjusted.

- Postponed 6th / 9th Bridge Deck Repairs
- Delayed one NSMP Complex Project
- Deferred Low Stress Walk/Bike Project
- Delay Deficient Street Light Replacement
- Reduced Multi-Use Path Maintenance Projects

Operating and Maintenance Impacts

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

Transportation Capital

Unfunded Projects and Emerging Needs

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

Transportation funding is limited and highly dependent on sales tax. Sales tax revenue accounted for 80 percent of the $32.8 million local transportation budget (not including federal funds) in 2018. Transportation's dedicated sales tax revenue is not keeping up with inflation, resulting in declining purchasing power. Even with 78 percent of our expenditures going to essential operations and maintenance, we are still deferring maintenance, which is more costly over time. Outside of local funding, the city is facing increased competition for regional, state and federal funding. A needs assessment evaluated all areas of transportation's essential services in the community, including capital maintenance and the Capital Improvement Program (CIP). This assessment identified $20.8 million in one-time capital expenditures.

Key Unfunded Projects Include:

- Large portions of the Low/Stress Walk and Bike Network.
- A number of segments from the 30th Street and Colorado Avenue Corridor Complete Street Plan.
- The East Arapahoe Transportation Plan has identified key improvements for investment that should be prioritized in coming years.
- Canyon Boulevard Complete Streets investments currently have no identified funding.

Boulder Creek Path Underpass at Arapahoe and 13th

Transportation Capital

CEAP Projects

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

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

Board Action

The Transportation Advisory Board (TAB) recommended approval of the draft 2021-2026 Capital Improvement Program on July 13, 2020.

2021-2026 Capital Improvement Plan

Transportation

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 82,353,396	$ 12,263,869	$ 17,638,444	$ 15,392,000	$ 12,433,333	$ 12,542,250	$ 12,083,500
CIP-Capital Enhancement Total	$ 58,248,063	$ 9,383,869	$ 9,718,444	$ 12,162,000	$ 8,870,000	$ 9,291,250	$ 8,822,500
47TH/BNSF Sidewalk	$ 636,250	$ -	$ -	$ 127,500	$ -	$ 508,750	$ -
Project includes pedestrian improvements Resilience Classification: Important							
Arapahoe Multi-Use Path/Transit Enhancement	$ 1,900,000	$ 288,000	$ 287,000	$ 1,325,000	$ -	$ -	$ -
This project will upgrade existing and missing sidewalk sections to a Multi-Use Path along Arapahoe between Foothills and Cherryvale. It will also enhance existing transit stops and access along the corridor. This project is consistent with the Transportation Master Plan and the East Arapahoe Transportation Plan goals and is funded in part by federal grant funds. Resilience Classification: Important							
Downtown Boulder Transit Station Improvement	$ 982,000	$ 226,969	$ -	$ 755,031	$ -	$ -	$ -
This project will expand the number of transit bays along Canyon Boulevard and 14th Street and adjacent to the Downtown Boulder Transit Station. This project is in fulfillment of Renewed Vision for Transit goals and is funded in part by federal grant funds.							
CMPI Crossing Treatments	$ 291,000	$ 291,000	$ -	$ -	$ -	$ -	$ -
Project includes improvements to pedestrian and bike crossing treatments at the following locations: 15th and Iris, Aurora and Evans and 33rd and Colorado. Resilience Classification: Essential							
Fourmile Canyon Creek CCS	$ 2,186,000	$ 1,752,000	$ 434,000	$ -	$ -	$ -	$ -
Construction of a multi-use path underpass at 19th Street and path connections along Fourmile Canyon Creek. This project replaces a structurally deficient bridge and provides safer access to Crest View Elementary School for pedestrians and bicyclists. It also provides improved vehicular access on 19 th Street, which is an emergency access route, during a major storm event. Capital tax funding is for non-flood improvements. This project is categorized as "Essential" using the Budgeting for Resilience framework.							
Greenways Program Transportation	$ 682,500	$ 97,500	$ 97,500	$ 97,500	$ 195,000	$ 97,500	$ 97,500
This project will provide Transportation's contribution to the overall greenways program. Funding will be opportunistic and prioritized with the other funding in the Greenways CIP. These funds will be combined with funding from the Transportation and Utilities Fund. This project is for an ongoing funding program. https://bouldercolorado.gov/water/greenways-program Resilience Classification: Important							
HSIP/VZ Baseline/Canyon	$ 192,243	$ -	$ 17,477	$ 174,766	$ -	$ -	$ -
Improvement to existing Baseline and Canyon Creek pedestrian crossing to align with Vision Zero goals. Resilience Classification: Essential							
HSIP/VZ Traffic Signal Reconstruction	$ 1,024,670	$ -	$ 102,467	$ 922,203	$ -	$ -	$ -
Project:Traffic Signal Reconstruction projects to facilitate goals of Vision Zero and overall safety. Intersection locations include: Baseline/Broadway, Baseline/Mohawk, and Folsom/Pine. Resilience Classification: Essential							

Transportation Capital

2021-2026 Capital Improvement Plan

Intersection Safety Projects	$ 302,880	$ 302,880	$ -	$ -	$ -	$ -	$ -

The Intersection Safety Projects are funded almost entirely by a grant from the Highway Safety Improvement Program (HSIP), a federal grant program for local communities to improve safety at high hazard locations. The City is a recipient of HSIP grant funds to implement safety mitigation treatments at three intersections around the City. These intersection locations are Colorado/Regent, Baseline/29th and Broadway/Rayleigh. The safety treatments to be installed at all three locations will improve safety for vehicles, bicycles and pedestrians.
Resilience Classification: Essential

Low Stress Walk/Bike - Neighborhood Green Streets	$ 425,000	$ 50,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000

This program will provide funding toward implementation of the low-stress walk/bike network including Neighborhood Green Streets.
Resilience Classification: Important

Mesa Elementary Safe Routes to School	$ 342,000	$ 342,000	$ -	$ -	$ -	$ -	$ -

This project will improve walking and biking routes to Mesa Elementary School in the Table Mesa neighborhood by improving crossings of Lehigh and constructing a pathway near Bear Creek elementary. This project is funded by Safe Routes to School grant funds.

Misc Development Coordination	$ 300,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000

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

Transportation

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Neighborhood Speed Management Program	$ 1,600,000	$ 250,000	$ 250,000	$ 275,000	$ 275,000	$ 275,000	$ 275,000

The focus of the Neighborhood Speed Management Program (NSMP) is to reduce speeding traffic on neighborhood streets. This can improve safety and the quality of life in Boulder's neighborhoods.

Pavement Management Program	$ 29,500,000	$ 4,775,000	$ 4,850,000	$ 4,850,000	$ 4,900,000	$ 5,000,000	$ 5,125,000

The City of Boulder's budget priorities for transportation funding are the safety and preservation of the transportation system, including maintaining all streets in a good and safe condition. The Transportation Division has established a Pavement Management Program (PMP) for Boulder's 300-mile street system, which includes inspecting and rating all streets on a three-year interval to maintain awareness of existing conditions and guide where pavement repairs will be made in future years.
The purpose of the Pavement Management Program is to provide the optimal level of funding, timing, and renewal strategies that will keep the citywide street pavement network at or above a "Good" OCI rating. The end result is that the best strategy may be to defer a costly reconstruction on one street in order to complete less expensive treatments on other streets to minimize its deterioration into a more costly type of treatment, such as reconstruction. Street treatments that may take place under this program include mill/overlay, chip-seal, and crack-fill/seal.
Resilience Classification: Essential

Ped Facs Enh Missing Links Crossing	$ 750,000	$ 100,000	$ 115,000	$ 125,000	$ 125,000	$ 135,000	$ 150,000

The Pedestrian Facilities budget is an ongoing funding program that includes the installation of missing sidewalk links and pedestrian crossing/safety treatments and potentially social paths and sidewalk widening improvements. The list of identified missing sidewalk links has been prioritized for construction. Crossing treatment improvements are prioritized citywide and include median refuge islands, crosswalk lighting, flashing signs, neck-downs, signing, lighting and/or pedestrian signals.
This program meets the Transportation Master Plan goal of creating an integrated, multimodal transportation system emphasizing the role of the pedestrian mode as the primary mode of travel

Renewed Transit Vision - Capital El	$ 210,000	$ -	$ 25,000	$ 35,000	$ 50,000	$ 50,000	$ 50,000

This program will provide capital maintenance and upgrades to transit facilities within the city transportation network.
Resilience Classification: Important

Table Mesa Multi-Modal Improvements	$ 5,500,000	$ -	$ 2,500,000	$ 3,000,000	$ -	$ -	$ -

This project will upgrade the existing sidewalk along Table Mesa/South Boulder Road bridge over US-36. The sidewalk will be updated to a multi-use path for pedestrians and cyclist to improve mobility between the Park and Ride and transit stop on each side of US36. This project is consistent with Transportation Master Plan goals and is funded in part by federal grant funds.
Resilience Classification: Important

TIP Local Match/TMP Implementation	$ 10,923,520	$ 758,520	$ 915,000	$ 350,000	$ 3,000,000	$ 2,900,000	$ 3,000,000

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

Transportation Capital

2021-2026 Capital Improvement Plan

Traffic Signal Broadband Fiber	$ 500,000	$ 100,000	$ -	$ -	$ 200,000	$ 200,000	$ -

This project will construct infrastructure to connect city traffic signal equipment with the Broadband backbone network being installed by the IT Department.
Resilience Classification: Important

CIP-Capital Maintenance Total	$ 13,557,000	$ 1,930,000	$ 2,405,000	$ 2,405,000	$ 2,255,000	$ 2,276,000	$ 2,286,000
Major Capital Reconstruction	$ 5,100,000	$ 700,000	$ 850,000	$ 850,000	$ 900,000	$ 900,000	$ 900,000

The Major Capital Reconstruction project provides funding to repair existing transportation assets that are close to or at the end of their useful life. Repairs could be for roadway, bikeway, pedestrian or transit capital assets. This funding is primarily focused on improving the health of minor structures and bridges. This funding will provide the ability to complete the capital repairs that are not eligible for grant funding or to be used as leveraged funds for this type of project as opportunities arise.

Multiuse Path Capital Maintenance	$ 2,495,000	$ 350,000	$ 425,000	$ 425,000	$ 425,000	$ 435,000	$ 435,000

The City of Boulder's budget priorities for transportation funding are the safety and preservation of the transportation system, including maintaining all multi-modal corridors in a good and safe condition. The Transportation Division is charged with providing major maintenance to the off-street multi-use path network. This budget addresses activities such as replacing panels of concrete, flood proofing underpasses and re-decking pedestrian overpasses.
Resilience Classification: Essential

Ped Facilities Repair, Replace, ADA	$ 3,756,000	$ 579,000	$ 629,000	$ 629,000	$ 629,000	$ 640,000	$ 650,000

This ongoing program allows for repair, replacement and construction of existing and new sidewalks and construction of access ramps. Sidewalk repair priorities have been established in the Sidewalk Repair Program and yearly funding is spent accordingly. Compliance with ADA is resulting in additional expenditures for access ramps and driveway modifications.
This program meets the Transportation Master Plan (TMP) goal of creating an integrated, multimodal transportation system, emphasizing the role of the pedestrian mode as the primary mode of travel as it is in the beginning and end of every travel trip. The program also meets federal ADA requirements of working towards bringing sidewalks and access ramps up to the current federal standards. And, the TMP investment policies identify maintenance as the highest priority item to find.
Resilience Classification: Essential

Transportation

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Sidewalk Maintenance	$ 1,506,000	$ 251,000	$ 251,000	$ 251,000	$ 251,000	$ 251,000	$ 251,000

The City of Boulder's budget priorities for transportation funding are the safety and preservation of the transportation system, including maintaining all pedestrian corridors and sidewalks in a good and safe condition. The Sidewalk Maintenance budget funds the Miscellaneous Sidewalk Repair Program which shares in sidewalk repairs anywhere in the city with property owners paying for half of the repair costs for sidewalks adjacent to their property, with no out of pocket maximum for residential property owners.
Resilience Classification: Essential

Signal Maintenance & Upgrade	$ 400,000	$ -	$ 200,000	$ 200,000	$ -	$ -	$ -

The Signal Maintenance and Upgrade project is an on-going program that is used for the installation of new traffic signals and signal upgrades. Budgeting as a capital project at $400,000 every four years.

Vision Zero Capital Projects	$ 300,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000

This program will implement safety measures and mitigation to address hazardous intersections and crossings.

CIP-Capital Planning Studies Total	$ 333,333	$ -	$ -	$ -	$ 333,333	$ -	$ -
Airport Master Plan	$ 333,333	$ -	$ -	$ -	$ 333,333	$ -	$ -

Airport Master Plan for 2024

CIP-New Facility/Infrastructure Total	$ 10,215,000	$ 950,000	$ 5,515,000	$ 825,000	$ 975,000	$ 975,000	$ 975,000
28th St Valmont to Iris	$ 4,700,000	$ -	$ 4,700,000	$ -	$ -	$ -	$ -

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

Multiuse Path - Enhancements	$ 1,315,000	$ 200,000	$ 215,000	$ 225,000	$ 225,000	$ 225,000	$ 225,000

This funding is an ongoing program for expanding and improving the off-street multiuse path network. The construction of multiuse path facilities is included in almost all other transportation CIP projects. This program provides additional funding for small-scope multiuse path projects and/or projects not specifically associated with other capital projects.
Projects constructed with this funding meet the Transportation Master Plan goal of developing an integrated multimodal transportation system. Projects will be consistent with the current bike, pedestrian, and transit modal plans as well as the TMP, and the projects are prioritized yearly.
Funds will be spent on implementing the confluence are park connections, including Airport to Andrus as the first connection, Valmont road as second connection priority, and 61st St as a third

TIP Local Match TMP Implementation	$ 4,200,000	$ 750,000	$ 600,000	$ 600,000	$ 750,000	$ 750,000	$ 750,000

This ongoing funding is for the implementation of projects identified in the Transportation Master Plan (TMP) that will be prioritized in the current update to the Master Plan. This money will also local match to leverage potential federal and state funding for project submittal. Resilience Classification: Important.

Utilities & Greenways

Current Focus for Capital Planning and Projects in the 2021 Capital Budget

Water Utility

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

The capital improvements focus for the treated water system includes water treatment plant (WTP) needs as well as water distribution system needs. Both the Boulder Reservoir and Betasso treatment plants have major asset management related rehabilitation project needs. The Boulder Reservoir Water Treatment Plant has a large capital rehabilitation project identified in the six-year CIP called the 63rd Street Electrical Upgrades and High Service Pump Station Replacement project. This project includes the replacement of medium voltage electrical components that are at the end of their useful life. The project also includes the replacement of the facility's six high service pumps which pump treated water from the plant into the city's water distribution system. The Betasso Water Treatment Plant recently underwent major upgrades the past two years to address aging facilities, but additional investment is still required. The six-year CIP includes four major projects to address aging infrastructure and lack of critical treatment process redundancy. These projects will address the disinfection system, the corrosion control system, the backwash system, and the raw water supply system to the facility. These four process components will likely be combined into two large capital projects.

The water distribution system needs include the ongoing small diameter water line rehabilitation program which involves the replacement of approximately four miles of pipe (1% of the system) annually. This program is funded at approximately $3.5 million per year. In 2020, Utilities staff began a comprehensive evaluation of the water transmission system which is comprised of the system's larger pipes. This analysis will provide information on the 65 miles of the system's larger diameter pipes and will include recommendations for future rehabilitation projects.

Utilities & Greenways Capital

Wastewater Utility

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

The 2017 Wastewater Collection System Master Plan (WWCSMP) identified four high priority (Tier 1) projects that were recommended to address larger diameter sewers with hydraulic limitations. Three of the four projects have funding identified in the six-year CIP. The largest of these projects is the realignment of the city's main interceptor sewer between 63rd Street and the WRRF. The Interceptor sewer project, which is estimated at $45-$50 million, has cash funding of $10 million and has been identified for a revenue bond in 2022 for an additional $35-$40 million. Other high priority WWCSMP projects include the Goose Creek Trunk sewer project and the Baseline & Foothills Trunk sewer project.

The largest WRRF capital project identified in the six-year CIP involves a nutrient removal project to address effluent phosphorus regulations that are expected to be part of the upcoming CDPHE permit to meet Regulation 85. Other projects include the Process Automation System (PAS) Phase II instrumentation and controls project and a new secondary digester cover. It is anticipated that Utilities will bond approximately $20-$25 million in 2023 for the projects' construction phase.

The focus for the wastewater collection system will continue on the current sewer rehabilitation program with the goal of rehabilitating or replacing all vitrified clay pipe (VCP) sewers as well as addressing the system's hydraulic limitations identified in the 2017 Wastewater Collection System Master Plan (WWCSMP). The rehabilitation effort is in its fifth year of an ongoing program with a projected 20-year duration. The rehabilitation program utilizes a trenchless technology approach to line the sewers before they collapse. Those sewer pipe sections which cannot be lined are replaced by conventional construction through the open cut program.

Sanitary Sewer Replacement on Broadway
- Annual Sewer Rehabilitation Program

Sanitary Sewer Manhole Replacement
- Annual Utilities Infrastructure Renewal Program

Utilities & Greenways Capital

Stormwater & Flood Management Utility

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

Major flood mitigation projects identified in the six-year CIP include Gregory Canyon Creek, Fourmile Canyon Creek, and South Boulder Creek. The Gregory Canyon Creek Improvements project will include two phases with the first in design this year. Gregory Canyon Creek Phase I construction funding is identified in the six-year CIP in 2022 at approximately $8 million. This project, which will provide drainageway improvements to convey the 10-year storm event. This phase will provide improvements between Arapahoe Avenue and Pennsylvania Avenue. The project's second phase is identified outside the 6-yr CIP.

The Fourmile Canyon Creek project will involve improvements at various locations between Broadway Avenue and 19th Street, Utilities staff is coordinating with Transportation staff on the design and construction funding for these projects.

The South Boulder Creek Phase I flood mitigation improvements are identified in the six-year CIP in 2024 at an estimated cost of $66 - $96 million. This project will involve the construction of a detention facility on the south side of Hwy US 36 to prevent flood waters overtopping the highway and will provide the protection of approximately 1,900 structures located downstream. The South Boulder Creek Mitigation Plan was completed in 2015. It is anticipated that City Council will provide direction to city staff on the level of flood protection at the June 16, 2020 meeting. Funding has been identified for the project's preliminary and final design phases in the six-year CIP.

Flood mitigation plans are anticipated to be completed in 2020 for Upper Goose Creek, Twomile Creek, Skunk Creek, King's Gulch, and Bluebell Creek. These plans will help identify future flood mitigation projects.

Capital improvements for the stormwater collection system will focus on expansion of the system into underserved areas and capacity improvements to address hydraulic limitations identified in the 2017 Stormwater Master Plan (SMP). Specific projects will include an expansion of storm sewer system in the vicinity of Pearl Street from 17th Street to 21st Street. The six-year CIP includes approximately $4 million in 2021 for this project. Another high priority project involves drainageway improvements and the expansion of the storm sewer system in the upper Goose Creek basin. Open channel improvements have been identified for the reach between 19th Street and Folsom Avenue for an existing section of unimproved channel located behind the homes along Edgewood Avenue. The 2017 SMP identified the Upper Goose Creek basin as the highest Tier 1 priority. This project would involve construction of new storm sewers and the upsizing of existing storm sewers located between 4th Street and 19th Street. The open channel and storm sewer components will be combined into a single project to address localized flooding in the area. The Upper Goose Creek Storm and flood project is funded in 2024 at $25 million.

Recommended Utility Rates for 2021

Rates	2020	2021	2022	2023
Water	7%	8%	8%	6%
Wastewater	5%	5%	5%	5%
Stormwater/Flood Management	7%	12%	12%	12%

Utilities & Greenways Capital

Single-Family Residential Monthly Bill Impact

	Monthly Bill 2020 Rates	Monthly Bill 2021 Rates	Monthly Difference
Water	$41.72	$45.05	$3.33
Wastewater	$37.45	$39.32	$1.87
Stormwater	$17.54	$19.64	$2.10
Total	**$96.71**	**$104.01**	**$7.30**

Greenways

The primary focus of the 2021-2026 Greenways CIP is on flood mitigation, bicycle and pedestrian multi-use paths, and habitat and water quality improvements along Gregory Canyon, Skunk, Twomile Canyon, and Goose Creeks in anticipation of future major drainageway improvements along these corridors. For more information about the timing and details of these projects, please see the Utilities -Stormwater/Flood web page: https://bouldercolorado.gov/flood/the-creeks-of-boulder-co.

A secondary focus for the 2021-2026 Greenways CIP is for habitat restoration and streambank stabilization projects along the Greenways corridors. Many streambank areas are degraded, eroding, and in need of restoration. The loss of ash trees, due to Emerald Ash Borer (EAB), has exacerbated this situation. Restoring the degraded streambanks also improves water quality, helps restore the urban tree canopy and supports pollinators and other native species. Funding is also being allocated in 2022 for an update to the Greenways Master Plan, last updated in 2011.

2021 Capital Projects

Water Utility

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

Wastewater Utility

- Interceptor Sewer Realignment Project
- Goose Creek Trunk Sewer Project
- Baseline & Foothills Trunk Sewer Project
- Sanitary Sewer Annual Lining program
- Water Resource Recovery Facility (WRRF) Phosphorus Project
- Process Automation System (PAS) Phase II project
- Digester Cover Replacement

Stormwater & Flood Management Utility

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

Utilities & Greenways Capital

2020 Adjustments (if applicable)
Due to unknowns related to the impact that the COVID-19 pandemic will have on Utility finances, the following 2020 projects have been put on hold as revenues will continue to be monitored.

- Barker Dam and Reservoir $100,000
- Boulder Canyon Hydro Penstock Repair $673,012
- Maxwell Hydro/Pressure-Reducing Facility $185,000
- Meter Replacement Program $230,000
- Silver Lake Dam $200,000
- Source Systems Condition Assessment $350,000
- Water Resource Recover Facility (WRRF) Digester Cover Replacement Design $200,000
- WRRF Nutrient Compliance Study $250,000
- WRRF Primary Clarifier Phase 1 Rehab $115,000

Operating and Maintenance Impacts
The Utilities CIP identifies numerous projects and programs over a moving six-year period. The CIP projects and programs typically have a minimum estimated cost of $50,000. There are typically corresponding operational and maintenance (O&M) costs associated with new infrastructure, however, many of projects also result in a reduced maintenance burden that can offset the increased maintenance of other projects. An example of this is the sanitary sewer condition assessment program, which includes the cleaning and TV inspection of the entire sewer system. This annual program has been completed by private contractors for the last four years but will be completed by city maintenance staff beginning in 2020. Greenways habitat maintenance is routinely coordinated with Parks and Open Space maintenance staff. Major drainageway improvements are maintained by the flood maintenance staff and multi-use paths and underpasses are maintained by either Transportation or Parks maintenance, depending upon jurisdiction.

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

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

Utilities & Greenways Capital

CEAP Projects

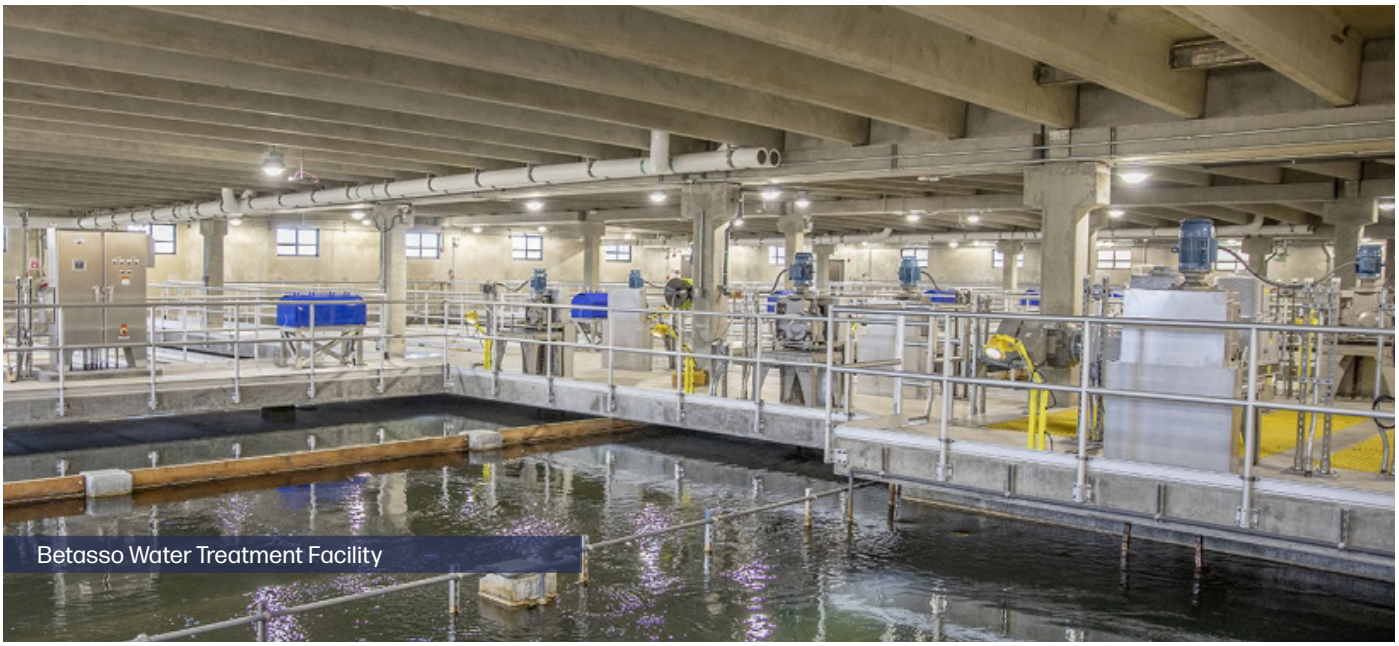
The Interceptor Sewer Realignment project is the type of project that would typically require the completion of a CEAP. Since the interceptor sewer is located in Boulder County, it has triggered the Boulder County 1041 process. The 1041 process requires a comprehensive analysis very similar to the CEAP. These requirements include an extensive alternatives analysis, environmental surveys including T&E species, wetlands, and impacts to floodplains to address the project's benefits evaluated through the lens of environmental, social, and economic impacts. The city's sanitary sewer is a 50-yr old unlined concrete pipe that is at the end of its useful life. The pipe is failing from internal corrosion, is hydraulically insufficient, and was exposed during the 2013 and 2015 flood events when Boulder Creek overflowed its banks and caused significant erosion across the interceptor sewer alignment. This project will involve the construction of approximately 2.5 miles of new large diameter pipe, and the rehabilitation of existing sections of pipe. The project's primary goals will address structural stability, increased capacity, and alignment vulnerability.

Board Action

The preliminary 2021 Utilities budget and the 2021-2026 CIP was presented to the WRAB on May 18, 2020 and also at their June 15, 2020 meeting. A third WRAB meeting to discuss the CIP was held on July 20, 2020 where the WRAB voted 4-0 to recommend the CIP and rates. The following language was included in the motion:

The Water Resources Advisory Board recommends approval of the 2021-2026 CIP for the Water, Wastewater, and Flood & Stormwater Management Utilities including proposed rate adjustments to support 2021 revenue increases of 8% in the Water Utility, 5% in the Wastewater Utility, and 12% in the Stormwater & Flood Management Utility, for an overall rate increase of 7.5% or $7.30 per month for average single family residential. WRAB recognizes the seriousness of recommending a double-digit increase for the Stormwater & Flood Utility in a time of great economic pain and uncertainty, but also recognizes that the initiatives supported by this Utility go directly to protecting the health and safety of our residents and cannot be compromised. WRAB also encourages Council to focus on the dollar amount increases, rather than the associated percent increases. In making this recommendation, it is important to WRAB that Utilities continues to expand the customer assistance program.

The Greenways Advisory Committee meeting is scheduled for August 18th to review the 2021-2026 Greenways Program CIP and provide a recommendation to City Council.



Betasso Water Treatment Facility

Utilities & Greenways Capital

2021-2026 Capital Improvement Plan

Water Utility

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 138,984,590	$ 13,398,913	$ 54,102,825	$ 19,749,883	$ 22,709,930	$ 18,071,716	$ 10,951,324
CIP-Capital Enhancement Total	$ 43,602,240	$ 3,500,000	$ 28,750,000	$ 1,052,476	$ 9,899,764	$ 250,000	$ 150,000
63rd WTF Campus Electrical & HSPS	$ 20,300,000	$ 2,000,000	$ 18,300,000	$ -	$ -	$ -	$ -

The City owns and operates two potable water treatment facilities that supply water to customers. These are the Betasso Water Treatment Facility (BWTF) rated at 40 million gallons per day (mgd) and the 63rd Water Treatment Facility (63rd WTF) rated at 16 mgd. Initial construction of the 63rdWTF took place in 1969 to provide critical backup supply during times when BWTF is offline for repairs or emergencies. In addition, the facility is required for use of critical water rights from the western slope. Since the 63rdWTF construction, various expansion and improvement projects have been constructed to maintain service and the ability to meet more stringent regulations. Overall, the facility has provided high-level service to City water customers but is aging and needs repairs. The focus of this project is twofold: 1) replacing major power supply and electrical components on the campus and to improve their reliability and redundancy and 2) Repair and replacement (R&R) of the largest power consuming treatment process on campus called the high service pump station (HSPS). The HSPS was built in 1969 and is the sole source of supply to the distribution system from the 63rd WTF. Minor repairs have been implemented over time, but the station is now at its end of useful life. The project also contemplates converting the existing power supply of the station to a lower voltage that is less hazardous and more easily maintained.

Barker Dam Outlet	$ 10,752,240	$ -	$ -	$ 977,476	$ 9,774,764	$ -	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.This project will provide funds for the rehabilitation/replacement of the existing outlet works system of Barker Dam. The Barker Dam outlet facilities are over 100-years old and in need of significant rehabilitation. The current configuration of the outlet gates requires that Barker Reservoir be nearly emptied to perform a thorough inspection once every 5-10 years. Reconfiguration of the outlet facilities would potentially eliminate the need to empty the reservoir for gate inspection. As currently envisioned, the project would require construction of a vertical shaft near the north embankment, inlet tunnels and one outlet tunnel, an outlet distribution facility, a pipeline to Barker Gravity Line, and valve house. The outlet facilities would provide the opportunity to develop a hydroelectric generation facility as well. Information regarding the alternative approaches will be provided as part of the Community & Environmental Assessment Process (CEAP).

BWTF Disinfection & Corrosion	$ 11,600,000	$ 1,150,000	$ 10,450,000	$ -	$ -	$ -	$ -

The City owns and operates two potable water treatment facilities that supply water to customers. The vast majority of water is supplied to the City via the Betasso Water Treatment Facility (BWTF). Initial construction of the BWTF took place in 1964. Since then various expansion and improvement projects have been constructed to maintain service and the ability to meet more stringent regulations. Most recently items of highest priority were repaired in the 2016 capital improvements project. The next phase of priority repair and replacement (R&R) focuses on two main items: 1) Disinfection capacity and 2) the lime and carbon dioxide chemical feeds systems used for corrosion control. Because these two aspects of the treatment process interact and work together they are being addressed in a single combined project.

Currently regulatory driven disinfection occurs in two tanks known as clearwells. Clearwell #1 is baffled and performs most of the disinfection. Clearwell #2 is not baffled and therefore has limited capacity. Major repairs are required for Clearwell #1 in the next 5 years to repair corroded structural members and replace its interior and exterior coatings. This project focuses on baffling Clearwell #2 or adding disinfection capacity. This will help meet anticipated regulations, will add redundancy to allow for timely repairs to Clearwell #1, and provides needed system reliability improvements to meet level of service goals now through buildout. The project will also address priority repair and replacement (R&R) for the lime and carbon dioxide chemical feeds systems. These critical systems are used for conditioning treated water to prevent corrosion of pipes in the distribution system and to control of lead and copper levels for regulatory compliance.

Green Lake 2 Dam	$ 350,000	$ -	$ -	$ 75,000	$ 25,000	$ 250,000	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.This project will provide funds for the evaluation of alternatives and design of the rehabilitation of Green Lake 2 Dam. Green Lake 2 Dam needs extensive rehabilitation to allow continued full storage of water.

Lakewood Hydroelectric/PRV	$ 200,000	$ 50,000	$ -	$ -	$ -	$ -	$ 150,000

This project is categorized as Essential using the Budgeting for Resilience framework.The Lakewood Hydroelectric station is located on the raw water transmission system near Betasso Water Treatment Facility. This project provides ongoing enhancements of hydro-electric equipment at this location as systems age or need to be replaced.

A generator overhaul was completed in 2016 and a pressure reducing valve refurbishment is planned for 2019/2020.

Wittemyer Ponds	$ 400,000	$ 300,000	$ -	$ -	$ 100,000	$ -	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.Wittemyer Ponds consists of multiple reservoirs planned for potential use to facilitate city water exchanges. Alternatives for improving the ponds to reservoirs will be considered for final implementation.

CIP-Capital Maintenance Total	$ 92,422,350	$ 9,388,913	$ 24,992,825	$ 17,537,407	$ 12,650,166	$ 17,311,716	$ 10,541,324
Albion Dam	$ 10,853,761	$ 986,706	$ 9,867,055	$ -	$ -	$ -	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.In 2016, the reservoir underwent emergency repair at the outlet works. In 2017, a rehabilitation alternative study was issued. This project will fund the dam liner, crest and spillway repair as recommended in the Source Water Master Plan, MWH, 2008.

Barker Gravity Pipeline Repair	$ 27,351,114	$ 3,782,672	$ 6,018,967	$ 4,640,332	$ 4,815,945	$ 3,972,156	$ 4,121,042

This project is categorized as Essential using the Budgeting for Resilience framework.This project will provide funds for ongoing repairs to the Barker Gravity Pipeline. A rehabilitation segment was placed in 2016 and the results updated the 12-year rehabilitation cost estimates forecast for 2017 to 2028. Grout patching repairs will continue in the segments not being rehabilitated in any given year.

BCH Penstock Repair	$ 6,763,783	$ 1,274,492	$ 1,013,472	$ 1,054,011	$ 1,096,171	$ 1,140,018	$ 1,185,619

The BCH Penstock is a pressure pipeline that delivers water from Kossler Reservoir to Boulder Canyon Hydro. This project is categorized as Essential using the Budgeting for Resilience framework.This project will provide funds for analysis and targeted repairs for areas discovered in the inspection in 2019. An analysis will be performed on approximate remaining operational life including recommendations from metallurgical and corrosion experts. The rehabilitation project is scheduled for 12 years at approximately 850 feet per year.

Boulder Canyon Hydro	$ 250,000	$ -	$ -	$ 250,000	$ -	$ -	$ -

Boulder Canyon Hydroelectric – Maintenance and Inspection of the installed replacement unit (commercial operation started in 2013) and control systems.This project is categorized as Essential using the Budgeting for Resilience framework.

Utilities & Greenways Capital

2021-2026 Capital Improvement Plan

Water Utility

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Distribution Waterline Replacement	$ 12,600,000	$ -	$ 4,200,000	$ -	$ 4,200,000	$ -	$ 4,200,000

The City of Boulder Public Works (PW) Department is dedicated to maintaining and improving the quality of life in Boulder by planning for future needs, promoting environmental quality, building and maintaining municipal infrastructure, managing public investments, and protecting health and safety (PW Mission Statement). The utilities division helps meet this goal by ensuring our utility system is engineered, built, operated, and maintained according to industry best practices. One key component is ongoing replacement of treated water pipes in the system that are at the end of their useful life. Timely replacement of old piping helps limit the number and frequency of pipe breaks in the system and the risks they impart on public health, the environment, customer service and cost efficiency of utility services. As of 2020 the City's program replaces about four to five miles of pipe per year, which is approximately a 100-yr replacement frequency. Overall, the success of this program is demonstrated by the reduction of water main breaks from historic levels of >100 breaks per year to current levels of <40 breaks per year. Projects are prioritized through a comprehensive approach that considers overall utility reliability and redundancy, improvements required to serve the City Comprehensive Plan, City Council priorities, safety of the public and operations staff, regulations, available budget and revenues, timing of other PW projects, timing with other City department projects, and pavement management projects. The next phase of work will target pipeline replacement in 4th Avenue from Mapleton to about Linden.

Hydro Facilities Rehab Program	$ 387,983	$ 58,493	$ 60,833	$ 63,266	$ 65,797	$ 68,428	$ 71,166

This project is categorized as Essential using the Budgeting for Resilience framework.Hydro maintenance for all facilities. Misc minor items/repairs/upgrades not included in specific CIP budgets.

Instream Flow Structures and Gaging	$ 40,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.Boulder will install a stream gauge on Boulder Creek downstream of the Rural Ditch headgate and improve flow measurement along the reach. The stream gage will be used to measure instream flow water that Boulder is leasing to users below the headgate.

Kohler Tank Yard Piping Replacement	$ 1,000,000	$ -	$ -	$ -	$ 1,000,000	$ -	$ -

The City's potable water system includes a complex system of hydroelectric stations, pump stations, and storage tanks. These critical facilities control pressure, transfer large volumes of water across the City and provide critical water storage for use during short-term periods of high consumer demand, emergency storage for potential times of interrupted water supply, and water to meet fire flow demands. The Kohler site is especially important for water transmission as it a major hub of several of these major infrastructure system components all at the same location. Since their original construction various improvement projects have been completed to maintain service and the ability to meet more stringent regulations. The next phase of priority repair and replacement (R&R) at the Kohler site focuses on yard piping replacement. This piping is old and at the end of its useful lifespan.

Kossler Dam	$ 2,750,000	$ 100,000	$ 1,500,000	$ 300,000	$ 100,000	$ 750,000	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.Kossler Dam Face Rehabilitation Project was completed in 2015. Temporary repairs were constructed to the Kossler Reservoir Inlet Structure in 2017. Both the Inlet Structure and the Outlet Structure will require full rehabilitation/replacement within 10 years and is presently scheduled for 2025. Gate analysis 2021 and replacement in 2022/2023.

Lakewood Pipeline	$ 384,864	$ -	$ -	$ -	$ 384,864	$ -	$ -

This project provides funding for periodic inspection and maintenance on the Lakewood Pipeline.

Large Meter Improvements Phase 1	$ 1,360,000	$ -	$ 1,360,000	$ -	$ -	$ -	$ -

Potable water customers are billed for their water use based a network of nearly 30,000 water meters. Meters in the system are tested by the City in accordance with AWWA best practices and overall provide reliable service to City customers and Utility Billing. However, many cohorts of meters are at the end of predicted lifespan and require replacement. The majority of these meters can be replaced via in-house crews to streamline schedule and save costs. However, some of the meters are located in vaults that need to be replaced due to issues related to age, safe access for operations and maintenance, and space required for modern meter equipment. Four vaults are contemplated with this project phase including:
1) Broadway & Pennsylvania (CU Large Meter)
2) Grandview & 19th (CU Large Meter)
3) Folsom Field 4-inch Meter/Vault
4) Justice center 6th and Canyon 4-inch Meter/Vault

Meter Replacement Program	$ 425,000	$ 425,000	$ -	$ -	$ -	$ -	$ -

Potable water customers are billed for their water use based a network of nearly 30,000 water meters. Meters in the system are tested by the City in accordance with AWWA best practices and overall provide reliable service to City customers and Utility Billing. However, many cohorts of meters are at the end of predicted lifespan and require replacement. The majority of these meters can be replaced via in-house crews to streamline schedule and save costs.

Silver Lake Hydroelectric/PRV	$ 250,000	$ -	$ -	$ 250,000	$ -	$ -	$ -

The Silver Lake Hydroelectric station is located on the raw water transmission system near the Lakewood Reservoir. This project provides ongoing enhancements of hydro-electric equipment at this location as systems age or need to be replaced.

Skyscraper Dam	$ 171,071	$ 171,071	$ -	$ -	$ -	$ -	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.Funding is for infrastructure evaluation and gate replacement as recommended in the Source Water Master Plan.

Source Systems Condition Assessment	$ 425,829	$ -	$ -	$ -	$ -	$ 425,829	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.An assessment of the components that make up the City's source water system including a detailed inventory of all asset to determine the type of asset, structural and maintenance condition, redundancy, remaining useful life, and approximate replacement or rehabilitation costs.

Source Water Rehabilitation Program	$ 1,163,947	$ 175,479	$ 182,498	$ 189,798	$ 197,390	$ 205,285	$ 213,497

This project is categorized as Essential using the Budgeting for Resilience framework.Funding for capital maintenance for the critical source water facilities, hydroelectric, pressure reducing, and reversible pump-generator system components not identified as individual capital projects.

Utilities & Greenways Capital

2021-2026 Capital Improvement Plan

Water Utility

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Transmission System R&R Program	$ 21,500,000	$ 1,500,000	$ -	$ 10,000,000	$ -	$ 10,000,000	$ -

The City owns, operates, and maintains an extensive, 65-mile potable water transmission system (i.e., pipes greater than 12-inches in diameter). This system has a replacement value of $350M or about 20 percent of the value of the treated water system overall. The transmission system is of high importance because it supplies the vast majority of water to the system and has limited valving to isolate segments for repairs and/or emergency response. Historically, the City water transmission replacement program has been very limited as this portion the system has been relatively high functioning with few pipe breaks. Overall, the transmission pipe system has provided acceptable service to City customers but is at a point where reinvestment is needed to address aging infrastructure and to prevent and minimize pipe breaks and/or emergency scenarios. Furthermore, over the past 10-20 years City water demands have “grown into” the capacity of the system that previously could be used for redundancy. A formal Water Transmission Study is ongoing at this time recognizing the transmission system is aging and in need of a prioritized plan for reinvestment. The study is evaluating various key components of the transmission system to maintain high-quality service and flexibility for operations, maintenance, and emergency scenarios now through buildout. Funding is established in this budget cycle to launch and maintain a replacement program to stay on top of aging infrastructure issues.

Treated Water Misc. R&R	$ 2,100,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000

The City of Boulder owns and operates a complex treated water utility system valued at approximately $1.7 billion. Overall, these facilities provide high-level service to City water customers, but various components of the system need ongoing repairs and miscellaneous other improvements to address aging infrastructure, equipment obsolescence, and safe/reliable operations. The purpose of this project is to repair or replace miscellaneous capital assets or components within the treated water system as needed throughout the year. This project primarily involves selection and purchase of equipment per typical City purchasing policies.

Utility Billing Computer System	$ 125,000	$ 125,000	$ -	$ -	$ -	$ -	$ -

The existing Utility Billing Computer System is aging and needs updates. This project will upgrade the system.

Water Mains In-House R&R Program	$ 2,400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000

The City of Boulder Public Works (PW) Department is dedicated to maintaining and improving the quality of life in Boulder by planning for future needs, promoting environmental quality, building and maintaining municipal infrastructure, managing public investments, and protecting health and safety (PW Mission Statement). The utilities division helps meet this goal by ensuring our utility system is engineered, built, operated, and maintained according to industry best practices. One key component is ongoing replacement of treated water pipes in the system that are at the end of their useful life. Timely replacement of old piping helps limit the number and frequency of pipe breaks in the system and the risks they impart on public health, the environment, customer service and cost efficiency of utility services. As of 2020 the City’s program replaces about four to five miles of pipe per year, which is approximately a 100-yr replacement frequency. This project focuses on the components of these efforts most effectively performed by in-house City crews. Projects are prioritized through a comprehensive approach that considers overall utility reliability and redundancy, improvements required to serve the City Comprehensive Plan, City Council priorities, safety of the public and operations staff, regulations, available budget and revenues, timing of other PW projects, timing with other City department projects, and pavement management projects.

Watershed Improvements	$ 120,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.General Watershed improvements for critical as recommended in the 2009 Source Water Master Plan. This project funds ongoing improvements to facilitate continued reliable operation of the watershed source water storage and delivery system. Fund augmentation needs will be assessed at the end of 2019.

CIP - CAPITAL PLANNING STUDIES	$ 1,600,000	$ 350,000	$ 150,000	$ 1,000,000	$ -	$ 100,000	$ -
Kohler Hydro/PRV Facility	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.The Kohler facility is a treated water pressure reducing and hydroelectric facility located below Betasso Water Treatment Facility. This project is an update to the complete overhaul of the pump valves (2019/2020) which includes: disassembly, inspection, repair and reassembly.

Maxwell Hydro/PRV Facility	$ 150,000	$ 100,000	$ -	$ -	$ -	$ 50,000	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.The Maxwell facility is a treated water pressure reducing and hydroelectric facility located below Betasso Water Treatment Facility. This project is to completely replace the pump control valve.

Sunshine Hydroelectric/PRV Facility	$ 150,000	$ -	$ 150,000	$ -	$ -	$ -	$ -

The Sunshine facility is a treated water pressure reducing and hydroelectric facility located below Betasso Water Treatment Facility. This project will inspect and rebuild the turbine.

Treated Water Hydro Study	$ 250,000	$ 250,000	$ -	$ -	$ -	$ -	$ -

This project is categorized as Essential using the Budgeting for Resilience framework.The City’s potable water system includes two (2) mountain-to-town hydroelectric stations, two (2) in-town hydroelectric facilities, two (2) “reverse pump stations” integrated with the two in-town hydroelectric stations, and three (3) pump stations. There is one (1) stand-alone pressure reducing valve (PRV) station and each of the hydroelectric and system pump stations are equipped with co-located PRVs as well. These facilities serve the primary purpose of controlling pressure and transferring water between the City’s three pressure zones in a cost-efficient and safe manner. These facilities have provided acceptable service to City customers but have required ongoing and consistent reinvestment to address aging infrastructure, surge mitigation, or operational issues related to pressure management. Many components of the system are now at a critical point in their life cycle whereby potentially large investments are needed to continue reliable service and to meet City level of service goals now through buildout. The purpose of this study is to confirm the most cost-efficient options for all treated water hydroelectric stations and their adjacent pressure controlling infrastructure. The project includes conceptual-level design for the preferred alternative for yard piping and PRV system at the Sunshine Hydro Campus.

Water System Master Plan & COS	$ 1,000,000	$ -	$ -	$ 1,000,000	$ -	$ -	$ -

Utilities Engineering (UE) implements long-term utility planning processes to develop and
prioritize projects within the Capital Improvement Program (capital projects), identify and
plan utility improvements needed now and through buildout of the Boulder Valley Comprehensive Plan, and document implications for utility rates. As part of this planning process, the UE team periodically executes holistic, long-range master plans to catalogue infrastructure and funding needs anticipated in the water system (source water to customer meters) now and through buildout. The City’s current master plan dates back to 2011 and an update is necessary. The purpose of this project is to update the master plan for the water fund as a hole (both source water and treated water systems) and to integrate a Cost of Service study (COS) to confirm appropriate revenue and rate needs near- and long-term as required for financial sustainability of the utility.

Utilities & Greenways Capital

2021-2026 Capital Improvement Plan

Water Utility

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
CIP-New Facility/Infrastructure Total	$ 1,360,000	$ 160,000	$ 210,000	$ 160,000	$ 160,000	$ 410,000	$ 260,000
Barker Dam Hydroelectric	$ 150,000	$ -	$ 50,000	$ -	$ -	$ -	$ 100,000

This project is categorized as Essential using the Budgeting for Resilience framework.Analysis and develop hydroelectric potential if preferred as recommended in the Source Water Master Plan, MWH, 2008/2009.

Carter Lake Hydroelectric	$ 250,000	$ -	$ -	$ -	$ -	$ 250,000	$ -

Analyze potential for hydroelectric facility on the city's portion of the Carter Lake Pipeline and then design and build if preferred.This project is categorized as Essential using the Budgeting for Resilience framework.

NCWCD Conv - Boulder Feeder Canal	$ 960,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000

NCWCD Conv - Boulder Feeder Canal point source drainage inflow improvements on a priority basis.

Wastewater Utility

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 117,354,642	$ 14,694,831	$ 55,245,893	$ 28,923,000	$ 5,690,918	$ 5,860,000	$ 6,940,000
CIP-Capital Enhancement Total	$ 28,723,918	$ 2,550,000	$ 2,090,000	$ 22,523,000	$ 230,918	$ 250,000	$ 1,080,000
Lower Goose Creek Trunk Sewer Repl	$ 4,300,000	$ 1,000,000	$ -	$ 3,300,000	$ -	$ -	$ -

One of four Tier One (highest priority) projects identified in the 2016 Wastewater Collection System Master Plan Update, the Goose Creek Trunk Sewer Replacement Project will address structurally deteriorated sections of trunk sewer and improve the ability of this sewer to handle wet weather flows.

Meter Replacement Program	$ 315,000	$ 75,000	$ 240,000	$ -	$ -	$ -	$ -

This project is for replacing aging water meters that are used for customer billing and usage information. There are currently over 28,000 meters in the system, and most of them are reaching the end of their useful life at 15 – 20 years old. This project provides funding for a large meter (greater than 2 inch) replacement on an ongoing basis. These meters are tested annually and will be repaired or replaced as needed. The small meter (less than 2 inch) program will begin in 2022 and aim to replace all small meters within 10 years.

Water Resource Recovery Pumps	$ 375,000	$ 75,000	$ 150,000	$ -	$ -	$ 150,000	$ -

The existing pumps at the Boulder Water Resource Recovery Facility require rehabilitation. This project will fund the upgrade of those pumps on a recurring basis. The highest priority assets will be funded each cycle.

WRRF Activated Sludge	$ 230,918	$ -	$ -	$ -	$ 230,918	$ -	$ -

This project will fund the scheduled rehabilitation of the Boulder Water Resource Recovery Facility's mechanical aeration system, which is a critical system supporting the microbiological process. Specifically, this money is for a preventative maintenance service through a qualified third-party. The typical agreements are 5-years and we pay in advance for annual services.

WRRF Instrumentation/Control	$ 2,500,000	$ 1,400,000	$ -	$ -	$ -	$ 100,000	$ 1,000,000

This project will fund the rehabilitation and/or replacement of instrumentation & control (I&C) facilities at the Boulder Water Resource Recovery Facility. These recommendations are based on the 2013 Process Automation System (PAS) Strategic Plan. The PAS Strategic Plan identified $6,000,000 worth of I&C improvements to be completed over 10 years.

WRRF Permit Improvements	$ 1,780,000	$ -	$ 1,700,000	$ -	$ -	$ -	$ 80,000

The Boulder Water Resource Recovery Facility requires improvements and new facilities as required by Federal and State regulation to improve effluent quality, as identified by the State of Colorado Discharge Permit System (CDPS) Permit. This project addresses necessary improvements to remove phosphorus.

WRRF Permit Improvements - Proj. Bo	$ 19,223,000	$ -	$ -	$ 19,223,000	$ -	$ -	$ -

The Boulder Water Resource Recovery Facility requires improvements and new facilities as required by Federal and State regulation to improve effluent quality, as identified by the State of Colorado Discharge Permit System (CDPS) Permit. This project addresses necessary improvements to remove phosphorus.

CIP-Capital Maintenance Total	$ 88,630,724	$ 12,144,831	$ 53,155,893	$ 6,400,000	$ 5,460,000	$ 5,610,000	$ 5,860,000
Collection System Monitoring	$ 900,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000

This project provides funds for monitoring of the City's wastewater collection system. Flow monitoring informs capital project design and provides useful information about the impact of rainfall

Condition Assessment Program	$ 5,540,000	$ 730,000	$ 890,000	$ 920,000	$ 960,000	$ 1,000,000	$ 1,040,000

The Wastewater Utility Condition Assessment Program is intended to provide an ongoing comprehensive cleaning and assessment of the city's sanitary sewer collection system. There are approximately 370 miles of sanitary sewer pipe in the collection system.

Interceptor Sewer Realignment	$ 48,075,000	$ 3,600,000	$ 44,475,000	$ -	$ -	$ -	$ -

The City's existing main sanitary interceptor sewer is at the end of its useful life and is hydraulically insufficient. The interceptor is unlined concrete pipe that is corroding and was exposed during the 2013 flood and 2015 rainstorm. This project is for the re-alignment of the interceptor sewer and rehabilitation of the existing interceptor sewer and will aim to satisfy three primary goals: structural stability, increased capacity and decreased flood vulnerability. Since the project will occur within unincorporated Boulder County, a 1041 (Areas and Activities of State Interest) is required for the project. The county's 1041 process is similar to the city's CEAP process so CEAP is marked below.

Project estimate increased from $30M to $48M based on preliminary design and 1041 process.

Inverted Siphon Replacement	$ 3,800,000	$ 300,000	$ 3,500,000	$ -	$ -	$ -	$ -

Of the 370 miles of sanitary sewer in the city's wastewater collection system, there exists only one inverted siphon. This feature conveys wastewater flow from the majority of Gunbarrel underneath Boulder Creek on the property of the Boulder Water Resource Recovery Facility.

The existing ductile iron siphon was installed in 1976. The 2019 wastewater condition assessment program identified two issues: internal pipe corrosion and the inability to effectively clean and maintain the pipe.

This project will replace the inverted siphon and will allow for future integration of flows that are currently conveyed over Boulder Creek via an elevated pipeline from east Gunbarrel.

Sanitary Sewer Manhole Rehab	$ 1,740,000	$ 260,000	$ 270,000	$ 280,000	$ 300,000	$ 310,000	$ 320,000

This project provides for the rehabilitation and improvement to the existing wastewater manholes that are part of the city's wastewater collection system. The program is funded at $200,000 per year (2018) escalated by an inflation index for future years.

The asset condition assessment shows the need for increased funding to meet system needs. Escalation in program funds begins in 2021.

Wastewater Utility

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Sanitary Sewer Rehabilitation	$ 22,300,000	$ 3,400,000	$ 3,500,000	$ 3,600,000	$ 3,800,000	$ 3,900,000	$ 4,100,000

This project provides for the rehabilitation and improvement to the existing sanitary sewer piping of the city's wastewater collection system. The program is funded at approximately $2,500,000 per year (2014) escalated at 4% annually in order to rehabilitate the entire system in approximately 20 years. The objectives of rehabilitation are to prevent pipe failure, improve system hydraulics, reduce infiltration of groundwater, and reduce ongoing maintenance needs.

Utility Billing Computer System	$ 62,500	$ 62,500	$ -	$ -	$ -	$ -	$ -

The existing Utility Billing Computer System is outdated and needs updated. This project will update the system.

WRRF Digester Cleaning	$ 142,331	$ 142,331	$ -	$ -	$ -	$ -	$ -

The Boulder Water Resource Recovery Facility has a primary and secondary digester. This project is to provide cleaning on a 10-year cycle. The last time the primary was cleaned was 2012, and the secondary was cleaned in 2014.

WRRF Digester Complex	$ 3,250,000	$ 3,250,000	$ -	$ -	$ -	$ -	$ -

This project is to replace the Water Resource Recovery Facility secondary digester floating cover. The cover has tipped and failed on several occasions in recent years taking the system offline and limiting its ability to handle gas and interrupting wastewater treatment.

WRRF Primary Clarifiers	$ 770,893	$ -	$ 70,893	$ 700,000	$ -	$ -	$ -

The Water Resource Recovery Facility's primary clarifiers are concrete circular settling tanks with rotating steel mechanisms to separate solids from the water. They are located after the headworks and before the aeration basins (biological process). The mid-term rehabilitation in 2023 will recoat the rotating mechanisms. The long-term replacment in 2029 will replace mechanisms, drives, walkway bridges, and effluent weirs, baffles, and launders.

WRRF Rehabilitation	$ 1,500,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000

The Wastewater Utility Asset Management Planning Tool identified miscellaneous rehabilitation projects not identified in master plan documents. This funding could be for one project or several smaller projects.

WRRF Secondary Clarifiers	$ 550,000	$ -	$ 50,000	$ 500,000	$ -	$ -	$ -

Secondary clarification is an essential unit process of the overall treatment system at the Boulder WRRF. Similar to the primary clarifiers, the internal componentry is submerged in wastewater and needs repair and rehabilitation periodically, and eventual replacement. This project is to repair the internal mechanism to provide full-utilization of the asset.

Utilities & Greenways Capital

2021-2026 Capital Improvement Plan

Stormwater & Flood Management Utility

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Program Total	$ 139,075,927	$ 9,285,391	$ 14,345,078	$ 7,272,982	$ 96,672,471	$ 4,806,821	$ 6,693,185
CIP-Capital Enhancement Total	$ 122,166,042	$ 6,682,674	$ 11,704,853	$ 4,529,548	$ 93,812,500	$ 1,836,851	$ 3,599,616
2017 MP -Wonderland Creek 1 Stm Sew	$ 386,896	$ 386,896	$ -	$ -	$ -	$ -	$ -

The storm sewer system in Broadway between Fourmile Canyon Creek and Wonderland Creek requires improvements. This project expands the storm sewer system in this area to provide a sufficient level of service.

Boulder Creek Flood Mitigation	$ 684,285	$ -	$ -	$ -	$ -	$ -	$ 684,285

The Boulder Creek Restoration Plan was accepted by City Council in February 2016 and identified various improvements along Boulder Creek and Boulder Slough. This project will provide funds

East Pearl	$ 3,862,873	$ 3,862,873	$ -	$ -	$ -	$ -	$ -

The storm sewer system in Downtown Boulder along Pearl Street from 16th Street to 21st Street requires improvements. The master plan project expands the storm sewer system in this area to provide a sufficient level of service.

Fourmile Misc Flood Mitigation	$ 427,965	$ -	$ -	$ -	$ -	$ 202,775	$ 225,190

This project provides funding to add an additional culvert at Broadway in conjunction with the Broadway reconstruction project. It will be used for general flood mitigation efforts along the drainage in future years. This project is categorized as "Essential" using the Budgeting for Resilience framework.

Greenways Program - Flood fund	$ 585,000	$ 97,500	$ 97,500	$ 97,500	$ 97,500	$ 97,500	$ 97,500

This funding will provide Utilities contributions to the overall Greenways Program. Funding will be prioritized with other funding in the Greenways CIP. These funds will be combined with funding from the Transportation Fund. This project is for an ongoing funding program. This project is categorized as “Important” using the Budgeting for Resilience framework.

https://bouldercolorado.gov/water/greenways-program

Greenways Program-Lottery Fund	$ 906,402	$ 151,067	$ 151,067	$ 151,067	$ 151,067	$ 151,067	$ 151,067

The funding will provide Lottery funds contributions to the overall greenways program. Funding will be opportunistic and prioritized with the other funding in the Greenways CIP. These funds will be combined with funding from the Transportation and Utilities Fund. This project is for an ongoing funding program.

https://bouldercolorado.gov/water/greenways-program

Gregory Creek Flood Mitigation	$ 9,225,219	$ -	$ 8,224,574	$ -	$ -	$ -	$ 1,000,645

A flood mitigation plan for Gregory Canyon Creek was approved by City Council in December 2015. The plan identified various improvements, primarily involving replacement of culverts to increase the conveyance capacity of the channel to carry a 10-year storm event. This project is categorized as “Essential” using the Budgeting for Resilience framework.

https://bouldercolorado.gov/flood/gregory-canyon-creek-flood-mitigation-study

Local Drainage Improvements	$ 6,546,407	$ 986,949	$ 1,026,427	$ 1,067,484	$ 1,110,183	$ 1,154,591	$ 1,200,774

This capital project provides funds to improve local drainage problems which are small enough to be outside of the scope of a master planning effort. Most work funded by this program is intended to address system deficiencies highlighted through customer complaints. Funding is also used to supplement the storm sewer rehabilitation program.

South Boulder Crk Flood Mitigation	$ 72,000,000	$ 1,000,000	$ 2,000,000	$ 3,000,000	$ 66,000,000	$ -	$ -

This project is to mitigate flooding in the West Valley from South Boulder Creek based on recommendations in the 2015 South
Boulder Creek Flood Mitigation Plan. This project eliminates overtopping of US36 during a 100-year storm event and greatly reduces downstream flood risks.
This project is the initial phase and includes construction of a regional flood detention pond located just south of US36. It is anticipated that bond proceeds will be used to fund construction.

Stormwater Quality Improvements	$ 1,309,282	$ 197,390	$ 205,285	$ 213,497	$ 222,037	$ 230,918	$ 240,155

This program will fund stormwater quality projects as identified in the Stormwater Master Plan and the stormwater quality engineering staff to improve water quality in Boulder Creek and its tributaries. This funding can be used for multiple efforts such as infrastructure maintenance, installation and planning studies.

Upper Goose Creek	$ 26,231,713	$ -	$ -	$ -	$ 26,231,713	$ -	$ -

There is extensive localized flooding in the upper Goose Creek basin. This project would enlarge the channel to provide increased capacity between 19th Street and Folsom Street in order to construct storm sewer improvements in the upper basin.

CIP-Capital Maintenance Total	$ 12,371,043	$ 1,918,432	$ 1,928,569	$ 2,003,312	$ 2,090,244	$ 2,169,454	$ 2,261,032
Drainageway Maintenance/Enhancement	$ 3,580,000	$ 540,000	$ 560,000	$ 580,000	$ 610,000	$ 630,000	$ 660,000

The Drainageway Maintenance/Enhancement fund is intended to provide for larger maintenance related projects along the city’s 16 major drainageways. This funding will address ongoing sediment removal efforts as well as large scale vegetation removal along the drainageways including efforts relating to the city’s Emerald Ash Bore (EAB) removal program. This work will be performed by qualified private contractors. This project is categorized as “Essential” using the Budgeting for Resilience framework.

Storm Sewer Rehabilitation	$ 4,364,272	$ 657,966	$ 684,285	$ 711,656	$ 740,122	$ 769,727	$ 800,516

The program provides funds for the rehabilitation or replacement of existing storm sewers that have reached the end of their useful life.

Utilities & Greenways Capital

2021-2026 Capital Improvement Plan

Stormwater & Flood Management Utility

	Estimated Total Cost	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Transportation Coordination	$ 4,364,272	$ 657,966	$ 684,285	$ 711,656	$ 740,122	$ 769,727	$ 800,516

This program will fund the reconstruction of existing storm sewers, the construction of new storm sewers and water quality improvements as part of on-going Transportation Division improvement projects. This project is for an ongoing funding program.

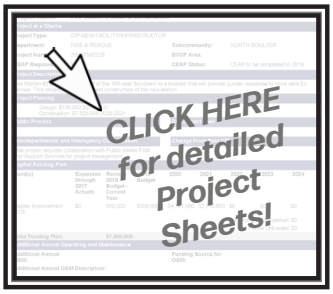
Utility Billing Computer System	$ 62,500	$ 62,500	$ -	$ -	$ -	$ -	$ -

This project is for the future upgrade of the Utility Billing Computer System

CIP-Land Acquisition Total	$ 4,538,843	$ 684,285	$ 711,656	$ 740,122	$ 769,727	$ 800,516	$ 832,537
Preflood Property Acquisition	$ 4,538,843	$ 684,285	$ 711,656	$ 740,122	$ 769,727	$ 800,516	$ 832,537

This project provides on-going funding for the purchase of properties from willing sellers in areas prone to flooding especially the city's high hazard regulatory area. The city periodically updates its flood mapping to reflect changing conditions and improvements in flood modeling. The highest risk properties are identified and prioritized for purchase, based on updated mapping for each of the drainageways. This project is categorized as “Important” using the Budgeting for Resilience framework.

The project is for an ongoing funding program. Funding has been escalated to reflect inflation.



CEAP

Project planning and design for major capital projects takes a project outlined in a master plan and provides more detailed assessment to determine location, function, and design alternatives and preferred approaches. The process for review and approval of individual projects is identified in the annual CIP and budget approval process. At this time, various processes may be identified for a specific project.

- Concept Plan and Site Review: Concept Plans and Site Plans are reviewed by the interdepartmental staff Development Review Committee, departmental Advisory Boards, Planning Board, and City Council (call-up option).
- Community and Environmental Assessment Process (CEAP): The CEAP provides a framework for balanced and thoughtful consideration of environmental and social issues in the preliminary planning and design of capital projects. It also provides a forum for public discussion of broad level project issues relative to master plans and overall community goals. It is a tool to aid in the development and refinement of project design and impact mitigation options.
- Project-Specific Community Process and Design: Many projects are not required to go through concept and site review and would not benefit from a CEAP process. These typically have a project-specific design and public process to efficiently and appropriately identify community needs, concerns, and preferences. Many projects have been assessed through facility studies, area or facility planning processes, mitigation plans, or other studies. The processes are collaborative with multiple city and/or county departments.

CEAP

Projects Recommended for a CEAP

The Appendix to Title 2 of the Boulder Revised Code instructs that major capital improvement projects should be handled in accordance with the City Plans and Projects Handbook, dated November 2007. As such, a list of projects identified to undergo a CEAP is provided with the annual capital budget.

CEAP reviews are prepared when projects are in the site location and facility design phase. The primary purpose of the CEAP is to encourage the consideration of potential social and environmental impacts in planning and decision-making and, ultimately, to arrive at actions that achieve the objectives of the project with the fewest impacts. The intent of the CEAP is to make project planning more efficient by considering issues in advance of implementation.

CEAP findings are submitted by departments to their respective advisory board for review as part of CIP project approval. For those departments that do not have an advisory board, the Planning Board is responsible for reviewing CEAP findings as part of project approval. Council has the opportunity to call up projects for their review and approval. For those departments that do not have an advisory board, Planning Board is responsible for reviewing CEAP findings as part of project approval. The following capital improvement projects included in the 2020-2025 CIP were recommended to complete a Community and Environmental Assessment Process (CEAP).

Transportation

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

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

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- Transit Pass GID (Forest Glen) Fund 287
- Transportation Fund 288
- Transportation Development Fund 290
- University Hill General Improvement District Fund 291
- Wastewater Utility Fund 292
- Water Utility Fund 294
- Workers' Compensation Insurance Fund 296

GENERAL FUND 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	$ 64,250,248	$ 50,842,986	$ 31,005,918	$ 32,056,608	$ 33,084,254	$ 34,159,784	$ 36,499,091	$ 34,068,945
Sources of Funds								
Sales and Use Taxes	$ 65,777,734	$ 54,263,898	$ 58,015,148	$ 60,743,160	$ 63,257,274	$ 65,940,675	$ 62,622,037	$ 64,135,928
Property Taxes	35,695,034	38,819,463	39,642,661	40,435,514	41,244,225	42,069,109	42,910,491	43,768,701
Accomodation/Admission Taxes	10,865,194	5,765,070	6,770,251	6,960,813	7,156,829	7,358,457	7,565,858	7,779,202
Occupation Taxes	7,726,157	7,986,239	8,117,542	8,274,559	8,284,950	8,295,588	8,306,477	8,317,624
Municipalization	5,076,181	2,076,181	2,071,985	2,071,985	-	-	-	1
Ownership Taxes	2,336,910	2,108,392	2,108,392	2,150,560	2,193,571	2,237,442	2,282,191	2,327,835
Sales of Goods	185,121	164,928	326,500	328,030	329,591	331,182	332,806	334,462
License, Permits, and Fines	9,892,365	6,891,930	8,932,359	9,493,824	9,540,089	9,587,440	9,635,905	9,685,510
Fees	1,867,301	1,931,795	1,699,904	1,695,002	1,690,199	1,685,492	1,680,878	1,676,357
Recreational Marijuana	3,632,734	3,822,843	4,136,149	4,215,514	4,302,686	4,397,814	4,501,065	4,612,623
Intergovernmental	1,375,967	632,781	1,469,011	1,468,752	1,468,493	1,468,235	1,467,977	1,467,719
Interest and Investment Earnings	1,291,252	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Leases, Rents, and Royalties	172,293	139,001	190,000	195,700	201,571	207,618	213,847	220,262
Other Revenue	1,498,593	1,713,790	1,522,626	1,723,626	1,624,646	1,725,687	1,826,748	1,827,832
Cost Allocation	11,258,508	11,425,826	11,425,826	11,768,601	12,121,659	12,485,309	12,859,868	13,245,664
Draw from Fund Balance	-		-	-	-	-	-	-
Total Sources of Funds	**$ 158,651,344**	**$ 138,642,138**	**$ 147,328,354**	**$ 152,425,641**	**$ 154,315,783**	**$ 158,690,048**	**$ 157,106,148**	**$ 160,299,719**
Uses of Funds								
City Council	$ 226,743	$ 451,266	$ 409,250	$ 416,288	$ 423,447	$ 430,729	$ 438,137	$ 438,137
City Manager's Office	2,459,229	3,129,325	1,841,306	1,954,861	2,004,748	2,055,909	2,108,375	2,108,375
City Clerk	658,507	602,251	667,855	542,139	554,504	567,151	580,086	580,086
Communications	1,842,467	1,831,142	2,273,241	2,280,972	2,335,135	2,390,584	2,447,350	2,447,350
General Government	3,271,422	1,553,776	1,533,217	1,277,065	1,283,450	1,289,868	1,296,317	1,296,317
City Attorney's Office	3,634,415	3,765,491	3,618,074	3,718,019	3,820,725	3,926,268	4,034,727	4,034,727
Municipal Court	2,045,110	2,311,474	2,050,647	2,169,571	2,222,555	2,276,832	2,332,435	2,332,435
Climate Initiatives	1,991,414	1,715,819	1,654,963	1,900,171	1,938,649	1,977,907	2,017,960	2,017,960
Energy Strategy	5,195,408	2,470,522	2,071,985	-	-	-	-	-
Human Resources	3,423,746	4,109,646	4,417,549	4,687,898	4,794,389	4,903,298	5,014,681	5,014,681
Finance	5,351,941	5,717,098	5,107,151	5,475,951	5,604,619	5,736,311	5,871,096	5,871,096
Innovation & Technology	5,785,996	6,423,675	5,652,167	5,908,022	6,039,574	6,174,055	6,311,531	6,311,531
Police	37,307,299	38,283,082	36,570,853	39,480,174	40,537,196	41,622,534	42,736,949	42,787,124
Fire	21,360,348	21,623,881	21,151,117	21,686,496	22,235,428	22,798,253	23,375,325	23,375,325
Police/Fire Pensions	620,862	950,104	974,083	974,083	974,083	974,083	974,083	974,083
Development Services	213,156	260,327	260,162	267,629	275,311	283,213	291,342	291,342
Planning	743,417	2,920,187	2,249,505	2,190,279	2,235,417	2,281,484	2,328,502	2,328,502
Facilities & Fleet	7,474,611	5,373,259	4,916,278	4,970,155	5,024,623	5,079,687	5,135,355	5,135,355
Transportation & Mobility	283,591	1,298,625	273,290	285,700	288,811	291,957	295,137	295,137
Housing & Human Services	9,000,671	9,145,957	8,123,752	8,520,250	8,640,912	8,763,282	8,887,385	8,887,385
Library	7,773,752	7,549,216	6,251,435	6,492,775	6,655,151	6,821,587	6,992,186	6,992,186

GENERAL FUND 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
CONTINUED								
Arts	1,417,214	1,464,844	1,235,477	1,293,142	1,308,311	1,323,658	1,339,185	1,339,185
Parks and Recreation	4,376,565	6,231,819	5,603,173	6,022,134	6,160,678	6,302,410	6,447,403	6,447,403
Open Space and Mountain Parks	$ 53,755	-	$ -	$ -	$ -	$ -	$ -	$ -
Community Vitality	2,759,678	2,518,690	2,776,790	2,845,967	2,901,493	2,958,103	3,015,818	3,015,818
Citywide	6,899,052	6,085,736	6,944,843	6,980,673	7,016,687	7,052,887	7,089,274	7,089,274
Capital	-	11,142,223	7,935,857	9,130,857	7,935,857	7,935,857	7,935,857	7,935,857
Debt	4,443,009	4,441,500	4,441,150	4,463,356	4,485,673	4,508,101	4,530,641	4,530,641
Dedicated Expenses	-	5,253,142	3,754,719	4,118,841	4,198,302	4,280,206	4,364,632	4,451,665
One Time Expenses	-	4,123,006	1,203,249	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000
Transfers	31,445,229	314,526	314,526	314,526	314,526	314,526	314,526	314,526
Project Roll, Encumbrances, ATB	-	9,017,598	-	-	-	-	-	-
Mid Year Reductions	-	(13,600,000)	-	-	-	-	-	-
Total Uses of Funds	**$ 172,058,607**	**$ 158,479,206**	**$ 146,277,664**	**$ 151,397,995**	**$ 153,240,253**	**$ 156,350,741**	**$ 159,536,294**	**$ 159,673,502**
Ending Fund Balance Before Reserves	**$ 50,842,986**	**$ 31,005,918**	**$ 32,056,608**	**$ 33,084,254**	**$ 34,159,784**	**$ 36,499,091**	**$ 34,068,945**	**$ 34,695,163**
Reserves								
Reserve Policy	25,614,678	23,080,398	24,565,416	26,027,388	27,216,894	29,349,825	30,349,752	30,769,594
Reserve Policy - Draw for Municipalization	-	-	-	-	-	-	-	-
Legally Restricted Fund Balance	7,539,750	3,369,486	2,768,783	2,168,079	1,887,728	1,927,728	1,967,728	2,007,728
Restricted by Management Fund Balance	2,314,604	1,585,089	1,585,089	1,585,089	1,585,089	1,585,089	1,585,089	1,585,089
Pay Period 27	2,804,569	2,970,945	3,137,321	3,303,697	3,470,073	3,636,449	166,376	332,752
Reserve Policy	$ 25,614,678	$ 23,080,398	$ 24,565,416	$ 26,027,388	$ 27,216,894	$ 29,349,825	$ 30,349,752	$ 30,769,594
Total Reserves	**$ 38,273,601**	**$ 31,005,918**	**$ 32,056,608**	**$ 33,084,254**	**$ 34,159,784**	**$ 36,499,091**	**$ 34,068,945**	**$ 34,695,163**
Ending Fund Balance After Reserves	**$ 12,569,385**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

GOVERNMENTAL CAPITAL 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ -**	**$ 37,232,863**	**$ 6,050,417**	**$ 7,201,729**	**$ 11,016,665**	**$ 1,335,198**	**$ 2,400,134**	**$ 3,165,070**
Sources of Funds								
General Fund Transfer	$ 21,672,574	$ 4,744,720	$ 6,222,407	$ 8,369,767	$ 7,317,127	$ 7,317,127	$ 7,317,127	$ 7,317,127
General Fund One Time	-	3,663,726	-	-	-	-	-	-
IT Transfer	1,064,936	1,064,936	3,064,936	1,064,936	1,064,936	1,064,936	1,064,936	1,064,936
Facilities and Fleet Transfer	3,232	1,668,841	1,578,841	1,668,841	1,668,841	1,668,841	1,668,841	1,668,841
Bond Proceeds	20,032,976	-	-	-	-	-	-	-
Adjustment to Base / Carryover	-	32,227,473	-	-	-	-	-	-
Interest	84,849	-	-	-	-	-	-	-
Total Sources of Funds	**$ 42,858,567**	**$ 43,369,696**	**$ 10,866,184**	**$ 11,103,544**	**$ 10,050,904**	**$ 10,050,904**	**$ 10,050,904**	**$ 10,050,904**
Uses of Funds								
IT - Broadband Debt Service	$ 1,239,322	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000
IT - Broadband Backbone	162,611	18,755,737	-	-	-	-	-	-
IT - Enterprise Data Warehouse	-	250,000	250,000	250,000	250,000	-	-	-
IT - Enterprise Constituent Relationship Mgmt	-	-	135,000	-	-	-	-	-
IT - Software Replacement	63,900	-	100,000	-	5,100,000	-	300,000	-
IT - HRIS	-	-	4,500,000	-	-	-	-	-
IT -Data Center	51,100	417,475	-	-	-	-	-	-
IT - Electronic Signatures and Petitioning	-	400,000	-	-	-	-	-	-
Citywide - Hogan Pancost	640,703	640,704	640,704	640,704	320,352	-	-	-
Citywide - General Fund Capital	-	-	-	698,736	1,566,448	1,886,800	1,886,800	-
Police - Bomb Truck Replacement	-	100,000	-	-	-	-	-	-
Police - Bomb Squad Suits	-	-	80,000	-	-	-	-	-
F&F - Pavilion Debt Service	-	-	-	-	3,000,000	3,000,000	3,000,000	3,000,000
F&F- Boulder Hospital Deconstruction	2,613,095	10,912,234	-	1,600,000	-	-	-	-
F&F- Pavilion Remodel Design	-	1,607,742	392,258	-	-	-	-	-
F&F- Alpine Balsam Garage	-	397,000	-	-	-	-	-	-
F&F- Facilities Maintenance	-	1,168,841	1,186,583	1,668,841	1,668,841	1,668,841	1,668,841	1,668,841
Library - NoBo Construction	-	1,200,000	-	-	-	-	-	-
Fire - Apparatus Replacement	-	-	930,327	930,327	930,327	930,327	930,327	930,327
Fire - Fire Station #3	854,973	-	-	-	5,396,403	-	-	-
2020 Reductions (Transfer back to GF)	-	3,910,000	-	-	-	-	-	-
Total Uses of Funds	**$ 5,625,704**	**$ 41,259,733**	**$ 9,714,872**	**$ 7,288,608**	**$ 19,732,371**	**$ 8,985,968**	**$ 9,285,968**	**$ 7,099,168**
Ending Fund Balance Before Reserves	**$ 37,232,863**	**$ 7,115,353**	**$ 7,201,729**	**$ 11,016,665**	**$ 1,335,198**	**$ 2,400,134**	**$ 3,165,070**	**$ 6,116,806**
Reserves								
Software Replacement Reserve	$ -	$ 1,064,936	$ 5,100,000	$ 5,100,000	$ 750,000	$ 1,814,936	$ 2,579,872	$ 3,644,808
Total Reserves	**$ -**	**$ 1,064,936**	**$ 5,100,000**	**$ 5,100,000**	**$ 750,000**	**$ 1,814,936**	**$ 2,579,872**	**$ 3,644,808**
Ending Fund Balance After Reserves	**$ 37,232,863**	**$ 6,050,417**	**$ 2,101,729**	**$ 5,916,665**	**$ 585,198**	**$ 585,198**	**$ 585,198**	**$ 2,471,998**

Note: Fund created in 2019.

.25 CENT SALES TAX 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 7,220,772**	**$ 8,828,988**	**$ 2,539,731**	**$ 2,235,994**	**$ 2,625,896**	**$ 3,887,416**	**$ 5,329,097**	**$ 7,244,450**
Sources of Funds								
Sales Tax	$ 9,094,750	$ 7,504,762	$ 7,983,329	$ 8,417,662	$ 8,787,186	$ 9,173,448	$ 9,482,708	$ 9,721,174
Interest	133,197	172,165	32,255	16,099	18,906	27,989	38,370	52,160
Valmont City Park	64,911	-	60,000	61,800	63,654	65,564	67,531	69,556
Grants and Donations	86,096	-	-	-	-	-	-	-
Other Revenue	74,130	44,000	44,000	45,320	46,680	48,080	49,522	51,008
Adjustment to Base	-	10,430	-	-	-	-	-	-
Total Sources of Funds	**$ 9,453,084**	**$ 7,731,357**	**$ 8,119,584**	**$ 8,540,881**	**$ 8,916,426**	**$ 9,315,081**	**$ 9,638,130**	**$ 9,893,899**
Uses of Funds								
Business Services & Marketing	$ 800,990	$ 1,053,445	$ 877,851	$ 965,557	$ 1,001,765	$ 1,039,332	$ 1,078,307	$ 1,118,743
Urban Parks	2,511,189	2,659,217	2,220,965	2,304,251	2,390,661	2,480,310	2,573,322	2,669,822
Valmont City Park Operations	428,171	448,360	345,209	358,155	371,586	385,520	399,977	414,976
Special Events	240,768	263,005	207,342	215,117	223,184	231,554	240,237	249,246
Community Partnerships & Volunteerism	293,889	280,420	303,712	228,143	236,698	245,575	254,784	264,338
Planning and Project Management	222,951	293,639	216,439	224,555	232,976	241,713	250,777	260,181
Forestry	181,123	627,964	473,081	490,822	509,228	528,324	548,136	568,691
Natural Lands	431,617	464,302	437,983	454,407	471,447	489,127	507,469	526,499
Land Operations and Maintenance	2,657,696	461,415	479,872	499,067	519,030	539,791	561,382	583,838
Dept. Administration	1,331,167	-	-	-	-	-	-	-
Planning and Project Management	259,039	-	-	-	-	-	-	-
Sports Field Maintenance	688,259	-	-	-	-	-	-	-
FAM - Ongoing and Major Maintenance	421,538	461,415	461,415	478,719	496,670	515,296	534,619	554,667
Capital Improvement Program	1,704,334	6,952,458	2,165,000	1,750,000	1,022,000	1,000,000	600,000	1,500,000
Capital Refurbishment Projects	52,317	200,000	150,000	100,000	100,000	100,000	100,000	100,000
One Time Use- RAF	-	688,062	-	-	-	-	-	-
Adjustment to Base	-	1,041,484	-	-	-	-	-	-
COVID-19 Reducton	-	(1,977,479)	-	-	-	-	-	-
Total Uses of Funds	**$ 7,844,867**	**$ 14,020,615**	**$ 8,423,320**	**$ 8,150,979**	**$ 7,654,906**	**$ 7,873,400**	**$ 7,722,777**	**$ 8,881,368**
Ending Fund Balance Before Reserves	**$ 8,828,988**	**$ 2,539,731**	**$ 2,235,994**	**$ 2,625,896**	**$ 3,887,416**	**$ 5,329,097**	**$ 7,244,450**	**$ 8,256,981**
Reserves								
Operating Reserve	$ 857,849	$ 1,028,201	$ 869,536	$ 888,339	$ 920,435	$ 953,716	$ 988,224	$ 1,024,005
FEMA De-obligation Reserve	33,766	33,766	33,766	33,766	33,766	33,766	33,766	33,766
PERA Legislative Contingency	2,972	-	-	-	-	-	-	-
Pay Period 27 Reserve	92,709	93,846	96,635	110,410	124,185	137,960	13,775	27,549
Sick/Vacation/Bonus Reserve	215,916	10,535	10,851	11,177	11,512	11,858	12,213	12,213
Total Reserves	**$ 1,203,212**	**$ 1,166,348**	**$ 1,010,788**	**$ 1,043,692**	**$ 1,089,898**	**$ 1,137,300**	**$ 1,047,978**	**$ 1,097,533**
Ending Fund Balance After Reserves	**$ 7,625,776**	**$ 1,373,382**	**$ 1,225,206**	**$ 1,582,204**	**$ 2,797,518**	**$ 4,191,798**	**$ 6,196,473**	**$ 7,159,448**

AFFORDABLE HOUSING 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 7,902,097**	**$ 6,911,825**	**$ 5,546,662**	**$ 7,701,777**	**$ 7,082,044**	**$ 6,184,467**	**$ 4,991,446**	**$ 3,482,707**
Sources of Funds								
Cash In Lieu of Affordable Units	$ 6,580,046	$ 3,292,080	$ 3,303,443	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Transfer from General Fund	221,741	221,741	210,378	221,741	221,741	221,741	221,741	221,741
Transfer from Short-Term Rental Revenue	957,719	915,000	795,581	811,493	827,722	844,277	861,162	878,386
Miscellaneous Revenues	28,000	-	-	-	-	-	-	-
Linkage Fee	3,509,863	525,000	525,000	472,500	425,250	382,725	344,453	310,007
Interest	173,665	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Real Estate Sales	5,794,405		-	-	-	-	-	-
Ponderosa Moble Home Park	376,554	220,000	220,000	-	-	-	-	-
Other	22,367	-	-	-	-	-	-	-
Total Sources of Funds	**$ 17,664,360**	**$ 5,193,821**	**$ 5,074,402**	**$ 2,525,734**	**$ 2,494,713**	**$ 2,468,743**	**$ 2,447,356**	**$ 2,430,134**
Uses of Funds								
Program Management	$ 877,112	$ 1,038,758	$ 791,926	$ 815,684	$ 840,154	$ 865,359	$ 891,320	$ 918,059
Cost Allocation	144,110	146,272	146,272	150,660	155,180	159,835	164,630	169,569
Impact Fee Administration	1,027	1,058	1,090	1,122	1,156	1,191	1,226	1,263
Acquisition, Rehabilitation and Construction	16,514,000	1,980,000	1,980,000	2,178,000	2,395,800	2,635,380	2,898,918	3,188,810
Ponderosa Mobile Home Park	1,118,384	-	-	-	-	-	-	-
Project Carryover and Encumbrances	-	3,392,896	-	-	-	-	-	-
Total Uses of Funds	**$ 18,654,633**	**$ 6,558,983**	**$ 2,919,288**	**$ 3,145,466**	**$ 3,392,290**	**$ 3,661,765**	**$ 3,956,094**	**$ 4,277,701**
Ending Fund Balance Before Reserves	**$ 6,911,825**	**$ 5,546,662**	**$ 7,701,777**	**$ 7,082,044**	**$ 6,184,467**	**$ 4,991,446**	**$ 3,482,707**	**$ 1,635,140**
Reserves								
Sick/Vacation Accrual	$ 12,235	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PERA Legislative Contingency	1,046	-	-	-	-	-	-	-
Pay Period 27	17,319	17,319	21,829	26,339	30,849	35,358	4,510	9,020
Total Reserves	**$ 30,600**	**$ 17,319**	**$ 21,829**	**$ 26,339**	**$ 30,849**	**$ 35,358**	**$ 4,510**	**$ 9,020**
Ending Fund Balance After Reserves	**$ 6,881,225**	**$ 5,529,343**	**$ 7,679,948**	**$ 7,055,705**	**$ 6,153,618**	**$ 4,956,088**	**$ 3,478,197**	**$ 1,626,120**

Notes: There is no requirement for a designated reserve as funds will only be allocated after they have been collected rather than based upon revenue projections.

AIRPORT 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 1,989,129**	**$ 2,004,103**	**$ 1,798,033**	**$ 1,971,926**	**$ 2,126,749**	**$ 2,289,671**	**$ 2,438,772**	**$ 2,613,071**
Sources of Funds								
Airport Rental	$ 478,000	$ 605,595	$ 645,342	$ 658,249	$ 671,414	$ 684,842	$ 698,539	$ 712,510
Fuel Flowage Fees	35,841	18,540	22,580	19,669	20,259	20,867	20,867	20,867
Federal Grant	327,775	4,900,000	-	-	-	300,000	-	-
State Grant	-	250,000	-	-	-	16,666	-	-
Interest on Investments	39,490	61,626	25,452	12,946	19,719	21,267	22,897	24,388
Revenue Carry Over	-	825,009	-	-	-	-	-	-
Total Sources of Funds	**$ 881,106**	**$ 6,660,770**	**$ 693,374**	**$ 690,864**	**$ 711,392**	**$ 1,043,643**	**$ 742,303**	**$ 757,764**
Uses of Funds								
Airport Management	$ 278,703	$ 293,206	$ 286,490	$ 294,652	$ 300,545	$ 306,556	$ 312,687	$ 318,941
Transportation Administration	20,004	20,656	20,266	20,874	21,501	22,146	22,810	23,494
R&M Infrastructure	363,660	-	-	-	-	-	-	-
Cost Allocation	44,565	45,234	45,234	48,697	50,158	51,663	51,663	51,663
Capital Improvement Program	-	5,427,780	-	-	-	333,333	-	-
Facility Building Reserves	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Encumbrances, Carryovers & Adjustments	-	916,677	-	-	-	-	-	-
Total Uses of Funds	**$ 726,932**	**$ 6,723,553**	**$ 371,990**	**$ 384,224**	**$ 392,204**	**$ 733,698**	**$ 407,160**	**$ 414,098**
Ending Fund Balance Before Reserves	**$ 2,143,303**	**$ 1,941,321**	**$ 2,119,417**	**$ 2,278,566**	**$ 2,445,937**	**$ 2,599,616**	**$ 2,773,915**	**$ 2,956,737**
Reserves								
Designated	$ 113,904	$ 100,205	$ 89,902	$ 98,596	$ 106,337	$ 114,484	$ 121,939	$ 130,654
Sick/Vacation Accrual	16,307	16,796	14,641	15,080	15,532	15,998	16,478	16,972
Pay Period 27 Reserve - 2024	8,989	6,458	6,458	6,458	6,458	6,458	-	-
Total Reserves	**$ 139,200**	**$ 143,287**	**$ 147,492**	**$ 151,817**	**$ 156,266**	**$ 160,844**	**$ 160,844**	**$ 160,844**
Ending Fund Balance After Reserves	**$ 2,004,103**	**$ 1,798,033**	**$ 1,971,926**	**$ 2,126,749**	**$ 2,289,671**	**$ 2,438,772**	**$ 2,613,071**	**$ 2,795,893**

BOULDER JUNCTION ACCESS DISTRICT (BJAD) - PARKING 2021 FUND FINANCIAL

	2019 Actuals	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 262,492**	**$ 51,835**	**$ 9,902**	**$ 187,633**	**$ 275,202**	**$ 294,489**	**$ 621,074**	**$ 861,792**
Sources of Funds								
Property Tax	$ 273,306	$ 325,012	$ 389,574	$ 484,900	$ 494,538	$ 729,888	$ 744,356	$ 762,965
Ownership Tax	14,836	14,985	15,134	15,286	15,439	15,593	15,749	16,143
Interest on Investment	5,377	1,011	193	2,383	1,981	2,120	4,472	6,205
Long Term Garage Parking Revenue	12,375	36,660	48,330	50,263	52,273	54,364	56,539	57,952
Short Term Garage Parking Revenue	29,273	19,089	25,120	38,942	39,720	40,515	41,325	42,358
Miscellaneous Revenue	25	25	25	25	25	25	25	25
Operating Transfer from BJAD-TDM	-	175,000	-	-	-	-	-	-
Total Sources of Funds	**$ 335,192**	**$ 571,782**	**$ 478,377**	**$ 591,798**	**$ 603,977**	**$ 842,506**	**$ 862,466**	**$ 885,648**
Uses of Funds								
Operating								
Parking Garage operations - Contract	$ 87,113	$ 89,726	$ 85,500	$ 88,065	$ 90,707	$ 93,428	$ 96,231	$ 99,118
BJAD - GID/Parking - Personnel	6,279	48,426	52,259	54,350	56,524	58,784	61,136	63,581
BJGID/Admin Non-Personnel	4,968	27,646	31,637	32,270	32,915	33,573	34,245	34,930
Sub-Total Operating	**$ 98,360**	**$ 165,798**	**$ 169,396**	**$ 174,684**	**$ 180,146**	**$ 185,786**	**$ 191,612**	**$ 197,629**
Capital Improvement Plan								
Annual CIP Projects	$ -	$ -	$ -	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Sub-Total Capital	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**
Transfers to Other Funds								
Cost Allocation	$ 28,537	$ 28,965	$ 28,965	$ 29,544	$ 29,544	$ 30,135	$ 30,135	$ 30,135
Reimbursement of BJAD-TDM for Operating Transfer	-	-	-	-	175,000	-	-	-
Sub-Total Expense Transfers	**$ 28,537**	**$ 28,965**	**$ 28,965**	**$ 29,544**	**$ 204,544**	**$ 30,135**	**$ 30,135**	**$ 30,135**
Debt								
Lease Purchase Payment: Pederson Development	$ 416,667	$ 416,667	$ -	$ -	$ -	$ -	$ -	$ -
Payment to CAGID for Operating Loan	2,285	2,285	2,285	-	-	-	-	-
Payback to City of Boulder for Loan Gap	-	-	100,000	200,000	100,000	200,000	300,000	-
Sub-Total Debt	**$ 418,952**	**$ 418,952**	**$ 102,285**	**$ 200,000**	**$ 100,000**	**$ 200,000**	**$ 300,000**	**$ -**
Total Uses of Funds	**$ 545,849**	**$ 613,715**	**$ 300,646**	**$ 504,229**	**$ 584,690**	**$ 515,921**	**$ 621,747**	**$ 327,764**
Ending Fund Balance Before Reserves	**$ 51,835**	**$ 9,902**	**$ 187,633**	**$ 275,202**	**$ 294,489**	**$ 621,074**	**$ 861,792**	**$ 1,419,676**
Reserves								
Operating	$ 54,585	$ 61,372	$ 50,208	$ 84,206	$ 97,643	$ 86,159	$ 103,832	$ 54,737
PERA Legislative Contingency	26	-	-	-	-	-	26	26
Total Reserves	**$ 54,611**	**$ 61,372**	**$ 50,208**	**$ 84,206**	**$ 97,643**	**$ 86,159**	**$ 103,858**	**$ 54,763**
Ending Fund Balance After Reserves	**$ (2,776)**	**$ (51,469)**	**$ 137,425**	**$ 190,996**	**$ 196,846**	**$ 534,915**	**$ 757,935**	**$ 1,364,914**

BOULDER JUNCTION ACCESS DISTRICT (BJAD) - TRAVEL DEMAND MANAGEMENT (TDM) 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 426,342**	**$ 461,524**	**$ 507,568**	**$ 779,101**	**$ 1,288,912**	**$ 1,778,475**	**$ 1,778,475**	**$ 2,172,846**
Sources of Funds								
Property Tax	$ 156,969	$ 278,764	$ 312,353	$ 584,062	$ 593,471	$ 744,580	$ 756,920	$ 775,843
Ownership Tax	8,517	13,938	15,618	29,203	29,674	37,229	37,846	38,792
Payments In Lieu of Taxes	-	103,234	298,908	308,006	123,332	55,551	55,551	35,551
Interest on Investment	3,094	9,000	6,446	5,610	9,280	12,805	12,805	15,644
Transfer from BJAD-Parking (Reimbursement)	-	-	-	-	175,000	-	-	-
Total Sources of Funds	**$ 168,580**	**$ 404,936**	**$ 633,325**	**$ 926,881**	**$ 930,756**	**$ 850,165**	**$ 863,122**	**$ 865,830**
Operating Uses of Funds								
TDM Admin Personnel	$ 24,518	$ 32,458	$ 36,320	$ 37,773	$ 39,284	$ 40,855	$ 40,855	$ 42,489
TDM Admin NPE	37,466	6,874	18,176	18,540	18,910	19,289	19,289	19,674
TDM Programs	66,051	139,114	301,851	355,150	377,222	389,701	389,701	395,236
Cost Allocation	5,364	5,445	5,445	5,608	5,777	5,950	5,950	6,128
Total Operating Uses of Funds	**$ 133,399**	**$ 183,891**	**$ 361,792**	**$ 417,070**	**$ 441,193**	**$ 455,794**	**$ 455,794**	**$ 463,528**
Transfers to Other Funds								
Operating Transfer to BJAD-Parking	$ -	$ 175,000	$ -	$ -	$ -	$ -	$ -	$ -
Sub-Total Expense Transfers	**$ -**	**$ 175,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Uses of Funds	**$ 133,399**	**$ 358,891**	**$ 361,792**	**$ 417,070**	**$ 441,193**	**$ 455,794**	**$ 455,794**	**$ 463,528**
Ending Fund Balance Before Reserves	**$ 461,524**	**$ 507,568**	**$ 779,101**	**$ 1,288,912**	**$ 1,778,475**	**$ 2,172,846**	**$ 2,185,802**	**$ 2,575,149**
Reserves								
Operating	$ 22,278	$ 30,710	$ 60,419	$ 69,651	$ 73,679	$ 76,118	$ 76,118	$ 77,409
Total Reserves	**$ 22,278**	**$ 30,710**	**$ 60,419**	**$ 69,651**	**$ 73,679**	**$ 76,118**	**$ 76,118**	**$ 77,409**
Ending Fund Balance After Reserves	**$ 439,246**	**$ 476,858**	**$ 718,682**	**$ 1,219,261**	**$ 1,704,796**	**$ 2,096,728**	**$ 2,109,685**	**$ 2,497,740**

BOULDER JUNCTION IMPROVEMENT 2021 FUND FINANCIAL

	2019 Actuals	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 3,379,263**	**$ 6,122,669**	**$ 4,734,308**	**$ 5,333,250**	**$ 5,727,571**	**$ 5,875,402**	**$ 4,310,455**	**$ 4,606,070**
Sources of Funds								
Transportation DET	$ 1,350,337	$ 309,795	$ 349,795	250,000	225,000	202,500	182,250	164,025
Transportation Use Tax	-	60,000	20,000	20,000	18,000	16,200	14,580	13,122
General Fund Construction Use Tax	805,521	150,000	150,000	100,000	90,000	81,000	72,900	65,610
Parks Impact Fees	1,418,626	568,000	555,000	-	-	-	-	-
Interest on Investments	77,656	23,844	24,147	24,321	24,831	25,353	25,885	26,429
Total Sources of Funds	**$ 3,652,140**	**$ 1,111,639**	**$ 1,098,942**	**$ 394,321**	**$ 357,831**	**$ 325,053**	**$ 295,615**	**$ 269,186**
Uses of Funds								
Adopted Key Public Improvements:								
Development Coordination	$ 24,226	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Boulder Slough Project	884,508	2,500,000	500,000	-	-	-	-	-
Total Uses of Funds	**$ 908,734**	**$ 2,500,000**	**$ 500,000**	**$ -**	**$ 210,000**	**$ 1,890,000**	**$ -**	**$ -**
Ending Fund Balance Before Reserves	**$ 6,122,669**	**$ 4,734,308**	**$ 5,333,250**	**$ 5,727,571**	**$ 5,875,402**	**$ 4,310,455**	**$ 4,606,070**	**$ 4,875,256**
Reserves								
Pay Period 27 Reserve - 2024	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ -	$ -
Total Reserves	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ -**	**$ -**
Ending Fund Balance After Reserves	**$ 6,119,669**	**$ 4,731,308**	**$ 5,330,250**	**$ 5,724,571**	**$ 5,872,402**	**$ 4,307,455**	**$ 4,606,070**	**$ 4,875,256**

BOULDER MUNICIPAL PROPERTY AUTHORITY 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 444,488**	**$ 458,334**	**$ 458,334**	**$ 458,334**	**$ 458,334**	**$ 458,334**	**$ 458,334**	**$ 458,334**
Sources of Funds								
Leases, Rents, Royalties	$ 3,976,925	$ 4,725,915	$ 3,909,408	$ 4,269,658	$ 3,906,382	$ 3,311,664	$ 3,313,815	$ 3,313,741
Interest Earnings	19,674	6,000	6,000	6,000	6,000	6,000	6,000	6,000
2020 Bond Proceeds	20,142,669	-	-	-	-	-	-	-
Total Sources of Funds	**$ 24,139,268**	**$ 4,731,915**	**$ 3,915,408**	**$ 4,275,658**	**$ 3,912,382**	**$ 3,317,664**	**$ 3,319,815**	**$ 3,319,741**
Uses of Funds								
BMPA Base Rentals-Principal	$ 2,345,484	$ 2,418,704	$ 2,428,553	$ 2,500,329	$ 2,582,998	$ 2,072,935	$ 2,143,188	$ 2,213,799
BMPA Base Rentals-Interest	1,631,441	2,307,211	1,480,855	1,769,329	1,323,384	1,238,729	1,170,627	1,099,942
Administrative Fee	5,828	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfer to Govt Cap Fund	20,032,976	-	-	-	-	-	-	-
Underwriter Fees	109,694	-	-	-	-	-	-	-
Total Uses of Funds	**$ 24,125,422**	**$ 4,731,915**	**$ 3,915,408**	**$ 4,275,658**	**$ 3,912,382**	**$ 3,317,664**	**$ 3,319,815**	**$ 3,319,741**
Ending Fund Balance	**$ 458,334**	**$ 458,334**	**$ 458,334**	**$ 458,334**	**$ 458,334**	**$ 458,334**	**$ 458,334**	**$ 458,334**

CAPITAL DEVELOPMENT 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 12,996,142**	**$ 13,234,490**	**$ 8,323,192**	**$ 7,987,343**	**$ 8,631,626**	**$ 7,454,345**	**$ 8,155,803**	**$ 8,895,144**
Sources of Funds								
Interest - Excise Taxes	$ 50,273	$ 37,361	$ 15,547	$ 8,926	$ 8,990	$ 9,055	$ 9,120	$ 9,186
Impact Fees	3,159,130	551,151	578,709	607,644	638,026	669,927	703,424	738,595
Interest - Impact Fees	218,443	134,118	90,157	48,583	53,157	44,616	49,602	54,859
Total Sources of Funds	**$ 3,427,846**	**$ 722,630**	**$ 684,413**	**$ 665,153**	**$ 700,174**	**$ 723,599**	**$ 762,146**	**$ 802,640**
Uses of Funds								
Excise Tax Administration	$ 19,099	$ 19,672	$ 20,262	$ 20,870	$ 21,496	$ 22,141	$ 22,805	$ 23,489
Capital Improvement Program- Excise Tax	-	1,884,533	-	-	-	-	-	-
Capital Improvement Program- Impact Fees	3,170,399	1,515,467	1,000,000	-	1,855,958	-	-	-
Encumbrances, Carryovers & Adjustments	-	2,214,257	-	-	-	-	-	-
Total Uses of Funds	**$ 3,189,498**	**$ 5,633,929**	**$ 1,020,262**	**$ 20,870**	**$ 1,877,454**	**$ 22,141**	**$ 22,805**	**$ 23,489**
Ending Fund Balance Before Reserves	**$ 13,234,490**	**$ 8,323,192**	**$ 7,987,343**	**$ 8,631,626**	**$ 7,454,345**	**$ 8,155,803**	**$ 8,895,144**	**$ 9,674,294**
Reserves								
Restricted Balance - Excise Tax	$ 3,071,357	$ 1,224,185	$ 1,239,733	$ 1,248,659	$ 1,257,649	$ 1,266,704	$ 1,275,824	$ 1,285,010
Restricted Balance - Impact Fee	10,163,133	7,099,006	6,747,610	7,382,967	6,196,696	6,889,099	7,619,319	8,389,284
Total Reserves	**$ 13,234,490**	**$ 8,323,192**	**$ 7,987,343**	**$ 8,631,626**	**$ 7,454,345**	**$ 8,155,803**	**$ 8,895,144**	**$ 9,674,294**
Ending Fund Balance After Reserves	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

CAPITAL IMPROVEMENT - COMMUNITY, CULTURE, SAFETY TAX 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 9,549,313**	**$ 9,625,679**	**$ 1,154,996**	**$ 5,378,664**	**$ 11,595**	**$ 11,595**	**$ 11,595**	**$ 11,595**
Sources of Funds								
Bond Proceeds (CCS2)	$ 8,100,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sales and Use Tax (CCS2)	11,194,383	9,063,032	9,659,134	-	-	-	-	-
Total Sources of Funds	**$ 19,294,383**	**$ 9,063,032**	**$ 9,659,134**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Uses of Funds								
CCS1								
Encumbered c/o and Actual	$ 1,675,070.39	$ 1,018,034.12	$ -	$ -	$ -	$ -	$ -	$ -
CCS2								
Citywide Radio Infrastructure	796,656	-	-	-	-	-	-	-
North Boulder Branch Library	533,046	3,828,823	-	-	-	-	-	-
Fire Station #3	8,102,954	1,351,000	-	2,749,000	-	-	-	-
Scott Carpenter Pool	4,200,000	-	-	-	-	-	-	-
Public Art	$90,402	200,000	-	-	-	-	-	-
Fourmile Canyon Creek	4,580	1,314,000	1,752,000	434,000	-	-	-	-
Resource Central	-	400,000	1,000,000	-	-	-	-	-
Meals on Wheels	1,600,000	-	-	-	-	-	-	-
KGNU Radio	-	350,000	-	-	-	-	-	-
BMOCA	-	250,000	500,000	-	-	-	-	-
Debt Service	2,215,308	2,182,880	2,183,466	2,184,069	-	-	-	-
Reduction Pending Actual Revenue	-	(600,000)	-	-	-	-	-	-
Appropr. from ATBs, Carryovers	-	7,238,977	-	-	-	-	-	-
Total Uses of Funds	**$ 19,218,017**	**$ 17,533,714**	**$ 5,435,466**	**$ 5,367,069**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance Before Reserves	**$ 9,625,679**	**$ 1,154,996**	**$ 5,378,664**	**$ 11,595**	**$ 11,595**	**$ 11,595**	**$ 11,595**	**$ 11,595**
Reserves								
Administrative Contingency	$ -	$ 500,000	$ 500,000	$ -	$ -	$ -	$ -	$ -
Pay Period 27	-	2,788	5,576	8,363	-	-	-	-
Total Reserves	**$ -**	**$ 502,788**	**$ 505,576**	**$ 8,363**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance After Reserves	**$ 9,625,679**	**$ 652,208**	**$ 4,873,088**	**$ 3,232**	**$ 11,595**	**$ 11,595**	**$ 11,595**	**$ 11,595**

Note:
Temporary tax ends December 31, 2021.

CLIMATE ACTION PLAN 2021 FUND FINANCIAL

	2019 Actuals	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024* Projected	2025* Projected	2026* Projected
Beginning Fund Balance	**$ 1,619,394**	**$ 2,430,756**	**$ 343,405**	**$ 422,664**	**$ 404,711**	**$ 390,620**	**$ 380,298**	**$ 373,648**
Sources of Funds								
Climate Action Plan Tax	$ 1,757,587	$ 1,710,649	$ 1,705,649	$ 1,700,649	$ 1,695,649	$ -	$ -	$ -
CAP Tax Extension*	-	-	-	-	-	1,690,649	1,685,649	1,680,649
Interest	27,291	47,400	4,361	3,043	2,914	2,812	2,738	2,690
Energy Impact Offset Fund	828,072	400,000	400,000	350,000	300,000	200,000	150,000	150,000
Miscellaneous	-	-	-	-	-	-	-	-
Grant Revenue	-	-	-	-	-	-	-	-
Total Sources of Funds	**$ 2,612,949**	**$ 2,158,049**	**$ 2,110,010**	**$ 2,053,692**	**$ 1,998,563**	**$ 1,893,461**	**$ 1,838,387**	**$ 1,833,339**
Uses of Funds								
CAP Administration	$ 47,916	$ 78,090	75,298	$ 75,298	$ 75,298	$ 75,298	$ 75,298	$ 75,298
CAP Communications	81,066	82,548	82,223	82,223	82,223	82,223	82,223	82,223
Program Tracking & Evaluation	51,092	51,973	61,421	61,421	61,421	61,421	61,421	61,421
Boulder's Energy Future	80,088	60,093	85,911	85,911	85,911	85,911	85,911	85,911
Market Innovation	197,396	219,172	207,364	207,364	207,364	207,364	207,364	207,364
Commercial Energy	973,820	857,028	860,371	850,371	840,371	830,371	820,371	810,371
Residential Energy	241,973	224,346	228,412	225,412	222,412	219,412	216,412	213,412
Energy Impact Offset Fund	-	400,000	300,000	350,000	300,000	200,000	150,000	150,000
Special Projects/ Grants	400	50,000	-	-	-	-	-	-
Cost Allocation	127,835	129,752	129,752	133,645	137,654	141,784	146,037	150,418
Encumbrances, Carryovers & Adjustments	-	2,108,397	-	-	-	-	-	-
2020 Mid-year Reductions	-	(16,000)	-	-	-	-	-	-
Total Uses of Funds	**$ 1,801,587**	**$ 4,245,400**	**$ 2,030,752**	**$ 2,071,645**	**$ 2,012,654**	**$ 1,903,784**	**$ 1,845,037**	**$ 1,836,418**
Ending Fund Balance Before Reserves	**$ 2,430,756**	**$ 343,405**	**$ 422,664**	**$ 404,711**	**$ 390,620**	**$ 380,298**	**$ 373,648**	**$ 370,569**
Reserves								
Pay Period 27	$ 23,132	$ 23,132	$ 23,285	$ 23,438	$ 23,592	$ 23,745	$ 153	$ 307
Sick, Vacation, Liability Reserve	-	-	-	-	-	-	-	-
PERA Legislative Contingency	525	-	-	-	-	-	-	-
Emergency Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Reserves	**$ 73,657**	**$ 73,132**	**$ 73,285**	**$ 73,438**	**$ 73,592**	**$ 73,745**	**$ 50,153**	**$ 50,307**
Ending Fund Balance After Reserves	**$ 2,357,099**	**$ 270,273**	**$ 349,379**	**$ 331,273**	**$ 317,028**	**$ 306,553**	**$ 323,495**	**$ 320,262**

Note:

*CAP Tax sunsets in March 2023.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Sources of Funds								
Current Year Federal Grant	$ 656,256	$ 732,101	$ 824,551	$ 824,551	$ 824,551	$ 824,551	$ 824,551	$ 824,551
Available Prior Years Grant Balances	-	899,357	-	-	-	-	-	-
Total Sources of Funds	**$ 656,256**	**$ 1,631,458**	**$ 824,551**	**$ 824,551**	**$ 824,551**	**$ 824,551**	**$ 824,551**	**$ 824,551**
Uses of Funds								
Program Management	$ 205,000	$ 214,895	$ 261,975	$ 271,144	$ 280,634	$ 290,456	$ 300,622	$ 311,144
Cost Allocation	26,225	26,618	26,618	27,683	28,790	29,942	31,139	32,385
Community Development & Housing Activities	425,031	490,588	535,958	525,724	515,127	504,153	492,789	481,022
Encumbrances, Carryovers & Adjustments	-	899,357	-	-	-	-	-	-
Total Uses of Funds	**$ 656,256**	**$ 1,631,458**	**$ 824,551**	**$ 824,551**	**$ 824,551**	**$ 824,551**	**$ 824,551**	**$ 824,551**
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: This fund may not have designated reserves as expenditures are funded only on a reimbursement basis by the Department of Housing and Urban Development.

COMMUNITY HOUSING ASSISTANCE PROGRAM 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 1,021,253**	**$ 1,450,240**	**$ 322,059**	**$ 440,286**	**$ 16,135**	**$ 17,051**	**$ 17,968**	**$ 917**
Sources of Funds								
Property Tax	$ 2,865,479	$ 3,172,988	$ 3,172,988	$ 3,349,345	$ 3,382,838	$ 3,551,980	$ 3,587,500	$ 3,765,574
Housing Excise Tax	45,040	-	-	-	-	-	-	-
Interest	28,216	147	147	4,403	161	171	180	9
Loan repayment	204,576	-	-	-	-	-	-	-
Housing Application Fees	3,175	4,561	4,561	4,561	4,561	4,561	4,561	4,561
Proceeds from Sale of Units	429,319	-	-	-	-	-	-	-
Total Sources of Funds	**$ 3,575,805**	**$ 3,177,696**	**$ 3,177,696**	**$ 3,358,309**	**$ 3,387,560**	**$ 3,556,711**	**$ 3,592,241**	**$ 3,770,144**
Uses of Funds								
Program Management	$ 450,455	$ 525,715	$ 408,247	$ 424,577	$ 441,560	$ 459,222	$ 477,591	$ 496,695
Cost Allocation	104,513	106,080	106,080	110,323	114,736	119,326	124,099	129,063
Housing Project Grants/Funding: Acquisition, Rehabilitation & Construction	2,591,850	2,545,142	2,545,142	3,247,560	2,830,348	2,977,247	3,007,602	3,143,471
Encumbrances, Carryovers & Adjustments	-	1,128,940	-	-	-	-	-	-
Total Uses of Funds	**$ 3,146,818**	**$ 4,305,877**	**$ 3,059,469**	**$ 3,782,460**	**$ 3,386,644**	**$ 3,555,794**	**$ 3,609,292**	**$ 3,769,228**
Ending Fund Balance Before Reserves	**$ 1,450,240**	**$ 322,059**	**$ 440,286**	**$ 16,135**	**$ 17,051**	**$ 17,968**	**$ 917**	**$ 1,833**
Reserves								
PERA Legislative Contingency	$ 431	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Pay Period 27	14,301	14,301	15,218	16,135	17,051	17,968	917	1,833
Total Reserves	**$ 14,732**	**$ 14,301**	**$ 15,218**	**$ 16,135**	**$ 17,051**	**$ 17,968**	**$ 917**	**$ 1,833**
Ending Fund Balance After Reserves	**$ 1,435,508**	**$ 307,758**	**$ 425,068**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: There is no requirement for a designated reserve as the CHAP allocation process allows the Housing Project Funding to function as a reserve.

COMPENSATED ABSENCES 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 2,689,778**	**$ 2,900,088**	**$ 2,181,110**	**$ 2,320,454**	**$ 2,525,964**	**$ 2,733,861**	**$ 2,944,616**	**$ 3,158,238**
Sources of Funds								
1% Transfer from the General Fund	$ 884,384	$ -	$ 855,287	$ 941,396	$ 950,810	$ 960,318	$ 969,921	$ 979,620
Interest on Investments	44,004	17,483	27,717	15,704	16,707	18,187	19,684	21,201
Total Sources of Funds	**$ 928,388**	**$ 17,483**	**$ 883,004**	**$ 957,100**	**$ 967,517**	**$ 978,505**	**$ 989,605**	**$ 1,000,821**
Uses of Funds								
Retirement and Termination Payout	$ 701,861	$ 720,000	$ 727,200	$ 734,472	$ 741,817	$ 749,235	$ 756,727	$ 764,295
Cost Allocation	16,216	16,460	16,460	17,118	17,803	18,515	19,256	20,026
Total Uses of Funds	**$ 718,077**	**$ 736,460**	**$ 743,660**	**$ 751,590**	**$ 759,620**	**$ 767,750**	**$ 775,983**	**$ 784,321**
Ending Fund Balance	**$ 2,900,088**	**$ 2,181,110**	**$ 2,320,454**	**$ 2,525,964**	**$ 2,733,861**	**$ 2,944,616**	**$ 3,158,238**	**$ 3,374,738**

Note:

Based on health of the fund, temporary suspension of contributions in 2020.

COMPUTER REPLACEMENT 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 8,667,269**	**$ 8,784,482**	**$ 7,667,486**	**$ 5,219,149**	**$ 5,095,135**	**$ 4,397,629**	**$ 4,238,533**	**$ 4,065,767**
Sources of Funds								
Transfer In - Workstation Contributions	$ 2,892,905	$ 2,387,959	$ 2,299,978	$ 2,322,978	$ 2,357,822	$ 2,381,401	$ 2,405,215	$ 2,429,267
Department Hardware rugged LT replacement deposits	-	-	94,500	95,445	96,399	97,363	98,337	99,320
Data Center Virtual Server Charges	-	42,022	110,411	111,516	112,631	113,757	114,895	116,044
Office 365 Collections	-	493,800	537,810	537,810	540,499	540,500	540,501	540,502
Transfer from Equipment Replacement Fund	118,285	-	-	-	-	-	-	-
Misc Used Equipment Sales	21,871	-	-	-	-	-	-	-
Interest	32,748	188,106	104,084	37,578	76,427	65,964	84,771	81,315
Total Sources of Funds	**$ 3,065,809**	**$ 3,111,887**	**$ 3,146,784**	**$ 3,105,327**	**$ 3,183,779**	**$ 3,198,986**	**$ 3,243,718**	**$ 3,266,449**
Uses of Funds								
Transfer to Government Capital Fund for HRIS	$ -	$ -	$ 2,000,000	$ -	$ -	$ -	$ -	$ -
Microsoft License Expense	515,507	493,800	624,000	467,748	477,103	486,645	496,378	506,305
Computer Replacements	671,308	774,739	685,501	675,000	675,000	675,000	675,000	675,000
City-Wide Replacements	1,709,665	2,907,445	2,232,722	2,032,637	2,674,147	2,140,302	2,187,848	3,744,214
Cost Allocation	52,116	52,898	52,898	53,956	55,035	56,136	57,258	58,404
Total Uses of Funds	**$ 2,948,596**	**$ 4,228,882**	**$ 5,595,121**	**$ 3,229,341**	**$ 3,881,285**	**$ 3,358,082**	**$ 3,416,485**	**$ 4,983,923**
Ending Fund Balance Before Reserves	**$ 8,784,482**	**$ 7,667,486**	**$ 5,219,149**	**$ 5,095,135**	**$ 4,397,629**	**$ 4,238,533**	**$ 4,065,767**	**$ 2,348,292**
Reserves								
Beginning Reserve Requirement	$ -	$ 2,354,795	$ 2,427,974	$ 2,222,078	$ 2,742,784	$ 3,023,028	$ 3,274,089	$ 2,617,818
Enterprise Software Replacement Reserve	-	-	-	100,000	100,000	100,000	100,000	100,000
Pay Period 27	-	1,281	1,293	1,304	1,315	1,326	1,338	1,349
Annual Increase to Replacement Reserve	-	879,402	880,540	906,956	934,165	962,190	1,019,468	1,050,052
Decrease for Replacement Purchases	-	(807,504)	(1,087,729)	(487,554)	(755,235)	(812,456)	(1,777,076)	(1,417,127)
Total Reserves	**$ -**	**$ 2,427,974**	**$ 2,222,078**	**$ 2,742,784**	**$ 3,023,028**	**$ 3,274,089**	**$ 2,617,818**	**$ 2,352,092**
Ending Fund Balance After Reserves	**$ 8,784,482**	**$ 5,239,512**	**$ 2,997,072**	**$ 2,352,351**	**$ 1,374,601**	**$ 964,444**	**$ 1,447,949**	**$ (3,800)**

DENTAL SELF INSURANCE 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ -**	**$ -**	**$ 292,000**	**$ 558,200**	**$ 809,346**	**$ 1,044,756**	**$ 1,263,725**	**$ 1,465,525**
Sources of Funds								
Charges to Departments	$ -	$ 1,152,000	$ 1,152,000	$ 1,163,520	$ 1,175,155	$ 1,186,907	$ 1,198,776	$ 1,210,764
	-	-	-	-	-	-	-	-
Total Sources of Funds	**$ -**	**$ 1,152,000**	**$ 1,152,000**	**$ 1,163,520**	**$ 1,175,155**	**$ 1,186,907**	**$ 1,198,776**	**$ 1,210,764**
Uses of Funds								
3rd Party Claims Administration	$ -	$ 860,000	$ 885,800	$ 912,374	$ 939,745	$ 967,938	$ 996,976	$ 1,026,885
Total Uses of Funds	**$ -**	**$ 860,000**	**$ 885,800**	**$ 912,374**	**$ 939,745**	**$ 967,938**	**$ 996,976**	**$ 1,026,885**
Ending Fund Balance Before Reserves	**$ -**	**$ 292,000**	**$ 558,200**	**$ 809,346**	**$ 1,044,756**	**$ 1,263,725**	**$ 1,465,525**	**$ 1,649,404**
Reserves								
Year-end Estimated Liabilities	$ -	$ 172,000	$ 177,160	$ 182,475	$ 187,949	$ 193,588	$ 199,395	$ 205,377
Total Reserves	**$ -**	**$ 172,000**	**$ 177,160**	**$ 182,475**	**$ 187,949**	**$ 193,588**	**$ 199,395**	**$ 205,377**
Ending Fund Balance After Reserves	**$ -**	**$ 120,000**	**$ 381,040**	**$ 626,871**	**$ 856,807**	**$ 1,070,138**	**$ 1,266,130**	**$ 1,444,027**

This fund was created in 2020.

DOWNTOWN COMMERCIAL DISTRICT 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 10,938,346**	**$ 14,894,148**	**$ 13,312,857**	**$ 13,541,938**	**$ 13,557,700**	**$ 13,362,670**	**$ 14,295,992**	**$ 16,021,333**
Sources of Funds								
Property/Ownership Tax	$ 1,354,765	$ 1,386,040	$ 1,427,610	$ 1,470,417	$ 1,514,498	$ 1,559,890	$ 1,559,890	$ 1,606,633
Short-Term Parking Revenue	2,259,041	1,213,767	1,274,455	1,465,624	1,685,467	1,727,604	1,727,604	1,770,794
Long-Term Parking Revenue	4,058,122	3,043,592	3,347,951	3,850,143	4,042,651	4,244,783	4,244,783	4,287,231
Punch Cards & Other Parking Product Revenue	737,699	348,495	398,028	402,845	407,877	413,128	413,128	419,593
Meterhoods & Tokens (On-Street Meters)	86,857	-	-	-	-	-	-	-
Rental Income	-	215,242	400,242	500,242	515,242	530,692	530,692	546,606
Miscellaneous Revenue	63,773	31,460	31,460	31,460	31,460	31,460	31,460	41,460
Interest	208,580	298,596	169,805	98,252	98,384	96,999	96,999	103,738
General Fund Transfer to CAGID	1,611,000	1,169,394	968,819	1,043,819	1,043,819	1,043,819	1,043,819	1,043,819
BJAD-Parking Fund Transfer to CAGID	2,285	2,285	2,285	-	-	-	-	-
Total Sources of Funds	**$ 10,382,122**	**$ 7,708,870**	**$ 8,020,655**	**$ 8,862,802**	**$ 9,339,398**	**$ 9,648,375**	**$ 9,648,375**	**$ 9,819,874**
Uses of Funds								
Personnel Expenses								
Administration	$ 655,858	$ 696,386	$ 680,385	$ 700,797	$ 721,821	$ 743,476	$ 765,780	$ 788,753
Access/Parking/Customer Service	363,482	453,923	435,233	448,290	461,739	475,591	489,858	504,554
Maintenance	479,526	461,262	525,996	541,776	558,030	574,771	592,014	609,774
Sub-Total Personnel	**$ 1,498,866**	**$ 1,611,571**	**$ 1,641,615**	**$ 1,690,863**	**$ 1,741,589**	**$ 1,793,837**	**$ 1,847,652**	**$ 1,903,082**
Operating								
General Operations	$ 528,335.00	$ 674,591.80	$ 689,555.00	$ 706,793.88	$ 724,463.72	$ 742,575.31	$ 761,139.70	$ 780,168.19
Access/Parking/Customer Service	84,143	252,350	255,682	262,074	268,626	275,342	282,225	289,281
Asset Management (Maintenance)	779,301	374,103	380,053	389,554	399,293	409,276	419,507	429,995
Eco-Pass Program	1,219,056	1,243,427	1,755,426	2,106,511	2,527,814	2,565,731	2,604,217	2,656,301
District Vitality Activities	176,188	240,000	165,000	169,950	175,049	180,300	180,300	185,709
Financial Services Fees	340,400	315,000	315,000	315,000	315,000	315,000	315,000	315,000
Sub-Total Operating	**$ 3,127,423**	**$ 3,099,472**	**$ 3,560,716**	**$ 3,949,884**	**$ 4,410,245**	**$ 4,488,223**	**$ 4,562,389**	**$ 4,656,454**
Capital Improvement Plan								
Annual CIP Projects	$ 314,824	$ 3,082,676	$ 1,090,000	$ 1,705,000	$ 1,875,000	$ 1,770,000	$ 850,000	$ 1,460,000
Capital Replacement Reserve Contribution	327,775	$ 327,775	327,775	327,775	327,775	327,775	327,775	327,775
Sub-Total Capital	**$ 642,599**	**$ 3,410,451**	**$ 1,417,775**	**$ 2,032,775**	**$ 2,202,775**	**$ 2,097,775**	**$ 1,177,775**	**$ 1,787,775**
Debt								
Series 1998	$ (8,160)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Series 2003 (10th and Walnut)	835,050	833,450	836,250	838,300	844,600	-	-	-
Sub-Total Debt	**$ 826,890**	**$ 833,450**	**$ 836,250**	**$ 838,300**	**$ 844,600**	**$ -**	**$ -**	**$ -**

DOWNTOWN COMMERCIAL DISTRICT 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
CONTINUED								
Transfers								
Cost Allocation	$ 330,541	$ 335,218	$ 335,218	$ 335,218	$ 335,218	$ 335,218	$ 335,218	$ 335,218
Sub-Total Transfers	**$ 330,541**	**$ 335,218**	**$ 335,218**	**$ 335,218**	**$ 335,218**	**$ 335,218**	**$ 335,218**	**$ 335,218**
Total Uses of Funds	**$ 6,426,319**	**$ 9,290,162**	**$ 7,791,574**	**$ 8,847,040**	**$ 9,534,427**	**$ 8,715,053**	**$ 7,923,034**	**$ 8,682,529**
Ending Fund Balance Before Reserves	**$ 14,894,148**	**$ 13,312,857**	**$ 13,541,938**	**$ 13,557,700**	**$ 13,362,670**	**$ 14,295,992**	**$ 16,021,333**	**$ 17,158,677**
Reserves								
Operating Reserve	$ 1,073,195	$ 1,551,457	$ 1,301,193	$ 1,477,456	$ 1,592,249	$ 1,455,414	$ 1,323,147	$ 1,449,982
PERA Legislative Contingency	1,402	1,402	1,402	1,402	1,402	1,402	1,402	1,403
Pay Period 27	68,397	68,727	69,057	69,387	69,717	70,047	0	70,047
Sick/Vacation Accrual	40,014	41,215	42,451	43,725	45,036	46,388	47,779	47,779
Total Reserves	**$ 1,183,008**	**$ 1,662,801**	**$ 1,414,103**	**$ 1,591,970**	**$ 1,708,404**	**$ 1,573,251**	**$ 1,372,328**	**$ 1,569,211**
Ending Fund Balance After Reserves	**$ 13,711,140**	**$ 11,650,056**	**$ 12,127,835**	**$ 11,965,730**	**$ 11,654,265**	**$ 12,722,741**	**$ 14,649,005**	**$ 15,589,466**

EQUIPMENT REPLACEMENT 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 6,493,832**	**$ 6,843,663**	**$ 6,035,579**	**$ 7,340,542**	**$ 8,491,203**	**$ 9,851,830**	**$ 11,071,111**	**$ 12,279,541**
Sources of Funds								
Department Contributions	$ 981,498	$ 1,142,220	$ 1,881,300	$ 1,881,300	$ 1,881,300	$ 1,881,300	$ 1,881,300	$ 1,881,300
Interest on Investments	134,259	125,980	77,904	52,852	61,137	70,933	79,712	88,413
Total Sources of Funds	**$ 1,115,757**	**$ 1,268,200**	**$ 1,959,204**	**$ 1,934,152**	**$ 1,942,437**	**$ 1,952,233**	**$ 1,961,012**	**$ 1,969,713**
Uses of Funds								
Equipment Purchases	$ 728,345	$ 1,782,915	$ 606,102	$ 733,908	$ 530,739	$ 680,350	$ 698,401	$ 1,069,735
Support Services	30,691	49,804	41,146	42,380	43,652	44,961	46,310	47,699
Cost Allocation	6,890	6,994	6,994	7,204	7,420	7,643	7,872	8,108
Encumbrances, Carryovers & Adjustments	-	236,573	-	-	-	-	-	-
Total Uses of Funds	**$ 765,926**	**$ 2,076,285**	**$ 654,242**	**$ 783,492**	**$ 581,810**	**$ 732,954**	**$ 752,583**	**$ 1,125,542**
Ending Fund Balance Before Reserves	**$ 6,843,663**	**$ 6,035,579**	**$ 7,340,542**	**$ 8,491,203**	**$ 9,851,830**	**$ 11,071,111**	**$ 12,279,541**	**$ 13,123,713**
Reserves								
Pay Period 27	$ 1,933	$ 1,933	$ 1,933	$ 1,933	$ 1,933	$ 1,933	$ -	$ -
Department Balances	6,841,730	6,033,646	7,338,609	8,489,270	9,849,897	11,069,178	12,279,541	13,123,713
Total Reserves	**$ 6,843,663**	**$ 6,035,579**	**$ 7,340,542**	**$ 8,491,203**	**$ 9,851,830**	**$ 11,071,111**	**$ 12,279,541**	**$ 13,123,713**
Ending Fund Balance After Reserves	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

FACILITY RENOVATION & REPLACEMENT 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 10,408,681**	**$ 9,136,063**	**$ 8,004,039**	**$ 7,824,024**	**$ 8,069,444**	**$ 8,045,006**	**$ 8,344,794**	**$ 8,520,589**
Sources of Funds								
Department Contributions	$ 610,196	$ 610,196	$ 610,196	$ 610,196	$ 610,196	$ 610,196	$ 610,196	$ 610,196
General Fund Contribution	1,668,841	1,168,841	1,276,583	1,668,841	1,668,841	1,668,841	1,668,841	1,668,841
Energy Performance Contract	985,076	990,633	990,633	990,633	990,633	990,633	990,633	990,633
Interest Earnings	221,800	173,546	101,651	56,333	58,100	57,924	60,083	61,348
Other Revenues	244,751	170,000	140,000	140,000	140,000	140,000	140,000	140,000
Total Sources of Funds	**$ 3,730,665**	**$ 3,113,216**	**$ 3,119,063**	**$ 3,466,003**	**$ 3,467,770**	**$ 3,467,594**	**$ 3,469,753**	**$ 3,471,018**
Uses of Funds								
Operating Project Expenses	$ 2,903,225	$ 429,935	$ 390,287	$ 401,995	$ 414,055	$ 426,477	$ 439,271	$ 452,449
Support Services	24,552	39,843	32,076	33,039	34,030	35,051	36,103	37,186
Cost Allocation	49,459	50,201	205,879	51,707	53,258	54,856	56,502	58,197
Energy Efficiency Lease	976,676	995,961	1,029,673	1,065,001	1,102,024	982,581	1,013,240	1,013,240
Capital Improvements Program	1,049,370	2,663,000	1,641,164	1,668,841	1,888,841	1,668,841	1,748,841	1,668,841
Encumbrances, Carryovers & Adjustments	-	66,299	-	-	-	-	-	-
Total Uses of Funds	**$ 5,003,283**	**$ 4,245,239**	**$ 3,299,079**	**$ 3,220,583**	**$ 3,492,208**	**$ 3,167,806**	**$ 3,293,957**	**$ 3,229,913**
Ending Fund Balance Before Reserves	**$ 9,136,063**	**$ 8,004,039**	**$ 7,824,024**	**$ 8,069,444**	**$ 8,045,006**	**$ 8,344,794**	**$ 8,520,589**	**$ 8,761,695**
Reserves								
Pay Period 27	$ 7,013	$ 7,013	$ 7,065	$ 7,118	$ 7,171	$ 7,223	$ 7,276	$ 7,381
Departmental Balances	7,865,139	6,655,387	6,515,569	6,799,977	6,813,357	7,149,828	7,361,202	7,636,766
Dushanbe Teahouse Maintenance Balance	4,077	119,600	116,012	112,532	109,156	105,881	102,705	99,624
Valmont Butte Balance	1,259,834	1,222,039	1,185,378	1,149,817	1,115,322	1,081,862	1,049,406	1,017,924
Total Reserves	**$ 9,136,063**	**$ 8,004,039**	**$ 7,824,024**	**$ 8,069,444**	**$ 8,045,006**	**$ 8,344,794**	**$ 8,520,589**	**$ 8,761,695**
Ending Fund Balance After Reserves	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

FLEET OPERATIONS & REPLACEMENT 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 19,174,379**	**$ 20,328,581**	**$ 18,981,710**	**$ 21,080,656**	**$ 20,967,212**	**$ 19,799,075**	**$ 19,024,560**	**$ 20,034,037**
Sources of Funds								
Vehicle Charges	$ 2,734,135	$ 2,697,799	$ 2,587,312	$ 2,664,931	$ 2,744,879	$ 2,827,225	$ 2,912,042	$ 2,999,403
Vehicle Acquisition Charges	112,035	157,783	151,011	257,347	339,820	319,421	204,548	525,711
Fleet Replacement Charges	3,954,733	4,756,252	5,418,579	5,310,396	5,321,038	5,333,782	5,340,913	5,354,893
Sale of Assets	535,575	348,575	406,475	398,271	612,757	772,748	733,175	510,333
Interest Earnings	416,846	239,732	246,205	247,978	249,763	251,561	253,372	255,196
Transfer from General Fund	867,121	145,151	145,151	-	-	-	-	-
Other Revenues	334,835	100,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Sources of Funds	**$ 8,955,280**	**$ 8,445,292**	**$ 9,154,733**	**$ 9,078,923**	**$ 9,468,257**	**$ 9,704,737**	**$ 9,644,050**	**$ 9,845,536**
Uses of Funds								
Operating Expenditures	$ 3,099,664	$ 3,123,265	$ 3,064,421	$ 3,156,354	$ 3,251,045	$ 3,348,576	$ 3,449,033	$ 3,552,504
Fleet Purchases	4,217,424	4,936,033	3,299,063	5,397,413	6,730,017	6,458,108	4,495,221	9,983,100
Building Replacement	74,210	69,646	80,833	80,833	80,833	80,833	80,833	80,833
Support Services	91,228	124,065	218,193	224,739	231,481	238,425	245,578	252,945
Cost Allocation	318,551	323,330	393,278	333,029	343,020	353,311	363,910	374,827
Encumbrances, Carryovers & Adjustments	-	1,215,824	-	-	-	-	-	-
Total Uses of Funds	**$ 7,801,078**	**$ 9,792,163**	**$ 7,055,788**	**$ 9,192,368**	**$ 10,636,396**	**$ 10,479,253**	**$ 8,634,575**	**$ 14,244,209**
Ending Fund Balance Before Reserves	**$ 20,328,581**	**$ 18,981,710**	**$ 21,080,656**	**$ 20,967,212**	**$ 19,799,075**	**$ 19,024,560**	**$ 20,034,037**	**$ 15,635,365**
Reserves								
Pay Period 27	$ 46,186	$ 46,186	$ 46,186	$ 46,186	$ 46,186	$ 46,186	$ 46,186	$ 763
Sick/Vacation Accrual	8,195	8,441	8,694	8,955	9,223	9,500	9,785	10,070
Operating/Fleet Replacement	20,274,200	18,927,083	21,025,776	20,912,071	19,743,666	18,968,874	19,978,066	15,624,532
Total Reserves	**$ 20,328,581**	**$ 18,981,710**	**$ 21,080,656**	**$ 20,967,212**	**$ 19,799,075**	**$ 19,024,560**	**$ 20,034,037**	**$ 15,635,365**
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Minimum Fund Balance: 10% Value of Fleet = $4.4 million

HOME INVESTMENT PARTNERSHIP GRANT 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sources of Funds								
Current Year Federal Grant	$ 542,057	$ 1,094,553	$ 1,186,669	$ 1,186,669	$ 1,186,669	$ 1,186,669	$ 1,186,669	$ 1,186,669
Available Prior Years Grant Balances	-	2,212,499	-	-	-	-	-	-
Total Sources of Funds	**$ 542,057**	**$ 3,307,052**	**$ 1,186,669**	**$ 1,186,669**	**$ 1,186,669**	**$ 1,186,669**	**$ 1,186,669**	**$ 1,186,669**
Uses of Funds								
Operating								
Program Management	$ 65,114	$ 108,362	$ 107,462	$ 83,814	$ 83,348	$ 82,863	$ 82,359	$ 81,835
Cost Allocation	11,040	11,205	11,205	11,653	12,119	12,604	13,108	13,633
HOME Consortium to Other Communities	254,523	513,947	557,200	557,200	557,200	557,200	557,200	557,200
Housing Activities	211,380	461,039	510,802	534,001	534,001	534,001	534,001	534,001
Encumbrances, Carryovers & Adjustments	-	2,212,499	-	-	-	-	-	-
Total Uses of Funds	**$ 542,057**	**$ 3,307,052**	**$ 1,186,669**	**$ 1,186,669**	**$ 1,186,669**	**$ 1,186,669**	**$ 1,186,669**	**$ 1,186,669**
Ending Fund Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: This fund may not have designated reserves as expenditures are funded only on a reimbursement basis by the Department of Housing and Urban Development.

LIBRARY 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 889,202**	**$ 918,256**	**$ 1,005,898**	**$ 1,190,699**	**$ 1,401,699**	**$ 1,626,643**	**$ 1,921,994**	**$ 2,232,132**
Sources of Funds								
Property Tax	$1,205,374.09	$ 1,314,630	$ 1,327,776	$ 1,394,165	$ 1,408,106	$ 1,478,512	$ 1,493,297	$ 1,567,962
Interest on Investment	1,410	1,598	1,600	1,602	1,605	1,607	1,609	1,611
Grants, Gifts and Third-Party Revenues	302,812	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Grant-Funded Position - MROHP	-	39,212	40,192	41,197	42,227	43,283	44,365	45,474
Total Sources of Funds	**$ 1,509,596**	**$ 1,605,440**	**$ 1,619,569**	**$ 1,645,767**	**$ 1,659,711**	**$ 1,730,119**	**$ 1,744,906**	**$ 1,819,572**
Uses of Funds								
Library Materials	$ 1,081,668	$ 1,081,668	$ 1,084,767	$ 1,084,767	$ 1,084,767	$ 1,084,767	$ 1,084,767	$ 1,084,767
Service/Materials Enhancement	93,691	200,000	100,000	100,000	100,000	100,000	100,000	100,000
Grant Directed Programming	305,183	289,118	250,000	250,000	250,000	250,000	250,000	250,000
2020 Mid-Year Reductions	-	(182,203)	-	-	-	-	-	-
2020 Adjustment to Base	-	129,215	-	-	-	-	-	-
Total Uses of Funds	**$ 1,480,542**	**$ 1,517,798**	**$ 1,434,767**	**$ 1,434,767**	**$ 1,434,767**	**$ 1,434,767**	**$ 1,434,767**	**$ 1,434,767**
Ending Fund Balance Before Reserves	**$ 918,256**	**$ 1,005,898**	**$ 1,190,699**	**$ 1,401,699**	**$ 1,626,643**	**$ 1,921,994**	**$ 2,232,132**	**$ 2,616,937**
Reserves								
Operating Reserve	$ 120,678	$ 131,623	$ 132,938	$ 139,577	$ 140,971	$ 148,012	$ 149,491	$ 156,957
Pay Period 27	-	380	380	380	380	380	34	(312)
PERA Legislative Contingency	33	-	-	-	-	-	-	-
Total Reserves	**$ 120,711**	**$ 132,003**	**$ 133,318**	**$ 139,957**	**$ 141,351**	**$ 148,392**	**$ 149,525**	**$ 156,645**
Ending Fund Balance After Reserves	**$ 797,544**	**$ 873,895**	**$ 1,057,382**	**$ 1,261,743**	**$ 1,485,292**	**$ 1,773,602**	**$ 2,082,608**	**$ 2,460,292**

Note:
Operating reserve equal 10% of Library fund revenues excluding Gifts, Grants and Third-Party Revenues.

LOTTERY 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 2,720,247**	**$ 3,168,684**	**$ 126,106**	**$ 126,151**	**$ 126,163**	**$ 126,175**	**$ 126,187**	**$ 126,199**
Sources of Funds								
Intergovernmental Revenues	$ 1,225,508	$ 999,137	$ 999,137	$ 999,137	$ 999,137	$ 999,137	$ 999,137	$ 999,137
Interest Income	53,773	7,975	7,975	7,975	7,975	7,975	7,975	7,975
Total Sources of Funds	**$ 1,279,280**	**$ 1,007,112**	**$ 1,007,112**	**$ 1,007,112**	**$ 1,007,112**	**$ 1,007,112**	**$ 1,007,112**	**$ 1,007,112**
Uses of Funds								
Capital								
Capital Projects - P & R	$ 798,623	$ 725,941	$ 428,000	$ 428,000	$ 428,000	$ 428,000	$ 428,000	$ 428,000
Tributary Greenways - Public Works	-	1,744,961	151,067	151,100	151,100	151,100	151,100	151,100
Capital Projects - OSMP	32,221	1,578,789	428,000	428,000	428,000	428,000	428,000	428,000
Total Capital Improvement Program	**$ 830,844**	**$ 4,049,691**	**$ 1,007,067**	**$ 1,007,100**	**$ 1,007,100**	**$ 1,007,100**	**$ 1,007,100**	**$ 1,007,100**
Total Uses of Funds	**$ 830,844**	**$ 4,049,691**	**$ 1,007,067**	**$ 1,007,100**	**$ 1,007,100**	**$ 1,007,100**	**$ 1,007,100**	**$ 1,007,100**
Ending Fund Balance	**$ 3,168,684**	**$ 126,106**	**$ 126,151**	**$ 126,163**	**$ 126,175**	**$ 126,187**	**$ 126,199**	**$ 126,211**

OPEN SPACE 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 27,306,101**	**$ 26,506,903**	**$ 9,197,885**	**$ 8,144,709**	**$ 7,330,954**	**$ 7,886,735**	**$ 8,087,112**	**$ 8,328,871**
Sources of Funds								
Net Sales Tax Revenue	$ 28,394,136	$ 23,269,653	$ 24,457,526	$ 25,787,254	$ 26,918,564	$ 28,101,121	$ 29,047,932	$ 29,778,004
Anticipated FEMA Flood Reimbursement	-		500,000	500,000	1,000,000	-	-	-
Investment Income	466,192	607,147	472,113	475,512	487,400	499,585	512,074	524,876
Miscellaneous Revenue	881,350	2,808,263	1,200,964	1,224,983	1,249,483	1,274,473	1,299,962	1,325,961
Agricultural and Caretaker Leases	183,260	188,758	194,421	198,309	202,276	206,321	210,448	214,656
General Fund Transfer	990,123	-	-	-	-	-	-	-
Total Sources of Funds	**$ 30,915,061**	**$ 26,873,821**	**$ 26,825,024**	**$ 28,186,059**	**$ 29,857,722**	**$ 30,081,500**	**$ 31,070,416**	**$ 32,070,498**
Uses of Funds								
Office of the Director	$ 1,634,722	$ 1,654,164	$ 1,706,209	$ 1,740,333	$ 1,775,139	$ 1,828,394	$ 1,883,245	$ 1,939,743
Central Services	2,480,188	3,083,172	3,225,397	3,289,905	3,355,703	3,456,375	3,560,066	3,666,868
Community Connections & Partnerships	4,826,801	4,888,324	4,906,018	5,004,138	5,104,221	5,257,348	5,415,068	5,577,520
Resources & Stewardship	4,709,984	4,720,508	5,088,979	5,190,758	5,096,874	5,249,780	5,407,273	5,569,491
Trails & Facilities	5,920,314	4,927,568	5,053,558	5,154,629	5,257,721	5,415,453	5,577,917	5,745,254
Carryover/ATB Operating	-	12,183,555	-	-	-	-	-	-
Cost Allocation	2,090,102	2,121,454	2,121,454	2,174,490	2,228,853	2,284,574	2,341,688	2,400,230
Capital Improvement Program	6,216,337	8,797,948	4,038,705	4,711,780	4,750,000	5,250,000	5,500,000	5,750,000
Transfer to BMPA	1,153,791	1,153,790	1,084,424	1,084,424	1,084,424	490,769	490,769	490,769
Debt Service - Bonds & Notes	2,682,021	652,356	653,456	649,356	649,006	648,431	652,631	651,494
Total Uses of Funds	**$ 31,714,259**	**$ 44,182,839**	**$ 27,878,199**	**$ 28,999,814**	**$ 29,301,941**	**$ 29,881,123**	**$ 30,828,657**	**$ 31,791,370**
Ending Fund Balance Before Reserves	**$ 26,506,903**	**$ 9,197,885**	**$ 8,144,709**	**$ 7,330,954**	**$ 7,886,735**	**$ 8,087,112**	**$ 8,328,871**	**$ 8,608,000**
Reserves								
OSMP Contingency Reserve	$ 5,099,584	$ 4,640,267	$ 4,767,899	$ 4,371,846	$ 4,910,388	$ 4,926,225	$ 5,065,731	$ 5,208,274
OSMP Office Space/Service Center Reserve	-	-	-	-	-	1,000,000	1,500,000	1,500,000
OSMP High Priority Opportunistic Investments	-	-	1,000,000	1,000,000	1,000,000	-	-	-
PERA Legislative Contingency	10,816	-	-	-	-	-	-	-
Pay Period 27 Reserve	330,119	330,119	387,038	443,956	500,875	557,794	56,919	113,837
Sick/Vacation/Bonus Reserve	490,000	48,542	49,999	51,499	53,044	54,635	56,274	57,962
FEMA De-obligation Reserve	383,488	383,488	383,488	383,488	383,488	383,488	383,488	383,488
Total Reserves	**$ 6,314,007**	**$ 5,402,416**	**$ 6,588,424**	**$ 6,250,789**	**$ 6,847,795**	**$ 6,922,142**	**$ 7,062,412**	**$ 7,263,561**
Ending Fund Balance After Reserves	**$ 20,192,895**	**$ 3,795,469**	**$ 1,556,285**	**$ 1,080,165**	**$ 1,038,940**	**$ 1,164,971**	**$ 1,266,459**	**$ 1,344,439**

PERMANENT PARK & RECREATION 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 5,276,164**	**$ 2,913,837**	**$ 2,872,241**	**$ 95,541**	**$ 1,185,567**	**$ 520,290**	**$ 223,683**	**$ 1,170,500**
Sources of Funds								
Property Tax	$ 3,255,392	$ 3,553,053	$ 3,588,584	$ 3,768,013	$ 3,805,693	$ 3,995,978	$ 4,035,937	$ 4,237,734
Interest	76,492	56,820	36,477	688	8,536	3,746	1,611	8,428
Other Revenues	224,240	-	-	-	-	-	-	-
Total Sources of Funds	**$ 3,556,124**	**$ 3,609,873**	**$ 3,625,061**	**$ 3,768,701**	**$ 3,814,229**	**$ 3,999,724**	**$ 4,037,548**	**$ 4,246,162**
Uses of Funds								
Planning and Project Management	$ 506,402	$ 548,605	$ 609,642	$ 634,028	$ 659,389	$ 685,764	$ 713,195	$ 741,723
Construction and Maintenance Management	443,895	454,055	517,425	538,122	559,647	582,033	605,314	629,527
Capital Refurbishment Projects	3,050	200,000	200,000	75,000	75,000	50,000	50,000	50,000
Cost Allocation	125,806	127,694	127,694	131,525	135,471	139,535	143,721	148,032
Excise Tax Collection	-	-	-	-	-	-	-	-
Capital Improvement Program	4,839,298	2,888,318	4,947,000	1,300,000	3,050,000	2,839,000	1,578,500	3,555,000
Adjustment to Base	-	627,414	-	-	-	-	-	-
COVID-19 Reductions	-	(1,194,617)	-	-	-	-	-	-
Total Uses of Funds	**$ 5,918,450**	**$ 3,651,469**	**$ 6,401,761**	**$ 2,678,674**	**$ 4,479,506**	**$ 4,296,332**	**$ 3,090,730**	**$ 5,124,282**
Ending Fund Balance Before Reserves	**$ 2,913,837**	**$ 2,872,241**	**$ 95,541**	**$ 1,185,567**	**$ 520,290**	**$ 223,683**	**$ 1,170,500**	**$ 292,380**
Reserves								
Pay Period 27 Reserve	$ 26,695	$ 26,695	$ 30,840	$ 31,985	$ 33,130	$ 34,275	$ 1,145	$ 2,290
PERA Legislative Contingency	748	-	-	-	-	-	-	-
Sick/Vacation/Bonus Reserve	70,268	10,035	10,336	10,646	10,966	11,295	11,633	11,982
Total Reserves	**$ 97,711**	**$ 36,730**	**$ 41,176**	**$ 42,631**	**$ 44,096**	**$ 45,570**	**$ 12,778**	**$ 14,272**
Ending Fund Balance After Reserves	**$ 2,816,126**	**$ 2,835,511**	**$ 54,365**	**$ 1,142,936**	**$ 476,194**	**$ 178,113**	**$ 1,157,722**	**$ 278,108**

PLANNING & DEVELOPMENT SERVICES 2021 FUND FINANCIAL

	2019 Actuals	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 10,493,505**	**$ 10,920,990**	**$ 7,301,957**	**$ 5,277,701**	**$ 3,905,712**	**$ 3,207,738**	**$ 2,799,826**	**$ 2,702,919**
Sources of Funds								
General Fund Transfer	$ 2,210,018	$ 2,284,292	$ 1,961,097	$ 2,019,930	$ 2,280,528	$ 2,548,944	$ 2,825,412	$ 2,910,174
Restricted Funds' Transfers (Public Works)	1,268,428	1,372,702	1,776,318	1,829,608	1,884,495	1,941,031	1,999,262	2,059,239
Restricted Funds' Transfers (Excise Tax Admin)	78,431	29,284	30,163	31,067	31,999	32,959	33,948	34,967
State Historic Tax Credit	1,500	-	-	-	-	-	-	-
Fees & Permits	9,909,247	7,115,249	6,275,812	7,175,156	7,892,672	8,208,378	8,536,714	8,878,182
Interest on Investments	244,938	258,828	174,700	131,943	97,643	80,193	69,996	67,573
Total Sources of Funds	**$ 13,712,562**	**$ 11,060,355**	**$ 10,218,090**	**$ 11,187,703**	**$ 12,187,336**	**$ 12,811,506**	**$ 13,465,331**	**$ 13,950,135**
Uses of Funds								
Admin, Financial & Communications Services	$ 2,461,130	$ 2,769,071	$ 1,954,700	$ 2,003,568	$ 2,053,657	$ 2,104,998	$ 2,157,623	$ 2,211,564
Information Resources	2,160,931	2,521,915	2,058,798	2,110,268	2,163,025	2,217,101	2,272,528	2,329,341
Comprehensive Planning	907,416	870,710	686,194	703,349	720,933	738,956	757,430	776,366
Land Use Review	1,821,718	1,969,598	1,635,209	1,676,089	1,717,992	1,760,941	1,804,965	1,850,089
Engineering Review	1,693,596	1,758,902	1,632,015	1,672,815	1,714,635	1,757,501	1,801,439	1,846,475
Bldg Construction, Inspection & Enforcement	2,016,157	2,366,003	2,017,938	2,068,387	2,120,097	2,173,099	2,227,426	2,283,112
Cost Allocation/Transfers	2,224,130	2,257,490	2,257,491	2,325,216	2,394,972	2,466,821	2,540,826	2,617,051
Encumbrances, Carryovers & Adjustments	-	165,699	-	-	-	-	-	-
Total Uses of Funds	**$ 13,285,078**	**$ 14,679,388**	**$ 12,242,346**	**$ 12,559,692**	**$ 12,885,310**	**$ 13,219,418**	**$ 13,562,237**	**$ 13,913,998**
Ending Fund Balance Before Reserves	**$ 10,920,990**	**$ 7,301,956.96**	**$ 5,277,701**	**$ 3,905,712.10**	**$ 3,207,738**	**$ 2,799,826**	**$ 2,702,919**	**$ 2,739,057**
Reserves								
Operating	$ 990,925	$ 711,525	$ 627,581	$ 717,516	$ 789,267	$ 820,838	$ 853,671	$ 887,818
State Historic Tax Credit Fund	13,540	13,540	13,540	13,540	13,540	13,540	13,540	13,540
PERA Legislative Contingency	9,015	-	-	-	-	-	-	-
Pay Period 27	275,393	296,913	318,433	339,953	361,472	382,992	21,520	21,520
Sick/Vacation Accrual	602,738	66,430	68,423	70,476	72,590	74,768	77,011	79,321
Total Reserves	**$ 1,891,611**	**$ 1,088,408**	**$ 1,027,977**	**$ 1,141,484**	**$ 1,236,869**	**$ 1,292,137**	**$ 965,742**	**$ 1,002,199**
Ending Fund Balance After Reserves	**$ 9,029,379**	**$ 6,213,549**	**$ 4,249,724**	**$ 2,764,228**	**$ 1,970,869**	**$ 1,507,688**	**$ 1,737,177**	**$ 1,736,858**

PROPERTY & CASUALTY INSURANCE 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 5,275,904**	**$ 4,959,966**	**$ 4,413,928**	**$ 3,705,217**	**$ 3,127,078**	**$ 2,609,129**	**$ 2,186,910**	**$ 1,917,913**
Sources of Funds								
Charges to Departments	$ 2,113,128	$ 2,213,502	$ 2,318,643	$ 2,469,355	$ 2,654,556	$ 2,880,194	$ 3,168,213	$ 3,263,259
Interest on Investments	120,998	33,208	56,057	26,678	22,515	18,786	15,746	13,809
Total Sources of Funds	**$ 2,234,126**	**$ 2,246,710**	**$ 2,374,700**	**$ 2,496,032**	**$ 2,677,071**	**$ 2,898,979**	**$ 3,183,959**	**$ 3,277,068**
Uses of Funds								
Insurance Premiums:								
Airport	$ 5,649	$ 4,221	$ 7,826	$ 8,217	$ 8,628	$ 9,060	$ 9,513	$ 9,988
Liability	423,251	456,709	586,973	616,321	647,137	679,494	713,469	749,142
Crime	13,500	13,000	13,500	14,175	14,884	15,628	16,409	17,230
Boiler	45,219	42,395	44,700	46,935	49,282	51,746	54,333	57,050
Property	643,650	650,000	817,788	858,677	901,611	946,692	994,026	1,043,728
Flood	327,555	307,941	323,338	339,505	356,480	374,304	393,019	412,670
Actuarial Valuation Expense and Consulting	100,308	143,023	117,323	119,669	122,063	124,504	126,994	122,111
Claims Administration and Payment	561,789	656,438	669,565	682,956	696,615	710,548	724,759	739,254
CAO - Internal Legal Consulting	140,520	146,938	150,574	155,091	159,743	164,536	169,472	174,556
External Legal Consultation	95,517	98,600	100,572	102,583	104,635	106,728	108,862	104,676
Program Administration	193,107	273,483	251,253	130,040	133,941	137,960	142,098	159,058
Total Uses of Funds	**$ 2,550,065**	**$ 2,792,748**	**$ 3,083,411**	**$ 3,074,171**	**$ 3,195,021**	**$ 3,321,199**	**$ 3,452,955**	**$ 2,675,654**
Ending Fund Balance Before Reserves	**$ 4,959,966**	**$ 4,413,928**	**$ 3,705,217**	**$ 3,127,078**	**$ 2,609,129**	**$ 2,186,910**	**$ 1,917,913**	**$ 2,519,328**
Reserves								
Year-end Estimated Liabilities	$ 853,318	$ 1,145,059	$ 1,145,059	$ 1,161,237	$ 1,190,049	$ 1,248,636	$ 1,286,095	$ 1,324,678
City Reserve Policy (@ 80% risk margin)	385,700	517,567	517,567	524,879	537,902	564,383	581,315	598,754
PERA Legislative Contingency	-	-	-	-	-	-	-	-
Pay Period 27 Reserve	11,762	11,762	11,762	11,762	11,762	11,762	-	-
Total Reserves	**$ 1,250,780**	**$ 1,674,388**	**$ 1,674,388**	**$ 1,697,878**	**$ 1,739,713**	**$ 1,824,781**	**$ 1,867,410**	**$ 1,923,432**
Ending Fund Balance After Reserves	**$ 3,709,187**	**$ 2,739,540**	**$ 2,030,829**	**$ 1,429,200**	**$ 869,416**	**$ 362,128**	**$ 50,503**	**$ 595,896**

RECREATION ACTIVITY 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 1,667,351**	**$ 1,379,911**	**$ 1,064,006**	**$ 1,564,873**	**$ 1,821,447**	**$ 2,003,924**	**$ 2,198,944**	**$ 2,317,931**
Sources of Funds								
Recreation Centers	$ 3,033,120	$ 3,339,150	$ 2,897,229	$ 2,955,173	$ 3,014,277	$ 3,104,705	$ 3,166,799	$ 3,277,637
Recreation Programs	1,761,681	1,780,863	1,215,707	1,240,021	1,264,822	1,302,766	1,328,822	1,381,974
Aquatics	491,755	1,050,624	966,618	985,950	1,005,669	1,035,839	1,056,556	1,088,253
Access and Inclusion	533,411	163,200	52,850	57,607	69,128	82,953	99,544	119,453
Golf Revenue	1,323,970	1,514,000	1,321,950	1,348,389	1,375,357	1,416,617	1,444,950	1,488,298
Reservoir Revenue	1,114,344	1,137,000	1,135,000	1,169,050	1,192,431	1,228,204	1,252,768	1,290,351
Sports	1,116,222	1,222,200	972,481	991,931	1,011,769	1,042,122	1,062,965	1,094,854
Misc. Recreation Revenue	(96,778)	12,241	6,000	12,241	12,241	12,241	12,241	12,241
Transfers - General Fund	1,292,210	1,431,609	1,430,954	1,459,573	1,503,360	1,548,461	1,594,915	1,642,762
Transfers - Health and Wellness from GF	115,000	130,857	115,000	130,857	130,857	130,857	130,857	130,857
Adjustments to Base (ATB)	-	175,000	-	-	-	-	-	-
Transfer from the .25 Cent Sales Tax Fund	-	688,062	-	-	-	-	-	-
Transfers - Transportation Fund	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
COVID-19 Reductions	-	(5,067,652)	-	-	-	-	-	-
Total Sources of Funds	**$ 10,697,934**	**$ 7,590,154**	**$ 10,126,789**	**$ 10,363,792**	**$ 10,592,911**	**$ 10,917,767**	**$ 11,163,416**	**$ 11,539,680**
Uses of Funds								
Marketing & Communications	$ 115,963	$ 145,000	$ 125,470	$ 131,744	$ 135,696	$ 139,767	$ 143,960	$ 148,278
Recreation Administration	857,586	906,538	1,069,159	1,122,617	1,156,296	1,190,985	1,226,714	1,263,516
Recreation Centers	2,583,141	2,770,216	2,570,317	2,698,833	2,779,798	2,863,192	2,949,087	3,037,560
Recreation Programs	1,771,296	1,800,354	1,197,727	1,257,614	1,295,342	1,334,202	1,374,228	1,415,455
Aquatics	1,381,337	1,934,487	1,447,937	1,520,334	1,565,944	1,612,922	1,661,310	1,711,149
Access and Inclusion	1,268,865	995,823	604,244	634,456	653,490	673,094	693,287	714,086
Golf	1,442,275	1,418,162	1,209,195	1,269,654	1,307,744	1,346,976	1,387,386	1,429,007
Reservoir	969,066	1,072,795	1,088,347	1,142,764	1,177,047	1,212,358	1,248,729	1,286,191
Sports	595,843	639,504	313,526	329,202	339,079	349,251	359,728	370,520
Adjustments to Base (ATB)	-	100,000	-	-	-	-	-	-
COVID-19 Reductions	-	(3,876,820)	-	-	-	-	-	-
Total Uses of Funds	**$ 10,985,374**	**$ 7,906,059**	**$ 9,625,921**	**$ 10,107,217**	**$ 10,410,434**	**$ 10,722,747**	**$ 11,044,429**	**$ 11,375,762**
Ending Fund Balance Before Reserves	**$ 1,379,911**	**$ 1,064,006**	**$ 1,564,873**	**$ 1,821,447**	**$ 2,003,924**	**$ 2,198,944**	**$ 2,317,931**	**$ 2,481,849**
Reserves								
PERA Legislative Contingency	$ 4,368	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Pay Period 27 Reserve	265,560	278,096	280,826	296,091	311,356	326,622	15,265	30,531
Operating Reserve	1,098,537	731,310	1,058,851	1,212,866	1,353,356	1,501,185	1,656,664	1,706,364
Sick/Vacation Annual Reserve	-	45,920	47,298	48,716	50,178	51,683	53,234	54,831
Total Reserves	**$ 1,368,465**	**$ 1,055,326**	**$ 1,386,975**	**$ 1,557,673**	**$ 1,714,890**	**$ 1,879,490**	**$ 1,725,164**	**$ 1,791,726**
Ending Fund Balance After Reserves	**$ 11,446**	**$ 8,680**	**$ 177,898**	**$ 263,774**	**$ 289,034**	**$ 319,454**	**$ 592,766**	**$ 690,122**

STORMWATER/FLOOD MANAGEMENT UTILITY 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 31,623,875**	**$ 34,708,211**	**$ 15,733,898**	**$ 15,041,354**	**$ 10,653,945**	**$ 16,058,990**	**$ 16,493,999**	**$ 17,192,664**
Sources of Funds								
Service Charge Fees	$ 12,173,306	$ 12,203,350	$ 13,083,700	$ 14,683,051	$ 16,477,907	$ 18,492,167	$ 20,752,649	$ 21,625,921
Projected Rate Increases	-	854,235	1,570,044	1,761,966	1,977,349	2,219,060	830,106	865,037
Plant Investment Fees	1,234,181	200,000	100,000	100,000	100,000	100,000	100,000	100,000
Mile High Flood District	61,938	250,000	1,200,000	1,000,000	2,000,000	400,000	400,000	400,000
State and Federal Grants	(480,634)	-	-	-	-	-	-	-
Interest on Investments	584,957	253,798	236,758	225,609	159,798	240,874	247,399	257,879
Rent and other miscellaneous revenue	49,190	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Projected Bonds	-	-	-	-	-	92,231,713	-	-
Total Sources of Funds	**$ 13,622,937**	**$13,770,383**	**$ 16,199,502**	**$17,779,627**	**$ 20,724,054**	**$ 113,692,813**	**$ 22,339,154**	**$ 23,257,836**
Uses of Funds								
Operating								
Administration	$ 618,555	$ 675,325	$ 753,747	$ 776,359	$ 799,650	$ 823,640	$ 848,349	$ 873,799
Planning and Project Management	1,095,643	1,243,288	1,013,907	1,044,324	1,075,653	1,107,923	1,141,161	1,175,396
Stormwater Contract Management	98,182	96,775	96,775	99,678	102,669	105,749	108,921	112,189
Stormwater Quality and Education	622,902	1,000,539	1,024,535	1,055,271	1,086,929	1,119,537	1,153,123	1,187,716
System Maintenance	1,810,256	2,265,608	2,291,658	2,360,408	2,431,220	2,504,157	2,579,282	2,656,660
Subtotal Operating	**$ 4,245,538**	**$ 5,281,535**	**$ 5,180,621**	**$5,336,040**	**$ 5,496,121**	**$ 5,661,005**	**$ 5,830,835**	**$ 6,005,760**
Debt--								
Wonderland Creek 2015 Revenue Bond	$ 1,588,638	$ 1,591,688	$ 1,591,388	$ 1,590,188	$ 1,588,088	$ 1,590,088	$ 1,591,038	$ 1,590,938
Projected Bond - South Boulder Creek/Goose Creek 2024	-	-	-	-	-	8,300,854	8,300,854	8,300,854
Subtotal Debt	**$ 1,588,638**	**$ 1,591,688**	**$ 1,591,388**	**$ 1,590,188**	**$ 1,588,088**	**$ 9,890,942**	**$ 9,891,892**	**$ 9,891,792**
Transfers-								
Cost Allocation	$ 441,284	$ 447,648	$ 453,648	$ 499,013	$ 548,914	$ 603,805	$ 664,186	$ 730,605
Planning & Development Services	191,127	210,105	523,917	539,635	555,824	572,498	589,673	607,363
Transportation - Admin Support	8,149	8,149	8,149	8,149	8,149	8,149	8,149	8,149
Subtotal Transfers	**$ 640,560**	**$665,902**	**$ 985,714**	**$1,046,796**	**$ 1,112,887**	**$ 1,184,453**	**$ 1,262,008**	**$ 1,346,117**

STORMWATER/FLOOD MANAGEMENT UTILITY 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
CONTINUED								
Capital	$ 4,063,867	6,950,548	$9,134,323	$14,194,011	$7,121,915	$4,289,691	$4,655,754	$6,542,118
Projected Bond - South Boulder Creek	-	-	-	-	-	91,318,527	-	-
Projected Bond Issuance Costs	-	-	-	-	-	913,185	-	-
Encumbrances, Carryover and Adjustments to Base	-	18,255,023	-	-	-	-	-	-
Total Uses of Funds	**$ 10,538,602**	**$32,744,696**	**$ 16,892,046**	**$22,167,035**	**$ 15,319,010**	**$ 113,257,803**	**$ 21,640,489**	**$ 23,785,786**
Ending Fund Balance Before Reserves	**$ 34,708,211**	**$15,733,898**	**$ 15,041,354**	**$10,653,945**	**$ 16,058,990**	**$ 16,493,999**	**$ 17,192,664**	**$ 16,664,714**
Reserves								
Bond Reserves	$ 1,987,568	$ 1,987,568	$ 1,987,568	$ 1,987,568	$ 1,987,568	$ 10,288,422	$ 10,288,422	$ 10,288,422
Post Flood Property Acquisition	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
FEMA Deobligation Reserve	41,750	41,750	41,750	41,750	41,750	41,750	41,750	41,750
PERA Legislative Contingency	2,672	-	-	-	-	-	-	
Sick/Vacation/Bonus Reserve	132,779	11,060	11,392	11,734	12,086	12,448	12,822	13,206
Pay Period 27 Reserve	84,165	86,946	89,727	92,508	95,289	98,070	114,070	130,070
Operating Reserve	1,221,524	1,486,859	1,541,584	1,595,709	1,652,252	1,711,364	1,773,211	1,837,969
Capital Reserve	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Reserves	**$ 4,720,459**	**$ 4,864,183**	**$ 4,922,021**	**$ 4,979,269**	**$ 5,038,944**	**$ 13,402,055**	**$ 13,480,274**	**$ 13,561,418**
Ending Fund Balance After Reserves	**$ 29,987,752**	**$10,869,714**	**$ 10,119,333**	**$5,674,677**	**$ 11,020,045**	**$ 3,091,945**	**$ 3,712,390**	**$ 3,103,296**

SUGAR SWEETENED BEVERAGE DISTRIBUTION TAX 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 4,187,220**	**$ 4,573,429**	**$ 19,253**	**$ 17,772**	**$ 14,810**	**$ 10,367**	**$ 4,443**	**$ 2,962**
Sources of Funds								
Sugar Sweetened Beverage Tax	$ 5,046,277	$ 3,800,000	$ 3,800,000	$ 3,800,000	$ 3,800,000	$ 3,800,000	$ 3,800,000	$ 3,800,000
Total Sources of Funds	**$ 5,046,277**	**$ 3,800,000**	**$ 3,800,000**	**$ 3,800,000**	**$ 3,800,000**	**$ 3,800,000**	**$ 3,800,000**	**$ 3,800,000**
Uses of Funds								
Finance Oversight	$ 41,906	$ 45,547	$ 60,556	$ 62,373	$ 64,244	$ 66,171	$ 68,156	$ 70,201
Human Services Oversight	124,686	272,495	267,425	275,448	283,711	292,223	300,989	310,019
Community Funding and Grants	4,474,698	3,462,898	3,452,959	3,442,252	3,431,718	3,420,872	3,410,120	3,399,046
Carryover remaining fund balance	-	4,554,176	-	-	-	-	-	-
Cost Allocation	18,779	19,060	19,060	19,928	20,327	20,734	20,734	20,734
Total Uses of Funds	**$ 4,660,068**	**$ 8,354,176**	**$ 3,800,000**	**$ 3,800,000**	**$ 3,800,000**	**$ 3,800,000**	**$ 3,800,000**	**$ 3,800,000**
Ending Fund Balance Before Reserves	**$ 4,573,429**	**$ 19,253**	**$ 19,253**	**$ 17,772**	**$ 14,810**	**$ 10,367**	**$ 4,443**	**$ 2,962**
Reserves								
Pay Period 27	$ -	$ -	$ 1,481	$ 2,962	$ 4,443	$ 5,924	$ 1,481	$ 2,962
Total Reserves	**$ -**	**$ -**	**$ 1,481**	**$ 2,962**	**$ 4,443**	**$ 5,924**	**$ 1,481**	**$ 2,962**
Ending Fund Balance After Reserves	**$ 4,573,429**	**$ 19,253**	**$ 17,772**	**$ 14,810**	**$ 10,367**	**$ 4,443**	**$ 2,962**	**$ -**

Note: Starting 2019 the revenue cap at $3.8M was removed based on outcome of 2019 ballot measure.

TELECOMMUNICATIONS 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 2,283,481**	**$ 2,587,217**	**$ 2,679,286**	**$ 2,778,068**	**$ 2,801,858**	**$ 2,813,166**	**$ 2,815,224**	**$ 2,803,587**
Sources of Funds								
Telecom Phone System User Charges	$ 586,445	$ 530,337	$ 391,300	$ 391,691	$ 392,083	$ 392,475	$ 392,868	$ 393,260
Leased Fiber Maint Payments - Outside Entity	2,945	-	-	-	-	-	-	-
BRAN Maintenance	91,966	86,250	86,250	86,250	86,250	86,250	86,250	86,250
Interest	34,670	53,381	34,027	20,002	20,173	20,255	20,270	20,186
Total Sources of Funds	**$ 716,026**	**$ 669,968**	**$ 511,577**	**$ 497,943**	**$ 498,506**	**$ 498,980**	**$ 499,387**	**$ 499,696**
Uses of Funds								
Operating Expenses	$ 182,168	$ 392,892	$ 186,000	$ 229,156	$ 236,863	$ 244,956	$ 253,454	$ 160,792
City Telephone Personnel Expense	85,301	61,549	113,199	130,035	133,936	134,059	138,081	142,223
Telecommunications Fiber Locations & Repair	1,800	1,568	-	-	-	-	-	-
BRAN Maintenance (Locate & Repair Services)	116,079	94,544	86,250	86,250	86,250	86,250	86,250	86,250
Cost Allocation	26,942	27,346	27,346	28,713	30,149	31,656	33,239	34,901
Total Uses of Funds	**$ 412,291**	**$ 577,898**	**$ 412,795**	**$ 474,153**	**$ 487,198**	**$ 496,922**	**$ 511,024**	**$ 424,166**
Ending Fund Balance Before Reserves	**$ 2,587,217**	**$ 2,679,286**	**$ 2,778,068**	**$ 2,801,858**	**$ 2,813,166**	**$ 2,815,224**	**$ 2,803,587**	**$ 2,879,117**
Reserves								
Operating	$ 2,582,845	$ 2,675,214	$ 2,773,765	$ 2,797,323	$ 2,808,400	$ 2,810,236	$ 2,803,355	$ 2,878,654
PP 27	4,372	4,072	4,303	4,535	4,766	4,988	232	463
Total Reserves	**$ 2,587,217**	**$ 2,679,286**	**$ 2,778,068**	**$ 2,801,858**	**$ 2,813,166**	**$ 2,815,224**	**$ 2,803,587**	**$ 2,879,117**
Ending Fund Balance After Reserves	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

TRANSIT PASS GENERAL IMPROVEMENT DISTRICT 2021 FUND FINANCIAL

	2019 Actuals	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2023 Projected	2024 Projected
Beginning Fund Balance	**$ 23,930**	**$ 27,474**	**$ 32,963**	**$ 33,715**	**$ 31,472**	**$ 28,994**	**$ 26,259**
Sources of Funds							
Property Tax	$ 11,442	$ 11,490	$ 11,835	$ 12,190	$ 12,555	$ 12,932	$ 13,320
Specific Ownership Tax	440	645	645	645	645	645	$ 664
City of Boulder - ECO Pass Subsidy	4,944	5,092	7,710	4,944	4,944	4,944	4,944
Interest on Investments	13	90	25	25	24	22	20
Total Sources of Funds	**$ 16,840**	**$ 17,318**	**$ 20,215**	**$ 17,805**	**$ 18,170**	**$ 18,545**	**$ 18,950**
Uses of Funds							
RTD ECO Pass Cost	$ 13,004	$ 11,532	$ 19,167	$ 19,742	$ 20,334	$ 20,944	$ 21,572
Annual Administration Cost	292	297	297	306	315	335	335
Total Uses of Funds	**$ 13,296**	**$ 11,829**	**$ 19,464**	**$ 20,048**	**$ 20,649**	**$ 21,279**	**$ 21,907**
Ending Fund Balance	**$ 27,474**	**$ 32,963**	**$ 33,715**	**$ 31,472**	**$ 28,994**	**$ 26,259**	**$ 23,302**

TRANSPORTATION 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	$ 21,871,470	$ 26,004,524	$ 17,220,179	$ 18,550,308	$ 18,213,195	$ 18,853,682	$ 19,529,966	$ 20,283,917
Sources of Funds								
Sales Tax	$ 27,281,960	$ 26,413,747	$ 23,846,965	$ 25,143,282	$ 26,246,168	$ 27,399,012	$ 28,322,034	$ 29,033,762
Highway User's Tax	3,020,875	3,135,149	2,747,486	2,802,436	2,886,509	2,973,104	3,062,297	3,154,166
City-Auto Registrations	267,269	280,508	253,012	260,602	268,420	276,473	284,767	293,310
County Road & Bridge	334,622	339,755	346,550	353,481	360,551	367,762	375,117	382,619
St. Traffic Control & Hwy Maint. & Landscape	-	389,508	389,508	389,508	389,508	389,508	389,508	389,508
Reimbursements	105,880	175,000	110,000	110,000	110,000	110,000	110,000	110,000
External Funding	1,964,294	567,100	789,369	813,237	3,854,711	-	407,000	-
Interest on Investments	445,964	458,944	330,257	123,985	231,879	227,665	235,671	244,125
Lease Revenue - BTV	85,000	55,000	75,000	75,000	75,000	75,000	75,000	75,000
Other Miscellaneous	165,395	150,000	170,000	200,000	200,000	200,000	200,000	200,000
Transfers from Other Funds	40,749	40,750	40,750	40,750	40,750	40,750	40,750	40,750
Estimated Revenue from ATB's & Carryover	-	12,789,707	-	-	-	-	-	-
HOP Reimbursement (RTD)	1,899,213	1,458,693	1,500,000	1,545,000	1,591,350	1,639,091	1,688,263	1,738,911
Total Sources of Funds	**$ 35,611,221**	**$ 46,253,861**	**$ 30,598,897**	**$ 31,857,281**	**$ 36,254,846**	**$ 33,698,364**	**$ 35,190,408**	**$ 35,662,151**
Uses of Funds								
Operating								
Transportation Planning	$ 10,389,889	$ 10,825,205	$ 9,052,169	$ 9,323,734	$ 9,603,446	$ 9,891,549	$ 10,188,296	$ 10,493,945
Project Management	750,687	835,352	584,150	589,992	595,891	601,850	607,869	613,948
Transportation Maintenance	5,152,471	6,171,524	5,774,223	5,947,450	6,125,873	6,309,649	6,498,939	6,693,907
Transportation Administration	1,543,109	1,425,249	1,714,661	1,766,101	1,819,084	1,873,656	1,929,866	1,987,762
Other Programs	160,993	375,000	47,382	375,000	375,000	375,000	375,000	375,000
Subtotal Operating Uses of Funds	**$ 17,997,149**	**$ 19,632,330**	**$ 17,172,585**	**$ 18,002,276**	**$ 18,519,295**	**$ 19,051,706**	**$ 19,599,970**	**$ 20,164,561**
Transfers								
Cost Allocation	$ 1,680,476	$ 1,705,683	$ 1,705,683	$ 1,773,910	$ 1,844,867	$ 1,918,662	$ 1,995,408	$ 2,075,224
Forest Glen GID	4,944	5,092	7,710	5,245	5,402	5,564	5,731	5,903
Parks & Recreation	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000
HHS	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Planning & Development Services Fund	444,616	457,954	629,921	642,519	661,795	681,649	702,098	723,161
Subtotal Transfers to Other Funds	**$ 2,171,036**	**$ 2,209,730**	**$ 2,384,314**	**$ 2,462,675**	**$ 2,553,064**	**$ 2,646,875**	**$ 2,744,237**	**$ 2,845,289**

TRANSPORTATION 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
CONTINUED								
Capital Improvements Program	$ 11,309,982	$ 12,205,312	$ 9,711,869	$ 11,729,444	$ 14,542,000	$ 11,323,500	$ 12,092,250	$ 11,683,500
Encumbrances, Carryovers & Adjustments	-	20,990,834	-	-	-	-	-	-
Total Uses of Funds	**$ 31,478,167**	**$55,038,206**	**$ 29,268,768**	**$ 32,194,394**	**$ 35,614,359**	**$ 33,022,080**	**$ 34,436,457**	**$ 34,693,350**
Ending Fund Balance Before Reserves	**$ 26,004,524**	**$ 17,220,179**	**$ 18,550,308**	**$ 18,213,195**	**$ 18,853,682**	**$ 19,529,966**	**$ 20,283,917**	**$ 21,252,718**
Reserves								
Sick & Vacation Liability Reserve	$ 403,875	$ 22,939	$ 23,628	$ 24,336	$ 25,067	$ 25,818	$ 26,593	$ 27,391
Operating Reserve	1,008,409	1,092,103	2,933,535	3,069,743	3,160,854	3,254,787	3,351,631	3,451,478
Pay Period 27 Reserve	284,756	290,761	293,372	302,505	311,637	320,769	9,132	18,265
FEMA Reserve	65,242	65,242	65,242	65,242	65,242	65,242	65,242	65,242
PERA Contingency	6,765	-	-	-	-	-	-	-
Total Reserves	**$ 1,769,047**	**$ 1,471,045**	**$ 3,315,777**	**$ 3,461,826**	**$ 3,562,800**	**$ 3,666,616**	**$ 3,452,598**	**$ 3,562,376**
Ending Fund Balance After Reserves	**$ 24,235,477**	**$ 15,749,134**	**$ 15,234,531**	**$ 14,751,370**	**$ 15,290,883**	**$ 15,863,350**	**$ 16,831,319**	**$ 17,690,342**

TRANSPORTATION DEVELOPMENT 2021 FUND FINANCIAL

	2019 Actuals	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 5,710,964**	**$ 6,207,816**	**$ 1,701,149**	**$ 1,837,228**	**$ 1,898,993**	**$ 1,942,613**	**$ 2,017,880**	**$ 2,075,231**
Sources of Funds								
Transportation Excise Tax	$ 1,002,786	$ 889,897	$ 945,219	$ 935,219	$ 925,219	$ 915,219	$ 905,219	$ 895,219
Transportation Impact Fee	131,453	52,311	52,594	54,172	48,172	42,172	36,172	30,172
Interest Income	124,309	25,574	21,605	13,228	13,673	13,987	14,529	14,942
External Funding	-	-	-	4,700,000	-	-	-	-
Reimbursements	-	20,000	10,000	5,000	5,000	5,000	5,000	5,000
Total Sources of Funds	**$ 1,258,548**	**$ 987,782**	**$ 1,029,418**	**$ 5,707,619**	**$ 992,064**	**$ 976,378**	**$ 960,920**	**$ 945,333**
Uses of Funds								
Operating Expenditures	$ 11,544	$ 75,625	$ 75,000	$ 77,250	$ 79,568	$ 81,955	$ 84,413	$ 86,946
Cost Allocation	9,388	9,529	9,529	9,529	9,529	9,529	9,529	9,529
Excise Tax Administration	8,305	8,554	8,810	9,075	9,347	9,627	9,627	9,627
Capital Improvement Program	732,459	800,000	800,000	5,550,000	850,000	800,000	800,000	800,000
Appropriations from ATBs & Carryover	-	4,600,740	-	-	-	-	-	-
Total Uses of Funds	**$ 761,696**	**$ 5,494,448**	**$ 893,339**	**$ 5,645,854**	**$ 948,444**	**$ 901,111**	**$ 903,569**	**$ 906,102**
Ending Fund Balance Before Reserves	**$ 6,207,816**	**$ 1,701,149**	**$ 1,837,228**	**$ 1,898,993**	**$ 1,942,613**	**$ 2,017,880**	**$ 2,075,231**	**$ 2,114,462**
Reserves								
Designated Reserve	$ 25,000	$ 310,391	$ 85,057	$ 91,861	$ 94,950	$ 97,131	$ 100,894	$ 103,762
No. Boulder Undergrounding	112,860	112,860	112,860	112,860	112,860	112,860	112,860	-
Pay Period 27 Reserve - 2024	8,761	8,726	8,726	8,726	8,726	8,726	-	-
Total Reserves	**$ 146,621**	**$ 431,977**	**$ 206,643**	**$ 213,447**	**$ 216,536**	**$ 218,717**	**$ 213,754**	**$ 103,762**
Ending Fund Balance After Reserves	**$ 6,061,195**	**$ 1,269,173**	**$ 1,630,585**	**$ 1,685,546**	**$ 1,726,078**	**$ 1,799,164**	**$ 1,861,477**	**$ 2,010,700**

UNIVERSITY HILL GENERAL IMPROVEMENT DISTRICT 2021 FUND FINANCIAL

	2019 Actuals	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 1,049,184**	**$ 1,036,362**	**$ 880,168**	**$ 712,633**	**$ 728,646**	**$ 734,063**	**$ 734,063**	**$ 728,493**
Sources of Funds								
Property Tax	$ 32,282	$ 36,427	$ 37,520	$ 38,646	$ 39,805	$ 40,999	$ 40,999	$ 42,229
Ownership Tax	1,622	1,494	1,524	1,554	1,585	1,617	1,617	1,649
Short-Term Parking Revenue	52,344	59,523	85,000	85,850	86,709	87,576	87,576	88,451
Long-Term Parking Revenue	48,476	24,890	37,709	38,086	38,467	38,852	38,852	39,240
Other Parking Products-Meterhoods/Tokens	10,520	-	-	-	-	-	-	-
Interest	16,826	20,209	11,178	5,131	5,246	5,285	5,285	5,245
General Fund Transfer to UHGID	350,000	325,000	250,000	300,000	300,000	300,000	300,000	300,000
Total Sources of Funds	**$ 512,069**	**$ 467,543**	**$ 422,931**	**$ 469,267**	**$ 471,812**	**$ 474,328**	**$ 474,328**	**$ 476,815**
Uses of Funds								
Personnel Expenses								
Administration	$ 91,546	$ 53,790	$ 52,519	$ 54,095	$ 55,718	$ 57,389	$ 57,389	$ 59,111
Access/Parking/Customer Service	3,293	13,626	19,615	20,203	20,809	21,434	21,434	22,077
Maintenance	144,838	95,807	95,636	98,505	101,460	104,504	104,504	107,639
Sub-Total Personnel	**$ 239,677**	**$ 163,223**	**$ 167,770**	**$ 172,803**	**$ 177,987**	**$ 183,326**	**$ 183,326**	**$ 188,826**
Operating Expenses								
Access/Parking/Customer Service	$ 92,829	$ 96,000	$ 76,636	$ 78,935	$ 81,303	$ 83,742	$ 83,742	$ 86,254
Asset Management (Maintenance)	130,718	76,499	78,488	80,843	83,268	85,766	85,766	88,339
District Vitality Activities	13,655	11,479	19,100	19,673	20,263	20,871	20,871	21,497
EcoPass Program	-	33,805	40,740	41,807	42,874	43,941	43,941	44,814
Sub-Total Operating	**$ 237,202**	**$ 217,783**	**$ 214,964**	**$ 221,258**	**$ 227,708**	**$ 234,320**	**$ 234,320**	**$ 240,905**
Capital Improvement Plan								
Annual CIP Projects	$ -	$ 185,000	$ 150,000	$ -	$ -	$ -	$ -	$ -
Capital Replacement Reserve	-	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Sub-Total Capital	**$ -**	**$ 194,000**	**$ 159,000**	**$ 9,000**	**$ 9,000**	**$ 9,000**	**$ 9,000**	**$ 9,000**
Transfers								
Cost Allocation	$ 48,012	$ 48,732	$ 48,732	$ 50,194	$ 51,700	$ 53,251	$ 53,251	$ 54,848
Sub-Total Transfers	**$ 48,012**	**$ 48,732**	**$ 48,732**	**$ 50,194**	**$ 51,700**	**$ 53,251**	**$ 53,251**	**$ 54,848**
Total Uses of Funds	**$ 524,891**	**$ 623,738**	**$ 590,466**	**$ 453,254**	**$ 466,395**	**$ 479,897**	**$ 479,897**	**$ 493,579**
Ending Fund Balance Before Reserves	**$ 1,036,362**	**$ 880,168**	**$ 712,633**	**$ 728,646**	**$ 734,063**	**$ 728,493**	**$ 728,493**	**$ 711,729**
Reserves								
Operating	$ 279,290	$ 104,164	$ 98,608	$ 75,693	$ 77,888	$ 80,143	$ 80,143	$ 82,428
Sick/Vacation Accrual	1,650	1,699	1,750	1,803	1,857	1,912	1,970	1,970
Total Reserves	**$ 280,940**	**$ 105,863**	**$ 100,358**	**$ 77,496**	**$ 79,745**	**$ 82,055**	**$ 82,113**	**$ 84,398**
Ending Fund Balance After Reserves	**$ 755,423**	**$ 774,305**	**$ 612,275**	**$ 651,149**	**$ 654,318**	**$ 646,439**	**$ 646,381**	**$ 627,331**

WASTEWATER UTILITY 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 30,262,630**	**$ 29,872,000**	**$ 13,167,148**	**$ 8,571,585**	**$ 8,899,898**	**$ 6,924,429**	**$ 6,081,144**	**$ 5,546,478**
Sources of Funds								
Sewer Charges to General Customers	$ 21,662,822	$ 21,899,171	$ 22,764,188	$ 23,543,861	$ 24,350,238	$ 25,184,234	$ 26,046,794	$ 26,938,897
Projected Rate Increase	-	1,094,959	1,138,209	1,177,193	1,217,512	1,259,212	1,302,340	808,167
COVID-19 Impact	-	(800,000)	-	-	-	-	-	-
Surcharge/ Pretreatment Fees	149,543	142,353	142,353	142,353	142,353	142,353	142,353	142,353
Plant Investment Fees	2,242,328	1,270,000	1,000,000	700,000	700,000	700,000	700,000	700,000
Connection Charges	8,270	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Special Assessments	10,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Interest on Investments	593,096	228,288	553,034	360,006	373,795	290,825	255,407	232,951
Rent and other miscellaneous revenue	30,766	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Bond Proceeds	-	-	-	49,675,000	22,523,000	-	-	-
Total Sources of Funds	**$ 24,696,825**	**23,899,770**	**$ 25,662,784**	**$ 75,663,413**	**$ 49,371,899**	**$ 27,641,624**	**$ 28,511,894**	**$ 28,887,368**
Uses of Funds								
Operating								
Administration	$ 987,647	$ 1,067,936	$ 1,082,627	$ 1,115,106	$ 1,148,559	$ 1,183,016	$ 1,218,506	$ 1,255,062
Planning and Project Management	426,213	435,402	415,794	428,268	441,116	454,349	467,980	482,019
Wastewater Quality & Environmental Svcs	1,090,826	1,314,571	1,172,100	1,207,263	1,243,480	1,280,785	1,319,208	1,358,785
System Maintenance	1,681,603	1,730,227	1,683,262	1,733,760	1,785,773	1,839,346	1,894,527	1,951,362
Wastewater Treatment	4,786,483	5,123,304	5,121,267	5,274,905	5,433,152	5,596,147	5,764,031	5,936,952
Total Operating Uses of Funds	**$ 8,972,771**	**$ 9,671,440**	**$ 9,475,050**	**$ 9,759,302**	**$ 10,052,081**	**$ 10,353,643**	**$ 10,664,252**	**$ 10,984,180**
Debt								
2012 Refunding of the WRRF 2005 Revenue Bond	3,321,372	3,142,250	3,124,750	3,127,250	3,128,500	3,128,500	3,128,500	-
WRRF UV, Digester, Headworks Imp 2010 Rev Bond	675,188	671,088	671,688	571,838	571,538	569,438	573,188	571,350
Sanitary Sewer Rehabilitation Bond 2015	679,531	676,131	677,631	678,931	680,581	676,781	677,681	678,131
2015 Sewer Rev Bond	71,913	-	-	-	-	-	-	-
Foothills Baseline Sewer Bond 2018	-	241,306	240,891	241,268	241,063	241,190	241,181	241,035
WRRF Nutrient Compliance and Sanitary Sewer Bond 202	-	-	-	-	1,914,455	1,914,455	1,914,455	1,914,455
Anticipated Bond - Interceptor Replacement 2022	-	-	-	4,222,375	4,222,375	4,222,375	4,222,375	4,222,375
Total Debt Service	**$ 4,748,004**	**4,730,775**	**$ 4,714,960**	**$ 8,841,662**	**$ 10,758,512**	**$ 10,752,739**	**$ 10,757,380**	**$ 7,627,346**
Transfers								
Cost Allocation	$ 1,045,560	1,044,444	1,050,444	1,155,488	1,271,037	1,334,589	1,401,318	1,471,384
Planning & Development Services	315,013	350,952	306,763	315,966	325,445	335,208	345,264	355,622
Transportation - Admin Support	-	16,300	16,300	16,789	17,293	17,812	18,346	18,896
Total Transfers Out	**$ 1,360,573**	**$1,411,696**	**$ 1,373,507**	**$ 1,488,243**	**$ 1,613,775**	**$ 1,687,609**	**$ 1,764,928**	**$ 1,845,902**

WASTEWATER UTILITY 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
CONTINUED								
Capital Improvement Program	$ 10,006,107	$ 9,737,389	$ 14,694,831	$ 5,570,893	$ 6,400,000	$ 5,690,918	5,860,000	6,940,000
Projected Bond-Interceptor	-	-	-	49,200,000	-	-	-	-
Sanitary Sewer Rehabilitation Bond 2015	-	-	-	-	22,300,000	-	-	-
Bond Issuance Costs	-	-	-	475,000	223,000	-	-	-
Carryover, Encumbrances and Adjustments to Base	-	15,053,322	-	-	-	-	-	-
Total Uses of Funds	**$ 25,087,455**	**$ 40,604,622**	**$ 30,258,348**	**$ 75,335,100**	**$ 51,347,367**	**$ 28,484,909**	**$ 29,046,560**	**$ 27,397,428**
Ending Fund Balance Before Reserves	**$ 29,872,000**	**$13,167,148**	**$ 8,571,585**	**$ 8,899,898**	**$ 6,924,429**	**$ 6,081,144**	**$ 5,546,478**	**$ 7,036,418**
Reserves								
Bond Reserves	$ 670,139	$ 670,139	$ 670,139	$ 670,139	$ 670,139	$ 670,139	$ 670,139	$ 670,139
FEMA Deobligation Reserve	36,445	36,445	36,445	36,445	36,445	36,445	$ 36,445	$ 36,445
Sick/Vacation/Bonus Reserve	304,750	62,004	63,864	65,780	67,753	69,786	71,880	74,036
PERA Legislative Contingency	4,859	-	-	-	-	-	-	-
Pay Period 27 Reserve	226,024	226,024	226,024	226,024	226,024	226,024	27,774	28,607
Operating Reserve	2,583,336	2,770,784	2,712,139	2,811,886	2,916,464	3,010,313	3,107,295	3,207,521
Capital Reserve	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Reserves	**$ 4,325,553**	**$ 4,265,396**	**$ 4,208,611**	**$ 4,310,274**	**$ 4,416,825**	**$ 4,512,707**	**$ 4,413,533**	**$ 4,516,748**
Ending Fund Balance After Reserves	**$ 25,546,448**	**$ 8,901,752**	**$ 4,362,973**	**$ 4,589,624**	**$ 2,507,604**	**$ 1,568,437**	**$ 1,169,390**	**$ 2,556,116**

WATER UTILITY 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning of Year Fund Balance	**$ 40,223,708**	**$ 42,168,090**	**$ 28,389,543**	**$ 27,883,514**	**$28,274,367**	**$ 24,276,327**	**$ 18,432,957**	**$ 18,094,480**
Sources of Funds								
Sale of Water to General Cust	$ 28,136,276	$ 28,895,738	$ 30,610,336	$ 32,729,651	$ 34,995,623	$ 36,725,487	$ 38,540,806	$ 40,064,247
Projected Rate Increase	-	2,022,702	2,448,827	2,618,372	2,099,737	2,203,529	1,927,040	1,602,570
COVID Impact	-	(1,200,000)	-	-	-	-	-	-
Bulk/Irrigation Water Sales	399,444	143,050	143,051	143,050	143,050	143,050	143,050	143,050
Hydroelectric Revenue	1,764,680	1,700,000	1,750,850	1,803,226	1,857,172	1,912,737	1,969,970	2,028,919
Miscellaneous Operating Revenues	70,000	30,000	30,000	30,000	30,000	30,000	30,000	25,000
Plant Investment Fees	6,146,837	4,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Connection Charges	221,526	130,000	130,000	130,000	130,000	130,000	130,000	130,000
Interest on Investments	887,373	574,133	567,791	557,670	565,487	485,527	368,659	361,890
Rent, assessments and other misc revenues	119,102	20,500	20,500	20,500	20,500	20,500	20,500	20,500
Transfer from General Fund - Fire Training Center	92,785	92,785	92,785	92,785	92,785	-	-	-
Projected Bond Proceeds	-	-	-	39,977,055	-	-	-	-
Total Sources of Funds	**$ 37,838,023**	**$ 36,408,909**	**$ 38,294,139**	**$ 80,602,309**	**$ 42,434,355**	**$ 44,150,830**	**$ 45,630,025**	**$ 46,876,176**
Uses of Funds								
Operating								
Administration	$ 1,605,259	$ 1,647,034	$ 1,722,157	$ 1,773,822	$ 1,827,037	$ 1,881,848	$ 1,938,303	$ 1,996,452
Planning and Project Management	436,903	602,122	724,215	745,941	768,319	791,369	815,110	839,563
Water Resources and Hydroelectric Operations	3,130,072	3,043,741	3,287,694	3,386,325	3,487,915	3,592,552	3,700,329	3,811,339
Water Treatment	4,838,438	5,055,167	4,998,204	5,148,150	5,302,595	5,461,673	5,625,523	5,794,289
Water Quality and Environmental Svcs	1,103,050	1,439,542	1,078,250	1,110,598	1,143,916	1,178,233	1,213,580	1,249,987
System Maintenance	3,492,831	3,437,263	3,424,724	3,527,466	3,633,290	3,742,288	3,854,557	3,970,194
Windy Gap Payment	659,124	1,351,124	1,351,124	200,000	206,000	212,180	218,545	225,102
Total Operating Uses of Funds	**$ 15,265,676**	**$ 16,575,993**	**$ 16,586,368**	**$15,892,302**	**$ 16,369,071**	**$16,860,143**	**$ 17,365,947**	**$ 17,886,926**
Debt								
Refunding of the 1999 and 2000 Revenue Bonds	$ 1,454,441	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Lakewood 2001 Rev Bond; Refunded in 2012	2,087,000	2,087,800	2,095,600	-	-	-	-	-
Betasso WTP Improvements - 2015	2,255,681	2,260,681	2,259,981	2,258,681	2,256,781	2,259,281	2,256,081	2,257,281
Carter Lake Pipeline - 2018	2,402,570	2,406,044	2,401,909	2,405,771	2,403,726	2,405,999	2,404,908	2,403,465
Projected Bond - Barker/Albian Dam - 2022	-	-	-	3,398,050	3,398,050	3,398,050	3,398,050	3,398,050
Total Debt Service	**$ 8,199,692**	**$ 6,754,525**	**$ 6,757,490**	**8,062,502**	**$ 8,058,557**	**8,063,330**	**$ 8,059,039**	**$ 8,058,796**
Transfers								
Cost Allocation	$ 1,692,757	$ 1,717,381	$ 1,735,381	$ 1,822,150	$ 1,913,258	$ 2,008,920	2,109,366	2,214,835
Planning & Development Services	317,672	353,691	305,717	314,889	324,335	334,065	344,087	354,410
Transportation - Admin Support	16,300	16,300	16,300	16,789	17,293	17,811	18,346	18,896
Total Transfers Out	**$ 2,026,729**	**$ 2,087,372**	**$ 2,057,398**	**$2,153,828**	**$ 2,254,885**	**$2,360,797**	**$ 2,471,799**	**$ 2,588,141**

WATER UTILITY 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
CONTINUED								
Capital	$ 9,920,153	$ 12,346,837	$ 13,398,913	$ 14,125,769	$ 19,749,883	$ 22,709,930	$ 18,071,716	$ 10,951,323
Projected Bond - Betasso WTP IMP	480,125	-	-	-	-	-	-	-
Projected Bond - Albion Dam; WTP Imp; Meter Vault	-	-	-	39,577,055	-	-	-	-
Projected Bond - Issuance Costs	1,266	-	-	400,000	-	-	-	-
Encumbrances, Carryover and Adjustments to Base	-	12,422,730	-	-	-	-	-	-
Total Uses of Funds	**$ 35,893,641**	**$ 50,187,456**	**$ 38,800,169**	**$ 80,211,455**	**$ 46,432,395**	**$ 49,994,199**	**$ 45,968,502**	**$ 39,485,185**
Ending Fund Balance Before Reserves	**$ 42,168,090**	**$ 28,389,543**	**$ 27,883,514**	**$28,274,367**	**$24,276,327**	**$18,432,957**	**$ 18,094,480**	**$ 25,485,471**
Reserves								
Bond Reserve	$ 2,081,429	$ 2,081,429	$ 2,081,429	$ -	$ -	$ -	$ -	$ -
Lakewood Pipeline Remediation Reserve	17,385,876	17,851,867	15,400,000	15,400,000	10,000,000	10,000,000	10,000,000	10,000,000
Carter Lake Pipeline Reserve	1,530,697	1,530,697	1,530,697	-	-	-	-	-
FEMA Deobligation Reserve	87,951	87,951	87,951	87,951	87,951	87,951	87,951	87,951
Sick/Vacation/Bonus Reserve	620,041	65,040	66,991	69,001	71,071	73,203	75,399	77,661
PERA Legislative Contingency	6,933	-	-	-	-	-	-	-
Pay Period 27 Reserve	287,303	288,249	289,195	290,141	291,087	292,033	317,033	342,033
Operating Reserve	4,323,101	4,665,841	4,660,941	4,511,532	4,655,989	4,805,235	4,959,437	5,118,767
Capital Reserve	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Total Reserves	**$ 28,323,330**	**$ 28,323,330**	**$ 26,117,205**	**$ 22,358,625**	**$ 17,106,098**	**$ 17,258,422**	**$ 17,439,820**	**$ 17,626,412**
Ending Fund Balance After Reserves	**$ 13,844,760**	**$ 66,212**	**$ 1,766,309**	**$5,915,742**	**$ 7,170,229**	**$1,174,535**	**$ 654,660**	**$ 7,859,059**

WORKERS' COMPENSATION INSURANCE 2021 FUND FINANCIAL

	2019 Actual	2020 Revised	2021 Recommended	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	**$ 1,857,686**	**$ 2,710,003**	**$ 2,991,093**	**$ 3,398,347**	**$ 3,700,406**	**$ 4,010,609**	**$ 4,176,159**	**$ 4,517,124**
Sources of Funds								
Charges to Departments	$ 2,474,384	$ 2,393,322	$ 2,538,150	$ 2,614,295	$ 2,767,724	$ 2,850,755	$ 2,936,278	$ 3,024,366
Interest Earnings	50,826	29,823	30,201	30,419	30,638	30,858	31,081	31,304
Insurance Proceeds	1,251	10,038	10,138	10,240	10,342	10,445	10,550	10,655
Total Sources of Funds	**$ 2,526,460**	**$ 2,433,182**	**$ 2,578,490**	**$ 2,654,953**	**$ 2,808,703**	**$ 2,892,059**	**$ 2,977,909**	**$ 3,066,326**
Uses of Funds								
Insurance Premiums & Consultations	$ 177,484	$ 202,479	$ 160,578	$ 167,001	$ 173,681	$ 180,628	$ 187,854	$ 195,368
3rd Party Claims Administration	1,213,733	1,616,447	1,653,324	1,814,727	1,944,815	2,155,227	2,047,466	1,945,092
Program Administration	233,593	258,093	286,011	294,591	303,429	312,532	321,908	331,565
Cost Allocation	49,333	50,073	50,073	51,575	51,575	53,122	54,716	56,358
Risk Prevention Programs	-	25,000	21,250	25,000	25,000	25,000	25,000	25,000
Total Uses of Funds	**$ 1,674,143**	**$ 2,152,092**	**$ 2,171,236**	**$ 2,352,895**	**$ 2,498,500**	**$ 2,726,510**	**$ 2,636,943**	**$ 2,553,383**
Ending Fund Balance Before Reserves	**$ 2,710,003**	**$ 2,991,093**	**$ 3,398,347**	**$ 3,700,406**	**$ 4,010,609**	**$ 4,176,159**	**$ 4,517,124**	**$ 5,030,068**
Reserves								
Year-end Estimated Liabilities	$ 2,444,102	$ 2,796,185	$ 3,006,257	$ 3,240,521	$ 3,490,246	$ 3,315,734	$ 3,149,947	$ 2,992,450
Pay Period 27 Reserve	10,980	10,980	10,980	10,980	10,980	10,980	-	-
Total Reserves	**$ 2,455,082**	**$ 2,807,165**	**$ 3,017,237**	**$ 3,251,501**	**$ 3,501,226**	**$ 3,326,714**	**$ 3,149,947**	**$ 2,992,450**
Ending Fund Balance After Reserves	**$ 254,921**	**$ 183,928**	**$ 381,110**	**$ 448,905**	**$ 509,383**	**$ 849,445**	**$ 1,367,177**	**$ 2,037,618**

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Budget Terms

ACCRUAL BASIS - The basis of accounting under which revenues and expenses are recognized when they occur, rather than when collected or paid.

AD VALOREM TAX - Tax based on the Assessed Valuation of property.

ADJUSTMENT TO BASE (ATB) – This is an appropriation above the annual budget appropriation to account for changing programs and priorities, also known as a supplemental budget. The city has two ATB processes, one in the spring and one in the fall.

APPROPRIATION - Legal authorization granted by City Council to make expenditures and incur obligations up to a specific dollar amount.

APPROPRIATION ORDINANCE - An ordinance by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual budget is enacted into law by the City Council.

ASSESSED VALUATION - Basis for determining property taxes. The County Assessor determines the assessed valuation of residential real property. For 2020, property was appraised at the 2019 actual value. As provided by state law, the residential rate was 7.15% of its actual 2019 value, and other property was assessed at 29%.

BOND - Written promise to pay a specified sum of money, called the face value or principal, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

BUDGET - Financial plan outlining an estimate of adopted expenditures for a given period and the adopted revenue estimates of financing them. Upon approval by City Council, the budget appropriation ordinance is the legal basis for expenditures in the budget year.

CAPITAL ASSETS - Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.

CAPITAL IMPROVEMENT PROGRAM (CIP) - An annual, updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding, and timing of work over a six-year period.

CAPITAL PROJECT - Projects involving the purchase or construction of capital assets. Often a capital project encompasses the purchase of land and the construction of a building or facility, or major street construction or reconstruction. Design, engineering, or architectural fees are often a part of a capital project.

CAPITAL PURCHASES - Those items which a department purchases that have a value of over $5,000 and a life of longer than one year.

DEBT SERVICE - Payment of principal and interest related to long-term debt.

DEPARTMENT - An organizational unit of the city which provides one or more services.

DEPRECIATION - Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

DESIGNATED FUND BALANCE - A portion of the fund balance that has been set aside for a specific purpose by the City Council.

DIVISION - A group of related tasks to provide a specific benefit to either the general public or the city organization. A division is a sub-organizational unit of the department.

ENCUMBRANCE - Appropriations committed by contract for goods or services, which have not yet been paid.

EXCISE TAX - Indirect tax on the manufacture, sale, or use of certain goods and/or products.

Budget Terms

FISCAL YEAR - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Boulder's fiscal year is January 1 through December 31.

FULL TIME EQUIVALENT (FTE) - Unit used to measure the number of employees based on a 40-hour work week.

FUND BALANCE - The balance remaining in a fund after costs have been subtracted from revenues.

GENERAL IMPROVEMENT DISTRICT (GID) – Local taxing entities created for the purpose of constructing, operating or maintaining specific public improvements or certain services within the district. The city has five general improvement districts.

GENERAL OBLIGATION BONDS - Bonds which the full faith and credit of the issuing government are pledged for repayment.

GRANTS - Contributions or gifts of cash or other assets from another organization to be used or expended for a specified purpose or activity.

HOME RULE - Statutory and constitutional provisions, which allow municipalities to exercise powers of local self-government such as the administration and collection of local taxes. The City of Boulder is a home rule municipality.

INFRASTRUCTURE - Facilities on which the continuance and growth of a community depend, such as streets, water lines, etc.

INTERDEPARTMENTAL CHARGES - Charges for services provided by the Internal Service Funds. An example of these charges is vehicle charges. These charges are reflected as expenditures in the department budgets and as revenues in the Internal Service Funds.

INTERNAL TRANSFERS - Legally authorized intra-city transfers from a fund receiving revenue to another fund where it is to be expended. Revenue and expenditures are accounted for in both funds.

LEASE-PURCHASE AGREEMENTS - Contractual agreements which are termed "leases," but which in substance amount to purchase contracts, for equipment and machinery.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issuance.

MATURITY - The date on which the principal or stated value of investments or debt obligations are due and may be reclaimed.

MILL LEVY - Rate applied to Assessed Valuation of property to determine property taxes. A mill is 1/10th of a penny, or $1.00 of tax for each $1,000 of assessed valuation. The city's maximum mill levy, excluding debt service, is thirteen mills per City Charter. The current mill levy is 11.981 mills.

MODIFIED ACCRUAL BASIS - Revenues are recorded as the amount becomes measurable and available. Expenditures are recorded when the liability is incurred.

OCCUPATION TAX - Tax imposed for the privilege of carrying on a business, trade, or profession.

OPERATING BUDGET - Represents the amount of money necessary to provide for the day-to-day functions of city government. It does not include internal transfers between funds, nor does it include expenditures for debt service and capital projects.

PERSONNEL SERVICES - This category includes salary and benefits for standard and temporary employees. It also includes budgeted overtime.

Budget Terms

PLANT INVESTMENT FEES - Charges to development for connecting to the city's water or sewer system to compensate for the incremental use of capacity consumed in order to serve the development.

PROGRAM - A specific activity within a department. A grouping of programs typically defines a division within a department.

PROJECTED - Estimation of revenues or expenditures based on past trends, current economic conditions and future financial forecasts.

RESERVES - Funds which are planned to not be spent in the current budget year, and whose level is established by a specific policy decision. Please refer to specific reserve policies in this document.

REVISED BUDGET - Most recent estimate of revenues and expenditures including additional appropriations made throughout the year and encumbrances carried over.

SALES TAX - Tax collected or required to be collected and remitted by a retailer on taxable sales.

SPECIAL ASSESSMENT - A levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

TABOR - Colorado's Taxpayer Bill of Rights was approved by voters in 1992 and placed significant technical restrictions on the amount of revenue the State of Colorado can retain and spend.

TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAM - Helps to make Boulder's transportation system more efficient by influencing how, when, and how often people travel, the routes they take, and the cost of the trip. The goal of GO Boulder's TDM program, as outlined in city's Transportation Master Plan (TMP), is to maintain zero growth in vehicle miles traveled and, by 2025, to reduce single-occupant vehicle travel to 25% of all trips.

UNALLOCATED FUND BALANCES - Unspent funds whose levels at any point in time are the difference between expected revenues plus any unspent funds from prior years and budgeted expenditures. The primary conceptual difference between unallocated fund balances and reserves is that reserves are earmarked by conscious policy decisions, and unallocated fund balances are funds which remain above the reserve.

USE TAX - Tax paid or required to be paid by a consumer for the use, storage, distribution or otherwise consuming tangible personal property or taxable services in the city. The use tax is a complement to the sales tax, and its purposes are to equalize competition between in-city and out-of-city vendors and lessors of tangible personal property and services and to eliminate incentives for city residents to leave the city to purchase or lease tangible personal property and taxable services.

USER FEES - The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Fund Definitions

GOVERNMENTAL FUNDS

GENERAL FUND - Accounts for the revenues and expenditures necessary to carry out basic governmental activities of the city such as public safety, human services, legal services, administrative services, and others which are not required to be accounted for in another fund.

SPECIAL REVENUE FUNDS - Accounts for the proceeds of specific revenue sources (other than special assessments, pension trusts, proprietary fund operations, and revenues received for major capital projects) that are legally restricted for specific purposes. The City of Boulder has the following special revenue funds:

.25 Cent Sales Tax Fund accounts for earmarked sales tax authorized by the voters in 1995 for parks and recreation operating and capital needs.

Affordable Housing Fund accounts for cash in lieu of financial contributions from developers and General Fund contributions which are to be used to construct, purchase and maintain permanently affordable housing units in Boulder. This fund is also used to cover administrative costs to run the program.

Airport Fund accounts for the operations of the city-owned municipal airport. Financing is provided by grants, rents and leases.

Boulder Junction Access (GID) - Travel Demand Management Fund accounts for dedicated property tax and payments in lieu of taxes (PILOT) authorized by the voters to fund transit bus passes, bike and car share programs, and infrastructure for the properties within the Boulder Junction access district.

Boulder Municipal Property Authority (BMPA) Fund accounts for base rentals from the General Fund and Open Space Fund for the purpose of acquiring real and personal property and leasing, selling, or otherwise conveying the same to the city.

Capital Development Fund accounts for development fee proceeds to be utilized for the acquisition, construction, and improvement of facilities necessary to maintain the current level of public amenities such as police, fire, library, human services, municipal offices, streets, and parks and recreation.

Climate Action Plan (CAP) Fund accounts for tax levied on city residents and businesses and is based on the amount of electricity they consume and funds programs related to increasing energy efficiency, increasing renewable energy use, reducing emissions from motor vehicles, and taking other steps toward the goal of meeting the Kyoto Protocol.

Community Development Block Grant Fund accounts for the funds granted by the Community Development Block Grant program administered by the U.S. Department of Housing and Urban Development to fund activities that benefit low- and moderate-income persons.

Community Housing Assistance Program (CHAP) Fund accounts for property tax, a housing excise tax, and fees to be used to increase the supply of affordable housing in Boulder.

HOME Investment Partnership Grant Fund accounts for funds granted by the HOME program administered by the U.S. Department of Housing and Urban Development to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.

Library Fund accounts for dedicated property tax, gifts, and donations to fund the operations of the city-owned library and branches.

Lottery Fund accounts for State Conservation Trust Fund proceeds to be utilized for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.

Fund Definitions

Open Space Fund accounts for dedicated sales tax for the acquisition and maintenance of open space land.

Planning & Development Services Fund accounts for fees for services related to development and building services functions.

Recreation Activity Fund accounts for fees for services related to the provision of recreation, reservoir and golf course services/programs.

Sugar-Sweetened Beverage Distribution Tax Fund accounts for two cents per ounce excise tax on the distribution of beverages with added sugar and other sweeteners to fund programs related to health promotion, general wellness programs, and chronic disease prevention that improve health equity, and other health programs especially for residents with low-income and those most affected by chronic disease linked to sugary drink consumption.

Transit Pass GID Fund accounts for earmarked property tax authorized by the voters in 2000 to fund bus transit passes for participating neighborhoods.

Transportation Development Fund accounts for development fees to be utilized for the construction of transportation capital improvements related to new development and growth.

Transportation Fund accounts for dedicated sales tax and supplemented by city's share of the county road and bridge tax, state highway users' tax, and state auto registration fees for the construction, operation, and maintenance of all major thoroughfares, local streets, bikeways, and walkways.

CAPITAL PROJECT FUNDS - Accounts for financial resources to be used for acquisition, construction, and improvement of general fixed assets (other than those financed by Proprietary Funds). The City of Boulder has the following Capital Project Funds:

Boulder Junction Improvement Fund accounts for a portion of the use taxes collected from development in the area for the development of a new "Boulder Junction" 160-acre site located around 30th and Pearl Streets.

Community, Culture, & Safety Fund accounts for dedicated sales tax for the construction and improvement of capital assets outlined within the ballot language including improving community spaces, bolstering cultural projects and organizations, and enhancing safety.

Governmental Capital Fund accounts for a transfer from the General Fund to provide funding for general capital projects throughout the city.

Permanent Park & Recreation Fund accounts for dedicated property tax for the acquisition of park land or permanent improvements of park and recreation facilities.

PROPRIETARY FUNDS

ENTERPRISE FUNDS - Established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges. All activities necessary to provide such services are accounted for in these funds, including, but not limited to, administration, operations, maintenance, financing and related debt service, and billing collections. The City of Boulder has the following Enterprise Funds:

Boulder Junction Access (GID) - Parking Fund accounts for dedicated property tax and fees to fund programs to meet the parking facilities and service goals.

Downtown Commercial District Fund (formerly CAGID) accounts for dedicated property tax and fees for the maintenance and operations of parking facilities and services to the district.

Fund Definitions

Stormwater/Flood Management Utility Fund accounts for user fees and plant investment fees to support the acquisition, operation, and maintenance of stormwater and flood management facilities.

University Hill Commercial District Fund (formerly UHGID) accounts for dedicated property tax and fees for the maintenance and operations of parking facilities and services to the district.

Wastewater Utility Fund accounts for user fees and plant investment fees to support the acquisition, operation, and maintenance of wastewater facilities.

Water Utility Fund accounts for user fees and plant investment fees to support the acquisition, operation, and maintenance of water facilities.

INTERNAL SERVICE FUNDS - Established to finance and account for services and/or commodities required by other funds. The City of Boulder has the following Internal Service Funds:

Compensated Absences Fund accounts for a transfer from the General Fund for allowable payments (typically outstanding vacation accrual) to employees existing the organization.

Computer Replacement Fund accounts for internal department transfers for the costs of acquiring and maintaining computer equipment used by other city departments.

Dental Self-Insurance Fund accounts for employee and city premium contributions and claims payments; and facilitates the monitoring of the city's self-insured employee dental plan.

Equipment Replacement Fund accounts for internal department transfers for the costs of acquiring equipment used by other city departments.

Facility Renovation & Replacement Fund accounts for internal department transfers for the costs of maintaining and replacing facilities within the City of Boulder.

Fleet Operations & Replacement Fund accounts for internal department transfers for the costs of acquiring automotive equipment used by other city departments, as well as the associated operating and maintenance costs.

Property & Casualty Insurance Fund accounts for internal department transfers and facilitates the monitoring of the city's self- insured property & casualty insurance plan.

Telecommunications Fund accounts for internal department transfers for the costs of operating, acquiring, and maintaining telecommunications equipment used by all city departments.

Workers' Compensation Insurance Fund accounts for internal department transfers and facilitates the monitoring of the city's self-insured workers compensation plan.

FIDUCIARY FUNDS

PENSION TRUST FUNDS - Accounts for the accumulation of resources to be used for retirement annuity payments at appropriate amounts and times in the future. Resources are contributed by employees and the City of Boulder at amounts determined by biennial actuarial studies and by state law.

Fire Pension Fund accounts for retirement annuity payments for the City of Boulder's firefighters.

Police Pension Fund accounts for retirement annuity payments for the City of Boulder's police officers.

Codified Fees, Rates, & Charges

The City of Boulder delivers numerous services to residents and businesses throughout the year. For certain services, good financial management requires the city to recover its costs, in part or in full. In general, these services are of special or unique benefit to the resident or business receiving the service, for example: building safety inspections, development review, vehicle parking, and wastewater treatment.

No different from households or private enterprise, city departments face cost increases related to wages and benefits, fuel, utilities, office equipment, and building renovation and repair. Cost recovery practices for the city thus include a periodic review of the fees charged to determine whether city expenditures on selected services are appropriately offset by the fee revenue collected. This review often takes place as part of the development of the budget and the city includes adjustments to fees in the budget document. Without inflation adjustments, the city would need to incrementally shift resources away from current programs to pay for services for residents or businesses receiving a special benefit.

This section provides a summary of fees, rates, or user charges codified in the Boulder Revised Code (BRC) section 4-20 for six departments/divisions:

Climate Initiatives

Community Vitality

Finance - Tax & License

Fire-Rescue

Planning & Development Services

Utilities

The information in this section includes what the city charges in 2020, recommended 2021 fees, and the % change in the fees, which are effective January 1, 2021 unless otherwise noted. For many fees in this section, the change mirrors the rate of inflation in the general level of prices in the economy, the change in construction cost indices widely used in various industries, or the result of a calculation of costs incurred by the city when the actual costs are known.

Codified Fees, Rates, & Charges

CLIMATE INITIATIVES

Boulder's marijuana industry accounts for 2% of the community's total energy use and results in more than 14,000 metric tons of greenhouse gas (GHG) emissions annually. In an effort to mitigate the environmental impact that this new industry would have on the community's ability to achieve its GHG goals, Boulder Municipal Code sections 6-14- 8(i) and 6-16-8(i) were adopted with requirement that cultivation facilities directly offset 100% of their electricity consumption either through on-site solar, subscriptions to solar gardens or an equivalent that is subject to approval by the city. Where they cannot meet this requirement with on-site solar or participation in a solar garden, license holders pay a per kWh fee to the city for energy impact offset. The city intends to use the fees to catalyze projects that reduce and/or offset the marijuana industry's greenhouse gas emissions.

Beginning in 2020, an applicant for a building or demolition permit which requires a deposit under section 3601.2.3 of the City of Boulder Building code or section R328.2.3 of the City of Boulder Residential Code shall pay an administrative fee of $100.

CLIMATE INITIATIVES FEES, RATES, & CHARGES

FEE PAID BY TYPICAL APPLICANTS

	2020 Approved	2021 Recommended	Units	Percent Change	B.R.C. Section
Energy Impact Offset Fee					
Annual fee of $0.0204 per kWh per license	$ 10,000.00	$ 10,000.00	per year	0.0%	4-20-67
Construction and Demolition Deposit Fee					
Administrative fee for building or demolition permit	$ 100.00	$ 100.00	per year	0.0%	

DEPARTMENT REVENUE IMPACT

	2020 Approved	2021 Recommended	Percent Change
Climate Initiatives			
Energy Impact Offset Fee	$ 400,000	$ 400,000	0.0%
Construction and Demolition Deposit Fee	11,000	11,000	0.0%
Total	**$ 400,000**	**$ 400,000**	**0.0%**

Codified Fees, Rates, & Charges

COMMUNITY VITALITY

Community Vitality sets a schedule of user fees to recover a share of the cost of providing mall permits and facilities on the Pearl Street Mall. The fees are based on what the public would pay for similar services from private enterprise. The department reviews all fees annually and uses the current Consumer Price Index (CPI) projections to increase fees for the Pearl Street Mall permit and fee program.

In addition to the mall fees in section 4-20, Community Vitality sets fees for long-term parking permits in the Downtown garages and for Downtown and University Hill lots. Staff annually assesses the Downtown Commercial District (CAGID) and University Hill Commercial District (UHGID) long-term parking rates with private sector rates and makes adjustments in alignment with demand and the market. These rate changes also help CAGID and UHGID keep pace with rising expenses.

For 2021, Downtown garage permits will remain the same rate as 2020. This reflects the impacts from COVID-19 and the assumption that CPI will remain flat from 2020 to 2021. A comprehensive parking pricing strategy will be developed in 2020-2021 to guide the pricing decisions for 2022. University Hill permit costs will not change for 2021.

COMMUNITY VITALITY FEES, RATES, & CHARGES

FEE PAID BY TYPICAL BUSINESS / INDIVIDUAL

	2020 Approved	2021 Recommended	Units	Percent Change	B.R.C. Section
Long-Term Parking Permit Fees					
Downtown Garages	$ 465.00	$ 465.00	per quarter	0.0%	
Downtown Surface Lots	270.00	270.00	per quarter	0.0%	
Mall Permits/Fees					
Mobile Vending Carts	$ 2,370.00	$ 2,370.00	per year	0.0%	4-20-11
Ambulatory Vendor Permit (May-Sep)	120.00	120.00	per month	0.0%	4-20-11
Ambulatory Vendor Permit (Oct-Apr)	60.00	60.00	per month	0.0%	4-20-11
Electricity Event Fee	21.00	21.00	per day	0.0%	4-20-11
Entertainment Vending Permit	17.00	17.00	per month	0.0%	4-20-11
Personal Services Vending Permit (May-Sep)	120.00	120.00	per month	0.0%	4-20-11
Personal Services Vending Permit (Oct-Apr)	60.00	60.00	per month	0.0%	4-20-11

DEPARTMENT REVENUE IMPACT

	2020 Approved	2021 Recommended	Percent Change
Community Vitality			
Mobile Vending Carts	$ 29,966	$ 29,966	0.0%
Ambulatory/Personal Service Permit	4,219	4,219	0.0%
Electricity Event Fee	525	525	0.0%
Entertainment Vending Permit	106	106	0.0%
Personal Services Vending Permit	1,539	1,539	0.0%
Downtown garage long term parking permit	3,781,114	3,781,114	0.0%
Downtown lot long term parking permit	257,807	257,807	0.0%
Total	**$ 4,082,922**	**$ 4,082,922**	**0.00%**

Codified Fees, Rates, & Charges

FINANCE - TAX & LICENSE DIVISION

The Finance Department charges a fee for the following seven city licenses: Auction Licenses; Circus, Carnival and Menagerie Licenses; Hemp Licenses; Itinerant Merchant Licenses; Secondhand Dealer and Pawnbroker Licenses; Mobile Food Vehicle Sales Licenses, and Tobacco Licenses. In 2020, all license fees, except the newest license types of Hemp and Tobacco, are set to increase by the amount of the CPI, rounded up to the nearest whole dollar. For Hemp licenses and Tobacco licenses, it is recommended to keep the license fees the same for the first year of processing to add predictability for license applicants and city staff.

City Licensing has taken on the state's portion of review for local only special event liquor permit processing. For three city licenses, City Licensing has added a necessary fee and now completes the background check work which was previously completed by the Police Department. As a result, for three of these licenses (Auction, Itinerant Merchant, and Secondhand Dealer/Pawnbroker), the city charges an additional $7 fee for each employee of the applicant business subject to an on-line background check through the Colorado Bureau of Investigation (CBI), to review for assessment of criminal operation concerns.

In addition, City Licensing coordinates Medical and Recreational Marijuana Business licensing, in collaboration with Police, Fire, Planning Code Enforcement, and the City Attorney's Office, collecting and reviewing citywide expenditures, to allow for determination of reasoned and concrete rationale before suggesting any changes to those license fees. Liquor Licensing fees are set and capped by the State Liquor Code and State Rules.

LICENSE APPLICATION TRENDS:

Special Event Liquor Permits and Temporary Modifications totaled 187 in 2019 with the majority being special event liquor permits for non-profit fundraising. In 2020 due to COVID, most non-profit fundraising events were canceled so only 28 special event liquor permits were processed, although 76 temporary modifications to expand outdoor dining areas for permanent liquor licenses were processed in 2020. Our 2020 total as of August 2020 for temporary alcohol service applications was 104.

Mobile Food Vehicle (MFV) licenses decreased in 2020 likely due to COVID, from 75 in 2019, to 50 as of August, 2020. In 2019, City Licensing completed a City Manager Rule so that MFV licenses are valid until March 1 of any given year (to better accommodate licensees for Health Department and Fire Department inspections) and also to set the license fee as to how pro-ration will be calculated.

Sales and Use Tax city business license applications declined slightly in 2020, this is due to the cancellation of several of the city's large special events due to the COVID-19 pandemic. This is also a result of the efforts in 2019 to register unlicensed businesses, which inflated 2019 license applications.

As of August 2020, there are 87 **Marijuana Business Licenses** issued. In 2019, there were 89 Marijuana Business Licenses in place. This slight decrease in license numbers is due to surrender of some large recreational grows and some additions of dispensary locations. There are currently fewer pending transfer applications and new license applications in 2020, than in 2019. A large source of unexpected work in 2020 included processing 24 curbside applications for provision of marijuana outside of dispensaries for online and phone orders. In May 2020, staff support began for the new city board, the Cannabis Licensing and Advisory.

For Permanent Liquor Licenses for bars and restaurants, license numbers were in 2019 257 (with 15 license surrenders received thus far in 2020 without licenses replacing at the same location), and as of August 2020 a total of 242.There may be more license surrenders in 2020, but temporary modifications to add outdoor occupancy has been stated to really have helped liquor licensees remain viable. Staff support of the Beverage Licensing Authority as the local liquor licensing authority continues.

Auctions, Carnivals, Itinerant Merchants for Door to Door sales, and Second Hand Dealer license applications all declined precipitously in 2020 due to the required closures to customers of these types of businesses under public health orders. However, Tobacco Retailer and Hemp Cultivator and Extraction license applications will be new license types added in 2020, and a new source of work in future years.

Codified Fees, Rates, & Charges

FINANCE - TAX & LICENSE DIVISION FEES, RATES & CHARGES

FEE PAID BY TYPICAL APPLICANTS

	2020 Approved	2021 Recommended	Units	Percent Change	B.R.C. Section
Commercial/Business Inspections					
Commercial/Business 2nd Re-inspection	$ 100.00	$ 100.00	per inspection	0.0%	4-20-52
Commercial/Business 3rd plus Re-inspection	250.00	250.00	per inspection	0.0%	4-20-52
Fire Protection System Inspections					
Fire Inspection Failure to Show	$ 250.00	$ 250.00	per inspection	0.0%	4-20-52
Above Ground Hydrostatic Sprinkler Test[1]					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Second Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
Sprinkler System Final Pump Test[1]					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Second Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
Fire Protection and Alarm System Installation[1]					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
False Fire Alarm Fees					
Third False Alarm	$ 150.00	150.00	per alarm	0.0%	4-20-52
Fourth False Alarm	300.00	300.00	per alarm	0.0%	4-20-52
Fifth False Alarm	600.00	600.00	per alarm	0.0%	4-20-52
Sixth and Subsequent False Alarm	1,200.00	1,200.00	per alarm	0.0%	4-20-52

DEPARTMENT REVENUE IMPACT

	2020 Approved	2021 Recommended	Percent Change
Finance - Tax and License			
Auctioneer License Fees	$ 210	$ 214	1.9%
Circus, Carnival, & Menagerie License Fees	940	960	2.1%
Hemp License Fees	10,000	30,000	200.0%
Itinerant Merchant License Fees	832	424	-49.0%
Second Hand Dealer/ Pawnbroker License Fees	3,340	850	-74.6%
Mobile Food Vehicle License/Renewal Fees	21,484	13,400	-37.6%
Tobacco License Fee	20,720	15,680	-24.3%
Total	**$ 57,526**	**$ 61,528**	**-60.1%**

Codified Fees, Rates, & Charges

FIRE-RESCUE

Fire inspections are conducted on all commercial buildings within the City of Boulder. Depending on building use, the inspection may occur every year or every other year. An example would be an office type building which is considered low risk and would be inspected every other year. A business which uses or produces hazardous materials is considered a higher risk and is inspected annually by Boulder Fire-Rescue (BFR).

The initial inspection is conducted by on-duty fire crews. All inspections are to ensure compliance with the city's adopted fire code, the 2018 International Fire Code (IFC). If the business is in violation of a section(s) of the IFC the business owner is notified with a "violation" notice sent to them via mail. Most often, a 30-day time allowance is given to correct the violation. After the 30 days, a re-inspection occurs to verify the violation(s) have been corrected. This re-inspection (considered the first re-inspection) is done by a Fire Code Inspector within the Community Risk Reduction Division of BFR. If the violation(s) are not corrected at that time, additional time may be granted. That time typically ranges from 15 to 30 days. A second re-inspection would occur by the Fire Code Inspector to once again verify they have corrected and complied with the violations noted from the original inspection. At this time, the business has had between 45 and 60 days to correct the originally noted violation(s). The second re-inspection would be the third trip that Boulder Fire-Rescue has been on site to inspect and re-inspect to ensure the business is compliant with fire code. It is not until the second re-inspection (or third trip to the business) that BFR are able to assess a fee for the inspections. The fee is a means to encourage compliance without issuing a court summons.

Codified Fees, Rates, & Charges

FIRE-RESCUE FEES, RATES, & CHARGES

FEE PAID BY TYPICAL APPLICANTS

	2020 Approved	2021 Recommended	Units	Percent Change	B.R.C. Section
Commercial/Business Inspections					
Commercial/Business 2nd Re-inspection	$ 100.00	$ 100.00	per inspection	0.0%	4-20-52
Commercial/Business 3rd plus Re-inspection	250.00	250.00	per inspection	0.0%	4-20-52
Fire Protection System Inspections					
Fire Inspection Failure to Show	$ 250.00	$ 250.00	per inspection	0.0%	4-20-52
Above Ground Hydrostatic Sprinkler Test[1]					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Second Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
Sprinkler System Final Pump Test[1]					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Second Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
Fire Protection and Alarm System Installation[1]					
-First Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
-Each Subsequent Re-inspection	94.00	94.00	per inspection	0.0%	4-20-52
False Fire Alarm Fees					
Third False Alarm	$ 150.00	150.00	per alarm	0.0%	4-20-52
Fourth False Alarm	300.00	300.00	per alarm	0.0%	4-20-52
Fifth False Alarm	600.00	600.00	per alarm	0.0%	4-20-52
Sixth and Subsequent False Alarm	1,200.00	1,200.00	per alarm	0.0%	4-20-52

DEPARTMENT REVENUE IMPACT

	2020 Approved	2021 Recommended	Percent Change
Commercial/Business Inspections	$ 3,250	$ 1,250	-61.5%
Fire Protection System Inspections	4,350	1,750	-59.8%
False Alarm Fees	5,600	6,000	7.1%
Total	**$ 15,025**	**$ 9,000**	**-40.1%**

Codified Fees, Rates, & Charges

PLANNING & DEVELOPMENT SERVICES

Impact Fees and the Transportation Excise Tax: In November 2016, City Council approved increases to development excise taxes (DETs) and impact fees, which help pay for new growth. Excise taxes and impact fees are one-time charges to fund capital improvements necessitated by new development, helping the city build new facilities, purchase equipment such as fire trucks, develop multi-modal transportation facilities, and support affordable housing. The updated tax and fee changes went into effect on July 1, 2017. The maximum amount the city can charge as an excise tax is limited by the amounts approved by voters.

In 2021, the city adjusted each impact fee and the residential Transportation Excise Tax by an inflationary factor (Engineering News Record cost index for all impact fees and the Consumer Price Index (CPI) for the excise tax). The first table demonstrates the impact the changes would have on three types of development scenarios.

Affordable Housing Commercial Linkage Fee: On May 1, 2018 the City Council adopted changes to the affordable housing commercial linkage fee, also known as the affordable housing capital facility impact fee.

There were three key changes:

- Fees will be increasing over 3 years (2019 – 2021) for non-residential development.
- Qualified non-profits are eligible for reduced rates beginning in 2019.
- Developments that propose affordable commercial space are eligible for reduced rates beginning in 2019.

Starting on Jan 1, 2019, impact fees for affordable housing increased and the rate changes were phased in over three years (see table below).

IMPACT FEE RATES PER SQUARE FOOT OF NONRESIDENTIAL FLOOR AREA

	2019 Approved	2020 Approved	2021 Proposed
Nonresidential Uses			
Retail / Restaurant	$ 12.18	$ 16.16	$ 20.00
Office	18.27	24.14	30.00
Hospital	12.18	16.08	20.00
Institutional	6.90	8.05	10.00
Warehousing	6.90	8.05	10.00
Light Industrial	10.66	14.08	17.50

Codified Fees, Rates, & Charges

PLANNING & DEVELOPMENT SERVICES FEES, RATES, & CHARGES

FEE PAID BY TYPICAL PROJECT

	2020 Approved	2021 Recommended	Units	Percent Change	B.R.C. Section
Single Family Residential (3,000 sq. ft)					
Capital Facility Impact Fees	$ 10,171.00	$ 10,302.00	per application	1.3%	4-20-62
Transportation Excise Taxes	3,833.64	3,910.31	per application	2.0%	3-8-3
Multifamily Residential (10 units)					
Capital Facility Impact Fees	$ 66,890.00	$ 67,755.00	per application	1.3%	4-20-62
Transportation Excise Taxes	27,813.70	28,370.00	per application	2.0%	3-8-3
Non-residential (7,500 sq. ft. retail)					
Capital Facility Impact Fees[1]	$ 17,700.00	$ 17,925.00	per application	1.3%	4-20-62
Affordable Housing Linkage Fee	120,675.00	150,000.00	per application	24.3%	4-20-62
Transportation Excise Taxes[2]	18,600.00	18,600.00	per application	0.0%	3-8-3
Leases for Point-to-Point Telecommunications	$ 17.67	$ 18.44	per lineal foot	4.4%	4-20-20

Notes:

The above table demonstrates the impact that the inflationary changes would have on three types of development scenarios:

- A 3,000 square foot single family residential project
- A 10 unit multifamily project in which five units are 1,000 square feet in size, and five units are 1,500 square feet in size
- A 7,500 square foot retail project

[1]The difference between the non-residential and residential Capital Facility Impact (CFI) fee 'Percentage Change' is due to rounding.

[2]The non-residential Transportation Excise Tax rate is at its maximum.

DEPARTMENT REVENUE IMPACT

	2020 Approved	2021 Recommended	Percent Change
Planning & Development Services			
Capital Facility Impact Fees	$ 558,866	$ 578,708	3.6%
Affordable Housing Linkage Fee	565,132	525,000	-7.1%
Transportation Excise Taxes	837,587	945,219	12.9%
Transportation Impact Fee	52,311	52,594	0.5%
Leases for Point-to-Point Telecommunications Conduit Crossings	1,600	1,600	0.0%
Total	**$ 2,015,496**	**$ 2,103,121**	**4.3%**

Codified Fees, Rates, & Charges

UTILITIES DEPARTMENT

Utility Rate, Specific Service Charges, & Fee Changes: The city owns and operates three utilities: water, wastewater, and stormwater/flood management. Each utility operates as a self-supporting enterprise fund and assesses a variety of rates, charges, and fees to ensure revenues are sufficient to meet operating, maintenance and capital costs and to maintain the financial integrity of each utility. Revenues generated from customers' monthly utility bills are the largest revenue source for each utility, accounting for 80 to 95 percent of total revenues.

The monthly customer bill for water and wastewater services includes a quantity charge based on the volume of use and a fixed service charge based on meter size. Most of the costs associated with the water and wastewater utilities are fixed and the fixed portion of the bill helps support revenue stability and more equitable distribution of costs. The variable portion of the bill is intended to provide a price signal to incentivize efficient water use and helps cover the additional costs the city incurs related to peak demand periods.

Comparing bills from year-to-year is a challenge due to the impact weather has on utility bills. In relatively wet and cooler summers, bills will be lower due to reduced outdoor use. Not including weather impacts, customer bill changes are generally a result of rate increases to fund additional infrastructure investment, keep pace with inflation, and meet regulatory requirements. The following table shows estimates of the effects on total utility bills for three sample customer types:

- **Single Family Inside City Residential** account with an average winter consumption of 4,000 gallons, total annual water consumption of 90,000 gallons and irrigable area of 5,200 square feet. For stormwater charges, the account has 3,000 square feet of impervious area;
- **Inside City Commercial - Restaurant** account with a 1" meter, 412,000 gallons of annual consumption, and 7,000 square feet of impervious area; and
- **Inside City Commercial - Hotel** with a 3" meter, 3,200,000 gallons of annual consumption, and 153,000 square feet of impervious area.

UTILITY BILL FOR TYPICAL ACCOUNT

	2020 Approved	2021 Recommended	Units	Percent Change	B.R.C. Section
Water Utility Bill					
Residential Use	41.72	45.06	per month	8.0%	4-20-25
Commercial Use - Restaurant	130.54	140.98	per month	8.0%	4-20-25
Commercial Use - Hotel	1,235.85	1,334.72	per month	8.0%	4-20-25
Wastewater Utility Bill					
Residential Use	37.45	39.32	per month	5.0%	4-20-28
Commercial Use - Restaurant	232.05	243.65	per month	5.0%	4-20-28
Commercial Use - Hotel	1,803.90	1,894.10	per month	5.0%	4-20-28
Stormwater/Flood Management Utility Bill					
Residential Use	17.54	19.64	per month	12.0%	4-20-45
Commercial Use - Restaurant	34.24	38.35	per month	12.0%	4-20-45
Commercial Use - Hotel	744.72	834.09	per month	12.0%	4-20-45

Codified Fees, Rates, & Charges

UTILITIES, CONTINUED

Utilities also assesses charges to new customers and customers increasing use of utility infrastructure, which includes fees for physical connections or "taps" into city-owned pipes. The charges are set at a level that recovers costs of providing services. Changes in the fees are generally attributable to cost changes in equipment, materials, fleet, and personnel costs. The table below displays the changes to fees paid by typical users of these services.

UTILITIES FEES, RATES, & CHARGES

CHARGE FOR TYPICAL CUSTOMER

	2020 Approved	2021 Recommended	Units	Percent Change	B.R.C. Section
Utility Specific Service Charges					
Meter Installation - 3/4 inch meter	$ 599.00	$ 344.00	per occurrence	-42.6%	4-20-23
Meter Installation - 2 inch meter	2,831.00	1,206.00	per occurrence	-57.4%	4-20-23
Water Tap Fee - 3/4 inch tap	280.00	248.00	per occurrence	-11.4%	4-20-23
Water Tap Fee - 2 inch tap	688.00	392.00	per occurrence	-43.0%	4-20-23
Wastewater Tap Fee - 4 inch tap	189.00	173.00	per occurrence	-8.5%	4-20-27

PLANT INVESTMENT FEES

	2020 Approved	2021 Recommended	Units	Percent Change	B.R.C. Section
Water Plant Investment Fee (PIF)					
Single Family Residential Outdoor (first 5,000 sq. ft. of irrigable area)	$ 2.94	$ 2.98	per sq. ft. irrigated area	1.3%	4-20-26
Single Family Residential Indoor	12,606.05	12,769.93	single unit dwelling	1.3%	4-20-26
Wastewater Plant Investment Fee (PIF)	$ 4,916.89	$ 4,980.81	single unit dwelling	1.3%	4-20-29
Stormwater / Flood Management Plant Investment Fee (PIF)	$ 2.26	$ 2.29	per sq. ft. impervious area	1.3%	4-20-46

DEPARTMENT REVENUE IMPACT

	2020 Approved	2021 Recommended	Percent Change
Public Works - Utilities			
Water Utility Rates[1]	$ 32,950,440	$ 32,951,163	0.0%
Wastewater Utility Rates[1]	22,994,129	23,902,397	3.9%
Stormwater / Flood Management Utility Rates	13,057,585	14,653,744	12.2%
Water Utility Specific Service Charges	251,050	251,050	0.0%
Wastewater Utility Specific Service Charges	10,000	10,000	0.0%
Total	**$ 69,263,204**	**$ 71,768,354**	**3.6%**

[1]Billed usage revenue is dependent on multiple factors including indoor usage efficiencies and weather affection outdoor watering. In 2021, Water and Wastewater revenue is adjusted for decreased usage.

Budget Policies

FINANCIAL & MANAGEMENT POLICIES

The purpose of the City of Boulder's Financial and Management Policies is to provide guidelines and goals that will influence and direct the financial management practice of the city. A financial policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. An effective financial policy:

- Provides principles and guidelines that minimize costs and reduce risk;
- Maintains appropriate financial capacity for present and future needs; and
- Ensures legal compliance and appropriate internal controls.

The following financial and management policies are intended to be consistent with the City of Boulder's Charter and the Boulder Revised Code. The related section of the City Charter can be found at: City Charter Article VI Finance and Record. The Boulder Revised Code can be found at: Boulder Revised Code.

Section 1: Budget Policy

1.1 Budget Submittal & Adoption

- No later than three months before the end of each fiscal year, the City Manager shall prepare and submit to the council an annual budget for the ensuing year.
- City Council will adopt a budget every year by December 1 prior to the budget period.
- The legal period of the council adopted budget is one fiscal year.
- The fiscal period for the City of Boulder is January 1 to December 31.

1.2 Form of Budget

- The budget shall present an itemized statement of the appropriations approved by the City Manager for estimated expenses and for permanent improvements for each department and each division for the ensuing fiscal year.
- Comparative data of the appropriations and the expenditures for the current and last preceding fiscal year as well as the increases or decreases in the approved budget shall be provided.

1.3 Balanced Budget

- Annual budgets shall be balanced. Budgeted expenditures and transfers-out will not exceed reasonable projections of the sum of current year revenues, transfers-in, and available fund balances.
- One-time revenues shall only be used to cover one-time costs and ongoing revenues shall only be used to cover ongoing costs.
- Debt service shall not be utilized for operating expenses.

1.4 Changes to Adopted Budget

- Normally, initial appropriations (excluding carryovers and encumbrances) will be made only in the context of the annual budget process when all city needs can be reviewed and prioritized in a comprehensive manner. The annual budget process will also include a projection of the multi-year impact of decisions. Two annual, one-time adjustments to the initial appropriations may be submitted to City Council for approval.

1.5 Budget Process

- While the Charter establishes time limits and the essential content of the City Manager's adopted budget, the budget preparation process is not prescribed. The preparation process is developed by the City Manager with input from the City Council.

Budget Policies

1.5 Budget Process (Continued)

- The city will develop its annual budget in such a manner in order to incorporate historical trend analysis for revenues and expenditures with an adjustment for current financial trends and developments as appropriate.

1.6 Budgetary Control

- The City of Boulder monitors revenues and expenditures on an ongoing basis and ensures that expenditures do not exceed appropriations in a fund for the annual fiscal period.

SECTION 2: REVENUE POLICY

2.1 Revenue Review & Projection

- The city reviews estimated revenue and fee schedules as part of the budget process. Estimated revenue is projected in a "most likely" scenario for five years and updated annually.
- A long-rage financial plan that accounts for long-term revenue and expenditures is updated every five years.

2.2 User Fee Guidelines

- The City of Boulder is allowed to recapture, through fees, up to the full cost of providing specific services. The fees will be calculated based on the end user of the service, administrative costs, and market rates.
- Adopted rate increases are based on the Citywide Pricing Policy Guidelines, adopted by council in 1994. User fees shall be aligned with these guidelines over a five-year period.
- Fees will be reviewed and updated on an ongoing basis.
- After a fee has been set, any subsidy or reduced rate user fee offered by the City of Boulder will be based primarily on economic or financial need and are available to City of Boulder residents only. The basis for determining financial need will be 50% of the average median income (AMI) for Boulder County.

2.3 Utility Charges

- Adopted rate increases to monthly user fees are developed using a cost-of-service methodology which includes the following:
  - Determination of the Utility's revenue requirements for operations, maintenance and capital construction;
  - Ability of the Utility to maintain adequate reserves and meet debt service coverage requirements;
  - Analysis of customer demands and usage characteristics;
  - Allocation of revenue requirements to customer service characteristics; and
  - Development and design of rate schedules.
- Other charges for specific services are designed to recover costs and follow the Citywide Pricing Policy Guidelines, adopted by council in 1994.
- Plant Investment Fees, one-time charges to customers connecting to the utility system, are based on the replacement value of the utility assets and are reviewed every three to five years.

2.4 Property Tax

- Mill levies shall be certified compliant with the City Charter and TABOR restrictions (with the exception of voter approved removal of TABOR limitations, commonly known as "de-Brucing").
- The City Council shall make an annual appropriation, which shall amount to not less than the return of one-third of a mill tax levied upon each dollar of assessed valuation of all taxable property in the City of Boulder.

2.5 Excise Taxes

- In November 1998, the electorate approved a ballot issue that increased the current excise tax rates by an inflationary factor. The rate will be adjusted annually by an inflation factor until the maximum amount included in the ballot issue is reached.

2.6 Education Excise Tax

- Education excise tax revenues shall be expended in a manner that supports both Boulder Valley School District (BVSD) and City of Boulder needs and objectives.
- Potential projects for education excise tax expenditure may be adopted either by the city or BVSD.

2.7 Asset Forfeiture Revenue

- Asset forfeiture/seizure revenue resulting from crime prevention/apprehension activities by the Police Department shall be held in reserve and spent only in accordance with the related Federal Guidelines.

2.8 Accrued Interest-Earmarked Funds

- The determination of whether earmarked funds shall accrue interest income is whether the General Fund costs required to collect and administer such funds are allocated to the subject funds.
- Interest income shall not be distributed to funds unless they are bearing their appropriate allocation of administrative costs.

2.9 Unspent Revenues

- On an annual basis, any unspent revenues subject to and in compliance with the associated limitations of TABOR revenue and spending constraints shall be "reserved" and therefore will be considered "spending" in the current fiscal year.

SECTION 3: FINANCIAL ADMINISTRATION

3.1 General Information

- The Finance Department shall collect taxes and maintain financial records.

3.2 Financial Audit

- In accordance with City Charter requirements, the city will contract for an annual audit by a qualified independent certified public accountant. The city will strive for an unqualified auditors' opinion.

3.3 Administrative Charges

- The city shall employ a cost allocation system to identify the full cost of providing services to the public and recover certain costs incurred by various funds in providing support services to other city departments.
- The system shall accomplish the following objectives: complete recovery of costs incurred with the exception of the costs of "general governance"; equitable allocation of costs to users; provision of incentives for service providers to deliver products and services efficiently and effectively; provision of a stable cost allocation system to facilitate the organization's budgeting for charges and revenues; and promotion of customer confidence in and acceptance of the accuracy, reasonableness, and fairness of the charges they incur.
- Charges for "general governance" (City Council, City Clerk council support and elections, etc.) shall not be cost allocated to restricted funds but instead shall be entirely funded out of the General Fund. The "general governance" category shall not include election costs for ballot issues related to funds with earmarked revenue sources. Costs for non-General Fund ballot issues shall be charged to the appropriate fund.

Budget Policies

3.3 Administrative Charges (Continued)

- Boulder Housing Partners (formerly the Housing Authority) shall not be charged cost allocation. The City Attorney serves as General Counsel to Boulder Housing Partners and all costs for services provided by the City Attorney's Office shall be borne by the General Fund.

3.4 Building Maintenance/Renovation

- To protect city investment in facilities, funds shall be budgeted annually for maintenance of such facilities. To extend the life of these assets, the goal shall be to increase the funds budgeted annually for maintenance of facilities to approximately 2% of the replacement cost (with the exception of debt financed facilities).
- The Facility & Asset Manager will prioritize maintenance/renovation needs to ensure that critical systems are properly maintained so that facility safety and operations continue without interruption.
- If/when the revenue base permits, facility maintenance funding shall be given a high priority before consideration of other service restorations or additions.

3.5 Replacement Costs

- Funds shall be reserved annually for replacement of city equipment and computers, and these costs will be reflected in the operating expenditures of the activity using the equipment, to facilitate accurate costing of service delivery.
- Recognizing the contribution of technology in efficient and effective service provision, improvements in technology shall be important considerations in resource allocations.
- Vehicles shall normally be purchased rather than leased and a vehicle replacement fund shall be maintained for replacement of vehicles at the end of their useful life. In the limited situations where vehicles may be leased (temporary vehicles, fire apparatus, etc.) specific approval by the City Manager is required.

3.6 Vehicle Charges

- It is the expectation of the City Manager's Office that all departments will meet the objectives of the Fleet Evaluation Study. These objectives are for no increase in miles driven in the conduct of City business and no net increase in the number of fleet units.

3.7 Grant Expenditures

- Expenditures related to grants shall continue only during the period of time they are funded by the grant.
- Any grant employees will be considered fixed-term.
- The City Manager shall appoint a Grants Committee of Finance and Budget staff to review applications for new grants before they are submitted to the granting agency.

3.8 Property & Casualty and Workers' Compensation Funds

- Both the Property & Casualty and the Workers' Compensation liability will be self-insured. The goal for both is to fully fund an actuarially calculated liability as of the end of the prior year at the appropriate confidence level.
- An actuarial study will be completed every two years in order to determine the appropriate reserve levels.

3.9 Accumulated Sick, Vacation Time, & Appreciation Bonus

- To facilitate the long-term financial sustainability of the City, liabilities associated with accumulated sick time, vacation time, appreciation bonuses, and/or any other employee benefits that would result in liability upon termination or retirement shall be fully funded.

3.10 Compensation Policy

- The Human Resources Department shall develop and maintain a compensation philosophy that supports responsible stewardship of public funds, while enabling the city to attract, engage, empower and retain exceedingly talented employees who are committed to serving the community.

SECTION 4: CAPITAL IMPROVEMENT PLAN

4.1 Capital Improvement Plan (CIP) Submission

- In coordination, the Finance and Planning departments will submit annually to the City Manager, not less than thirty days prior to the date for submission of the City Manager's adopted budget to the City Council, a list of approved capital improvements to be undertaken during the forthcoming six-year period, accompanied by a six-year capital budget.
- While the Charter establishes time limits and the essential content of the adopted CIP budget, the budget preparation process is not prescribed. The preparation process is developed by the City Manager with input from the City Council.

4.2 Inclusion of Operating Costs

- Prior to approval of capital projects, associated operating costs must be identified, in accordance with the CIP Guiding Principles, and included in balanced multi-year operating budgets.

4.3 Capital Improvement Project Contingency Funds

- CIP project contingency funds may be expended by the Project Manager, with Director approval, for unanticipated needs or changes that are within the original scope of the project.
- Requested modifications exceeding the original scope of the project shall be presented to council for approval.

4.4 CIP Arts Funding

- Where feasible, Project Managers, when designing capital projects should incorporate public art into the design.

SECTION 5: PENSION PLAN POLICY

5.1 Authorization to Expend Funds for Administrative Costs

- If budgetary conditions permit, the city may authorize defined contribution (money purchase) pension plans to expend certain forfeiture funds for administrative costs. The plan board(s) may submit a request annually to the City Manager to be considered in the context of the city's annual budget process.

5.2 Increase for "Old Hire" Police and Fire Pension Plans

- "Ad hoc"/cost of living increases, from within the pension plans, for retirees of the Old Hire Police and Old Hire Fire Pension Plans will be funded only if adequate funds are available, on an actuarially sound basis, from existing plan assets.

SECTION 6: DEBT POLICY

6.1 Policy Statements

- The city shall not become indebted for any purpose or in any manner to which the total amount exceeds 3% of the assessed valuation of the taxable property within the city (including existing debt).
- Debt shall be considered only for capital purchases/projects and the term of the debt shall not exceed the useful life of the financed asset.
- The city will follow all continuing disclosure requirements for debt issuance.

6.1 Policy Statements (Continued)

- The term of any bond issues and the rate of interest shall be fixed by the ordinance submitting the question to the registered electors of the city.
- When using the competitive bond sales method, bonds shall be sold to the responsible bidder with the lowest true interest cost to the city.
- Municipal bonds, interfund loans, equipment leases (with the exception of vehicles) and sale/leaseback agreements are approved methods for financing capital projects.

SECTION 7: RESERVE POLICY

7.1 Fund Reserves

- The table at the end of this section defines individual reserve goals by fund.

7.2 Declared Emergency

- In the case of a declared emergency within the city, applicable insurance coverage (subject to the related deductibles) would be the first funding source utilized. Emergency reserves and reserve funds established for other purposes may be utilized for needs related to emergency situations.
- The following reserve categories could be utilized if required (as prioritized based upon the importance of the needs related to the emergency versus the negative impact of the steps necessary to replenish reserves in the future):

  General Fund (no legal restrictions):

  - Emergency/stabilization reserve;
  - Computer replacement reserve;
  - Facility renovation and replacement reserve;
  - Workers compensation reserve (would have to "book" any unfunded liability);
  - Property & casualty self-insurance reserve (would have to "book" any unfunded liability); and
  - Insurance stabilization reserve.

  Restricted funds (only for emergency purposes within the function of each fund):

  - Emergency/stabilization reserves; and
  - Various replacement reserves.

SECTION 8: CASH MANAGEMENT & INVESTMENTS

8.1 Investment

- It is the policy of the City of Boulder to invest public funds in a manner which will provide preservation of capital, meet the daily liquidity needs of the city, diversify the city's investments, conform to all cited local and state statutes governing the investment of public funds, and generate market rates of return.
- Investments shall be made in accordance with the City Charter and city ordinances and resolutions concerning social or environmental issues.

8.2 Diversification

- It is the policy of the city to diversify its investment portfolio. Investments shall be diversified to eliminate the risk of loss resulting from over-concentration of assets in a specific maturity, a specific issuer or a specific class of securities. Diversification strategies shall be reviewed periodically by the Investment Committee.

8.3 Cash Management

- All excess cash, except for cash in certain restricted and special accounts, shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proration their respective average balances bear to the total pooled balance. Interest earnings shall be distributed to the individual funds on a quarterly basis.

8.4 Reporting

- The City Manager, or City Manager's delegate, shall prepare regular reports, at least annually, to the City Council on the investment earnings and performance results of the city's investment portfolio.

Budget Policies

RESERVE TARGETS					
Category	**Purpose**	**Current Reserve Target**	**2021 Projected Amount**	**Reserve Target Met (Yes/No)**	**Percent of Reserve**
GENERAL					
Uses of Funds per Reserve Target					**141,516,432**
Emergency/ Stabilization	Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.	Reserve goal is to hold an amount equal to 20% of ongoing expenditures (Uses of Funds)	24,565,416	No	17.4%
.25 CENT SALES TAX					
Uses of Funds per Reserve Target					**5,712,454**
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	Established 15% reserve of Fund's operating budget (including transfers) in 2018.	869,536	Yes	15%
AIRPORT					
Uses of Funds per Reserve Target					**1,798,033**
Emergency/ Stabilization	This is an unappropriated reserve for operating, capital emergencies, and revenue shortfalls.	5% of Fund's beginning balance.	89,902	Yes	5%
BOULDER JUNCTION GENERAL IMPROVEMENT DISTRICT - PARKING					
Uses of Funds per Reserve Target					**300,646**
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	16.7% of Fund's total uses.	50,208	Yes	16.7%
BOULDER JUNCTION GENERAL IMPROVEMENT DISTRICT - TDM					
Uses of Funds per Reserve Target					**361,792**
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	16.7% of Fund's total uses.	60,419	Yes	16.7%
CAPITAL DEVELOPMENT					
Uses of Funds per Reserve Target					**1,020,262**
Emergency/ Stabilization	Reserve was established to cover emergencies and revenue fluctuations.	Current reserve policy designates $500,000 to cover the purposes of the fund.	500,000	Yes	N/A
CLIMATE ACTION PLAN					
Uses of Funds per Reserve Target					**2,030,752**
Emergency/ Stabilization	Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.	Reserve is currently set at $50,000.	50,000	Yes	N/A
DOWNTOWN COMMERCIAL DISTRICT					
Uses of Funds per Reserve Target					**7,791,574**
Emergency/ Stabilization	This is an unappropriated reserve to fund unanticipated operating emergencies. Also included within this reserve are funds intended to meet the 3% of Funding Sources Reserve Requirements of TABOR.	16.7% of Fund's total uses.	1,301,193	Yes	16.7%
LIBRARY					
Uses of Funds per Reserve Target					**1,327,776**
Emergency/ Stabilization	Reserve was established to cover emergencies.	Current reserve policy designates 10% of annual Library property revenues for emergencies.	132,938	Yes	10%

Budget Policies

RESERVE TARGETS

Category	Purpose	Current Reserve Target	2021 Projected Amount	Reserve Target Met (Yes/No)	Percent of Reserve
OPEN SPACE					
Uses of Funds per Reserve Target					**23,839,494**
Emergency/ Stabilization	Reserve was established to cover revenue fluctuations which might impact the Fund's ability to make debt service payments, as well as emergencies related to acquisitions.	Reserve per OSBT is to cover an amount based on 20% of operating budget plus outstanding General Obligation and BMPA debt totals supported by sales tax revenues.	4,767,899	Yes	20%
PLANNING AND DEVELOPMENT SERVICES					
Uses of Funds per Reserve Target					**6,047,962**
Emergency/ Stabilization	This is an unappropriated reserve which was established to cover revenue fluctuations and operating emergencies.	10% of the operating budget that is funded by fees and permit revenue.	604,796	Yes	10%
RECREATION ACTIVITY					
Uses of Funds per Reserve Target					**9,625,921**
Emergency/ Stabilization	Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities.	Target is to allow a rolling fund balance to provide stability to annual operations that may otherwise be affected by shortfalls in revenue.	1,058,851	Yes	11%
STORMWATER/FLOOD MANAGEMENT UTILITY					
Uses of Funds per Reserve Target					**5,947,437**
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	25% of Fund's operating budget (including transfers).	1,486,859	Yes	25%
TRANSPORTATION					
Uses of Funds per Reserve Target					**19,556,899**
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	Reserve is set at 15% of Fund's operating budget.	2,933,535	Yes	15%
TRANSPORTATION DEVELOPMENT					
Uses of Funds per Reserve Target					**1,701,149**
Emergency/ Stabilization	This is an unappropriated reserve for operating and capital emergencies and revenue shortfalls.	5% of Fund's beginning balance.	85,057	Yes	5%
UNIVERSITY HILL COMMERCIAL DISTRICT					
Uses of Funds per Reserve Target					**590,466**
Emergency/ Stabilization	This is an unappropriated reserve to fund unanticipated operating emergencies. Also included within this reserve are funds intended to meet the 3% of Funding Sources Reserve Requirements of TABOR.	16.7% of Fund's total uses.	98,608	Yes	16.7%
WASTEWATER UTILITY					
Uses of Funds per Reserve Target					**10,848,557**
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	25% of Fund's operating budget (including transfers).	2,712,139	Yes	25%
WATER UTILITY					
Uses of Funds per Reserve Target					**18,643,766**
Emergency/ Stabilization	This is an unappropriated reserve for operating emergencies and/or revenue shortfalls.	25% of Fund's operating budget (including transfers).	4,660,941	Yes	25%

Debt Service

DEBT POLICY

As stated in the Financial and Management Policies, debt shall be considered only for capital purchases/projects and the term of the debt shall not exceed the useful life of the financed asset. Municipal bonds, interfund loans, equipment leases (with the exception of vehicles), certificates of participation, and sale/leaseback agreements are approved methods for financing capital projects.

DEBT ADMINISTRATION

The following table shows the city's outstanding debt issuance as of December 31, 2019.

SUMMARY OF OUTSTANDING DEBT (in $1,000s)

	Government	Business	Total
General Obligations Payable	$ 14,087	$ 3,968	$ 18,055
Pension Bonds Payable	6,271	-	6,271
Revenue Bonds payable	-	133,646	133,646
Capital Improvement Bonds	36,048	-	36,048
Certificates of Participation	37,165	-	37,165
Lease Purchase Revenue Notes Payable	9,804	-	9,804
Notes Payable	2,510	-	2,510
Promissory Notes	-	791	791
Capital Lease Purchase Agreements	6,926	-	6,926
Subtotal	**$ 112,811**	**$ 138,405**	**$ 251,216**
Compensated Absences	$ 10,747	$ 978	$ 11,725
Estimated Claims Payable-Risk Mgmt	3,761	-	3,761
Total	**$ 127,319**	**$ 139,383**	**$ 266,702**

The Combined Schedule of Long-Term Debt Payable and the current debt schedules by fund for 2020-2026 present more detailed information about the debt position of the city.

The city's general obligation and revenue bond credit rating has been established as Aa1 by Moody's Investors Service and AAA by Standard & Poor's. The primary reasons for these high rating levels are the general strength and diversity of the Boulder economy anchored by a major university, above average income indicators, strong financial performance and reserve policies, and affordable debt levels.

Under the City Charter, the city's general obligation bonded debt issuances are subject to a legal limitation based on 3 percent of total assessed value of real and personal property. None of the city's outstanding debt is supported by property taxes. As a result, all bonded debt is considered to be self-supporting and the ratio of net bonded debt to assessed valuation is zero. The actual calculation of the debt margin is presented in the Computation of Legal Debt Margin schedule.

Debt Service

2020-2026 DEBT SERVICE (in $1,000s)							
Fund/Debt Issues	2020 Actual	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
General Fund							
Bonds							
General Obligation Waste Reduction Loan, Series 2020 - final payment occurs in 2029							
Principal	$ 330	$ 325	$ 335	$ 340	$ 345	$ 355	$ 360
Interest	62	64	57	51	44	37	30
Subtotal	**$ 392**	**$ 389**	**$ 392**	**$ 391**	**$ 389**	**$ 392**	**$ 390**
Taxable Pension Obligation - Bonds Series 2010 - final payment occurs in 2030							
Principal	$ 425	$ 500	$ 515	$ 525	$ 535	$ 540	$ 550
Interest	262	94	82	74	65	56	47
Subtotal	**$ 687**	**$ 594**	**$ 597**	**$ 599**	**$ 600**	**$ 596**	**$ 597**
General Fund Bonds - Capital Improvement Projects - Bonds Series 2012 - final payment occurs in 2031							
Principal	$ 2,080	$ 2,165	$ 2,250	$ 2,340	$ 2,435	$ 2,530	$ 2,635
Interest	1,251	1,168	1,081	991	897	800	699
Subtotal	**$ 3,331**	**$ 3,333**	**$ 3,331**	**$ 3,331**	**$ 3,332**	**$ 3,330**	**$ 3,334**
General Fund Bonds - Hogan-Pancost Land Acquisition (A + B) - Bond Series 2018 - final payment occurs in 2023							
Principal	$ 532	$ 565	$ 599	$ 313	$ -	$ -	$ -
Interest	109	76	42	7	-	-	-
Subtotal	**$ 641**	**$ 641**	**$ 641**	**$ 320**	**$ -**	**$ -**	**$ -**
Total	**$ 5,051**	**$ 4,957**	**$ 4,961**	**$ 4,641**	**$ 4,321**	**$ 4,318**	**$ 4,321**
Capital Improvement - Community, Culture, Safety Tax Fund							
Note							
CCS Sales and Use Tax Rev. Notes - Capital Improvement Projects - Series 2019 - final payment occurs in 2022							
Principal	$ 1,993	$ 2,055	$ 2,119	$ -	$ -	$ -	$ -
Interest	190	128	65	-	-	-	-
Subtotal	**$ 2,183**	**$ 2,183**	**$ 2,184**	**$ -**	**$ -**	**$ -**	**$ -**
Total	**$ 2,183**	**$ 2,183**	**$ 2,184**	**$ -**	**$ -**	**$ -**	**$ -**
Open Space Fund							
Bond							
Open Space Acquisition Bonds Series 2014 - final payment occurs in 2034							
Principal	$ 445	$ 455	$ 460	$ 470	$ 480	$ 495	$ 505
Interest	207	198	189	179	168	158	146
Subtotal	**$ 652**	**$ 653**	**$ 649**	**$ 649**	**$ 648**	**$ 653**	**$ 651**
Total	**$ 652**	**$ 653**	**$ 649**	**$ 649**	**$ 648**	**$ 653**	**$ 651**

Debt Service

2020-2026 DEBT SERVICE (in $1,000s)							
Fund/Debt Issues	2020 Actual	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Water Utility Fund							
Bonds							
Water and Sewer Revenue Refunding Bonds - Series 2011 - final payment occurs in 2021							
Principal	$ 1,930	$ 2,015	$ -	$ -	$ -	$ -	$ -
Interest	158	81	-	-	-	-	-
Subtotal	**$ 2,088**	**$ 2,096**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Water and Sewer Revenue Bonds - Series 2016 - final payment occurs in 2035							
Principal	$ 1,535	$ 1,565	$ 1,595	$ 1,625	$ 1,660	$ 1,690	$ 1,725
Interest	726	695	664	632	599	566	532
Subtotal	**$ 2,261**	**$ 2,260**	**$ 2,259**	**$ 2,257**	**$ 2,259**	**$ 2,256**	**$ 2,257**
Water and Sewer Revenue Bonds - Series 2018 - final payment occurs in 2038							
Principal	$ 1,350	$ 1,386	$ 1,431	$ 1,472	$ 1,518	$ 1,563	$ 1,609
Interest	1,056	1,016	975	931	887	842	795
Subtotal	**$ 2,406**	**$ 2,402**	**$ 2,406**	**$ 2,403**	**$ 2,405**	**$ 2,405**	**$ 2,404**
Total	**$ 6,755**	**$ 6,758**	**$ 4,665**	**$ 4,660**	**$ 4,664**	**$ 4,661**	**$ 4,661**
Wastewater Utility Fund							
Bonds							
Water and Sewer Revenue Bonds - Series 2010 - final payment occurs in 2030							
Principal	$ 480	$ 465	$ 485	$ 495	$ 500	$ 510	$ 515
Interest	191	86	65	58	51	44	37
Subtotal	**$ 671**	**$ 551**	**$ 550**	**$ 553**	**$ 551**	**$ 554**	**$ 552**
Water and Sewer Revenue Refunding Bonds - Series 2012 - final payment occurs in 2025							
Principal	$ 2,350	$ 2,450	$ 2,575	$ 2,705	$ 2,820	$ 2,945	$ -
Interest	792	675	552	423	288	147	-
Subtotal	**$ 3,142**	**$ 3,125**	**$ 3,127**	**$ 3,128**	**$ 3,108**	**$ 3,092**	**$ -**
Water and Sewer Revenue Bonds - Series 2015 - final payment occurs in 2035							
Principal	$ 425	$ 435	$ 445	$ 460	$ 470	$ 485	$ 500
Interest	251	243	234	221	207	193	178
Subtotal	**$ 676**	**$ 678**	**$ 679**	**$ 681**	**$ 677**	**$ 678**	**$ 678**
Water and Sewer Revenue Bonds - Series 2018 - final payment occurs in 2038							
Principal	$ 135	$ 139	$ 143	$ 148	$ 152	$ 157	$ 161
Interest	106	102	98	93	89	84	80
Subtotal	**$ 241**	**$ 241**	**$ 241**	**$ 241**	**$ 241**	**$ 241**	**$ 241**
Total	**$ 4,730**	**$ 4,595**	**$ 4,597**	**$ 4,603**	**$ 4,577**	**$ 4,565**	**$ 1,471**
Stormwater/Flood Management Utility Fund							
Bonds							
Storm Water & Flood Revenue - Bonds Series 2015 - final payment occurs in 2035							
Principal	$ 1,010	$ 1,040	$ 1,070	$ 1,100	$ 1,135	$ 1,170	$ 1,205
Interest	582	551	520	488	455	421	386
Total	**$ 1,592**	**$ 1,591**	**$ 1,590**	**$ 1,588**	**$ 1,590**	**$ 1,591**	**$ 1,591**

Debt Service

2020-2026 DEBT SERVICE (in $1,000s)							
Fund/Debt Issues	2020 Actual	2021 Approved	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Downtown Commercial District Fund							
Bonds							
CAGID Refunding - Bonds Series 2012 - final payment occurs in 2023							
Principal	$ 740	$ 765	$ 790	$ 820	$ -	$ -	$ -
Interest	93	71	48	25	-	-	-
Total	**$ 833**	**$ 836**	**$ 838**	**$ 845**	**$ -**	**$ -**	**$ -**
Boulder Municipal Property Authority (BMPA) Fund							
Lease Purchase Revenue Notes							
This debt is paid with base rentals transferred from various funds as indicated in the above debt service schedules.							
2005C Luchetta Properties, Inc. - final payment occurs in 2020							
Principal	$ 66	$ -	$ -	$ -	$ -	$ -	$ -
Interest	3	-	-	-	-	-	-
Subtotal	**$ 69**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
2013A E.R.T.L. - final payment occurs in 2023							
Principal	$ 523	$ 540	$ 557	$ 575	$ -	$ -	$ -
Interest	71	54	37	19	-	-	-
Subtotal	**$ 594**	**$ 594**	**$ 594**	**$ 594**	**$ -**	**$ -**	**$ -**
2018 Lippencott Property							
Principal	$ 255	$ 264	$ 274	$ 283	$ 293	$ 303	$ 314
Interest	236	227	217	208	198	188	177
Subtotal	**$ 491**	**$ 491**	**$ 491**	**$ 491**	**$ 491**	**$ 491**	**$ 491**
Certificates of Participation							
Taxable Certificates of Participation - Series 2015 - final payment in 2035							
Principal	$ 1,575	$ 1,625	$ 1,670	$ 1,725	$ 1,780	$ 1,840	$ 1,900
Interest	1,247	1,200	1,151	1,097	1,041	983	923
Subtotal	**$ 2,822**	**$ 2,825**	**$ 2,821**	**$ 2,822**	**$ 2,821**	**$ 2,823**	**$ 2,823**
Broadband - Taxable Certificates of Participation - Series 2019 - final payment in 2039							
Principal	$ 740	$ 810	$ 825	$ 845	$ 865	$ 885	$ 905
Interest	567	500	482	464	445	425	403
Subtotal	**$ 1,307**	**$ 1,310**	**$ 1,307**	**$ 1,309**	**$ 1,310**	**$ 1,310**	**$ 1,308**
Total	**$ 5,283**	**$ 5,220**	**$ 5,213**	**$ 5,216**	**$ 4,622**	**$ 4,624**	**$ 4,622**
Facility Renovation & Replacement Fund							
Capital Leases							
Energy Efficiency Improvement Project - Phase I with Banc of America Leasing and Capital, LLC							
Principal	$ 133	$ 139	$ 146	$ 153	$ -	$ -	$ -
Interest	26	19	12	5	-	-	-
Subtotal	**$ 159**	**$ 158**	**$ 158**	**$ 158**	**$ -**	**$ -**	**$ -**
Energy Efficiency Improvement Project - Phases II and III with Suntrust Equipment Finance & Leasing Corp.							
Principal	$ 665	$ 721	$ 780	$ 843	$ 910	$ 970	$ 482
Interest	173	150	127	101	73	43	16
Subtotal	**$ 838**	**$ 871**	**$ 907**	**$ 944**	**$ 983**	**$ 1,013**	**$ 498**
Total	**$ 997**	**$ 1,029**	**$ 1,065**	**$ 1,102**	**$ 983**	**$ 1,013**	**$ 498**

Debt Service

LEASE-PURCHASE OBLIGATIONS (in $1,000s)

Item	Estimated Amount to be Expended During 2021			Remaining Lifetime Obligation 2022 & Beyond		
Real Property						
	Principal	Interest	Total	Principal	Interest	Total
Open Space Properties	$ 804	$ 281	$ 1,085	$ 7,341	$ 2,190	$ 9,531
Subtotal	$ 804	$ 281	$ 1,085	$ 7,341	$ 2,190	$ 9,531
Leasehold Improvements						
	Principal	Interest	Total	Principal	Interest	Total
Facilities Asset Management	$ 860	$ 169	$ 1,029	$ 4,529	$ 380	$ 4,909
Subtotal	$ 860	$ 169	$ 1,029	$ 4,529	$ 380	$ 4,909
Total	**$ 1,664**	**$ 450**	**$ 2,114**	**$ 11,870**	**$ 2,570**	**$ 14,440**

Represented are all lease/purchase obligations known or predictable at the time of the production of the 2021 budget.

COMPUTATION OF LEGAL DEBT MARGIN FOR THE LAST TEN YEARS (in $1,000s)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total Assessed Value (Prior Year Assessed Value for Current Year Collections - Estimated)										
	$ 2,566,046	$ 2,498,114	$ 2,500,706	$ 2,567,475	$ 2,599,362	$ 3,146,952	$ 3,667,034	$ 3,659,653	$ 4,228,365	$ 4,028,405
Debt Limit - 3% of Total Assessed Value										
	$ 76,981	$ 74,943	$ 75,021	$ 77,024	$ 77,981	$ 94,409	$ 110,011	$ 109,790	$ 126,851	$ 120,852
Amount of Debt Applicable to Debt Margin										
Total bonded debt	$ 41,747	$ 87,242	$ 77,024	$ 77,981	$ 70,793	$ 37,071	$ 30,806	$ 24,326	$ 20,531	$ 20,462
Less deductions allowed by charter:										
Self-supporting GO bonds	$ 41,747	$ 87,242	$ 77,024	$ 77,981	$ 70,793	$ 37,071	$ 30,806	$ 24,326	$ 20,531	$ 20,462
Total Deductions	**$ 41,747**	**$ 87,242**	**$ 77,024**	**$ 77,981**	**$ 70,793**	**$ 37,071**	**$ 30,806**	**$ 24,326**	**$ 20,531**	**$ 20,462**
Debt Applied to Debt Margin										
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Legal Debt Margin	**$ 76,981**	**$ 74,943**	**$ 75,021**	**$ 77,024**	**$ 77,981**	**$ 94,409**	**$ 110,011**	**$ 109,790**	**$ 126,851**	**$ 120,852**

Note: The total indebtedness of the City, payable solely from the proceeds of ad valorem taxes, shall not exceed 3% of assessed value of taxable property in the municipality. Indebtedness payable in whole or in part from other revenue sources, or is subject to annual appropriations by the Boulder City Council, is not included in this limitation. (Charter of the City of Boulder, Sec. 97)

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