2014 City Council Reference Notebook

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- Department & Division Heads

Department & Division Profiles

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Major Projects

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- Human Services Strategy
- North Boulder Subcommunity Plan & Related Updates
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- Sustainable Agriculture & Local Foods
- Sustainable Streets & Centers
- Transportation Master Plan Update
- University Hill Reinvestment Strategy
- Urban Wildlife Issues
- Zero Waste Master Plan Update

Department and Division Heads

Council Employees

Jane S. Brautigam

City Manager

Tom Carr

City Attorney

Linda Cooke

Presiding Judge for the Boulder Municipal Court

See more articles like this

Key Executive Staff

Jeff Arthur

Director of Public Works for Utilities

Heather Bailey

Executive Director of Energy Strategy and Electric Utility Development

Mark Beckner

Chief of Police

Larry Donner

Fire Chief

David Driskell

Executive Director of Community Planning and Sustainability

Bob Eichem

Chief Financial Officer

Paul Fetherston

Deputy City Manager

Don Ingle

Information Technology Director

Kirk Kincannon

Parks and Recreation Director

Alisa Lewis

City Clerk

Michael Patton

Director of Open Space and Mountain Parks

Karen Rahn

Director of Human Services

Maureen Rait

Executive Director of Public Works and Interim Director of the Library & Arts Department

Lynne Reynolds

Court Administrator

Patrick Von Keyserling

Communication Director

Mary Ann Weideman

Mary Ann Weideman is the Interim Director of Human Resources for the City of Boulder

Tracy Winfree

Director of Public Works for Transportation

Molly Winter

Executive Director of the Downtown & University Hill Management Division and Parking Services

See more articles like this

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Click to tab to the right

City Attorney's Office

Mission

The mission of the City Attorney's Office is to deliver high-quality legal services to the City of Boulder in a responsive, proactive, creative and timely manner.

Structure

The City Attorney's Office has two locations and is staffed by 12 attorneys: the city attorney, deputy city attorney, seven staff attorneys and three prosecutors. In addition, there are three paralegals, six legal secretaries and the office administrator.

- 2014 Operating Budget: $2,447,793
- 2014 Number of Full-time Equivalent (FTE) Employees: 21.2

Responsibilities

The City Attorney's Office serves as the legal advisor to the City Council, the city's boards and commissions, and all city officials. The City Attorney's Office also represents the city in civil litigation and prosecutes violations of the Boulder Revised Code.

City Attorney's Office Hours

- Monday through Friday, 8 a.m. to 5 p.m. (excluding holidays)
- Closed for lunch from noon to 1 p.m.

Prosecution Division

This office is located at the Justice Center, 1777 6th St., PO Box 8015, Boulder, CO 80306. The prosecuting attorneys are unable to speak with a concerned individual, or provide any information on a case, until the individual has been arraigned.

This office works only with the prosecution of City of Boulder municipal ordinance violations. To reach the prosecution division of the Office of the City Attorney, call 303-441-3025.

For information about filing a claim against the city, call the Risk Management office at 303-441-3023.

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

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

City Attorney

- Boards & Commissions
- Boulder Revised Code
- City Attorney Contacts
- City Attorney Questions
- Claims Against the City

Other City Departments

- City Attorney's Office
- City Clerk's Office
- City Manager's Office

Location:

1777 Broadway
Boulder, CO 80302

Department Heads

Tom Carr
City Attorney

David Gehr
Deputy City Attorney

Contact

303-441-3020

Office of the City Clerk

Mission

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

Structure

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

- administration of all municipal elections and the Campaign Finance Initiative;
- certification of all official city documents;
- administrative support for City Council, including annual recruitment for boards and commissions, council subcommittee support, and Sister City relationships;
- the Domestic Partnership Registry; and
- the Central Records Division, currently under the supervision of the office administrator in the City Attorney's Office, which manages the retention and destruction of all official city records, contract routing/document recording, and Colorado Open Records Act requests.

- 2014 Operating Budget: $633,360
- 2014 Number of Full-time Equivalent (FTE) Employees: 5.0

Responsibilities

City Council Support

Responsible for preparing City Council agendas, recording all City Council meetings and study sessions,

as well as preparing and retaining official City Council minutes.

Elections

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

Central Records

Maintains the official files for the city and is responsible for researching and providing copies of official actions of the city at the request of citizens and city departments.

Boards and Commissions

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

Domestic Partnership Registry

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

City Clerk Related Links

- Boards & Commissions
- Central Records
- City Council
- Domestic Partnership Registration
- Elections
- Sister Cities

Other City Departments

- City Attorney's Office
- City Clerk's Office
- City Manager's Office

Location:

1777 Broadway
Boulder, CO 80302

Department Head

Alisa D. Lewis
City Clerk

Contact

City Clerk's Office
Phone: 303-441-3011
Fax: 303-441-4478

City Manager's Office

Mission

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

Structure

The City Manager’s Office consists of the city manager, deputy city manager, senior project manager, policy advisor and support staff. The office ensures the proper management of city operations and public representation and participation. In addition to supporting the day-to-day operations of all city departments, the City Manager’s Office is responsible for the direct supervision of the Communications Division, City Clerk’s Office and Housing Division.

- 2014 Budget: $1,135,086*
- 2014 Operating Budget (non-personnel): $131,731*
- 2014 Number of Full-time Equivalent Employees (FTEs): 7*

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

City Manager Jane S. Brautigam

Jane S. Brautigam was appointed city manager in October 2008 and is the city's first female manager in

its 90-year history.

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

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

State of the City
The city manager gives a State of the City presentation each year in collaboration with the mayor. The 2013 State of the City video is available on this Web page.

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

Related Video

CMO Divisions

- City Clerk's Office
- Communication Division
- Policy Advisor

Related Links

- Capital Improvement Bond Projects
- Central Records
- City Attorney's Office
- City Council
- Communications From City

Manager to City Council
- Directors

Location:

1777 Broadway
Boulder, CO 80302

Department Heads

Jane S. Brautigam
City Manager

Paul Fetherston
Deputy City Manager

Contact

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

Communication Division

Mission

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

Structure

The Communication Division is comprised of the following functions:

- Media/external communication;
- Multimedia/Channel 8 services; and
- Internal communication.

- 2014 Total City Manager's Office Communications Operating Budget: $876,665**
- 2014 Number of Full-time Equivalent (FTE) Employees: 13
  - Media/External Communication: 9
  - Multimedia/Channel 8 Services: 3
  - Internal Communication: 1

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

Responsibilities

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

Media/External Communication

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

Multimedia/Channel 8 Services

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

Internal Communication

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

Related Video

Related Links

- Boulder Channel 8 - City & Council Programming
- Newsroom

Location:

1777 Broadway
Boulder, CO 80302

Division Head

Patrick von Keyserling
Communication Director

Contact

Contact
Patrick von Keyserling
303-441-4959
Email

Community Planning and Sustainability

Mission

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

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

Structure

The CP&S Department encompasses the following divisions:

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

The department also includes the Economic Vitality program, regional sustainability and urban design efforts, which are housed in the Office of the Executive Director.

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

- 2014 Operating Budget: $8,450,370
- 2014 Number of Full-time Equivalent (FTE) Employees: 47.19

Responsibilities

Development Review

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

- 2014 Operating Budget: $1,281,383
- 2014 Number of FTE Employees: 13

Comprehensive Planning

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

- 2014 Operating Budget: $1,137,200
- 2014 Number of FTE Employees: 8.4

Local Environmental Action Division

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

- 2014 Operating Budget: $3,040,149
- 2014 Number of FTE Employees: 10.75

Office of the Executive Director

The Office of the Executive Director incorporates key leadership, administrative, and coordination functions related to planning and sustainability initiatives. In addition to the executive director and deputy director positions that manage the department’s five divisions and share management of P&DS

with Public Works, the office includes the city's economic vitality positions, the regional sustainability coordinator and senior urban designer.

- Economic Vitality - The Economic Vitality program works to strengthen and sustain Boulder's economic health to benefit the overall quality of life in the community. The program coordinates and supports efforts within the city organization and with community partners to nurture and enhance Boulder's entrepreneurial spirit; including the retention and expansion of existing businesses, enhancement of business services, and incubation of innovative new businesses that build upon and contribute to Boulder's community values of sustainability, creativity, health and social responsibility.
- Regional Sustainability - Achieving Boulder's sustainability goals requires working with partners in the community as well as beyond the city's borders at the regional, state and national levels. The regional sustainability coordinator leads targeted efforts with key institutional partners to advance sustainability initiatives based on annual work program priorities. In 2013 and 2014, the coordinator has and will continue to serve a central role in work related to Boulder's Energy Future.
- Urban Design - The city's senior urban designer helps support high-quality outcomes in Boulder's built environment and public spaces, collaborating with the development review and comprehensive planning teams as well as interdepartmental initiatives that shape Boulder's urban form and public realm.

- 2014 Operating Budget: $1,506,403
- 2014 Number of FTE Employees: 6

Administration

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

- 2014 Operating Budget: $576,481
- 2014 Number of FTE Employees: 5.46

Information Resources

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

- 2014 Operating Budget: $420,931
- 2014 Number of FTE Employees: 3.58

Community Planning and Sustainability Menu

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

Community Planning Projects

- Boulder Civic Area
- Boulder Junction
- Chautauqua Collaborative Stewardship Framework
- Subcommunity and Area Plans

Contact CP&S

- Contact Community Planning & Sustainability
- Phone List

CP&S Programs and Services

- Development Review Process
- Economic Vitality
- Historic Preservation
- Inclusionary Housing
- Integrated Pest Management (IPM)
- LEAD Home
- Regional Sustainability
- Urban Wildlife

Location:

1739 Broadway
Boulder, CO 80302

Department Heads

David Driskell
Executive Director

Susan Richstone
Deputy Director

Contact

Community Planning & Sustainability
Phone: 303-441-1880
Fax: 303-441-4241
Contact Community Planning & Sustainability

Downtown and University Hill Management Division & Parking Services

Mission

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

Structure

DUHMD/PS is divided into four work areas:

- Administration;
- Public Space Management;
- Economic Vitality and Planning; and
- Parking and Access.

DUHMD/PS serves four city advisory boards:

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

- 2014 Operating Budget: $8,874,150
- 2014 Number of Full-time Equivalent (FTE) Employees: 42.25

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

Central Area General Improvement District (CAGID) – Downtown area

- 2014 Operating Budget: $7,027,957
- 2014 Number of FTE Employees: 24.29

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

- 2014 Operating Budget: $569,215
- 2014 Number of FTE Employees: 3.63

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

- 2014 Operating Budget: $12,599
- 2014 Number of FTE Employees: 0

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

- 2014 Operating Budget: $50,347
- 2014 Number of FTE Employees: 0

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

- 2014 Operating Budget: $1,214,032
- 2014 Number of FTE Employees: 14.33

Responsibilities

Administration

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

Public Space Management

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

Economic Vitality and Business Assistance

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

Parking and Access

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

Related Links

- Commercial Districts

Location:

1500 Pearl Street, Suite 302
Boulder, CO 80302

Department Head

Molly Winter
Director

Contact

Molly Winter
303-413-7317
winterm@bouldercolorado.gov

Energy Strategy and Electric Utility Development

Mission

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

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

Structure

The Energy Strategy and Electric Utility Development Department, which works closely with the City Manager's Office and City Attorney's Office, is organized to analyze options and data related to forming a locally owned utility and developing future energy strategies. The staff performs much of the analysis and manages various subprojects and contractors that relate to this initiative.

- 2014 Budget: $2,312,000
- 2014 Number of Full-time Equivalent (FTE) Employees: 4.5

Responsibilities

Energy Strategy and Electric Utility Development will continue with the next steps in forming a local utility, including whether to acquire the Xcel Energy electrical system assets needed to operate a city-run electric utility. Key initiatives for 2014 will include:

- Legal actions at both the state and federal levels;
- Asset acquisition proceedings;
- Transition plan creation;
- Continued municipalization option analysis and modeling;
- Resource planning;
- Partnership discussions with regional entities;
- Work with Xcel Energy to develop an alternative to municipalization; and
- Become a local energy services provider.

Related Links

- Boulder's Energy Future - Municpalization Exploration Project
- Energy Future

Location:

1720 14th Street
Boulder, CO 80302

Department Head

Heather Bailey
Executive Director of Energy Strategy & Electric Utility Development

Contact

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

Finance Department

Mission

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

Structure

The Finance Department is comprised of four functions:

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

- 2014 Operating Budget: $7,230,820
- 2014 Number of Full-time Equivalent (FTE) Employees: 36.00

Responsibilities

Administration

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

- 2014 Operating Budget: $415,702

- 2014 Number of FTE Employees: 1.00

Budget

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

- 2014 Operating Budget: $624,765
- 2014 Number of FTE Employees: 6.00

Risk Management

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

- 2014 Operating Budget: $3,485,805
- 2014 Number of FTE Employees: 4.00

Fiscal Services

Fiscal Services includes the divisions summarized below.

Accounting and Operations

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

- 2014 Operating Budget: $974,750
- 2014 Number of FTE Employees: 9.45

Revenue and Licensing

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

- 2014 Operating Budget: $475,131
- 2014 Number of FTE Employees: 5.2

Treasury

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

- 2014 Operating Budget: $199,622
- 2014 Number of FTE Employees: 1.4

Sales and Use Tax Auditing and Compliance

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

- 2014 Operating Budget: $843,240
- 2014 Number of FTE Employees: 8.95

Related Video

Related Links

- Finance

Location:

1777 Broadway
Boulder, CO 80302

Department Head

Bob Eichem
Chief Financial Officer

Contact

Finance Department

Phone: 303-441-3040

Fax: 303-441-4381

About Boulder Fire-Rescue

Mission

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

Structure

BFRD provides the following services:

- Fighting structural, wildland and other fires;
- Responding to medical emergencies, rescue situations, hazardous material releases, and natural disasters;
- Providing fire-safety education to the public, from children and youth (preschool through college age) to seniors;
- Working with local businesses and organizations by inspecting buildings and reviewing construction plans for fire prevention code compliance;
- Acting as the designated emergency response authority (DERA) for hazardous materials incidents in the City of Boulder;
- Protecting more than $21 billion dollars worth of property within Boulder, which encompasses 25.8 square miles of land and is surrounded by 70.8 square miles of city Open Space and Mountain Parks (OSMP); and
- Responding to more than 10,000 emergencies annually.

- 2014 Operating Budget: $17,480,308

- 2014 Number of Full-time Equivalent (FTE) Employees: 120.33

Responsibilities

Operations Division

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

- 2014 Operating Budget: $15,051,703
- 2014 Number of FTE Employees: 105.33

Administrative Division

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

- 2014 Operating Budget: $1,200,779
- 2014 Number of FTE Employees: 7

Fire Safety Division

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

- 2014 Operating Budget: $710,615
- 2014 Number of FTE Employees: 5.5

Training Division

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

- 2014 Operating Budget: $601,549
- 2014 Number of FTE Employees: 2.5

Fire Divisions

- Administration
- Fire Safety
- Operations
- Training
- Wildland Fire

Fire-Rescue Information

- Annual Report
- Fire Casualty Statistics
- Fire Incident Statistics
- Fire Loss Statistics
- Fire Stations
- Master Plan
- Operation & Management Assessment
- Structure Protection Plan
- Wildfire Protection Plan

Department Heads

Larry D. Donner
Fire Chief

Michael Calderazzo
Deputy Fire Chief

Frank Young
Deputy Fire Chief

Contact

1805 33rd Street
Boulder, CO 80301
Phone: 303-441-3350
Fax: 303-441-4350

Division of Housing

Mission

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

Structure

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

- 2014 Operating Budget: $5,274,480
- 2014 Number of Full-Time Equivalent (FTE) Employees: 11.5

Responsibilities

- Community Investment administers funding (Affordable Housing Fund, Community Housing Assistance Program, federal HOME Program, federal Community Development Block Grant), compliance and asset management programs.
- Homeownership provides direct services for buyers and owners of permanently affordable homes.
- Inclusionary Housing/Planning implements affordable housing policies related to development activity.
- The Division of Housing teams with Community Planning and Sustainability and other departments to support the development of housing policies.

About the Division of Housing

- Comprehensive Housing Strategy
- Rental Information & Resources
- What We Do
- Who We Are

Location:

1300 Canyon Boulevard
Boulder, CO 80302

Department Head:

Jeff Yegian
Division of Housing Manager

Contact:

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

Human Resources

Mission

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

Structure

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

- 2014 Budget: $2,203,873
- 2014 Number of Full-time Equivalent (FTE) Employees: 18.63

Responsibilities

Administration

Administration includes strategic direction of the department, as well as general administrative functions, including customer service, budget, bill paying, communications, and the city's Human Resources Information System (HRIS).

- 2014 Operating Budget: $449,833
- 2014 Number of FTE Employees: 3.46

Employment

Employment includes analysis of hiring priorities based on the city's business needs, assisting managers and applicants with the recruitment process and selection process, policy/procedure development, interpretation, and compliance.

- 2014 Operating Budget: $350,144
- 2014 Number of FTE Employees: 3.39

Benefits and Payroll

Benefits includes the administration of the city's benefits program, including insurance (medical, dental, vision, life and disability), retirement, deferred compensation, paid time off, and leaves of absence. Payroll is responsible for paycheck processing, W-2s, vendor payments, and federal and state legal compliance regarding payroll, pension, and other tax reporting obligations.

- 2014 Operating Budget: $605,801
- 2014 Number of FTE Employees: 6.49

Compensation

Compensation develops and administers the city's compensation programs and policies, and conducts market and job studies to provide favorable salary relationships with labor markets while maintaining internal equity.

- 2014 Operating Budget: $91,888
- 2014 Number of FTE Employees: 0.60

Organizational Development

In partnership with the City Manager's Office, Organizational Development assists with developing and implementing a framework to further support the organization's success and efforts toward service excellence through strategies that enhance the organization's culture, values, design, and effectiveness. This may include assisting with clarifying leadership roles, defining a shared vision and developing a strategic organizational focus, defining the organization's values, planning organizational training and events, and partnering on a talent management program.

- 2014 Operating Budget: $394,499
- 2014 Number of FTE Employees: 2.24

Employee Relations

Employee Relations provides customer service, including compliance, coaching, conflict resolution, training, and investigations related to laws, policies, complaints, workplace behavior, and culture to ensure a safe, legal, and productive workplace. The function ensures compliance with regulatory agencies and addresses/responds to formal employment-related issues from federal and state regulatory agencies.

Employee Relations supports the performance management process, participates and provides support for collective bargaining unit negotiations, handles grievances, and advises supervisors and managers on contract interpretations and applications.

- 2014 Operating Budget: $311,708
- 2014 Number of FTE Employees: 2.45

Human Resources Links

- Accessibility
- Benefits
- Human Resources
- Our City Culture

Job Opportunities

- Accessibility
- Firefighter Recruitment
- Housing Job Openings
- How to Apply
- Internships and Work-Study Opportunities
- Job Interest Card
- Jobs and Volunteer Opportunities
- Police Job Opportunities

Location:

1101 Arapahoe Avenue
Boulder, CO 80302

Department Heads

Mary Ann Weideman
Interim Director of Human Resources

Denise Noe
Deputy Director of Human Resources

Contact

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

Human Services: Mission, Structure, & Responsibilities

Mission

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

Structure

The Human Services Department consists of the following divisions:

- Children, Youth and Families;
- Community Relations and Office of Human Rights;
- Human Services Planning; and
- Senior Services.

- 2014 Operating Budget - $6,763,686
  - General Fund - $5,862,785
  - Grants - $798,274
  - Community Development Block Grant - $102,627
- 2014 Number of Full-time Equivalent (FTE) Employees - 37.40

Responsibilities

Children, Youth & Families Division (CYF)

CYF provides direct services for children, youth and families in Boulder, primarily through regional partnerships, including school-based services in elementary and high schools, child care subsidies to low-income working families, child care provider development, youth leadership development and

community mediation services.

- Early Childhood Programs – Provides financial assistance with child care costs for low-income families; child care referrals; and provider licensing, training and professional development to improve the quality of care.
- Community Mediation Services – Provides community conflict resolution and mediation services for city residents, organizations and businesses such as landlord-tenant and neighborhood disputes and restorative justice.
- School-Based Services – Includes the Family Resource Schools (FRS) program, a partnership with the Boulder Valley School District (BVSD) to provide outreach, direct services and referrals to remove barriers to academic achievement for at-risk families in six Boulder elementary schools; and the Family Resource Center, a partnership with Boulder County Housing and Human Services, which provides onsite, comprehensive community services to low-income families at Manhattan Middle School.
- Prevention and Intervention Program – Provides crisis intervention services, high-risk behavior prevention counseling, support services, and education for students at seven middle and high schools in partnership with BVSD, Boulder County Public Health and Mental Health Partners.
- Youth Opportunities Program – Promotes youth leadership development and engagement through the city manager-appointed Youth Opportunities Advisory Board, which advises the city on youth-related issues in the community.
    - Distributes $150,000 in annual grants to local nonprofits and organizations for social, educational and cultural activities for youth, with an emphasis on low-income youth.

- 2014 Operating Budget: $2,457,145
- 2014 Number of FTE Employees: 18.10

Community Relations and Office of Human Rights

- Staffs the Human Relations Commission (HRC), which is charged with helping to identify and alleviate human relations issues and social problems, fostering positive community relations and protecting human rights; and making social policy recommendations to City Council.
- Coordinates the annual Martin Luther King, Jr. celebration.
- Staffs the city manager-appointed Immigration Advisory Committee, which is charged with providing an immigrant perspective on the city's policies and programs.
- Enforces Boulder's Human Rights Ordinance (anti-discrimination ordinance) through the Office of Human Rights (OHR) and enforces Boulder's Failure to Pay Wages Ordinance.

- 2014 Operating Budget: $289,758
- 2014 Number of FTE Employees: 2.25

Human Services Planning

- Administers the Human Services Fund, which distributes approximately $2.1 million annually in operating support to community nonprofits and provides technical assistance to the nonprofit and community at-large.
- Conducts research and analysis on social policy issues and trends; makes policy recommendations to alleviate social issues and conditions; identifies human services trends and needs; leads and participates in communitywide efforts to identify and impact human services needs.
- Implements city and community plans including the countywide Human Services Strategic Plan, Ten-Year Plan to Address Homelessness, department master plan updates and other human services projects such as the Aging Well countywide senior services strategic plan.
- Manages updates to the department Human Services Strategy and community projects related to City Council and community human services goals.

- 2014 Operating Budget: $2,428,768
- 2014 Number of FTE Employees: 2.75

Senior Services

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

- 2014 Operating Budget: $1,054,724
- 2014 Number of FTE Employees: 10.30

Administration and Finance

- 2014 Operating Budget: $533,291
- 2014 Number of FTE Employees: 4

About Human Services

- Homeless & Social Issues
  Action Plan

- Human Services Strategy
- Mission, Structure & Responsibilities

Location:

1101 Arapahoe Avenue
Boulder, CO 80302

Department Head

Karen Rahn
Director rahnk@bouldercolorado.gov

Contact

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

Information Technology

Mission

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

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

Structure

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

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

- administration of 274 physical and virtual servers and 65 databases;
- disaster recovery and business continuity;
- systems security;
- 130 miles of fiber optic network infrastructure;
- business analysis;
- custom application development; and
- support for a numerous mission critical applications such as payroll, permitting and licensing, web technologies, and public safety.

- 2014 Operating Budget: $7,723,651
- 2014 Number of Full-time Equivalent (FTE) Employees: 36.85

Responsibilities

Administration

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

- 2014 Operating Budget: $755,012
- 2014 Number of FTE Employees: 3.5

Infrastructure Services

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

- 2014 Operating Budget: $1,768,938
- 2014 Number of FTE Employees: 14.56

Application Services

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

research of the software options available to the city and participates in software selection and procurement.

- 2014 Operating Budget: $2,125,983
- 2014 Number of FTE Employees: 17.29

Capital, Non-IT and Citywide Items

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

- 2014 Operating Budget: $3,073,718
- 2014 Number of FTE Employees: 1.5

Related Video

Information Technology

- 2013 IT Department Budget
- Boulder IT Vision
- IT Governance and Decision Making Structure
- IT Strategic Plan
- IT Vendor Roster Program

IT Policies

- Administrator Guide and Information Security Policy
- Connected Partner Security Policy

Website And Data

- City of Boulder Website

Infographic
- July 29, 2013 - City of Boulder Launches New Website
- Nov. 13, 2013 - City of Boulder Wins Top Honors for Web Redesign
- Open Data Catalog

Location:

1101 Arapahoe Avenue
Boulder, CO 80302

Department Head

Don Ingle
Director of Information Technology

Contact

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

Information Technology
303-441-3080
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Library and Arts Department

Mission

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

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

Structure

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

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

Two council-appointed commissions, the Library Commission and the Arts Commission, serve in an advisory capacity for departmental services and policies. Four library facilities house library and arts services. The Main Boulder Public Library, 93,000 square feet, is located in downtown Boulder and houses 75 percent of the system's collection. Two neighborhood branches, George Reynolds and Meadows, serve south and east Boulder, respectively. The Carnegie Branch is located downtown and offers an archive of local history materials, including photographs. The Carnegie Branch is the city's

original library, opening in 1907. A North Boulder Library Station, 570 square feet, will open at the northeast corner of Broadway and Yarmouth Avenue in March 2014 to serve north Boulder with materials pick-up and return, public access computers, Wi-Fi, and popular materials.

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

- 2014 Operating Budget - $8,207,207
- 2014 Number of Full-time Equivalent (FTE) Employees - 79.51

Responsibilities

There are five divisions in the Library and Arts Department.

Administration

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

Access Services

In addition to oversight of the Meadows, Reynolds and North Boulder Library Station, Access Services includes materials circulation services, maintenance of patron accounts, administration of the holds and Prospector system, the homebound delivery program, shelving, and maintenance of the automated materials handling system.

Arts and Culture

The Arts and Culture division includes administration and oversight of the film and concert programs, Canyon Gallery exhibits, Dance Bridge and Arts Resource, community art grants, and public art. It also is responsible for administering support for the Dairy Center for the Arts and The Boulder Museum of Contemporary Art, as well as the Arts Commission.

eServices

eServices is comprised of administration and maintenance of library-specific IT systems and equipment, including the integrated library system, computer reservation and print release system, computer technology support, the digital branch library, the integrated library system and the cataloging of library

materials and resources.

Public Services

Public Services includes responsibility for basic library services, such as reference, reader's advisory, youth services, acquisition of library materials and electronic resources (e.g. ebooks and informational databases), interlibrary loan, and public computer access and assistance. In addition, Public Services includes access to the Carnegie Library for Local History collection, programming and events for the library system, adult and family literacy services, multi-cultural outreach, and focused programming and outreach for youth.

Related Links

- Boulder Public Library

Location:

1001 Arapahoe Avenue
Boulder, CO 80302

Staff

Maureen Rait

Interim Director of the Library & Arts Department

Matt Chasansky

Manager of Art & Cultural Services

Contact

Matt Chasansky

303-441-4113
chasanskym@bouldercolorado.gov

Municipal Court- City Council Reference Notebook

Mission

The mission of the Boulder Municipal Court is to:

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

Structure

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

- 2014 Operating Budget: $2,078,125
- 2014 Number of Full-time Equivalent (FTE) Employees: 18.16

Responsibilities

Administration

Administration is responsible for achieving department goals and objectives; managing budgetary and financial information; assuring adherence to policies and regulations; and leading, developing and supervising court staff. Staffing includes the court administrator, deputy court administrator, and administrative support for budget preparation, financial transaction processing, accounting/statistical analyses, and various clerical responsibilities.

Adjudication

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

Case Management

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

Court Related Links

- Bond Schedule
- Court Related Forms
- General Court Information
- Juror Reporting Instructions
- Jury Service
- Record Sealing

Department Head

Lynne Reynolds
Court Administrator

Contact

Phone: 303-441-1842
Fax: 303-441-4233

Open Space and Mountain Parks Department Profile

Mission

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

Structure

The Open Space & Mountain Parks Department manages permanently protected land and area that is now approximately 45,404 acres, contains approximately 145 miles of developed and maintained trails, and receives approximately 4.7 million human visits per year based on the 2004-2005 Visitation Study data. The department is divided into four divisions:

- Office of the Director and Administrative Services;
- Real Estate and Central Services Division;
- Resource Systems Division; and
- Land and Visitor Services Division.

- 2014 Total Budget: $27,730,616
- 2014 Number of Full-time Equivalent (FTE) Employees: 95.35

Responsibilities

Office of the Director and Administrative Services

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

- 2014 Total Division Budget: $2,285,998 (includes operating and cost allocation)
- 2014 Division Number of FTE Employees: 14.46

Real Estate and Central Services Division

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

- 2014 Total Division Budget: $13,256,875 (includes operating, Capital Improvement Program, debt service and cost allocation)
- 2014 Division Number of FTE Employees: 6.36

Resource Systems Division

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

- 2014 Total Division Budget: $5,791,419 (includes operating and cost allocation)
- 2014 Division Number of FTE Employees: 41.15

Land and Visitor Services Division

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

- 2014 Total Division Budget: $6,396,324 (includes operating; CIP; lottery projects (CIP); cost allocation)
- 2014 Division Number of FTE Employees: 33.38

OSMP Links

- About OSMP
- Acquisition & Preservation
- Contact OSMP
- Get Involved
- Maps & Data

- Nature & History
- Open Space and Mountain Parks
- OSMP Kids' Pages
- Plans, Reports & Brochures
- Trails & Recreation
- Visitor Information

Department Head

Michael D. Patton
Director

Contact

Michael D. Patton
303-441-3440

Parks and Recreation Department Profile

Mission

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

Structure

The department is comprised of three main divisions:

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

2014 Total Budget: $26,583,717

The 2014 budget is funded by the:

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

In 2013, the department updated the City of Boulder Parks and Recreation 2006 Master Plan. The 2013

Master Plan, to be adopted by City Council during the first quarter of 2014, will guide department investments and strategies over the next five years.

Guiding principles of the plan include:

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

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

Responsibilities

Parks and Planning Division

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

- 2014 Budget: $7,152,121 for Operations and Maintenance
- 2014 Number of Full-time Equivalent (FTE) Employees: 55.00

Recreation Division

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

- 2014 Budget: $9,963,204
- 2014 Number of FTE Employees: 56.50

Administration Division

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

- 2014 Budget: $2,310,004
- 2014 Number of FTE Employees: 15.87

The department also maintains an annual capital improvement program (CIP) of more than $3.6 million

in 2014. The department prioritizes CIP projects based on meeting essential safety and compliance considerations, maintaining existing facilities, improving efficiencies, and complying with specific federal Americans with Disabilities Act (ADA) regulations.

Most Popular

- Boulder Reservoir
- Camps
- Drop-in Schedules
- Flatirons Golf Course
- Online Registration
- Park Updates
- Parks and Recreation Park and Facilities Map
- Pools
- Recreation Centers
- Sports Leagues
- Valmont Bike Park

Parks & Recreation

- About Parks and Recreation
- Admin Staff for Parks Recreation
- Entry Fees, Passes and Benefits
- Events and Rentals
- Forestry and Horticulture
- Holiday Schedule
- Parks
- Parks & Recreation Master Plan
- Parks and Recreation Accessiblity
- Parks and Recreation Advisory Board
- Recreation Facilities
- Recreation Programs & Services
- Volunteer, Internship and Job Opportunities

Related Video

Location:

3198 N. Broadway
Boulder, Colorado 80304

Department Head

Kirk W. Kincannon
Director of Parks and Recreation

Contact

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

Boulder Police Department

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

Mission

Working with the community to provide service and safety.

Structure

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

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

- 2014 Operating Budget: $32,041,029

- 2014 Number of Full-time Equivalent (FTE) Employees: 282.50

The police department is structured into three divisions.

Administration

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

- 2014 Operating Budget: $1,072,915
- 2014 Number of FTE Employees: 6

Operations

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

- 2014 Operating Budget: $23,177,508
- 2014 Number of FTE Employees: 200

Support and Staff Services

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

- 2014 Operating Budget: $7,790,606
- 2014 Number of FTE Employees: 76.5

Responsibilities

The department's mission includes the following responsibilities:

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

Operations Division - Deputy Chief Dave Hayes

The Operations Division, responsible for the enforcement and investigative functions of the department, is broken down into four primary sections, which are separated into specific work units. The five sections in Operations are: Traffic and Administration; Watch I (Dayshift Patrol); Watch II and III (Afternoon and Evening Patrol); Investigations (Detectives); and Animal Control and Code Enforcement. This division

provides all the uniformed patrol officers who patrol the city and respond to calls for service, Hill and mall officers, animal control, quality-of-life code enforcement, detectives who investigate unsolved crimes and a legal advisor. The Community Services Unit and School Resource Officers also work out of this division.

Support and Staff Services Division - Deputy Chief Greg Testa

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

Meet Our Employees

Police Chief

Boulder's Chief Mark R. Beckner began his career with the Boulder Police Department in 1978 as a patrol officer.

Deputy Chief- Staff and Support Services

Deputy Chief David Hayes is a 33-year veteran of the Boulder Police Department.

Deputy Chief- Operations

Greg Testa is deputy chief of Operations and brings more than two decades of law enforcement

experience to the position.

Commander- Detectives

The Detective Section is comprised of three sergeants and 20 detectives who investigate major crimes, robberies, assaults and general crimes

Commander- Patrol, Watch I

The Boulder Police Department's Patrol Section provides the community with professional police services 24 hours a day, seven days a week.

Commander- Patrol, Watch II & III

Cmdr. Ron Gosage joined the Boulder Police Department in February 1992.

Commander- Traffic

The Boulder Traffic Unit enforces traffic laws, investigates motor vehicle collisions and assists motorists.

Commander- Staff and Support Services

The Support and Staff Services Division performs a number of important support functions for the

department, the city and the community.

Financial Services Manager

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

Communications Manager

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

Records Manager

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

See more articles like this

Boulder Police Department

- Animal Control
- Blotter and Call Logs
- Code Enforcement
- Community Resources
- Crime Maps & Statistics
- File an Online Police Report

- Jobs & Volunteer Opportunities
- Master Plan - Boulder Police Department
- Police Department
- Police Newsroom
- Professional Standards (Internal Affairs)
- Record Requests
- Sex Offender Registry
- State Laws

Emergency Alerts - Sign-up

- Boulder County Office of Emergency Management
- Emergency Alerts - Sign Up

Location:

1805 33rd St.
Boulder, CO 80301

Contact:

Phone: 303-441-3333

Tweets Follow

FBI Denver 22 Nov
@FBIDenver

FBI Denver Now Utilizing Twitter: — Denver 1.usa.gov/1aEsaXp

Retweeted by Kim Kobel

Expand

Kim Kobel 6 Nov
@boulderpolice

Church officials summonsed - failure to report poss. child abuse in connection w/ sex assault case involving pastor. bit.ly/187GmUg

Tweet to @boulderpolice

Tweets Follow

Kim Kobel 31 Oct
@boulderpolice

Do you recognize these items found at a convicted sex offender's transient camp? They may belong to other victims. bit.ly/1dTS3Fn

Retweeted by Mark Beckner

Expand

Kim Kobel 31 Oct

Tweet to @BPDPoliceChief

Public Works Department

Mission

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

Structure

The three divisions within Public Works are:

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

- 2014 Budget: $119,879,127
- 2014 Operating Budget: $77,869,826
- 2014 Capital Improvements: $32,054,244
- 2014 Debt Service: $9,955,057
- 2014 Number of Full-time Equivalent (FTE) Employees: 288.79

Responsibilities

Development and Support Services (DSS) Division

The DSS Division's functions include Building Code Review, Permit Issuance and Inspection, Engineering Review, Rental Housing Inspection and Licensing, Fleet Services, and Facilities and Asset Management (FAM). A "service area" known as Planning and Development Services (P&DS) coordinates all of the

development-related functions across the Community Planning and Sustainability (CP&S) and Public Works departments. Administrative services, public information and information resources are jointly managed with CP&S.

- 2014 Budget: $28,509,890
- 2014 Operating Budget: $24,472,890
- 2014 Capital Improvements: $1,037,000
- 2013 Number of FTE Employees: 74.53

Transportation Division

The Transportation Division's functions include transportation planning and operations (including GO Boulder, traffic engineering and safety), project management, transportation maintenance and airport operations. The Transportation Division works with private contractors to provide a number of city services, such as street resurfacing, chip and seal, pavement crack sealing, mowing, pavement markings, sidewalk repair/Americans with Disabilities Act (ADA) compliance and other services. The Transportation Division also partners with regional agencies and neighboring communities to create multimodal regional connections.

- 2014 Budget: $34,729,825
- 2014 Operating Budget: $19,353,081
- 2014 Capital Improvements: $15,376,744
- 2014 Number of FTE Employees: 60.09

Utilities Division

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

- 2014 Budget: $56,639,412
- 2014 Operating Budget: $31,043,855
- 2014 Capital Improvements: $15,640,500
- 2014 Debt Service: $9,955,057
- 2014 Number of FTE Employees: 154.17

Public Works Menu

- Boards & Commissions
- Boulder Water Utilities
- Facilities & Asset Management (FAM)
- Fleet Services

- Map of Path & Underpass Closures
- Planning & Development Services Online Center
- Public Works
- Public Works Projects & Programs
- Snow & Ice Removal
- Transportation

Public Works Programs

- Cone Zones - Construction & Traffic Impacts
- Graffiti Removal Program
- Greenways Program
- Winter Tips and Snow Removal

Location:

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Access Management and Parking Strategy (AMPS)

Summary

Building on the foundation of Boulder's successful multimodal, district-based access and parking system, the Access Management and Parking Strategy (AMPS) will define priorities and develop overarching policies, tailored programs, and tools to address citywide access management in a manner consistent with the community's social, economic and environmental sustainability goals. The AMPS will be:

- consistent with and supportive of the city's sustainability framework;
- an interdepartmental effort that aligns with and supports the implementation of city master plans, policies and codes;
- flexible and adaptive to support the present and future while providing predictability; and
- reflective of the community's values.

Status and Potential Next Steps

The AMPS will address the following focus areas:

- district management;
- Transportation Demand Management (TDM) programs;
- enforcement;
- technology;
- on- and off-street parking management;
- parking code requirements for private property; and
- parking management through pricing.

Proposed Guiding Principles

- *Provide for all transportation modes:* Support a balance for all modes of access in our transportation system: pedestrians, bicycle, transit and multiple forms of motorized vehicles – with pedestrians at the center.
- *Support a diversity of people:* Address the transportation needs of different people at all ages and stages of life and with different levels of mobility – residents, employees, seniors, business owners, students and visitors.
- *Customize tools by area:* Use a toolbox with a variety of programs, policies, and initiatives, customized for the unique needs and character of the city's diverse neighborhoods, both residential and commercial.
- *Seek solutions with co-benefits:* Find common ground and balance trade-offs between community character, economic vitality, and community well-being with solutions that achieve multiple objectives and have co-benefits.
- *Plan for the present and the future:* While focusing on today's needs, develop solutions that address future demographic, economic, travel and community design needs.
- *Cultivate Partnerships:* Be open to collaboration and public-private partnerships to achieve desired outcomes.

Staff has solicited feedback from several city boards and commissions, including the Transportation Advisory Board, Planning Board, Environmental Advisory Board, and the district boards – Downtown Management Division, University Hill Commercial Area Management Commission and the Boulder Junction access boards (Parking and TDM). A project consultant, Kimley-Horn, has been hired and will be assisting in work plan development, best practices research, policy development and public process. By the end of the first quarter of 2014, a cross-departmental work plan will be developed, as well an outreach and communication plan.

Staff from the Community Planning and Sustainability Department and Transportation Department are collaborating on the AMPS with an integrated work program approach that includes close coordination with the Transportation Master Plan Update, Sustainable Streets and Centers, East Arapahoe corridor, North Boulder Subcommunity Plan, and other related planning initiatives.

Council Action

An update to City Council will be scheduled for the first quarter of 2014.

Related Links

- North Boulder Subcommunity Plan
- Sustainable Streets &

Centers
- Transportation Master Plan Update

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Agriculture Plan

Summary

An Open Space and Mountain Parks (OSMP) Agriculture Plan will create policy regarding the management of lands utilized for agricultural production. The Agriculture Plan will provide policy recommendations, including:

- leasing procedures and rental rates;
- determination of best agriculture use;
- agricultural pesticide use;
- burning (agricultural fields and irrigation ditches);
- fertilizer use; and
- organic/natural food farming.

The OSMP Grassland Ecosystem Management Plan was developed to provide a framework for on-the-ground management actions, public policies, and land and water acquisition priorities to conserve the ecological values of Boulder's grasslands and ensure ongoing agricultural production. The Agriculture Plan will also identify agricultural management policies and land uses that conserve the ecological integrity of the lands used for agricultural production, as identified in the Grassland Ecosystem Management Plan.

Status and Potential Next Steps

The Agriculture Plan was identified as a work item for 2013. Development of the plan was delayed by the OSMP Sustainability Plan, which was a major effort during the first half of the year. The Agriculture Plan was further delayed by the September 2013 flooding. Work on the Agriculture Plan will commence in the

first quarter of 2014 and it is expected that a draft plan will be developed by the end of the third quarter of 2014. The plan will be presented to the public, the Open Space Board of Trustees and City Council in the fourth quarter of 2014.

Council Action

- *Fourth Quarter 2014* – The Agriculture Plan will be presented to City Council for adoption at a public hearing.

OSMP Links

- About OSMP
- Acquisition & Preservation
- Contact OSMP
- Get Involved
- Maps & Data
- Nature & History
- Open Space and Mountain Parks
- OSMP Kids' Pages
- Plans, Reports & Brochures
- Trails & Recreation
- Visitor Information

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Art and Culture Master Plan (Community Cultural Plan)

Summary

The Art & Cultural Services office will direct a comprehensive planning effort throughout 2014. This communitywide effort will gather city staff, creative professionals, and Boulder residents to answer these (proposed) questions.

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

The project is expected to be divided into six stages:

- Plan to Plan;
- Research/Community Input;
- Drafting;
- Community and Stakeholder Evaluation;
- Approval; and
- Implementation and Communication.

Status and Potential Next Steps

Staff is beginning the Plan to Plan stage, a process that will engage key stakeholders and community leaders to question assumptions about the overall process, refine the proposed scope, and build a

framework for the plan.

A consultant will be hired to implement the Plan to Plan and execute subsequent stages.

Council Action

Council members will be asked to participate in their roles as community leaders for the Plan to Plan, Research/Community Input, and Approval stages. It is not expected that any formal action will be requested of City Council.

Related Links

- Boulder Public Library
- Library & Arts Department

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Boulder Civic Area Implementation

Summary

On Sept. 3, 2013, City Council approved "The Plan for Boulder's Civic Area." The plan illustrates a future vision for the area between 9th and 17th Streets, Canyon Boulevard and Arapahoe Avenue, with the greatest focus on city-owned properties west of 14th Street. Like an area plan, it provides direction for a specific geographic area and its land use. Like a master plan, it also defines policies, priorities, facility needs, and capital budgeting.

Status and Potential Next Steps

Following the approval of the plan in 2013, the project is now into the implementation stage, and the vision is expected to take many years to be fully realized. The plan provides a high-level implementation timeline outlined in three phasing increments:

- *Phase One:* 2013 through 2014;
- *Phase Two:* 2014 through 2019; and
- *Phase Three:* 2019 and beyond.

Immediate Next Steps for Phase One

- By January 2014, hire a redevelopment/project manager responsible for the formulation of a comprehensive implementation plan for programs identified in the Boulder Civic Area Plan.
- Finalize land use programs, including municipal facilities and other program elements identified in the plan such as the performing arts facility, flexible events space, and year-round market hall.
- Preliminary planning, coordination and design of initial catalytic projects and programs identified

in the plan as Phase I, including the Library Café, new children's play area, and 13th Street block plaza redesign.
- Presentations at the February 2014 Public-private Partnership Conference in Dallas and the April 2014 Transforming Local Government Conference in Denver.

Council Action

- *Second Quarter 2014* – Information item to inform City Council about the new manager and future implementation actions.

Related Links

- The Plan for Boulder's Civic Area

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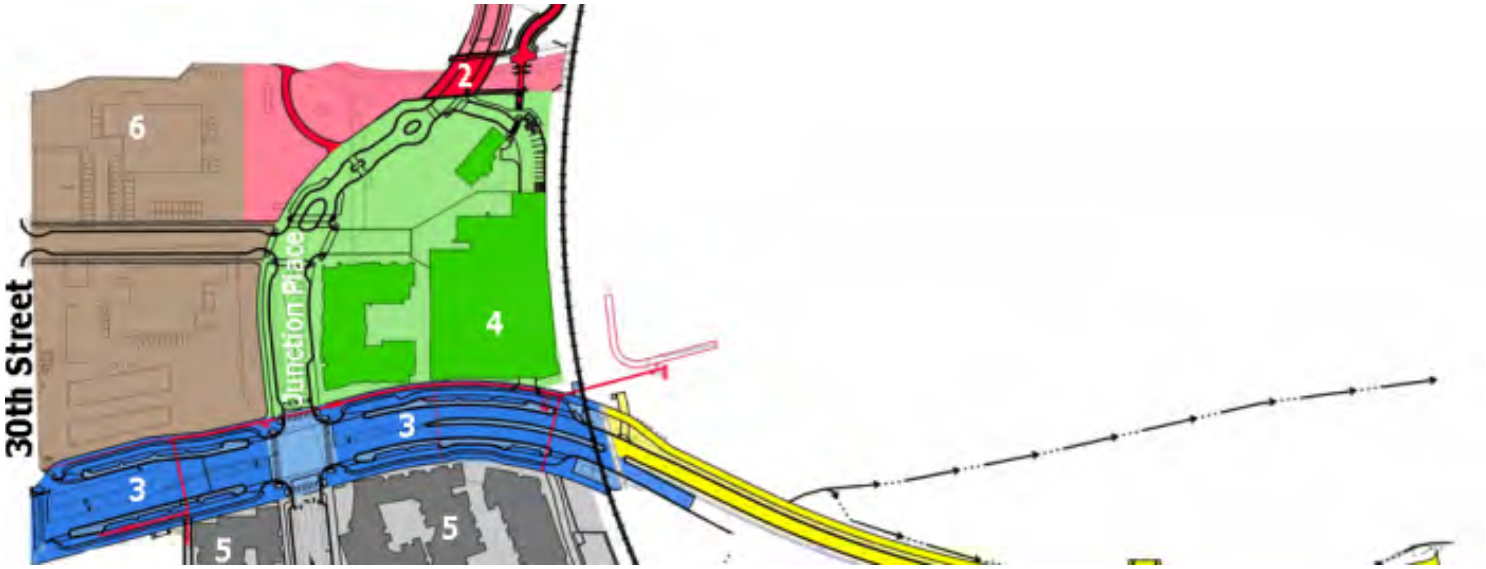
Boulder Junction: City-Owned Site



Summary

In 2000, the City of Boulder initiated a planning effort for a transit-oriented development (TOD) in east Boulder as an extension of the 28th Street corridor planning project. Through a site selection process, the 11.2-acre site at the northeast corner of 30th Street and Pearl Parkway (then owned by Pollard Friendly Motor Company) was identified as the preferred location for a TOD. In October 2004, the city acquired the site from Pollard Friendly Motor Company for $9.5 million and named the area “Boulder Transit Village."

In 2004, the city purchased eight acres on the west portion of the Pollard Friendly Motor Company site for mixed-use development and RTD purchased 3.2 acres on the east portion for a transit facility. As part of the purchase agreement, Pollard Friendly Motor Company retained a lease to occupy the western 5.5-acre portion of the site through 2016.

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

- advance Boulder’s long-range vision for a TOD that maximizes public investment in multimodal transportation, infrastructure improvements and affordable housing;
- create a mixed-use development with predominantly residential uses and some supporting commercial uses, as determined by a future market study;
- create a range of housing types, including a substantial amount (up to 50 percent) of permanently affordable housing, with the remaining 50 percent of the housing sold or rented at market rates; and
- create a mix of ownership and rental housing at a range of 220 to 300 units.

Status and Potential Next Steps

The city currently owns 5.45 acres total at 30th Street and Pearl Parkway. The 1.15-acre reduction is a result of the:

- existing multi-use path access ramp from 30th Street to the Goose Creek path;
- proposed pocket park and related improvements; and
- Junction Place right of way and easements.

The city has leased 4.3 acres of the property to Pollard Friendly Motor Company through Oct. 30, 2014. Pollard Friendly Motor Company has the option to extend the lease for two years if it decides to exercise an option to purchase a 6.6-acre parcel of land on Pearl Parkway that was subdivided from the Municipal Service Center (often called "the Yards) property.

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

Council Action
A planning process will be proposed for the site once the timing of its availability for development is more concrete.

Related Links

- Boulder Junction
- Dec. 3, 2013 Depot Square &
  Boulder Junction Update

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Boulder Valley Comprehensive Plan - 2015 Major Update

Summary

The Boulder Valley Comprehensive Plan (BVCP) provides guidance for development, preservation, policymaking and facility planning in the Boulder Valley. The plan is jointly adopted by the City of Boulder and Boulder County. The plan's policies, organized according to the Sustainability Framework, guide decision-making for the:

- community well-being;
- built environment;
- natural environment;
- housing;
- agriculture and food;
- energy and climate;
- economy; and
- transportation.

The BVCP Land Use Designation Map delineates the desired land use pattern for the Boulder Valley and the BVCP Area I, Area II, Area III Map provides direction for future growth. The plan articulates a clear vision for the future and details policies that represent long-standing community values.

Every five years, the city reviews and updates the BVCP to reflect changes in circumstances and community values and needs. Since the plan was approved in 1977, six major updates have been completed: in 1982, 1990, 1995, 2000, 2005, and the most recent update in 2010.

Status and Potential Next Steps

The 2015 Major Update is scheduled to begin in the fourth quarter of 2014. A typical plan update takes 12 to 18 months to complete. In 2014, staff will begin to discuss the possible focus topics, ideas for public process, and phasing of the update to best sequence with other ongoing or recently completed projects, such as the East Arapahoe Area Plan and Transportation Master Plan. Most changes to the plan require the approval of the city Planning Board, county Planning Commission, City Council, and Board of County Commissioners. During the 2010 Major Update, the City of Boulder approved changes to the four-body review process for the Area III – Planning Reserve, but Boulder County did not approve the proposed changes. The current Intergovernmental Agreement with Boulder County that establishes joint adoption of the BVCP extends through Dec. 31, 2017.

Additionally, other topics have arisen since the last plan, including:

- Boulder's Energy Future and the Municipalization Exploration Study;
- discussion of more dense, walkable neighborhoods (e.g., the 20-minute concept) with stronger integration of land use, transportation and infrastructure;
- EcoDistricts;
- increasing the role of arts and culture;
- response to the September 2013 flooding; and
- longer-term resiliency and sustainability planning.

Some or all of these topics may be appropriate for inclusion in the 2015 Major Update to the BVCP.

Council Action

- *Third Quarter 2014* - A City Council study session is anticipated to discuss the scope of the 2015 Major Update to the BVCP.

Related Links

- Boulder Valley Comprehensive Plan (BVCP)
- Boulder Valley Comprehensive Plan Area I, Area II, Area III Map
- Boulder Valley Comprehensive Plan Land Use Designation Map

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Boulder's Climate Commitment

Summary

Boulder’s Climate Commitment is the city’s integrated planning initiative to reduce greenhouse gas (GHG) emissions from both city operations and in the community at large. This initiative, which builds on the Climate Action plans developed initially in 2004 and updated in 2006, 2009 and 2010, integrates climate action elements into all departmental master plans. In July 2013, council provided preliminary direction to significantly expand the goal for the program - to formulate a strategy to achieve 80 percent GHG reductions below 1990 levels by 2050.

The project is also aiming to define new tracking and reporting systems to allow for transparency, consistency in reporting, and continual improvement in Boulder’s climate-related programs and policies. The Climate Commitment will be an iterative and dynamic process, rather than a stand-alone plan; a roadmap with interim targets that can be revisited based on modeling and new information to achieve the community’s long-term GHG reduction goals.

Status and Potential Next Steps

A multi-departmental staff team has been working with consultants to identify new strategies and program options to enable the city and community to set a course to achieve long-term goals by formulating interim targets, based on five-year increments, from 2015 through 2050. The primary focus for this initial plan is the three major areas of GHG emissions: buildings, transportation, and renewable energy development. A key element in the development of these next-generation strategies is the effective coordination and integration of efforts across a number of initial focus areas, including energy supply, use and transportation (i.e., Better Buildings, Ramp Up Renewables, and Travel Wise). Later efforts will address waste, green infrastructure and water (Waste Not, Grow Green and Every Drop), as well as

climate adaption.

Four Major Tasks for 2014

1. Finalizing a new, comprehensive GHG inventory, monitoring and forecasting system that will enable the city to track both organization and citywide progress in climate action efforts.
2. Working within the organization and with the community to translate the "80 percent reduction by 2050" goal into measurable, interim decadal targets that will be used for assessing progress.
3. Conducting a broad-based community outreach and engagement effort that includes both targeted outreach to businesses and clean-tech industry specialists. This will also include a newly branded community climate action campaign that will provide visual and thematic integration with the actions being developed.
4. Developing an implementation plan based on the new goal and interim targets, including a series of short-term pilot projects that will set the stage for larger-scale implementation strategies.

Council Action

- *Second Quarter 2014* – A City Council study session to discuss the long-term 80 percent reduction by 2050 goal and to review the interim targets and strategies (to be coordinated with Transportation Master Plan strategies and energy action goals), implementation timeframe, and overview of pilot projects.

Related Links

- Boulder's Climate Action Plan

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Boulder's Energy Future - Municipalization Exploration Project

Summary

Boulder's Energy Future project is a community effort to examine options that could provide Boulder area residents and businesses with electricity that is increasingly clean, reliable and competitively priced. This analysis, which requires careful consideration of both economic impacts and environmental considerations, must incorporate the charter goals passed by City Council and Boulder voters, including:

- revenue adequacy;
- rate parity;
- reliability;
- greenhouse gas (GHG) emission reductions;
- increased renewable energy resources, and
- the community's ability to act on its values and needs under the different options.

The goals that have been defined through this process speak to a number of community priorities, including affordable rates, high reliability and the desire to create a new business model that can serve as an alternative to the current "energy as a commodity" model. This vision of Boulder's Energy Future goes beyond fuel source switching; it envisions a fundamental shift, over time, toward a more decentralized, networked and integrated approach to energy generation, use and management. This "energy as a service" model is beginning to emerge as the high costs of the currently inefficient system become more evident, and the reliability of current fuel sources becomes more tentative. The idea is to evolve from the current unsustainable electric utility business model into "The Electric Utility of the Future" that gives customers a say in their utility's operations and provides clean, affordable electricity.

The conversation was initiated through the city's discussions with Xcel Energy (Xcel) – the electric utility that currently serves Boulder – regarding potential renewal of the company's 20-year franchise agreement. Given Boulder's commitment to reducing its carbon footprint, the difficulty of accomplishing this without addressing supply-side (i.e., energy generation) issues, the rapid changes taking place in the energy industry, and a number of other questions and issues raised during the franchise discussions of 2010, council decided not to renew the franchise agreement and to spend time considering the community's energy options.

Subsequently, the city initiated the "Boulder's Energy Future" project to clearly articulate the community's energy goals and objectives and to define and analyze options for achieving those goals. A statement of the community's goals and objectives was adopted by council on March 1, 2011. The overarching goal was stated as follows:

To ensure that Boulder residents, businesses and institutions have access to energy that is increasingly clean, reliable and competitively priced.

In addition, the city seeks to achieve an energy future defined by:

- economic prosperity and a dynamic green economy that uses clean and competitively priced electricity;
- serving as an incubator for clean energy companies and new technologies;
- ensuring stable and predictable long-term utility rates;
- significant reductions in carbon emissions and improved environmental quality by utilizing appropriate technologies and maximizing the use of clean and renewable fuel sources for electrical generation;
- energy independence that is practical, reduces consumption, develops local generation to the maximum extent feasible, and provides greater local control over energy investment and decision-making; and
- an operating model that protects vulnerable populations from increasing utility costs and exposure to more polluting energy infrastructure while ensuring equal access for all to the benefits of a green economy.

In working to achieve these goals and objectives, the analysis of Boulder's energy options has focused on four potential paths:

- signing a new, standard 20-year franchise agreement with Xcel;
- developing a new form of partnership with Xcel;
- keeping the current "status quo" with Xcel - continuing to be served by Xcel without signing a franchise agreement; and
- creating a locally owned and operated electric utility through a process known as municipalization.

The City of Boulder considered creating its own municipal utility in advance of franchise renewals as early as the late 1800s and again throughout the years, including 2010. In each case, the issues that prompted the debate were different. Today, the core issues driving municipalization exploration include:

- rapidly diminishing fossil fuel resources;
- the environmental impacts caused by carbon-based energy production;
- increasing energy costs that are a larger percentage of business and residential budgets; and
- the desire to support local firms and innovators that are responding to a rapidly changing energy market.

The city questioned whether energy delivery controlled by a 20-year franchise with a regulated, investor-owned utility can meet Boulder's changing energy needs, and has undertaken an effort to study other models for an electric utility.

In November 2011, Boulder voters approved two ballot measures that allow the city to explore the possibility of purchasing part of Xcel's electrical system and forming a city-owned electric utility. A decision about whether to form a local electric utility has yet to be made. Bonds will not be issued for the purchase of the system until full information on acquisition and stranded costs is known and a careful analysis and discussion of the decision occurs with City Council and the community. It may take several years to complete this process. In the meantime, Xcel will continue to provide electricity to Boulder customers.

Subsequent to the referendum, the city embarked on a process of forming the evaluation team, developing a work plan, and engaging the community and key stakeholders. In June 2012, Heather Bailey was hired as the Executive Director of Energy Strategy and Electric Utility Development to lead this effort. In August 2012, a formal work plan was presented and approved by City Council. The work plan provided for a comprehensive process that included the development of:

- charter-based metrics;
- financial modeling;
- asset acquisition;
- reliability assessment;
- development of an energy resource portfolio;
- legal strategies; and
- community outreach.

Status and Potential Next Steps

In August 2013, City Council authorized the start of the process for acquiring the infrastructure from Xcel Energy that the city would need to operate a safe and reliable local electric utility. This does not mean that the city will issue bonds for the purchase of the system. It simply means that the city will

begin the negotiaion process to determine the fair market vaule of the infrastructure needed to operate a local electric utility. Once acquisition and stranded costs are known, the city will determine if it should issue bonds and purchase the system.

The city will begin the formal acquisition process in December 2013 by sending Xcel Energy a notice of intent to acquire. After tha notice has been received by Xcel, the city will make Xcel an offer for what it believes to be a fair price for the necessary components of Xcel's system. If Xcel agrees to the offered compensation, the city will issue bonds and move forward with the purchase. If Xcel rejects the city's offer and subsequent negotiations fail to result in an agreement, the city will file paperwork with the district court to begin condemnation proceedings. Based on council direction, the earliest this can occur is January 2014.

In condemnation proceedings, both the city and Xcel would present what they believe to be a fair price for the Boulder electrical system. The ultimate price would be decided through the court process.

Due to the large amount of legal and engineering work associated with negotiation and potential condemnation proceedings, this process could take several months to a few years to play out. The city does not plan to publicly disclose its initial offer to Xcel until it has been accepted by Xcel or when the city files condemnation action. All documents filed as part of legal proceedings will be public record unless a judge orders them to be kept private.

Transition Planning

While the city and Xcel work on determining a fair price for the electrical system, the city must create a transition plan that will guide the switch to a city-operated system from Xcel's current operations. A transition plan is required by the federal government to ensure that the service provider change is as smooth as possible and that no customers are harmed and/or left without electricity for any period of time.

A transition plan can be thought of as a construction schedule and a business model all wrapped into one large document. The plan will detail what facilities and equipment will need to be put in place and where the switches will be between the two systems; and also lay out operations specifics, such as operations and maintenance plans, customer service and billing systems, and organizational charts. Basically, the transition plan sets the stage for how a Boulder electrical utility would be set up and how it would be operated on a day-to-day basis.

Development of the transition plan has already begun since it is an absolute requirement that it be in place before the city can purchase the infrastructure from Xcel Energy. City staff is currently developing the work plan and has been actively searching for professional experts who specialize in utility transitions to ensure that Boulder's plan is as comprehensive and well thought-out as possible.

Local Energy Services Provider

There is an opportunity for the city and community to create something wonderful, innovative and potentially industry-changing. It is also an opportunity for staff from several departments and divisions to work together, as this may affect many departments in some way, and to use what was learned from the September 2013 flooding to tie into resiliency and sustainability work. It's also a great opportunity to partner with the community, including the business community, in new and tangible ways to pursue shared goals.

The most immediate task is the development of a local energy services utility. It is an opportunity to show the community what a city-owned utility can do – on a limited basis – as a responsive service provider and what could be different from what they get today. The caveat is that it won't be a full slate of services, since the city doesn't yet own electric system assets and is limited, but it is going to be the framework that leads to the utility of the future: a service-based approach. Work on the local energy services provider project could continue even if the city doesn't acquire utility assets or it will be the framework that overlays the utility if the assets are acquired. Staff will have established a culture and process that is based on a service model, not a commodity model.

Energy Future staff has begun to outline the goals and objectives of the project. In December 2013, they will work with other department leaders to define what the final product could look like on a city-wide scale. On Dec. 17, 2013, City Council and the Boulder community will have their first chance to learn about the work and provide input. As this project is expected to be a community-wide collaboration, there will likely be several formal opportunities for people to learn more and help build upon this unique opportunity.

Colorado Public Utilities Commission (PUC)

In a recent ruling, the Colorado Public Utilities Commission (PUC) stated that it will take an active role in the creation of a Boulder local electric utility, should the city decide to create one. Specifically, the PUC stated that while the city has the authority to form a utility, the PUC has the authority to determine who becomes part of the system to ensure that all customers are treated fairly. It is important to note that the PUC did not say that Boulder cannot serve out-of-city customers.

In its current service area plan, the city has indicated that it will seek to acquire the system in a way that maintains its integrity and offers maximum reliability for customers. The proposed service area includes six electrical substations, two of which also provide service to between 5,800 and 7,000 out-of-city customers. Engineers who have evaluated the service area plan on the city's behalf say that acquiring the system as it is now is the "technically optimal" way to deliver electricity with the same or better reliability than is currently offered.

The PUC informed both Xcel and the city that it also intends to be involved in issues affecting the system's effectiveness, reliability and safety. Ensuring high levels of service and reliability has been a core requirement of Boulder's municipalization exploration from the project's inception, and the city is looking

forward to working with all of the appropriate entities toward this shared goal.

The city is currently reviewing the PUC's order and assessing the impact, if any, it might have on future plans. It is premature to draw any conclusions about the effect the decision will have on the city's timeline and work plan related to municipalization. The city remains committed to pursuing the creation of a local electric utility, as directed by voters, assuming all charter conditions can be met.

City of Boulder/Xcel Energy Task Force for Partnership Opportunities

Since 2005, when the city and Xcel began discussing renewing the franchise agreement, the city has asked Xcel to help partner on ways the city could achieve its energy future goals. While a partnership hasn't been achieved, the city has repeatedly invited Xcel to offer suggestions on ways to work together to form the electric utility of the future.

In mid-2013, the city and Xcel Energy formed a community task force to explore and vet ideas that both parties could support to provide a clean, safe, reliable, low-cost energy supply for Boulder customers and support our community's commitment to addressing climate change.

Over the past several months, that group has met regularly. While nothing concrete has yet been brought forth to which both parties have agreed, the task force continues to meet to discuss ideas and bring new options to the table.

The city understands that continuing to work with Xcel could be beneficial because the company could bring similar efforts to other communities in its multi-state service area. This would result in Boulder having a greater impact on carbon emissions and climate change on a much larger scale.

The city is committed to participating in the task force until all options have been discussed and either a solution is created or options have been exhausted.

New Community Working Groups Formed to Discuss Solar and Natural Gas Industry

In November 2013, the City of Boulder convened a working group of solar industry specialists and customers – both current and future – to explore motivators and barriers to implementing more solar throughout the community. This was the first meeting of several for the group, which will focus on defining the next-generation of incentives and providing guidance about how to handle solar contracts between now and the time when the city decides whether it will create a local electric utility.

The city has a unique opportunity to benefit from local experts to design programs that will encourage more local energy production. Expertise from the University of Colorado and federal labs located in Boulder, as well as the numerous companies and entrepreneurs developing leading-edge energy technologies, has already helped Boulder achieve one of the highest levels of solar per-capita in the US, with close to 14 megawatts installed in the city.

One of the questions the city would like to resolve is how to encourage continued participation in solar

installations during the ongoing deliberation about – and possible transition to – a local electric utility. Xcel Energy recently sent the city a letter requesting that the city agree to take over contracts it has with customers if Boulder forms an electric retail utility.

The City of Boulder is committed to protecting those in the community who have made investments in solar energy from any adverse impact related to the creation of a municipal utility. The city is also interested in working with Xcel on this important issue, not only to protect those who have already made investments, but to encourage growth in this area of renewable energy.

The city recently announced that a community working group of industry specialists and local stakeholders will be created to explore concerns and opportunities related to the use of natural gas to generate electricity for the City of Boulder, should it decide to form a local electric utility.

Natural gas will likely play a significant role in Boulder's energy supply, whether or not the community continues to be served by Xcel Energy or by a municipal utility. The group's focus will be to examine issues and concerns related to hydraulic fracturing (fracking) and methane release and to explore current and potential industry best practices.

Given the tremendous growth in natural gas production in Colorado, the current and future use of natural gas as an energy source for Boulder customers has raised concerns over fracking, which is a process that uses a pressurized water mixture to release oil and/or natural gas from deep underground.

In addition to discussing concerns over fracking, the community group will also discuss the issue of methane leakage. While it is widely accepted that burning natural gas emits significantly less carbon dioxide than burning coal, recent studies have found that using natural gas may actually release more greenhouse gases over its lifecycle. This is because quantities of raw methane, a major component of natural gas, can escape into the atmosphere during natural gas extraction, production and distribution.

The city has a unique opportunity to benefit from a discussion with local experts about the feasibility of a future municipal utility to push aggressively towards responsible development of natural gas. Expertise from the University of Colorado, federal labs, and numerous local companies and entrepreneurs developing leading-edge energy technologies could help Boulder in its work to curb climate change and support a robust clean energy market.

Council Action

Council will be asked to approve various actions related to this project. A detailed transition plan is being prepared to be presented to council at the end of the first quarter of 2014, which will provide a schedule of future actions requiring council approval. The first anticipated action will be the approval or determination of whether to become a local energy services provider. This should occur early in 2014.

Related Links

- Energy Future
- Energy Strategy & Electric Utility Development Department

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Capital Project Activity in 2014

Summary

Over time, the City of Boulder has invested significant resources in public infrastructure to provide the current level of municipal services. The city owns and maintains 330 buildings, 1,770 acres of parkland, 289 centerline miles of streets, two water treatment facilities, one wastewater treatment facility, 45,405 acres of open space, 700 miles of water and wastewater piping, and 300 miles of stormwater pipe.

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

Visit www.bouldercolorado.gov/cip to view the 2014-2019 Capital Improvement Program.

Status and Potential Next Steps

Based on the September 2013 floods and the damage assessment to date, it is anticipated that the 2014-2019 Capital Improvement Program (CIP) will be re-evaluated, including some projects approved for funding and construction in 2014. In some cases, it may cause a reprioritization of approved projects being delayed in order to complete projects resulting from flood damage, or advance projects in the priority array. This information will be brought forth to council during 2014. The exact timeline will be determined in the near future and will be brought to council for discussion. Select the "Dec. 3, 2013 Flood Update" link to view additional capital considerations.

Projects funded by the 2011 Capital Improvement Bond will continue to go forward due to Internal Revenue Service (IRS) timing requirements, as will grant-funded projects such as those through the Transportation Improvement Program (TIP).

In the second quarter of 2014, an information packet about planned construction activity will provide additional information about planned changes to the proposed 2014 capital projects.

Council Action
City Council action is unknown at this time.

Related Video

Draft 2014 - 2019 Capital Improvement Program

- 2014-2019 Capital Improvement Program
- Capital Improvement Bond Projects
- Capital Improvement Program
- Dec. 3, 2013 Flood Update

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Citywide Special Events

Summary

This policy and improvement project is a multi-department effort to clarify, simplify and create a consistent, effective regulatory framework for all special events hosted in the City of Boulder. The Special Events Project will make substantial changes in how city departments and partnering agencies function in a collaborative manner regarding all citywide special event requests and approvals.

Status and Potential Next Steps

The Special Events Project begins in February 2014 and follows the following next steps or phases.

Phase I: Discovery of Baseline Special Event Practices

- Interaction with all City of Boulder departments and staff supporting events.
- Review of all departments, staff, time, and systems in order to determine the methods, current practices, and gaps in serving special event requests.
- Establish a Special Event Project Team representing all departments to assist with project.

Phase II: Discovery of Best Practices and Industry Standards

- The project team will research, collect, and review nationwide industry best practices, procedures, and methods for permitting successful special events.
- The project team will develop an inventory of potential improvement options that will enhance the current baseline practices.

Phase III: Solution Design

- The project team will interview current event directors for constructive feedback about the current baseline and best practices inventory.
- The project team will begin selecting and designing solution-based improvement options and customize procedures that best fit Boulder's needs, resources, and capacities.

Phase IV: Implementation

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

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

Related Links

- Events

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Comprehensive Housing Strategy

Summary

Since the late 1990s - when the city last undertook a comprehensive housing planning effort - the city's affordable housing program has evolved and the local housing market has changed in many ways, some of which are dramatic. Efforts to study and address Boulder's continuing housing affordability issues coalesced in a staff proposal to develop a new Comprehensive Housing Strategy. The project began with a study session on May 14, 2013, when City Council confirmed the following project purpose statement:

Define priorities and goals for the expansion and preservation of diverse, affordable housing choices in Boulder and identify specific programs and tools to address them in a manner consistent with the community's social, economic and environmental sustainability principles.

Status and Potential Next Steps

To establish a foundation for policy analysis, a housing needs assessment was initiated; a housing choice analysis, including a survey and focus groups; and identification of potential policy options. Although those efforts were delayed by the September 2013 flooding, they should be completed in the first quarter of 2014. After the research phase is concluded, the potential next step would include stakeholder engagement and public outreach.

Council Action

Based on Council feedback on citywide priorities, staff will propose a project timeline with council updates, discussions and projected quarters for council action on policies.

Proposed Purpose, Key Assumptions and Guiding Principles

Draft Purpose Statement

Define priorities and goals for the expansion and preservation of diverse, affordable housing choices in Boulder and to identify specific programs and tools to address them in a manner consistent with the community's social, economic and environmental sustainability principles.

Key Assumptions

As the city pursues the development of a new strategy for addressing its housing issues, it is important to create a foundation of common understanding about what the strategy will seek to achieve, and what will and will not be considered within its development. Proposed key assumptions are outlined below in an effort to guide the strategy development process.

1. The strategy will build upon Boulder's existing policy context, retaining or potentially expanding current affordable housing goals and programs (e.g., Inclusionary Housing, annexation community benefit, dedicating local and federal funds, 10 percent goal).
2. There are no permanent solutions that will eliminate Boulder's affordability challenges. Demand to live in Boulder will always outstrip the housing supply. However, there are opportunities to respond more effectively and improve the situation.
3. The strategy will not focus on the needs or desires of higher-income households because the market is already meeting those needs.
4. It is too late to preempt or significantly address Boulder's loss of affordable detached single-family homes. There is not enough land to add the necessary supply, nor are there the financial resources to provide the necessary subsidy to a large enough number of middle-income households. The strategy therefore may take into consideration the provision of new single family detached homes but it will not be a main focus.
5. Any expansion of housing opportunities will require expanding the housing supply. However, the strategy will only consider land in the city's service area (Areas I and II) and the Area III Planning Reserve.
6. Given constraints on available land, increasing the supply of housing will require continued consideration of strategies to increase supply through infill and redevelopment. This is an approach the city has used in the past and can continue to use effectively.
7. The exploration of any new housing opportunities will integrate and reflect Boulder's commitment to sustainability by considering location, efficient use of land, transportation connections, energy efficiency and context-sensitive design.

Guiding Principles

Staff proposes that the strategy be guided by the following principles:

1. Create great neighborhoods and new housing opportunities. The strategy will seek to create and

preserve high-quality neighborhoods that support human development and healthy living, providing a mix of housing types and opportunities at the neighborhood scale; promoting walkability and easy access to shopping, work, school and recreation; and creating social spaces that help build and sustain community. This necessitates an integrated planning effort to achieve housing outcomes within the context of other community goals.

2. Continue and strengthen policies and programs that support those in need. The strategy must consider how to best continue and strengthen housing outcomes for lower-income households and those with special needs. Demographic trends (e.g., “the silver tsunami”) as well as economic trends will impact the local and regional housing markets, and the city’s policies and programs must both anticipate and respond in a manner consistent with the community’s goals.
3. Expand housing choice for middle-income households. While the combination of student-oriented housing and city- and nonprofit-supported permanently affordable units have helped create and preserve housing opportunities for lower-income households, the rest of the housing market has increased in cost and is not delivering housing products that are attractive and affordable to middle-income households, particularly families. As a result, many middle-income families are locating elsewhere (by choice or necessity), even though they may work or go to school in Boulder. This has negative social, economic and environmental consequences. The strategy development process will focus on creating new policy and program tools intended to influence this trend.
4. Consider the regional context as well as area-specific conditions. Boulder’s housing market does not operate in a vacuum, nor is it homogenous across the city’s geography. The city’s strategy must take into account the regional market, conditions and trends that impact the housing market within the city and shape household decisions. It must also consider and respond to the differing conditions that exist in each part of the city, recognizing that land values and other locational factors will affect the appropriateness and impact of specific policy and program approaches. The strategy may need to consider regional approaches (e.g., through transit enhancements) and area-specific approaches in addition to city-wide policy responses.
5. Be willing to have candid conversations, and to try new things. While past planning and policy initiatives have succeeded in creating desirable housing outcomes (e.g., the mix of housing types and prices created through area plans), other policies have contributed to escalating housing prices (e.g., the height limit and urban growth boundary, which limit the land supply). The process must include a conversation about trade-offs as openly and directly as possible. While respecting other priorities and maintaining a commitment to a compact urban form, the process should provide space and opportunity for new ideas.
6. Create new forms of partnership to deliver housing that meets community goals. The City of Boulder does not build housing. It creates the policy framework and conditions by which both nonprofit and for-profit developers build and manage housing. An effective response to Boulder’s housing challenges necessitates new forms of partnership, in which shared goals are articulated and agreed to, and each partner plays a role in creating the desired outcomes.

7. Develop an ongoing strategic planning approach, not "a plan." The housing market is dynamic. It is not possible to create a 5- or 10-year plan that can effectively advance the community's housing priorities within such a fluid context. A more dynamic and flexible approach is required. The strategic planning effort will define near-term priorities for the city's housing policies and programs, and establish an iterative and ongoing approach to strategic planning and policy intervention related to housing.

Next Steps

The vision for the new Comprehensive Housing Strategy is to create the environment for an ongoing process or system of integrated "planning and action" that is focused on monitoring and responding to Boulder's housing challenges, consistent with the ideas laid out in the preceding guiding principles. While the past 10 years have focused on effective implementation of the city's affordable housing program, the proposed approach will continue those efforts and initiate the new comprehensive housing strategy process.

As such, a phased approach is proposed:

- **Phase 1: Foundations for Action.** While some preliminary market data and assumptions were developed (see *Needs Assessment and Market Analysis* link on right column), a more in-depth housing needs assessment and analysis of housing choices is underway to support future strategy-development. The Phase 1 work plan is outlined below.

- **Phase 2: Strategic Direction.** With a better understanding of key issues and informed by further discussion with partners, stakeholders and council, a "Phase 2" effort will identify key strategic priorities.

- **Phase 3: Strategic Action.** Based on the council-approved Strategic Directions, the integrated staff team will develop a detailed work program and implementation schedule.

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

Phase 1 Overview

The purpose of Phase 1 is to provide the necessary foundation for defining strategic priorities, key goals, and a more focused implementation work plan. The work in process includes:

- **Housing Needs Assessment.** This will add to the market information prepared in the spring of 2013 and provide a more in-depth understanding of housing needs, including those of special needs

populations. The needs assessment will support the development of this strategy and meet the U.S. Department of Housing and Urban Development's (HUD) requirements for recipients of federal HOME and Community Development Block Grant funding. It will identify the specific gaps between community needs and the housing stock for all income levels both locally and regionally. Completion is projected for early 2014.

- **Understanding Housing Choice**. An analysis of housing choices will help identify the factors other than price that shape the decisions made by households as to where they live. This is a key area of understanding if the city is to succeed in creating housing that is attractive to middle income households and in-commuters, since housing in Boulder does not compete on a square foot cost basis with similar housing in nearby communities. What amenities or other factors drive housing choices for Boulder's commuters? How do they value the trade-off between living in a larger home elsewhere and traveling a longer distance, versus living within the city but in a smaller or attached home? In addition, Boulder will be subject to some larger trends affecting the entire nation including the aging of the Baby Boomers and decreasing household size. To better understand all of this, the analysis will be based on surveys and focus groups in the first quarter of 2014. Completion is projected for the second quarter of 2014.

- **Opportunities and Best Practices Inventory**. While the prior two tasks will help understand housing demand and choice, this task will focus on an inventory of "best practices" in terms of housing policies, programs, partnerships and outcomes, and how those best practices might be applied within the context of Boulder's sustainable urban form policies, housing needs and key opportunity areas. Completion is projected for the second quarter of 2014.

Partner and Stakeholder Engagement

While nearly everyone in Boulder is affected by housing issues, there are key individuals or groups involved with the production of housing in the community that will be particularly important to engage in the development of the strategy. These include Boulder Housing Partners, private developers, non-profit housing providers, Boulder County Housing and Human Services, local universities, and lenders.

Other stakeholders include key individuals and groups with an interest in housing policy and impacted by housing programs, such as tenant and landlord organizations, employers and business community organizations like the Chamber, Boulder Economic Council and Boulder Tomorrow, advocates for the homeless and special needs groups, and civic organizations such as the Community Foundation, PLAN Boulder and neighborhood associations.

Some of the broader stakeholders will be engaged in Phase 1 only as appropriate for input to the specific Phase 1 work program items, e.g. as focus group participants. A broader public engagement process is envisioned for Phase 2.

Integration with Parallel Initiatives

There are numerous city initiatives with which the housing strategy should be coordinated and appropriately sequenced, including:

- Transportation Master Plan
- Economic Sustainability Strategy
- East Arapahoe Area Plan
- North Boulder Subcommunity Plan Update
- Access Management and Parking Strategy
- Sustainable Streets and Centers

Background

Affordable and diverse housing options have been a long-standing community concern, and the city has had affordable housing policies and programs in place for almost 50 years. The Boulder Valley Comprehensive Plan has considered housing issues and needs with each and every version, dating back to the 1970s. The Housing Authority of the City of Boulder, created in 1966 by City Council, had approximately 400 units in its portfolio by the mid-1970s. In 1973, the city began requiring that 15 percent of all new units annexed to the city be affordable to lower- and moderate-income families and in 1975, the Moderate Income Housing Program required 15 percent of all new for-sale units to be affordable to moderate-income households.

These policies and programs have evolved over time in response to changing needs and circumstances. The city's last comprehensive assessment of housing policies and programs was in 1998. The key drivers for that effort were growing concerns that rising housing prices and increasing housing demand, combined with the limited supply of housing in the community, would continue to exacerbate the lack of affordable housing and lead to decreasing economic diversity in the community. Considerable discussion during the development of the strategy focused on concerns about the future social and demographic composition of the community, with decreasing opportunities for middle-income workers to live in the community, increasing affluence and loss of the middle class, increased in-commuting and loss of a sense of community.

Major Issues Identified

- Boulder is losing households that earn between $50,000 and $150,000 per year and gaining households that earn $200,000 per year or more and $50,000 per year or less. This supports the idea that Boulder is losing its economic "middle."

- There is no indication that this shift in household incomes is leading to a decrease in families with children in Boulder. However, those families with children are increasingly high-income households.

- Boulder's ownership market is now a tale of two housing types; single-family detached homes are now effectively out of reach for all but the highest earning middle-income households, while attached homes, particularly condos, provide better affordability for middle-income households (though are less attractive to families). Middle-income families seeking detached houses have greater opportunities outside of Boulder.

- The rental market is extremely tight with very few vacancies in Boulder, contributing to rising rents. At the same time, incomes of those renting in Boulder remained stagnant between 2000 and 2011. The market provides almost no affordable rental options for households with incomes below 50 Percent of the Area Median Income.

- The conditions that cause the high daily volume of in-commuting are unlikely to change. Some in-commuting may be a function of high housing cost but the sheer lack of available housing, both today and in the future, compared to the number of jobs in the city means tens of thousands of workers will continue to live outside the city.

- Due to strong demand for both ownership and rental units, and lack of supply, more housing will be needed if the community wants to address affordability concerns. Limited opportunities for new housing development and the cost of land will present significant challenges.

Past Meetings

City Council meetings to discuss the Comprehensive Housing Strategy were held on Feb. 12, and May 14, 2013. Memorandums and summaries of these meetings can be referenced on this page right column.

Comprehensive Housing Strategy

- 2-12-13 City Council Study Session: Comprehensive Community Housing Strategy Preliminary Discussion
- 2-12-13 Study Session Summary of a Comprehensive Housing Strategy
- 5-14-13 City Council Study Session: Developing a New Comprehensive Housing Strategy for Boulder
- 5-14-13 Study Session

Summary of a Comprehensive Housing Strategy
- Housing Choice and Best Practices RFP
- Needs Assessment and Market Analysis

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Enhancements and Related Ordinance Changes Affiliated With the Voice & Sight Dog Tag Program

Summary

The Voice & Sight Tag Program (Tag Program) was included in the Visitor Master Plan in 2005 as a trial program. The purpose of the Tag Program was to increase dog guardians' awareness of the requirements of voice and sight control and proper dog management. A monitoring component was included to inform program assessments and adaptive management. Staff evaluation of the Tag Program was based on monitoring results and subsequent discussion with City Council and the Open Space Board of Trustees (OSBT), and feedback from the public and stakeholder groups. The 18-month process from January 2012 through June 2013 included two community open houses, four study sessions and three public hearings with the OSBT, and a study session and public hearing with City Council. The process also included coordination with the Parks and Recreation, Finance, Municipal Court and Police departments.

The program evaluation led to the development of recommended program enhancements that will require changes to relevant sections of the Boulder Revised Code 1981 (B.R.C). Enhancements that require amending the B.R.C. include program application prerequisites requiring attendance of an information session and verification of a City of Boulder dog license or rabies vaccination, fees, fines, and the suspension and reinstatement of privileges. Several new education and outreach enhancements do not require amending the code.

Status and Potential Next Steps

The next step is the introduction, first reading and council consideration of an ordinance amending the B.R.C. regarding the enhancement of the Voice and Sight Tag Program.

Council Action

- *First Quarter 2014:* First and second reading of the ordinance changes to codify program enhancements.

Dogs on OSMP

- OSMP Dog Regulations Map
- City Dog Parks
- Dog Regulations by Area
- Dogs on OSMP
- Seasonal Leash Restrictions
- Trailhead Leash Program
- Voice and Sight Dog Tag Program

OSMP Links

- About OSMP
- Acquisition & Preservation
- Contact OSMP
- Get Involved
- Maps & Data
- Nature & History
- Open Space and Mountain Parks
- OSMP Kids' Pages
- Plans, Reports & Brochures
- Trails & Recreation
- Visitor Information

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Flood: Recovery, Assessment, Long-Term Resilience and Sustainability

Summary

From Sept. 11 through Sept. 15, the Boulder region experienced unprecedented rainfall, causing significant flooding, loss of life, and widespread damage. As a result of the flooding, Boulder County (including the City of Boulder) has been designated a Federal Disaster Area. The city is coordinating with:

- Federal Emergency Management Agency (FEMA);
- Boulder County;
- State of Colorado;
- United Way;
- local, state, and national volunteers and nonprofit organizations; and
- other partners to provide individual assistance, housing assistance and other services to individuals in need.

In addition, the city is working through the FEMA public assistance program, which assists with the restoration of the community infrastructure. It is a supplemental cost reimbursement program with specific eligibility requirements.

The flood has caused harm, but has also created an opportunity to think critically about the future and work together like never before in support of long-term community sustainability and resiliency. On Oct. 15, 2013, City Council adopted the following key objectives for the near-term recovery and long-term resiliency.

1. *Help people get assistance* - Facilitate access to individual assistance for affected homeowners,

renters and businesses to support their recovery from flood impacts and strengthen long-term resilience.

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

Status and Potential Next Steps

While full recovery is likely to take years, staff has already restored critical services, made temporary fixes and will continue to incrementally improve the situation, consistent with City Council objectives. City staff has provided disaster assistance to impacted residents, and has made significant progress restoring city facilities and streets, parks, and access to open space while working with disaster relief agencies to assess damages throughout the city.

In fall 2013, the City of Boulder hosted eight flood recovery meetings to share and collect information about flood impact assessments; neighborhood opportunities and challenges; and flood recovery information and resources offered by the city. Select the "Dec. 3, 2013 Flood Update" link for more information.

“The Flood Project” (Temporary Public Art)
Several City of Boulder agencies are collaborating with the Boulder Museum of Contemporary Art (BMoCA) and Colorado Creative Industries to install three temporary public art installations that will directly engage residents and neighborhoods, through the art-making process, to create art experiences or sculptures that meet the following goals:

1. Facilitate community healing as we continue to cope with the damage caused by the September 2013 flooding;
2. Thank the first responders, civil servants, volunteers and residents who are critical to saving lives and recovery;
3. Honor those affected by the flood; and

4. Commemorate the historical significance of the flood.

The Art and Cultural Services Office coordinated a public art selection process that resulted in the commissioning of Viviane Le Courtois and The bARTer Collective for participatory public art projects. In addition, BMoCA is adding events, collateral material, and a fine art print series from Boulder's Berger & Fohr design team, with help from the Boulder print studio Sharks Ink. These projects will culminate on Dec. 10, 2013, and the projects will have a legacy through the one-year anniversary of the flood. Viviane Le Courtois will begin fabrication of her sculpture in the last week of November and is working with city staff for installation near the band shell in Central Park ahead of the Dec. 10 event. The bARTer Collective has several more public events planned, including a recipe exchange for youth held at Boulder High School on Nov. 22, 2013.

Long-term Flood Recovery and Resiliency

The city is aiming to integrate its long-term resiliency planning with the Climate Commitment and other master planning efforts. The city will continue to work with the community and across the organization to plan for the future and potentially reprioritize infrastructure investments and resources.

Staff is also coordinating recovery efforts with local, state, and federal agencies, the private sector, and nonprofit organizations through a Long-term Flood Recovery Group (LTFRG). The focus of the LTFRG is to coordinate activities in the areas of housing assistance, human services, case management, health services, volunteers, data collection, needs assessment, fundraising and funding allocation. The United Way Flood Relief Fund will transition its community funding from emergency funding to recovery funding and provide those resources through the LTFRG based on needs assessments and other available resources.

Council Action

As the flood recovery efforts progress, the work plan will continue to be evaluated to ensure efficiency and effective use of resources. Due to the opportunity to rebuild better and greater than before, policy issues will be brought to council for further consideration, such as priorities for annexation and interests in protecting to a "higher standard" and "bouncing forward" after the flood. Further discussion is anticipated at the City Council retreat in January 2014.

Visit www.boulderfloodinfo.net for more information.

Related Links

- Boulder Flood Info
- Dec. 3, 2013 Flood Update
- Nov. 18, 2013 Flood Update
- Oct. 1, 2013 Flood Update
- Oct. 15, 2013 Flood Update

- Oct. 29, 2013 Flood Update

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Click to tab to the right

Homeless and Social Issues Action Plan

Summary

Addressing homelessness continues to be a high priority issue for City Council and the community. Developing effective strategies for preventing, addressing and reducing homelessness are also key goals of the Boulder County Ten-year Plan to Address Homelessness.

Increasingly, concerns have been raised about negative social behavior among both the homeless and non-homeless in the city, particularly those that congregate in the municipal campus area, Pearl Street Mall and commercial districts. Intimidating, inappropriate and illegal behaviors create an unwelcoming and negative social environment for residents, visitors and business. These behaviors are not driven by housing status and occur among diverse populations in the community.

The goals of the Homeless and Social Issues Action plan are to:

- articulate the different issues that have been identified, current efforts and successful strategies that have worked elsewhere; and
- develop strategic options for supporting and addressing homeless and social behavior issues.

The city is currently working with community partners to more effectively address homelessness as part of the Boulder County Ten-year Plan to Address Homelessness and to recommend strategies to address city-specific issues. The Homeless Planning group includes representatives of city departments and community nonprofits. Current work has focused on understanding the issues and populations and gathering data.

Based on this work, the Human Services Department is coordinating with other city departments (Municipal Court, Police, City Attorney's Office, Parks and Recreation, Downtown and University Hill

Management Division/Parking Services, and Library) to develop a Homeless and Social Issues Action Plan to:

- better assist our homeless population;
- access needed resources;
- coordinate service delivery;
- gather better data to help inform future priorities, strategies and funding; and
- identify options for addressing negative social behaviors that create an intimidating and unwelcoming environment in the community.

The action plan will include identifying key city goals related to supporting and addressing homelessness and options for strategic support to address these issues. Social strategies will include options and approaches for addressing behaviors in public spaces that negatively impact business activity and the ability of all residents and visitors to feel safe.

Status and Potential Next Steps

City Council direction for the Homeless and Social Issues Action Plan goals and priorities will be requested in the first quarter of 2014

Council Action
Recommendations for potential changes to the current panhandling ordinance or other ordinances are scheduled for the second quarter of 2014, following City Council direction.

Reducing Homelessness in the City of Boulder

The Department of Human Services works to reduce homelessness and homeless-related issues by partnering in the development and implementation of key strategic plans, including the Boulder County Ten-year Plan to Address Homelessness. Core activities include:

- grants and other assistance to community organizations to provide services, including shelter, food, health, mental health benefits and employment assistance;
- providing programs and services that help people to stay employed and housed, such as child care subsidies and enforcement of the City of Boulder's human rights ordinance;
- implementation of regional initiatives to improve service coordination, such as the joint grant management system with Boulder County and the City of Longmont; and
- partnership with the community, including the Homelessness Planning Group, to develop recommendations for homeless-related issues facing Boulder.

Homelessness Information

- Homeless Related Strategic Plans, Reports and Data
- Homeless Resources

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Human Services Strategy

Summary

The Housing and Human Services Master Plan, adopted in 2005 for the period 2006 through 2015, identifies the city's human services roles, guiding principles and priorities. Since 2005, many community and organizational changes have occurred that will inform the development of a new plan. The new plan is anticipated to be more flexible and nimble to meet more rapidly changing social and community conditions and will have a shorter, five-year planning horizon. To reflect these changes, the new plan is being renamed the Human Services Strategy.

Key shifts include the economic downturn that began in the early 2000s and peaked in 2008, which has created increased demands for human services in an environment of shrinking public resources at all levels. To address these challenges and strategically focus the city's human services resources for maximum impact, the Human Services Department is updating the master plan. The Human Services Strategy planning process includes:

- identifying city strategic goals and priorities for human services, including services the city provides and funding to the community;
- identifying funding strategies to align with goals;
- expanding integrated and effective regional planning and community funding with other jurisdictions;
- assessing city, county and other community partner roles, programs, and funding to determine highest leverage opportunities; and
- identifying regional indicators and outcomes to assess ongoing success of strategic goals.

Status and Potential Next Steps

Council Action

There will be a City Council study session about the Human Services Strategy in the first quarter of 2014.

2006-2015 HS Master Plan

- Master Plan
- Master Plan Appendix

City Council Updates

- Study Session: May 28, 2013
  Human Services Overview

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North Boulder Subcommunity Plan and Related Updates

Summary

In 1995, the City of Boulder adopted the North Boulder Subcommunity Plan to guide the significant amount of development and redevelopment that was expected in North Boulder, the area of the city with the most vacant land. The North Boulder Subcommunity Plan, amended in 1996 and 1997, has helped shape the mixed-use, retail, and residential development patterns in North Boulder. Since 1995, approximately 1,700 new housing units and 500,000 square feet of new nonresidential space have been built. The planning area is largely built-out; though a few significant sites in the Village Center and north of Yarmouth Street have not yet been redeveloped.

At the June 2012 study session about the work plan, City Council identified planning for the commercial area in North Boulder as a priority work plan item for 2013. Council directed staff to update the plan to:

- analyze what has occurred in the North Broadway commercial area since the 1995 plan was adopted;
- identify current market conditions; and
- address new conditions in the 100-year floodplain, the possible need for grocery or retail to anchor the Village Center, and expansion of arts, culture, and a new library.

Status and Potential Next Steps

In 2013, city staff completed a background analysis, identified issues, and started a process of community engagement as a foundation for the development of policy choices. Staff has completed a North Broadway Market Study, analyzed changes since the 1995 plan adoption, conducted focused community conversations, and held one public open house on Oct. 30, 2013.

In response to the September 2013 flooding, Community Planning & Sustainability (CP&S) Department staff will be working in close coordination with Utilities Division staff to assess how the plan update can be responsive to the North Boulder-specific flood assessment and mitigation planning. The next step will be to develop and discuss key choices with the community, Planning Board and City Council.

Council Action

- *First Quarter 2014* – City Council will receive an information packet with updates about the market study, community feedback, and proposed next steps, including preliminary policy choices, flood-related issues and timing.
- *Second Quarter 2014* – City Council will discuss key choices and directions for the North Boulder Subcommunity Plan.

North Boulder (NoBo) Arts District Update

Based on a request from the fledgling NoBo Arts District, the Art and Culture Program will work with city staff, the Boulder Arts Commission, other city boards and commissions, and the community to develop and propose a process by which the city can confer district designation for concentrations of creative businesses. The resulting process will accomplish the following proposed goals.

1. Formalize the relationship between the city and recognized creative districts.
2. Provide tools with which the city can contribute to the success and sustainability of creative districts.
3. Establish structures that will maximize the potential of creative districts as economic engines and social anchors.

Staff will begin to solicit input from impacted city agencies and will draft a proposal for review by the City Manager. Council members may be asked for input on the proposal. It is not expected that City Council will need to take any formal action. The goal is to have a working process in place to allow the NoBo Arts District to take advantage of State of Colorado district opportunities in March 2014.

North Boulder (NoBo) Corner Library Update

A staff team is developing a specific program plan for a North Boulder Corner Library. The goal, upon opening the library, is to provide patrons with access to popular materials for both children and adults. Additionally, holds pickup and materials drop-off will be offered, along with Wi-Fi and public computer access. Once the NoBo Corner Library is operational, staff will reassess the space to determine if other features or resources can be offered.

There will be a community open house hosted at the NoBo Corner Library to coincide with the NoBo Art District's "First Friday" on Friday, Dec. 6, 2013. With targeted community outreach, staff hopes to create

connections and connect with traditionally underserved populations in order to build dialog around library service needs. The purpose of this gathering is to collect input and feedback to garner interest for the corner library opening date in March 2014. An email address, bpl-nobo@boulderlibrary.org, has been established and the project website at news.boulderlibrary.org/nobo-corner-library has been updated to include a patron survey

North Boulder Transportation Update

The CP&S Department and Transportation Division are collaborating as part of the North Boulder Subcommunity Plan update and the Transportation Master Plan Update to identify existing and future multimodal transportation issues, opportunities, and challenges for this area of the community. Staff is also coordinating public outreach opportunities for the North Boulder community.

News and Events

For the rest of 2013, city staff will be reviewing what was heard during the Oct. 30 open house, coordinating with various stakeholders, and using that feedback to develop a set of choices and policy options. The city will then present these choices to the community for consideration in early 2014. In the meantime, comments can be submitted by selecting the "Comment on North Boulder" link or emailing Jeff Hirt at hirtj@bouldercolorado.gov.

Please contact Jeff Hirt (hirtj@bouldercolorado.gov) with any questions or to be added to the project-notification email list.

Past Meetings

Aug. 15, 2013 - Planning Board

June 6, 2013 - Planning Board

Past Open House

Oct. 30, 2013 - The public was invited to learn what has happened since the 1995 plan, see flood and transportation information, and share ideas about refreshing the vision for the North Broadway area. This open house included project information and interactive opportunities for feedback from adults and kids. Meeting materials have been posted under the "Oct. 30, 2013 Meeting Materials" section on this page.

Photo Gallery

View in photo gallery

Background

The North Boulder Subcommunity Plan is the first and only subcommunity plan in the City of Boulder (see Chapter IV of the Boulder Valley Comprehensive Plan for a more detailed description of subcommunity plans).

The Planning Board and City Council adopted the original plan in 1995 after a three year process. The 1995 Plan sets forth a vision for a North Boulder with “complete, discernible neighborhoods.” The plan’s overall goal is to strike a balance between preserving existing assets and to establish a vision for areas that had yet to develop at that time. Since adoption, the 1995 Plan has guided significant residential, mixed use, and retail development.

However, some key elements from the 1995 Plan have not been fully realized. Notably, the “Village Center” concept in and around Yarmouth Avenue and Broadway has been implemented on the east side of Broadway but not the west side. The North Armory site at 4650 Broadway also has short term redevelopment potential.

In 2013, City Council requested a targeted North Boulder Subcommunity Plan update focusing on the Village Center and Yarmouth North area along Broadway to address these issues. Both market and land use policy factors warrant consideration, as do floodplain issues.

North Boulder Subcommunity Plan

- Boulder Valley Comprehensive Plan (BVCP)
- North Boulder (NoBo) Corner Library
- Subcommunities Map
- Transportation Master Plan (TMP)

North Boulder Subcommunity Plan Background

- 1995 North Boulder Subcommunity Plan
- 2013 Community Feedback Summary
- August 15 Planning Board Presentation
- August 15, 2013 Meeting Memo
- June 6, 2013 Meeting Memo
- North Boulder Subcommunity Project Schedule
- North Boulder Subcommunity Update Project Map

Oct. 30, 2013 Meeting Materials

- Oct. 30 Market Study Preliminary Findings
- Oct. 30 Open House Display Boards
- Oct. 30 Open House Presentation
- Oct. 30 Open House Public Feedback

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Parks and Recreation Master Plan

Summary

The 2013 Boulder Parks and Recreation Master Plan provides guidance and policy direction for the Boulder Parks and Recreation Department's role in the community. The master plan shapes the delivery of department-provided parks and recreation services in a manner that is consistent with city sustainability goals and meets the community's level of service standards.

The master plan is a key implementation strategy within the city's primary planning document, the Boulder Valley Comprehensive Plan (BVCP), and is intended to be strategic in focus to help the department respond to three important questions.

- What do we do?
- For whom do we do it?
- How do we excel?

The primary focus is on the short-term strategies that will build success over the long-term. The master plan also focuses on high-level initiatives rather than more specific and detailed actions. The specific actions will be identified and assigned in the annual Action Plan.

The master plan includes the department's mission and vision; an analysis of the parks and recreation system's current condition and challenges; and six key themes that emerged from research and

community engagement. It also includes policies, long-range goals, initiatives and a system plan that will allow the department to serve the community's highest priorities and be responsible stewards of public assets and dollars. The master plan is designed to be flexible, providing a high-level framework that will help the department build the systems and processes that will lead to success over time.

Status and Potential Next Steps

On June 24, 2013, the Parks and Recreation Advisory Board recommended that City Council accept the master plan. On July 25, 2013, the Planning Board discussed the master plan and also recommended that City Council accept the master plan.

Council Action
The September 2013 flooding delayed City Council discussion and action on the master plan, and a rescheduled discussion is anticipated for the first quarter of 2014.

2006 Parks and Recreation Master Plan

2006 Parks and Recreation Master Plan

2006 Parks and Recreation Master Plan

2006 Parks and Recreation Master Plan

See more articles like this

Related Video

2013 Boulder Parks and Recreation Master Plan DRAFT

- 1. August Draft Master Plan
- 2: July Draft Master Plan
- 3: June Draft Master Plan
- 4: May Draft Master Plan
- 5: April Draft Master Plan

2013 Parks and Recreation Master Plan: Community Needs

- Needs Assessment
- Pathfinders Workshop Proceedings

2013 Parks and Recreation Master Plan: Public Engagement

- Inspire Boulder (MindMixer)
- Parks & Rec Master Plan Website

2013 Parks and Recreation Master Plan: Research Reports

- Asset Management
- Charter, Mission and Vision
- Financial Sustainability
- Key Benchmark Analysis
- Overview of Planning Area
- Recreation Programs and Services
- Related Planning Documents
- Trends

Parks and Recreation Annual Reports

- 2010 Annual Report
- 2011 Annual Report
- 2012 Annual Report

Parks and Recreation Master Plan 2006

- Chapter 1- Introduction

- Chapter 2- Mission, Vision and Goals
- Chapter 3- Trends, Key Issues and Community Needs
- Chapter 4- Parks and Recreation Facility Needs
- Chapter 5- Investment Priorities and Funding Options
- Chapter 6- Recommendations
- Chapter 7- Financial Sustainability Program
- Chapter 8- Implementation and Next Steps

Parks and Recreation Master Plan Appendices 2006

- Appendix A: Glossary
- Appendix B: History and Accomplishments
- Appendix C: Policies
- Appendix Cover and Table of Contents
- Appendix D: Community Profile
- Appendix E: Six Funds
- Appendix F: Recommendations
- Appendix G: Survey Results
- Appendix H: Summary of Public Comments
- Appendix I: Park Service Area Guidelines
- Appendix J: Prioritizing Park Development
- Appendix K: Financial Assumptions
- Appendix L: Disc Golf Study

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Regional Travel

Summary

Among the policy focus areas of the Transportation Master Plan is achieving greater modal choice on key regional connections. Requiring elected official and staff-level involvement, strategies include supporting and participating in regional coalitions and collaborative efforts to plan and fund regional travel options.

Status and Potential Next Steps

There are multiple studies, coalitions and funding efforts underway, including:

- *US 36 Mayors and Commissioners Coalition (ongoing)* – Establishes a shared vision and advocacy for transportation solutions and funding along the US 36 corridor;
- *36 Commuting Solutions (ongoing)* – A partnership of private and public organizations supporting advocacy for funding and providing transportation demand management services to employers and employees along the US 36 corridor;
- *Northwest Area Mobility Study (completion in spring 2014)* – A study to evaluate transit-based options for enhancing mobility throughout the Northwest corridor, including Northwest Rail and Bus Rapid Transit services;
- *MPACT 64 (Statewide funding initiative potentially for November 2014)* – A regional and statewide discussion to craft a multimodal package for voter consideration, perhaps for the November 2014 ballot;
- *Denver Regional Council of Governments (DRCOG)* – Multiple agencies and issues, including Board, MetroVision Issues Committee (MVIC), Sustainable Communities Initiative (SCI) Northwest Corridor Working Group, fiscally constrained Regional Transportation Plan (RTP); and
- *Transportation Improvement Program (TIP)* – Establishes regional land use collaboration and

transportation planning, including awarding federal transportation grant funding.

Council Action

Council members and staff are appointed to and expected to represent the city consistent with adopted city policy. Designees return to the full city council for guidance at key decision points, especially if existing policy guidance is not clear.

Regional Corridors

Boulder is part of the Denver Metro Region and a center for employment, education and entertainment.

Both Boulder County and Boulder are net importers of employees. About half (or 50,000) of Boulder's employees in-commute and are necessary to support Boulder's business and service activity.

Regional Travel Connections

Improved regional connections are critical for our economic sustainability. While multimodal improvements are occurring on US 36, very limited improvements are planned or funded for the other regional facilities linking Boulder to other communities.

Significant growth is anticipated in areas with limited or no RTD transit service, limiting the travel options for many Boulder employees.

See the below maps for a sense of the intra-country trips made on a daily basis and for employment and density distribution in the region.

Regional Travel Maps

View in photo gallery

2013 TMP Update

- 2013 TMP Update Homepage
- Complete Streets
- How Are We Doing?
  Performance
- Integration of

Sustainability
- Regional Travel
- Transportation Demand Management (TDM)
- Transportation Funding
- Transportation Master Plan (TMP)

Agency Partners

- Boulder County
- Boulder County Mayors and Commissioners Coalition
- Denver Regional Council of Governments (DRCOG)
- RTD (Regional Transportation District)
- US 36 Commuting Solutions

Regional Travel

- 28th Street Improvements Project
- Multimodal Corridors: Intelligent Transportation Systems
- Regional Corridors Map
- Regional Transportation District (RTD) Changes
- Regional Travel: Evaluation of Regional Connections
- TMP Investment Program

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Smoking Ban in Open Space, Parks, and Commercial Districts

Summary

City Council has requested that staff develop an ordinance initiating a smoking ban for City of Boulder Open Space and Mountain Parks (OSMP), Parks and Recreation sites, and in areas of activity such as the commercial districts – downtown, University Hill and Boulder Junction. In 2012, the city successfully initiated a smoking ban on the Pearl Street Mall.

Status and Potential Next Steps

Initiating a smoking ban of this scope would require substantial staff time and resources from a variety of departments – OSMP, Parks and Recreation, Police, City Attorney's Office, and Downtown and University Hill Management Division and Parking Services. Staff and council must consider how the ban would be enforced in these different areas and the amount and expense of signage needed for public notification and enforcement. An issue already identified is the impact on downtown employees who smoke. Outreach and input from a variety of boards (Open Space Board of Trustees, Parks and Recreation Advisory Board, and the commercial district boards - Downtown Management Commission, University Hill Commercial Area Management Commission and Boulder Junction Access District), would be solicited, as well as feedback from the public. Staff would work in coordination with Boulder County Public Health to develop a public education campaign.

Council Action

Given the existing work program, the scope of the effort and the impacts of the September 2013 flooding, staff is proposing to postpone the smoking ban project for consideration in 2015.

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Click to tab to the
right

Sustainable Agriculture and Local Foods

Summary

The Open Space and Mountain Parks (OSMP) Department currently leases 14,740 acres to local farmers and ranchers for the production of food, feed, and fiber. Due to irrigation water availability, slopes, and protection of native grass communities, nearly 80 percent of this acreage is used exclusively for cattle grazing. Currently, 470 acres of agricultural land are used for the production of locally-marketed food products, including beef, lamb, honey and vegetables. Eight acres are used for diversified organic vegetable production, with eight more transitioning in spring 2014. Open Space agricultural staff understands the increased demand for local food production, specifically vegetables, in Boulder County.

Transitioning land to this type of production requires careful selection of properties with suitable soil and water characteristics and adequate infrastructure, including housing and outbuildings, in order to ensure responsible and sustainable management of the land. OSMP staff has identified more than 150 acres of land appropriate for diversified vegetable production that meets these criteria. Open Space agricultural staff is currently working to offer the Nu-West and McKenzie properties to prospective producers for local food production. These properties comprise a total of 120 acres, some of which would be suitable for vegetable production if an appropriate tenant can be identified. The Manchester property, including a home and outbuildings with up to 14 acres, will be offered for lease in 2014. Infrastructure improvements to the home and facilities on the Hartnagle property will also begin in 2014. Some parcels will need considerable infrastructure improvements before they can be leased for this type of production.

OSMP staff is also working with current tenants to continue to look for avenues to increase their marketing and sale of products locally. These efforts include partnering with Boulder County Parks and Open Space on a successful U.S. Department of Agriculture (USDA) Rural Business Enterprise Grant to perform a market assessment for a Boulder-branded Meat Marketing Cooperative. This evaluation will

determine what the economic benefit for producers will be and identify any technical considerations in processing, labeling, marketing, and distribution.

To ensure the long-term productivity of the land and the health and safety of users and wildlife, OSMP staff has been working with tenants to shift agricultural practices towards reduced pesticide usage through implementation of integrated pest management principles. To this end, OSMP staff has encouraged adoption of organic pesticides for perennial pests like alfalfa weevil through a cost-share program. OSMP staff and cooperating tenants are also trialing alternative crops that are not susceptible to local pests and pathogens to reduce the need for fungicides and insecticides. Similarly, conservation of soil quality is fundamental for the sustainability of OSMP agricultural lands. OSMP staff has implemented a soil testing program to track soil quality changes in annually tilled fields. Staff will continue to work with tenants and university-based researchers to adopt soil conservation technologies like reduced tillage, cover cropping, and longer crop rotations.

Status and Potential Next Steps

Goals

- Two properties offered in 2014 for local food production.
- Historic structures assessment and rehabilitation of Hartnagle and Hunter-Kolb farm houses.
- Develop a framework for reduced lease rates for implementation of practices that encourage soil stewardship.
- Expand soil testing to a representative sample of perennially-cropped OSMP fields.

Measurables

- Soil quality indicators (percent organic matter and cation exchange capacity).
- Acreage in diversified vegetable production over time.
- Total grams of active ingredient and Environmental Protection Agency (EPA) risk categories of pesticides applied over time.
- Acreage of cover crop implementation.
- Acreage of crops switched from two-year rotations to four-plus year rotations.

Council Action

No City Council action is requested at this time.

Related Links

- Open Space and Mountain
  Parks to Lease Land for
  Local Organic Food

Production

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Sustainable Streets and Centers (SS&C)

Summary

The Sustainable Streets and Centers (SS&C) project is envisioned to lead to a set of implementation tools to complement the 2010 Boulder Valley Comprehensive Plan (BVCP) community design/urban form policy section. The resulting tools will help shape a more sustainable urban form and improve the quality of streets and centers in Boulder by better integrating multimodal mobility and land use. The project has two phases and is intended to provide a more detailed design guidance that will shape urban form, particularly in parts of the city that do not have adopted area plans, design guidelines, or other forms of context-specific guidance.

Status and Potential Next Steps

With completion of the Boulder Junction pilot installations, a cross-departmental city team has been working on SS&C both as a stand-alone project and as an integral part of other projects that have similar and intersecting objectives, such as the East Arapahoe Area Planning. City staff, with consultant assistance, has completed SS&C Phase I.

Phase I

1. *Inventory of Existing Conditions for Three Demonstration Corridors* - Detailed analysis of existing land use and transportation infrastructure characteristics for 12 focus areas along East Arapahoe Avenue between 28th and 63rd streets, 30th Street between Baseline Road and Arapahoe Avenue, and Colorado Avenue between Foothills Parkway and Folsom Street.
2. *Best Practice Examples* - A best practice review and documentation to identify how other

communities create walkable and sustainable streets, including various policies, regulations, and design standards.

Phase II

For Phase II, staff is scoping SS&C tasks, including public outreach, design prototype development, and performance measures, as well as tasks to be coordinated with the following projects:

- East Arapahoe Area Planning (starting in 2014, with an initial focus on corridors and centers);
- Transportation Master Plan Update (midway and to be completed in May 2014);
- CU East Campus Connections: "Revisioning Colorado" and "30th Streets;" and
- Access Management and Parking Strategies (started in 2013 with completion in late 2014).

Council Action

- *First Quarter 2014* – Staff is requesting a City Council study session that will include topics such as the results of the Phase I analysis and initial work on Phase II, including key coordination with relevant projects.
- *Second Quarter 2014* – Staff is requesting a City Council study session to present initial findings for Phase II work, including design prototypes, performance measures, and initial land use and transportation analysis for East Arapahoe Avenue, Colorado Avenue, and 30th Street.

Related Links

- Access Management & Parking Strategy
- Boulder Junction
- Boulder Valley Comprehensive Plan (BVCP)
- Complete Streets
- Transportation Master Plan Update

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Transportation Master Plan Update

Summary

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

The 2013/2014 Transportation Division work plan includes an update to the TMP. The current update is underway, with a focus on coordination and integration with the city's Sustainability Framework and priority-based budgeting approach. In late 2012, council confirmed the TMP policy direction and added the new focus area of "Integration with Sustainability Initiatives," and three additional objectives of safety, neighborhood accessibility, and vehicles miles traveled per capita for both residents and in-commuters.

The TMP Update, which builds upon the strong multimodal policy foundation and refinements to the existing system, includes a focus on "Complete Streets" with work programs centered on a variety of Bicycle and Pedestrian Innovations, as well as renewing the community's transit vision. Additional focus areas include regional travel, transportation demand management, funding, and integration across citywide planning initiatives. The update is being developed in collaboration with the city's Sustainability Framework and other related planning initiatives such as the Climate Commitment, Access Management and Parking Strategies, Sustainable Streets and Centers, and corridor plans such as East Arapahoe and North Boulder.

Status and Potential Next Steps

The TMP Update is moving forward based on the 2012 policy review phase and guidance from City

Council and the Transportation Advisory Board (TAB) throughout 2013. Staff is currently conducting the technical planning analysis of a variety of multimodal transportation scenarios and innovations.

Extensive public outreach has been conducted throughout 2013 and will continue into 2014. Staff is also providing frequent updates to the TAB. The next update for City Council is a study session planned for the first quarter of 2014.

The completion of the TMP Update is anticipated in the second quarter of 2014 and a final study session with City Council will be scheduled during the second quarter of 2014. The final plan will be advanced for council consideration in May/June 2014.

Council Action

- *First Quarter 2014* – Staff is requesting a City Council study session that will include topics such as the initial results of the TMP Update's Complete Streets focus area planning analysis, including bicycle and walking innovations, as well as a renewed vision for transit system scenarios. In addition, staff will provide information regarding the communitywide Eco Pass feasibility study being conducted in partnership with Boulder County and updates regarding the city's TMP measurable objectives.
- *Second Quarter 2014* – Staff is requesting a City Council study session to present draft plan recommendations for all of the TMP Update's focus areas and measurable objectives. The TMP Update planning process is scheduled for completion by the end of the second quarter of 2014. Staff will bring the final plan forward for City Council consideration in May/June 2014.

TMP Update

- 2013 TMP Update Homepage
- Transportation Master Plan
  (TMP)

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University Hill Reinvestment Strategy

Summary

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

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

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

Status and Potential Next Steps

The reinvestment strategy is the result of the Hill staff team's commited effort to reshape and rethink the revitalization effort by proposing both quick and coordinated action on some of the many good ideas that have emerged during the recent past, and a longer-term commitment to ensure sustainable change. Some ideas have come from various studies or plans, while others come from stakeholder or staff input. The approach is built on three key assumptions.

1. The long-term sustainability of the Hill can only be accomplished by a broad-based coalition of stakeholders building an organizational structure that is financially sustainable.
2. A multi-pronged strategy is needed, including the following program areas:
    - public spaces and infrastructure;
    - marketing and programming;
    - building a culture of innovation;
    - cleanliness and safety; and
    - organizational capacity.
3. The city is the entity to "prime the pump" to provide the financial support and staff resources to build the initial momentum needed for the the University Hill Reinvestment Strategy.

The University Hill General Improvement District (UHGID) resources contribute to the effort, but are not sufficient to create substantial and sustainable change. The long-term goal is to create an organizational entity representing all the major stakeholder groups that would become self-sufficient and not rely solely upon city support.

The Residential Service District (RSD) project will be incorporated into the reinvestment strategy. The RSD stakeholder group has dedicated many hours to develop a final proposal for the RSD. However, the process has revealed several major challenges for RSD implementation, including the necessity to modify the existing general improvement district formation ordinances to include participation of property owners and the fact that many of the properties owned by the Greek organizations are tax-exempt and would require a special payment in lieu of taxes (PILOT) agreement in order to participate in the RSD. Proceeding without the involvement of the Greek properties is not an option with the petition process. Alternative approaches to implement the RSD are under consideration and would be a part of the University Hill Reinvestment Strategy.

The strategy is planned within two phases:

- shorter-term, Prime the Pump, 2014 through 2015; and
- longer-term, Sustainable Strength, 2016 and beyond.

Staff is working on a detailed implementation plan, timeline and budget for the initial Prime the Pump phase that will be completed by the beginning of 2014. Input and feedback will be sought from the RSD

stakeholder group and the University Hill Commercial Area Management Commission, as well as other hill stakeholders.

Council Action

An update to City Council will be provided through an information packet scheduled for the first quarter of 2014.

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Urban Wildlife Issues

Summary

Implementation of the Black Bear and Mountain Lion Component of the Urban Wildlife Management Plan

The City Council-accepted Black Bear and Mountain Lion Component of the Urban Wildlife Management Plan (UWMP) includes strategies to minimize human-wildlife conflicts and increase public awareness about how to better coexist with these animals. Implementation of the plan includes an adaptive management approach to address trash, the primary urban attractant for black bears. As part of the 2012 and 2013 implementation activities, the city partnered with Colorado Parks and Wildlife (CPW) to conduct a Black Bear Education and Enforcement pilot program to evaluate the effectiveness of increased education and enforcement as a strategy to improve the way that trash is stored in the community.

Implementation of the Prairie Dog Component of the Urban Wildlife Management Plan - Policy and Ordinance Revisions

During the past 13 years, a suite of ordinances, policies and administrative rules have been developed to address prairie dog management and the use of lethal control within the city and on city lands. These policies and regulations require revisions to be consistent with the adopted components of the UWMP, current management practices, and the Open Space and Mountain Parks (OSMP) Grassland Plan. In July 2013, the CPW approved a permit to relocate 900 prairie dogs from Parks and Recreation properties to the Waneka OSMP property. Prairie dog relocation began in the fall of 2013.

Urban Coyotes

In January 2013, after several incidences where coyotes nipped pedestrians or bicyclists in east Boulder, the city worked with CPW to initiate a voluntary coyote hazing program. This program was designed to

scare coyotes away from public trails and lands for public safety, while preventing the killing of non-offender coyotes.

Status and Potential Next Steps

Implementation of the Black Bear and Mountain Lion Component of the Urban Wildlife Management Plan

From April to November of 2012 and 2013, the city conducted the Black Bear Education and Enforcement pilot program. City staff submitted a first-year report in early 2013. In the fall of 2013, four bears that had been scavenging on trash were killed by Colorado Parks and Wildlife officers to protect public safety, increasing community and council attention on creating regulations to protect bears. In early 2014, staff will return to council with options for how to better secure trash from bears. This 2014 implementation will be informed by outcomes and analysis of the two-year pilot program.

Prairie Dog Policy and Ordinance Revisions

In the summer of 2013, the city started the relocation of prairie dog colonies at Foothills Community Park. Due to September 2013 flooding, the relocation was not completed and will continue in 2014. The CPW has granted approval for continuing the relocation. Staff will evaluate the need for policy and ordinance revisions.

Urban Coyotes

From Jan. 18 through Feb. 15, 2013, staff and volunteers conducted daily coyote hazing. The hazing seemed to end coyote-human conflicts, as there were no reported incidents during the four weeks of hazing. However, weeks after the hazing program ended, a five-year-old boy was bitten and the two coyotes suspected were killed by Colorado Parks and Wildlife officers to protect public safety. Hazing programs will be considered in the development of future coyote management plans.

Council Action

- *First Quarter 2014* – City Council will provide directions for staff to pursue options for securing trash from bears.

Related Video

Prairie Dog Relocation

- Prairie Dog Lethal Control Permit Application Form
- Proposed Prairie Dog Relocation Receiving Site

Urban Wildlife Management Plan

- Bear & Mountain Lion Component of the Urban Wildlife Plan
- City of Boulder Wildlife Protection Ordinance
- Coyote Management Plan
- Prairie Dog Component

Urban Wildlife Menu

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Zero Waste Master Plan Update

Summary

In 2006, City Council accepted the original Master Plan for Waste Reduction and a Zero Waste Resolution. The plan outlines educational, technical and financial assistance programs, infrastructure and regulation, and includes a road map to approach 85 percent waste diversion. Historically, city trash tax funding has focused on providing waste reduction programs and services to the residential sector. New strategies identified through the Zero Waste Master Plan (ZWMP) update process will focus on increasing multifamily and commercial waste reduction.

One major development since the acceptance of the original master plan was the purchase of the property at 6400 Arapahoe Ave., approved by council in August 2009. Funded by bonds backed by the trash tax, the site has been developed and will serve as a home for the City of Boulder/Eco-Cycle Center for Hard-to-Recycle Materials (CHaRM), Eco-Cycle offices, and ReSource for building material reuse. The property also includes approximately two non-programmed acres that could host additional waste diversion facilities. ReSource already occupies the site, and Eco-Cycle is planning to relocate to the property in December 2013.

The update to the ZWMP will include a framework for evaluating future trash tax investments, as well as any other revenues that may be available to fund future components of the city's zero waste strategy. Possible future initiatives include Phase II development at 6400 Arapahoe Ave., enhancing compost opportunities for organic waste, and an integrated strategy to foster continual improvement in commercial recycling. The updated ZWMP will also incorporate analyses of greenhouse gas impacts and other environmental impacts of zero waste initiatives, and will include recommendations for increasing reuse and reducing waste generation at its source.

The public engagement process to update the ZWMP will continue into the first half of 2014. At a February 2011 study session, City Council identified community priorities for the updated plan. A second study session was held in October 2011, where council provided feedback about possible new initiatives, infrastructure investments, and potential regulations, including a ban on polystyrene food take-out containers and a disposable bag reduction ordinance (adopted Nov. 1, 2012).

Status and Potential Next Steps

In 2013, a program evaluation study was initiated to assess the existing trash tax expenditures and make recommendations for future zero waste investments, assessing cost-effectiveness and environmental benefits. The final results of this study are expected in the fourth quarter of 2013. The findings and recommendations will be presented to City Council at a study session in the first half of 2014 and will form the basis of the plan update.

In 2014, City Council will consider an update to the ZWMP that will include a framework for Boulder's zero waste strategy, which integrates a balance of education, technical and financial assistance, infrastructure investments, and potential regulations. As part of this, specific initiatives will be identified and council can weigh in on the desired balance and investment philosophy to help prioritize future initiatives and support zero waste.

Council Action

- *First/Second Quarter 2014* – City Council study session to discuss the ZWMP update.
- *Third Quarter 2014* – City Council consideration of a draft ZWMP.

Zero Waste Master Plan

- 6400 Arapahoe - Future Zero Waste Reduction Facilities
- LEAD Home
- Trash Tax
- Zero Waste for Businesses
- Zero Waste General Info

Zero Waste Master Plan Update

- Business and Residential Waste Reduction Snapshot
- Community Waste Reduction Snapshot
- Dec. 6, 2011 - Summary on

Zero Waste Master Plan Update
- Master Plan for Waste Reduction
- Zero Waste Resolution

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