



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: October 2, 2018

AGENDA TITLE First Reading of 2019 Recommended Budget

PRESENTERS

Jane Brautigam, City Manager
Mary Ann Weideman, Deputy City Manager
Tanya Ange, Deputy City Manager
Cheryl Pattelli, Chief Financial Officer
Kara Skinner, Assistant Director of Finance
Kady Doelling, Executive Budget Officer

EXECUTIVE SUMMARY

This agenda item provides information for City Council consideration, regarding the adoption of the 2019 budget and other related ordinances to appropriate city funds as presented in the [City Manager's 2019 Recommended Budget](#), for the 2019 fiscal year, including an additional \$440,677 and 3.50 FTE for the Library division as a result of direction received during the Sept. 11 study session.

The 2019 Recommended Budget was reviewed with City Council during the study session on Sept. 11, 2018 and a summary is provided as part of this package under the consent agenda. This memo provides additional information related to items discussed at that study session and includes responses to council questions pertaining to the 2019 Recommended Budget.

The Downtown Commercial District (formerly known as the Central Area General Improvement District), the University Hill Commercial District (formerly known as University Hill General Improvement District), the Boulder Municipal Property Authority (BMPA), the Forest Glen Transit Pass General Improvement District, the

Boulder Junction General Improvement District for Parking, and the Boulder Junction Improvement District for Transportation Demand Management (TDM) budgets are not included with these ordinances. They will be appropriated by resolution under a separate agenda item on Oct. 16, 2018, coinciding with the second reading of the city budget.

STAFF RECOMMENDATION

Staff recommends adoption of the following four ordinances:

- **Budget Adoption Ordinance (Attachment G)**
The Charter of the City of Boulder requires that, before the city establishes the property tax mill levy, the annual budget that summarizes sources and uses must be approved. The ordinance included in this packet incorporates the 2019 recommended budget, including additional funding related to the Library division.
- **Mill Levy Ordinance (Attachment H)**
The ordinance included in this packet sets the 2018 mill levy for collection in 2019. The mill levy for 2018 is 11.981, unchanged from 2017.
- **Appropriation Ordinance (Attachment I)**
This ordinance appropriates funds as stated in the budget ordinance for 2019.
- **Fees Ordinance (Attachment J)**
City fees are adjusted based on costs of providing city services and depend on calculations of inflation, pricing guidelines, or service-specific cost analysis. The annual budget process includes evaluation and updating of certain city rates and fees, which are adopted by ordinance under Section 4-20, BRC, 1981.

Suggested Motion Language:

Staff requests council consideration of this matter and action in the form of the following motion:

- Motion to introduce and order published by title only an ordinance adopting the 2019 budget;
- Motion to introduce and order published by title only an ordinance establishing the property tax mill levy for 2018 to be collected in 2019;
- Motion to introduce and order published by title only an ordinance appropriating the 2019 budget; and
- Motion to introduce and order published by title only an ordinance changing certain fees.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

The 2019 Recommended Budget was prepared to positively affect economic, environmental and social sustainability by providing funding to a variety of citywide projects and services.

OTHER IMPACTS

- Fiscal – This item will appropriate funds to implement the City of Boulder’s 2019 budget. This budget is based on the City Manager’s 2019 Recommended Budget and in accordance with City Council’s feedback provided during the Sept. 11, 2018 study session. In addition, the property tax mill levy and fees ordinances are included; these ordinances are necessary to fund the annual budget.
- Staff time – Staff time for this process is allocated in the Budget Division’s annual work plan and in work plans of all city departments.

PUBLIC FEEDBACK

There will be an opportunity for public feedback at the first and second reading of the budget.

BACKGROUND

Each year, the annual city manager’s recommended budget includes two primary components: (a) the operating budget, which incorporates all programs and services for the year and (b) a capital improvement program budget. The combined budget serves as a financial plan and guiding tool to support organizational strategies and values in meeting the needs of the community. Prioritization of both the operating and capital budgets is accomplished through the lens of the Sustainability Framework and reflects community priorities while meeting all legal and fiscal requirements.

The 2019 Recommended Operating Budget and the 2019-2024 Recommended Capital Improvement Program (CIP) were reviewed at the Sept. 11 council study session. Material from that meeting can be found in the [2019 Recommended Budget and 2019-2024 Recommended CIP](#) and the presentation from that evening can be found in the [Aug. 11 Budget Study Session Presentation](#).

Following the Sept 11 study session, the budget for council consideration now includes an additional \$440,677 and 3.50 FTE in 2019 for the Library division, including the reinstatement of proposed reductions at the Carnegie library. With this change, the proposed total annual budget equals \$353.5 million (excluding transfers) across all funds and represents a 9.2 percent decrease in spending over 2018. The primary factor in this budget decrease is concerted efforts in sales tax driven funds to decrease ongoing costs and a proposed \$41.1 million decrease in capital spending over 2018. An important part of the city’s long-term strategic financial plan is prioritized capital investment. Over time funds are set aside to cover the costs of planned capital projects and associated debt service. Capital spending is based on maintenance schedules as well as timing of needed upgrades and new projects. Given the timing and scope of capital projects, they create volatility in the city’s total budget and make year-to-year total budget comparisons difficult. As such, it can be more useful to look at changes in the city’s total operating budget.

The proposed total operating budget of \$282.9 million represents a 1.9 percent increase compared to the original 2018 operating budget. This slight increase is the net effect of several changes. In November 2017, voters approved two ballot issues that required

supplemental appropriations – a temporary extension and increase to the Utility Occupation tax for the electric utility development project and the extension of the Community, Culture, and Safety tax. Additionally, staff projected a flat budget for the Sugar Sweetened Beverage tax since there was little actual data to rely upon at the time the 2019 budget was developed and approved. In February 2018, council passed an adjustment to base accounting for these additional budget items. Including those adjustments, the 2019 total operating budget would be flat over the revised 2018 operating budget.

In 2018, several positions were held vacant as departments evaluated their long-term needs. The 2019 budget proposes to eliminate 32.49 positions ongoing and repurposes ten positions to higher priority core service needs. Of the 32.49 positions, 30 percent (9.75 positions) are expiring fixed-term positions and 70 percent are standard positions; 17 positions are funded through the General Fund and the remaining 15 positions are from dedicated funds. Included in that number are the three positions that were eliminated in 2018 from the City Manager's Office, including the Chief Resilience Officer, the Management Fellow, and the Community Coordinator.

The following memo provides additional information and analysis on library services and programs, accommodations and food service tax, including its relation to the Boulder Visitors and Convention Bureau, and special events.

Attachment A provides additional information on the following items discussed at the study session in response to specific council questions:

- 2019-2024 Capital Improvement Program
 - Alpine Balsam site usage
- Financial Update
 - Breakout of Cost Allocation by originating funding source
 - Historical information on Property Tax as well as revenue difference between 2017 and 2018
 - Sales & Use Tax increment changes 2018-2035
 - Reserves of comparable municipalities and historical reserve levels for the City of Boulder
 - Bond Rating criteria
 - Interfund Transfers in General Fund
- 2019 Operating Budget
 - OSMP Funding Priorities
 - Fire Inspections
 - University Hill Annex
 - Advanced Life Support (ALS)
 - Economic Vitality Program
 - Fleet Replacement Policy
 - 2018 Reductions Continued in 2019

ANALYSIS

Library Services and Programs

During the study session, council asked several questions regarding library programs and services. The following section addresses each one of those.

Elimination of Late Fees

Elimination of late fees or overdue fines is a policy trend for public libraries in the United States. Several Colorado libraries including [High Plains Library District](#) (HPLD) (Weld County, Colorado), [Berthoud Community Library District](#), and [Anythink Libraries](#) (Adams County, Colorado) have implemented no overdue fines policies on most or all of their items. [Denver Public Library](#) announced plans to eliminate overdue fines in January 2019. Most members of the [Flatirons Library Consortium](#) (FLC), of which [Boulder Public Library](#) (BPL) is a member, are planning to institute similar policies at each of their libraries in the next year.

Fines impact on materials returns and overdue rates

Most of the growing body of library literature assessing the effectiveness of charging overdue fines to encourage the timely return of borrowed materials indicates that the practice has minimal influence on whether patrons return materials on time.

A 1983 Library Journal (LJ) article *Hard Facts About Overdues* by Patsy Hansel and Robert Burgin summarizes the findings of an overdue fines study conducted in public libraries in North Carolina. The authors concluded that there was no significant relationship between overdue rates (the proportion of overdue materials to the total collection) and whether a library charged fines or restricted the borrowing privileges of patrons with overdue materials. Libraries that do not charge fines tend to get their books back more slowly, but they ultimately get more of them back.

The 2017 Library Journal Article *Doing Fine(s)?* by Jennifer A. Dixon based on a 2017 LJ survey of a random selection of public librarians (454 respondents) reported that only 14 percent of borrowed materials are returned late with patrons in larger library systems slightly more likely to return items after their due date, and that 88 percent of overdue materials are returned within one week of the due date. The author also noted that time spent collecting these fees can cost hundreds of dollars in staff time from library budgets.

In June 2015, HPLD went fine free. Information shared with staff was that 95 percent of their materials are returned within a week of the due date and that libraries across the state that have eliminated fines are experiencing a similar return rate. For HPLD, eliminating the one-to-one transaction that must occur to manage overdue fines significantly reduced the number of staff hours spent conducting transactions that on average only yield one or two dollars.

It is common practice for libraries to charge “lost” item fees for materials that are not returned. Typically, these fees result in a block on the patron account preventing the patron from checking out more materials until the charges are resolved. BPL has a ten-dollar fines and fees limit on patron accounts. When an account reaches or goes over the

limit, the account holder must return items and pay enough to bring their account balance under ten-dollars. BPL issues bills for “lost” items for the retail price of the item plus a five-dollar processing fee. If a patron returns a billed item, the cost of the item is waived, and the patron is responsible for the only the processing fee. The catalog records for library items that are not returned are periodically reviewed by staff to determine if the items should be replaced or deaccessioned (removed) from the collection. Collection maintenance and deaccessioning are regular functions of all public libraries (see BPLs [Collection Development Policy](#) for more information).

Fines creating barriers to access

Supporting this trend to go fine free as a best practice, the American Library Association (ALA) article on [Economic Barriers to Information Access](#) states that ALA opposes the charging of user fees for the provision of information by all libraries that receive major support from public funds. It recommends that libraries systematically monitor services and regularly scrutinize policies and procedures, particularly those involving fines, fees, or other user charges for potential barriers to access; it encourages libraries to strive to eliminate such barriers when they occur. ALA recommends that libraries should resist the temptation to impose user fees to alleviate financial pressures, at long-term cost to institutional integrity and public confidence in libraries.

The 2007 School Library Journal article, *Better Late Than Never* by Paula Heeger presents the results of a survey of 12- to 17-year-old patrons at Columbus (OH) Metropolitan Library. Forty-one percent of respondents said their library cards were blocked due to overdue materials. These kids were not using the library because they could not afford to pay their overdue fines.

The white paper [Removing Barriers to Access: Eliminating Library Fines and Fees on Children’s Materials](#) by Meg Johnson Depriest concludes that library fines and fees for overdue, damaged, and lost materials are barriers that prevent low-income parents and caregivers of young children from using public libraries. The Colorado State Library, therefore, recommends that public libraries eliminate fines and fees on children’s materials. BPL does not assess overdue fines on children’s items to any patron, a policy that has been in place for decades. BPL also does not charge late fees on any BPL materials for patrons aged 65 years or more (who opt in) or for patrons who participate in the homebound delivery program. During the Master Plan community engagement conversations with low-income families, staff and commissioners heard that even the prospect of accruing overdue fines can be a barrier to using the library for some of these families.

The result of going fine free

The decision to go fine free focuses on building positive relationships and removing barriers to access and promoting literacy, pillars of BPL’s [mission](#). Eliminating overdue fines removes one of the most uncomfortable and negative interactions staff have with patrons and will foster relationships based on trust rather than punishment. The time staff saves by not collecting fines can be directed toward more meaningful customer service and essential administrative functions.

Next steps

The Library Commission will continue discussion on extending the fine free policy to all materials and patron groups for BPL in December 2018. To inform their decision, staff will provide the commission with information and analysis about BPL patron overdue fine accrual, overdue rates, total budget liability, a staff cost and time estimate for collecting overdue fines, etc. Staff will also provide commission with policy recommendations that have been compiled by patron services staff from each FLC member library.

Library staff and the Library Commission appreciate City Council's consideration to reduce General Fund revenues to provide the possibility of extending the library's fine free policy in 2019. An information packet item will be provided to outline the next steps after the Library Commission's discussion and implementation decision.

BPL OVERDUE SNAPSHOT

Sept. 13, 2018

PATRON ACCOUNTS

Total patron accounts 111,952

- 10% are blocked (balance \geq \$10)

Accounts with a balance of $> 10¢$ 38,008

- 28% have a balance \geq \$10
- 72% have a balance $<$ \$10

LIBRARY MATERIALS

Total items in physical collection 290,392

- 1.7% of items overdue
- 0.5% are overdue items with billed status (3+ weeks overdue)
- 0.7% are overdue items by less than one week.

Total overdue as of 9/10/2018 5,012

Boulder Public Library Work Study Program

For at least the past 15 years, BPL has had an arrangement with University of Colorado (CU) [work study program](#). It was referred to as a "program" in the 2019 recommended budget only due to the lack of a better designation. It is considered by BPL more as a resource for program staff to obtain additional technical and clerical support from CU students who have work study grants from the university for the cinema program, concert series, the homebound delivery program and other programs. Since this is not considered a formal BPL program, BPL has not collected statistics on the number of students, the wages, etc., nor has it advertised these opportunities through any of its media channels. BPL program staff create job descriptions which are posted in the CU work study office prior to the beginning of any semester that staff wants to employ work study students. Anecdotally, anywhere from 0 to 4 work study students are hired by BPL per year.

BPL allocates a small portion of its non-personnel budget to this purpose (\$5,000). BPL pays part of the student salaries while CU pays the other part. During the past 10 years as student interest has waned, part of the budget for work study students has been

reallocated to other higher priority needs for BPL. Program staff report that student interest in library work study jobs is minimal often due to the schedule required, the small number of hours and relatively low wage offered. BPL work study jobs also must compete with work study jobs offered on campus with more hours available to work. The non-management BPL staff who use work study student assistance are also limited in their capacity to recruit, train, and oversee the students. There are no plans to expand the program or increase its funding if the 2019 budget reduction proposal is not accepted. With the expansion of BPL's volunteer program, many of BPL's needs that were once served by work study students are now being done by volunteers. The following table shows BPL's annual work study budget and expenditures for the past four years.

BPL Work Study Budget Information

YEAR	BUDGETED	SPENT	% USED
2015	\$5,000	\$1,905	38%
2016	\$5,000	\$1,497	30%
2017	\$5,000	\$1,101	22%
2018	\$5,000	\$0	0%

BPL is committed to engaging students and providing meaningful, educational opportunities for them to build their skills and experience. [BPL's volunteer program](#) offers several opportunities throughout the year for high school and college students to get involved with the community e.g. BPL's Summer of Discovery Program, [Reading Buddies](#), and [Reading Pals](#). BPL's eServices division works with CU student interns who are unpaid but earn college credit by assisting with the design and management of various library social media campaigns. BLDG 61 Makerspace regularly offers hands-on, intensive programs and some internships for students to use high-tech equipment, exercise their creativity, build technical skills, and interact with their peers, e.g. [Teen Maker Camps](#), and [the Build, Learn, Design Grow Internship](#). The Community Engagement and Enrichment division also employs college students as instructors for programs such as Full STEAM Ahead, funded by the [Boulder Library Foundation](#).

Carnegie Library for Local History And Museum Of Boulder

The Museum of Boulder (MOB) officially opened on May 19, 2018. As of now, there are no exhibits pertaining to Boulder history in the museum. Opening of [The Boulder Experience Gallery](#) is scheduled for Nov. 17, 2018. While the Carnegie staff report that they are receiving some visitors sent by MOB staff (four to five patrons per week initially, now down to two to three patrons per week) who are interested in seeing photographs and information about Boulder history, it is too early to know if the museum's opening has had an appreciable positive impact on the overall visits to the Carnegie Library. Visitor counts for Carnegie are up slightly as compared to last year during this time.

The Carnegie staff have been working with MOB (formerly the Boulder Historical Society) staff for several years. Now that MOB and Carnegie are neighbors, Carnegie

staff certainly see many more opportunities for collaboration. Recently, Carnegie staff has assisted MOB with recommending photos for an upcoming calendar MOB is creating and assisted with selecting photos for a program that MOB presents with Elevations Credit Union. The staffs also collaborated on the Greater Boulder book soon to be published by the Daily Camera. The Carnegie staff will reach out to MOB to discuss how they can collaborate further and leverage the community's assets.

Accommodations Tax and Food Tax Rates and Percentage Transferred to the Boulder Visitors and Convention Bureau (BVCD)

Under current city of Boulder guidelines, a portion of the accommodations tax collected and all of the .15 percent food service tax collected is transferred to the Boulder Visitors and Convention Bureau.

Accommodations Tax

The accommodations tax was first implemented in 1970, at a rate of 5.0 percent. The amount transferred to BVCD was 9.09 percent (one eleventh) of the total collected. In 1984, the tax was increased to 5.5 percent and the amount transferred remained at 9.09 percent. The agreement with the BVCB was, that if projections were not realized there would be no reduction in the amount BVCD would receive.

In 1994, there was a ballot proposal to raise the accommodations tax from 5.5 percent to 8.25 percent. The funds would have been used to pay debt service on \$16 million of bonds for converting Boulder Theater to a conference facility. The tax would have sunset December 31, 2019. The ballot measure did not pass.

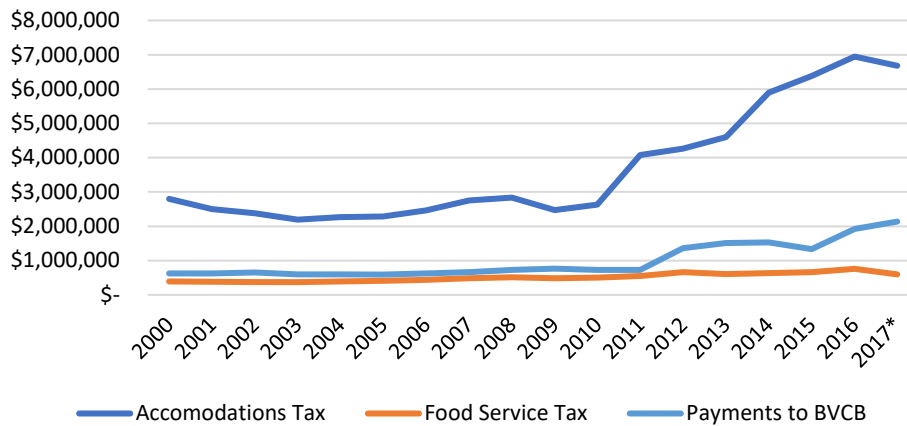
In 2010, the tax was increased to 7.5 percent. The amount transferred to the BVCB changed to 20 percent of the total amount collected. The initial request from BVCB was that 100 percent of the increase be transferred to BVCD. It was subsequently reduced to 50 percent of the additional 2 percent. The final amount established by Council is stated in Ordinance 7771. It states, "although the city council recognizes that it cannot bind future city councils, it nonetheless declares its intention that up to 20 percent of the revenues generated by this tax be appropriated by future city councils for purposes of promoting programs and services that bring increased tourism to the city."

In addition, the methodology for determining the amount of tax that will be transferred annually was changed when the tax was increased from 5.5 to 7.5 percent. With that, if the amount collected is not as much as projected the city reduces the amount of the total transfer to BVCB by the amount of the shortfall. If projections are exceeded BVCB may request 20 percent of the excess.

Food Service Tax

The incremental .15 percent sales tax that is charged on food sold in or by a food service establishment was implemented January 1, 1987, and the first transfer of the money to BVCD occurred in 1989. From what staff can determine the transfer has always been 100 percent of the amount collected.

2000-2017 Payments to the Boulder Visitors and Convention Bureau (BVCB)



Annual Agreement between the City and BVCB

The amount to be transferred and the services that will be performed by BVCB for the ensuing year are entered into annually through a formal contract. The Budget Division of Finance takes the lead for the City in completing and implementing the agreement with the Chamber of Commerce. Each quarter the BVCB completes a report for the city and it is shared with council. The most recent report is provided in **Attachment B**.

Special Events

This section references detailed information from the Special Event Policy, Special Event Application and Special Event Guide. This summary includes an overview response to Council's questions below, but may not include all details, protocols and practices.

When is a Special Event Permit required?

A Special Event permit is required for all public activities conducted on public property that meet any of the following criteria:

- When the expected number of participants and spectators totals 50 or more people; and/or
- When using tents, structures and/or sound amplification; and/or
- When providing, selling or distributing alcohol and/or food to the public; and/or
- When using city streets and impacting vehicle, bike and bus traffic, or public right of ways.

This definition does not apply to or include Advocacy type activities, Private Alcohol Permits, Block Party Permits, city organized programs or public events held completely within a city facility (such as a recreation center or library) and Private Party Park Permit, Neighborhood Gatherings, Field or Shelter Rentals.

How many Special Event Permits are issued by the City of Boulder? How many are hosted by the City of Boulder? How many include closures?

On average, approximately 120 Special Event Permits are issued by the City of Boulder each year that meet at least two or more of the criteria above in Question 1. In part, the data provided demonstrates the total number of Special Event Permits has remained flat since 2010.

	Special Event Permits	# Hosted by the City	# with Closures
2018 Expected	116 ¹	17 ²	24 ³
2017	118	13	24
2010	115	N/A	N/A

NOTE: Both Ironman and Bolder Boulder have worked with the City Events Team to substantially reduce the number of roads closed, the total time roads are closed, and the number of police officers needed to manage road closures over the last few years.

Most of the 120 events per year are classified as ‘Class I’ or ‘Class II’ Events (defined below) to help identify the overall impact of the event request on public property, resources and the city budget. In addition to those, there are also another 50 to 60 ‘Class III’ Events that are permitted each year, but do not include alcohol or food service, street closures, tents, structures or significant impacts to the facilities, guests or general public.

Event Category – One of three classes of special events categorized by the expected impacts to public property and amount of anticipated city support based on the special event request size, scope and event activities.

- a) Class III - minimal impacts to public property with no city support.
- b) Class II - medium to large impacts to public property, may include city support of \$5,000, or less.
- c) Class I - minimal to large impacts to public property plus documented city support over \$5,000.

While there has been little change in the total number of event permits in the last 5 to 10 years, there have been substantial changes to the application process, review process, as well as, city-wide definitions, requirements and procedures for special events. A few include, zero waste requirements for all special events; single city-wide application and

¹ Includes new Events such as The Latino Festival and The Strider World Cup in the new Civic Park.

² Includes ‘one-time’ events such as two new park openings for Civic Park and Howard Heuston Park, The New American Road Trip, and a new OSMP Fundraiser – Sanitas MTN2TBL.

³ Of the twenty-four (24) Event Closures, the majority (63%) or fifteen (15) closures are for a ‘single block’ street – including events such as the Farmers Market; four (4) street closures of ‘a mile or less’ – including events such as the Pearl Street Mile, Ironman, Parade of Lights, and Columbine Elementary School Mile; two (2) closures of ‘3 miles or less’ – include West End 3K and the Big Gay 5K; one (1) closure of ‘6 miles or less’ – includes the Bolder Boulder; and finally, two (2) facility closures are for the Boulder Reservoir for Boulder Ironman and 70.3 Ironman. Facility closures for Swim Meets, Soccer and Softball Tournaments were not included.

event guide; new or upgraded public venues added that are designed to host public events such as the Valmont Bike Park, Hill Event Street and Civic Park.

How many Special Events are invoiced for City Staff and/or Services?

All Special Events are invoiced for city services, but the following 2018 Class I Events receive a credit that may eliminate or off-set City costs as per their current lease agreement or host venue agreement.

Boulder County Farmers Market – lease agreement includes credit for parking spaces and parking services staff.

Boulder Ironman – host venue agreement includes \$30,000 credit for city services, which reduces the venue costs at the Boulder Reservoir. Ironman is invoiced for Boulder Reservoir, City Parks, Parking Services and Boulder Police Services. NOTE: this credit expires after the current agreement in 2020.

Haute Route Rockies - host venue agreement includes \$5,000 credit for city services, which reduces the cost of venue and police services. NOTE: this credit expires after the current agreement in 2018.

Latino Festival - host venue agreement includes \$10,000 credit for city services, which reduces the cost of venues and police services.

JLF@Boulder – host venue agreement includes a \$20,000 credit for city services plus a matching grant of up to \$20,000. JLF is the only event that receives cash support. JLF is invoiced for Parking Services and additional cleaning crew for the Library.

How does an Event receive a City of Boulder Special Event Permit?

All Special Event application requests must be submitted at least 120 days in advance for review by the ‘Special Event Review Team’ (SERT). The Team includes at least one staff member or designee from at least 13 City Departments including the City Manager’s Office, City Attorney’s Office, Community Vitality, Police, Fire, Public Works, Parks and Recreation, Communications, Parking Services, Library, Finance/(Licensing and Risk Management), Open Space and Mountain Parks and Planning & Sustainability. To qualify for review, a complete special event application must include, but not limited to:

- a) A detailed description of the proposed event, activities and programs.
- b) A detailed description of the proposed use of public venues, parks and streets, including planning maps and routes.
- c) An estimate of the number of planned participants and spectators, including staff and volunteers.
- d) The total number, location and size of any tents, structures, trellises and stages to be used or built on site.
- e) A detailed description of any alcohol and/or food that will be served, sold or distributed.
- f) A description of any expected impacts to public right of ways, businesses and neighborhoods.

The SERT reviews the application based on the city-wide calendar, venue availability, staffing resources and potential impacts. SERT has an opportunity to make changes, recommendations or request additional details for the application request to proceed and prior to permitting. The City of Boulder has recently upgraded the special event process to include and follow industry standards and protocols recognized by other US communities.

The City of Boulder Special Events Team also participates in monthly meetings with Boulder County, State Patrol and CU Police personnel to coordinate community event resources, dates, routes and reduce overall event impacts.

Admissions Tax on Entry Fees

Title 3, Chapter 4, levies a 5 percent excise tax on charges for admission to any "place or event in the city that is open to the public." Title 3, Chapter 1, defines this phrase.

"Place or event open to the public for the purposes of the admissions tax, means any place or event, the admission or access to which is open to member of the public upon payment of a charge or fee. This term includes the following places and events:

- (a) Any performance of a motion picture, stage show, play, concert or other manifestation of the performing arts;
- (b) Any sporting or athletic contest, exhibition or event, whether amateur or professional, but participants in racing events which include running, walking biking or swimming shall not be deemed members of the public and no admissions tax shall be due on their entry fees to such events;
- (c) Any lecture, rally, speech or dissertation;
- (d) Any showing, display or exhibition of any type, such as an art exhibition; and
- (e) Any restaurant, tavern, lounge, bar or club, whether the admission is called a 'cover charge,' 'door charge' or any other such term."

The code was amended by ordinance 7419 on May 3, 2005. This was done after it was discovered that the city was only charging admission tax to one event. The Taxpayer Bill of Rights (TABOR) requires voter approval of not only new taxes or debts, but also tax policy changes resulting in revenue increases. Considering the significant penalties that can result from TABOR violations, the City Attorney has always recommended a conservative approach. Accordingly, if the council would like to extend the admission tax to participants in athletic events, such as the Ironman and Boulder Boulder, the City Attorney recommends that the voters be asked to approve the change.

ATTACHMENTS

- Attachment A – Response to Council Inquiries on the 2019 Recommended Budget
- Attachment B – 2018 Mid-Year Boulder Convention and Visitors Bureau report
- Attachment C – 2019 Reductions and Investments as outlined in the City Manager's Budget Message
- Attachment D – Budget Reductions Proposed and *Not Accepted* in Recommended Budget

Attachment E – Budget Investments Proposed and *Not Accepted* in Recommended Budget
Attachment F – Fund Activity Summary
Attachment G – Proposed Ordinance Adopting the 2019 Budget
Attachment H – Proposed Ordinance Establishing the 2018 Property Tax Mill Levy
Attachment I – Proposed Ordinance Appropriating the 2019 Budget
Attachment J – Proposed Ordinance Amending 2019 Codified Fees

CIP FOLLOW UP

*1. Provide previous information related to the usage of the **Alpine-Balsam** site in 2019:*

Leading up to acceptance of the [Alpine-Balsam Vision Plan on June 6, 2017](#), there were several discussions with council about the main hospital and the Medical Office Pavilion. Beginning on [Nov. 15, 2016](#) during an update under matters from the City Manager, staff recommended not to reuse the main hospital but instead to deconstruct sustainably. This was further discussed during the [Feb. 28, 2017 study session](#). Council feedback was incorporated, and a final Alpine-Balsam Vision Plan was accepted. The Vision Plan serves as a guide for the Area Planning process. The Vision Plan states that the hospital is not viable for reuse due to the challenges in renovating the building itself and constraints that it poses to development of the entire site.

An [Information Packet, distributed August 17, 2017](#) further expanded on the constraints posed with a possible interim use. Included in that packet, staff highlighted BCH has recently requested to extend their lease through March 2019 for the same space, while constructing a new facility at their Foothills campus. Although the use of the site may appear less active than when the emergency room and acute care functions were located there, BCH currently occupies much of the building space for inpatient behavioral health, physical rehabilitation, and hospice; adult and pediatric physical rehabilitation; neurology; internal medicine; pulmonology; and support services.

Serving the community and its healthcare needs, safety, and patient privacy are the main priorities for BCH. While there is vacant space on the first floor of the main hospital building, the space is not well-suited to adequately retrofit and separate patient care and entry from other uses. Creating a mixed-use space in this manner would face regulatory, planning and cost barriers, and mixed-use space of any type in this environment would be a concern for the vulnerable, at-risk population that currently receives inpatient and outpatient services from this location.

Additionally, the main hospital building on the Alpine-Balsam site is currently an I-2 occupancy type, defined as “buildings and structures used for medical care on a 24-hour basis for more than five persons who are incapable of self-preservation.” Adding another occupancy type, such as a homeless shelter or other homeless resource services, would create a “mixed use” occupancy (a shelter would be a form of residential occupancy), in which the proposed use would be assigned its own occupancy separate from the original designation.

Proposing a change of occupancy type requires a comprehensive code evaluation of the existing building and systems, as the facility must comply with current codes for the proposed use. For example, as noted previously, the space available for the proposed use is the vacant space on the first floor of the building. Converting this space into sleeping rooms would trigger compliance with heating, ventilation and air conditioning (HVAC) codes and require modifications to existing systems. A complete code evaluation of the structure and systems would be necessary to identify other code issues that may have to be addressed and would determine the feasibility of the site’s use.

Parallel with building code requirements, the assessment of potential land use and zoning requirements would take considerable time to process and determine. The hospital building is in the Public zoning district, which encompasses a wide range of public and private non-profit uses that provide a community service. Depending on the characteristics of the sheltering program, it would most likely be classified as an emergency shelter or an overnight shelter, which would require a change to the use classification.

Changes to the land use classification would require a discretionary use review approval that most likely would require Planning Board review and approval and would be subject to City Council call-up. This process requires the preparation of a management plan and a good neighbor public meeting and would need to meet the standards for shelters as written in Section 9-9-6, B.R.C. 1981. The planning and use review process would likely take more than one year to complete and would be subject to community input and Planning Board approval.

Next steps, as mentioned in the Vision Plan, include performing a deconstruction analysis in 2018 to determine the full scope of deconstructing the hospital including options for sustainably deconstructing the hospital while preserving the Medical Office Pavilion for future use. This will include engineering and testing to understand the environmental, systems and infrastructure implications and complexities associated with deconstruction. The deconstruction analysis is planned to be completed by early 2019. Council will be updated on the deconstruction/decommission analysis as part of the Nov. 13 study session on Alpine-Balsam Area Planning.

2. *South Boulder Creek Flood Mitigation Project*

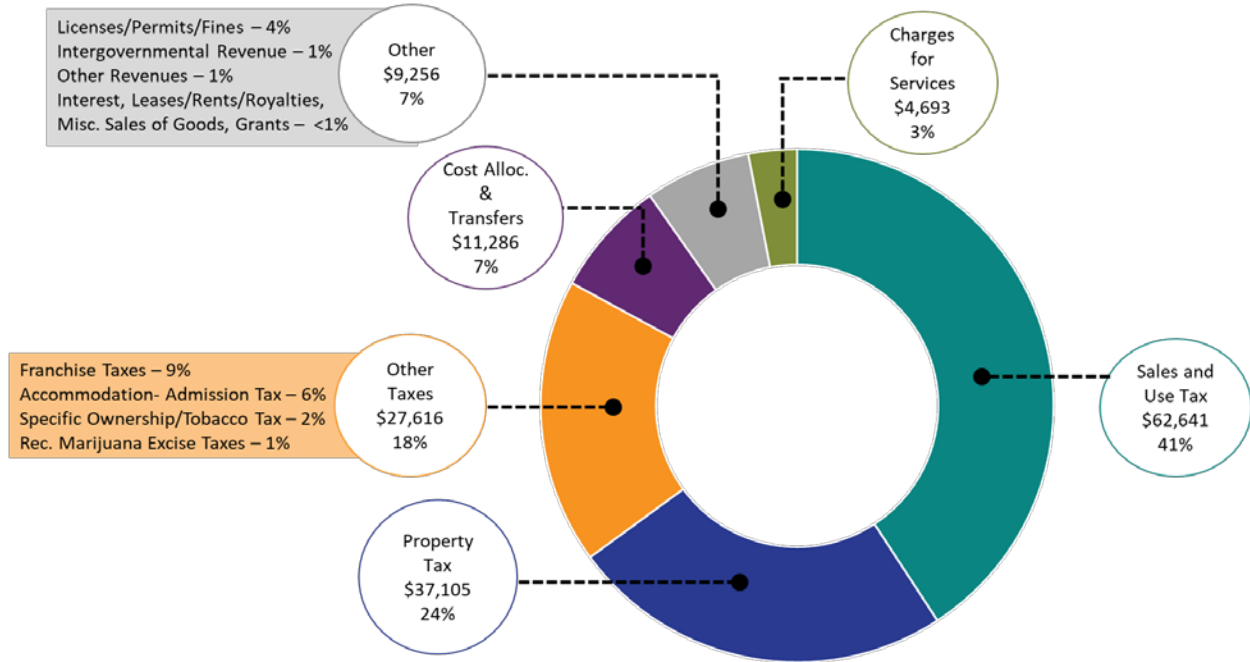
The proposed 2019-2024 CIP includes the South Boulder Creek flood mitigation project scheduled to begin construction in 2020 for an estimated \$30,741,000. The estimated project cost was developed prior to council's recent decision on a mitigation concept to advance to preliminary design. Cost estimates for the selected concept will be developed in the coming months and will be adjusted in the 2020-2025 CIP and corresponding rates presented through the 2020 budget process.

FINANCIAL UPDATE FOLLOW UP

3. *Update the **Cost Allocation portion of the city's General Fund revenue chart to better reflect the funding source origination:***

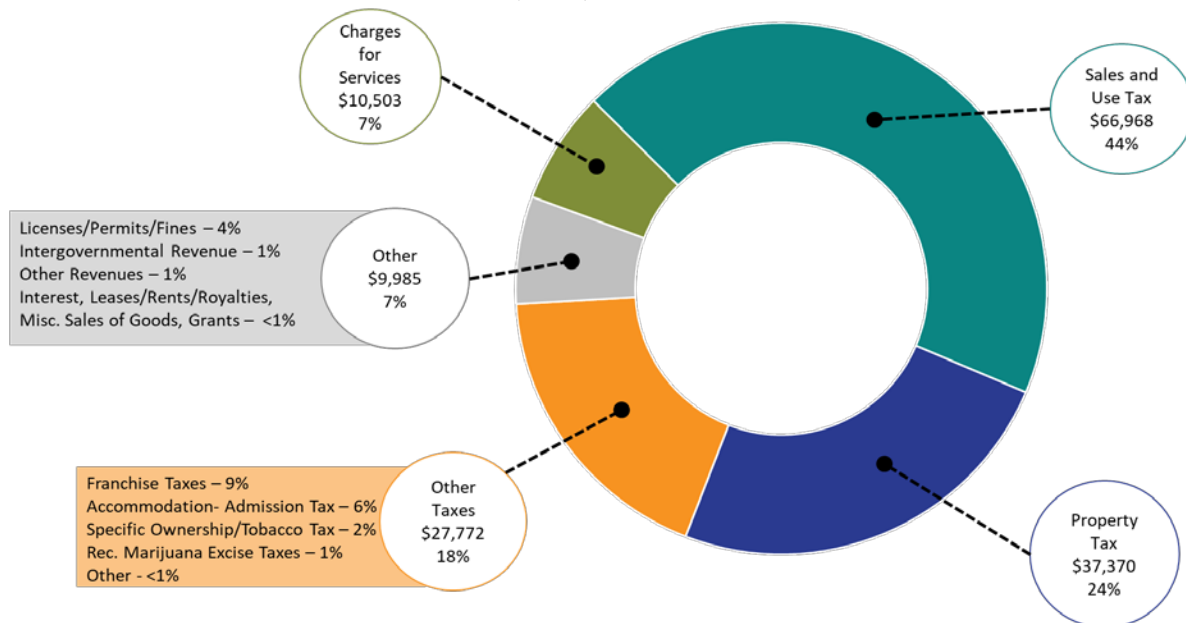
Cost Allocation is charged by the General Fund to enterprise funds and some special revenue funds to pay for services and support that are provided by the General Fund. These services and support include such things as finance, human resources, technology support, city management, etc. Total amount charged to other funds for 2019 is just under \$11.3M.

General Fund Sources (2019)



The chart below takes into account the funds that are charged and their largest revenue source theoretically attributed to paying for the General Fund services. The largest changes below are in the Charges for Services (which are attributed to utility charges and planning and development fees) and Sales & Use Tax (which are attributed to funds supported by sales tax such as Open Space, Transportation and .25 Cent Sales Tax).

General Fund Sources (2019) with Cost Allocation Reallocated

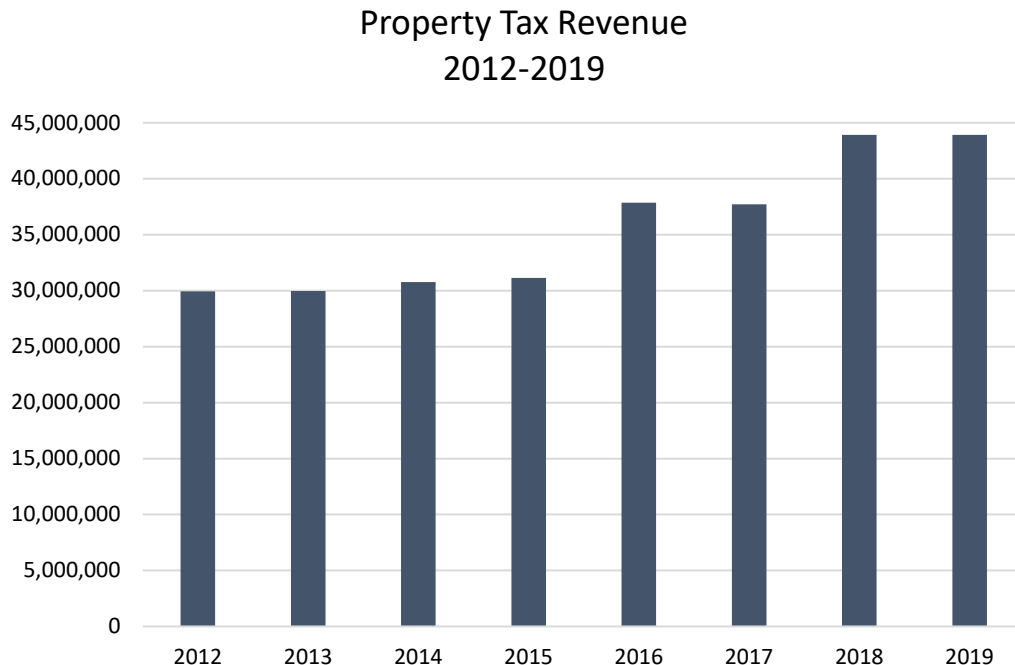


4. Provide **Property Tax** historical revenue trends, including how much the 2018 budget increased in property tax dollars:

Property tax calculation involves a complicated formula dating to 1982 with the passage of the Gallagher Amendment. The amendment was designed to maintain a constant ratio between the property tax revenue that comes from residential property and from business property and also requires that the amount of revenue collected from residential property be less than that collected from commercial property (known as the 45/55 split). The effect of the amendment was to reduce the assessment rate (the percent of property value that is subject to taxation) whenever statewide total residential property values increased faster than business property values. As a result of the Gallagher Amendment, the assessment rate for residential property has declined by more than two-thirds over the years because of Colorado's population growth and increases in residential real estate values.

In 2017 there was an overall increase of residential property value, relative to non-residential property across the state, so another change in assessment percentages for residential property was approved by the state to maintain compliance with the Gallagher Amendment.

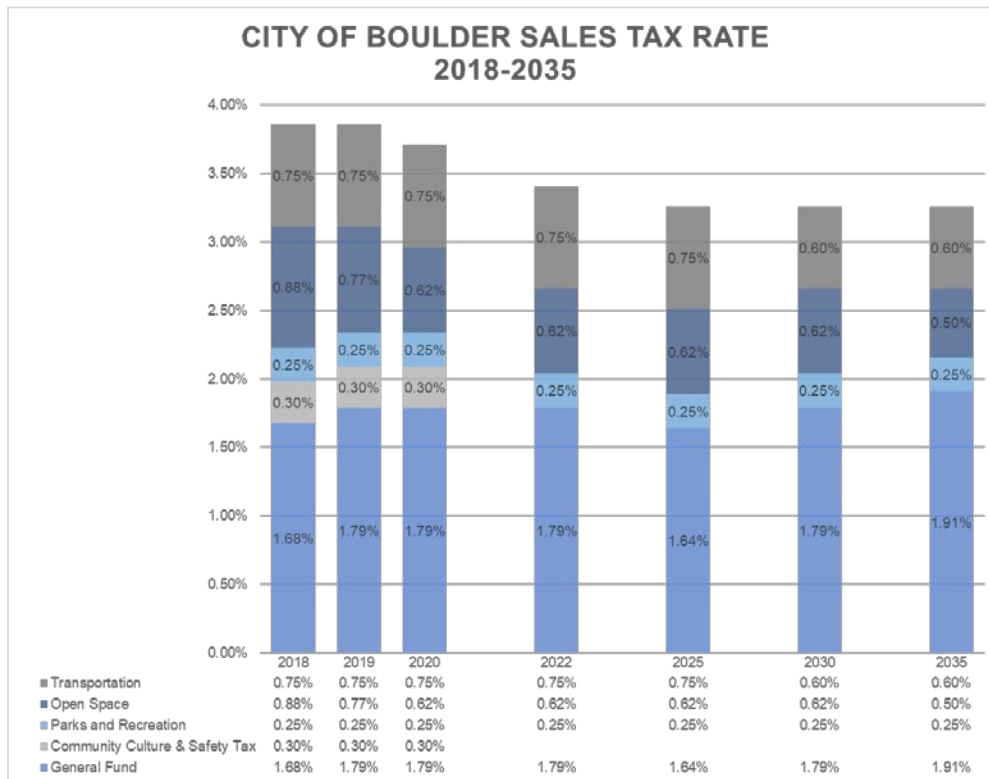
For 2018, property tax was estimated to increase approximately 16.5 percent, or \$6.2 million.



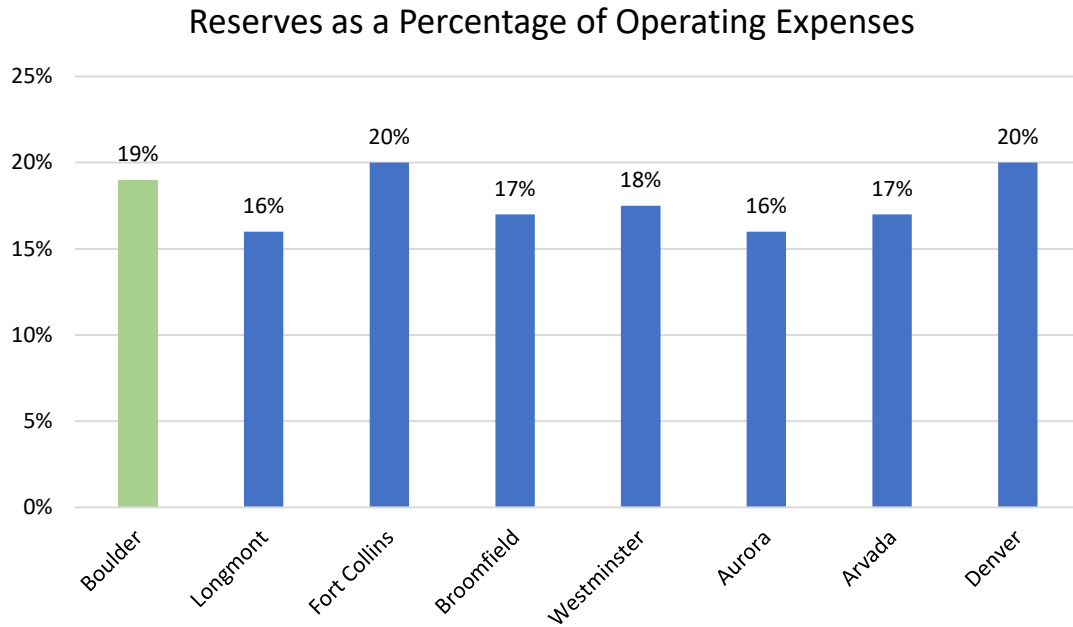
5. *Provide the list of Sales and Use Tax increments that are sunseting or shifting to different funds:*

Sales and use taxes comprise 38 percent of the city's total revenues, including utility revenues. Sales and use tax is a transaction tax levied on all sales, purchases, and leases of tangible personal property and taxable services sold or leased by persons engaged in business in the city. The tax is collected by the vendor or lessor and remitted to the city. For every retail tax dollar collected in Boulder, the city retains 44 cents, which is distributed across the city's General Fund, Open Space Fund, Transportation Fund, .25 Cent Sales Tax Fund (which supports Parks and Recreation), and the Community Culture, and Safety Capital Tax. Looking forward to the next fifteen years, the projected sales and use tax rate will look like:

- 2019: 0.11% of Open Space tax shifts to General Fund
- 2020: Overall Sales and Use tax rate declines by 0.15% due to expiration of a portion of Transportation tax and a portion of Open Space tax shifts to Transportation Fund.
- 2022: Overall Sales and Use tax rate declines by 0.30% due to expiration of the Community, Culture, and Safety tax.
- 2025: Overall Sales and Use tax rate declines by 0.15% due to expiration of a portion of General Fund tax.
- 2030: 0.15% of Transportation tax shifts to General Fund.
- 2035: 0.12% of Open Space tax shifts to General Fund.



6. Compile a chart that illustrates the **Reserve % of comparable communities**:



Boulder Historical General Fund Reserve Levels (in \$1,000's):

Year	General Fund Exp. (\$1000's)	General Fund Reserve (\$1000's)	General Fund Reserve %
2006	\$ 83,481	\$ 8,348	10%
2007	\$ 90,106	\$ 9,011	10%
2008	\$ 98,238	\$ 11,297	12%
2009	\$ 104,299	\$ 10,430	10%
2010	\$ 101,997	\$ 10,200	10%
2011	\$ 103,815	\$ 10,382	10%
2012	\$ 106,248	\$ 10,625	10%
2013	\$ 116,408	\$ 17,461	15%
2014	\$ 114,474	\$ 17,171	15%
2015	\$ 121,103	\$ 18,165	15%
2016	\$ 134,412	\$ 21,506	16%
2017	\$ 139,959	\$ 23,793	17%
2018	\$ 140,000	\$ 24,501	18%

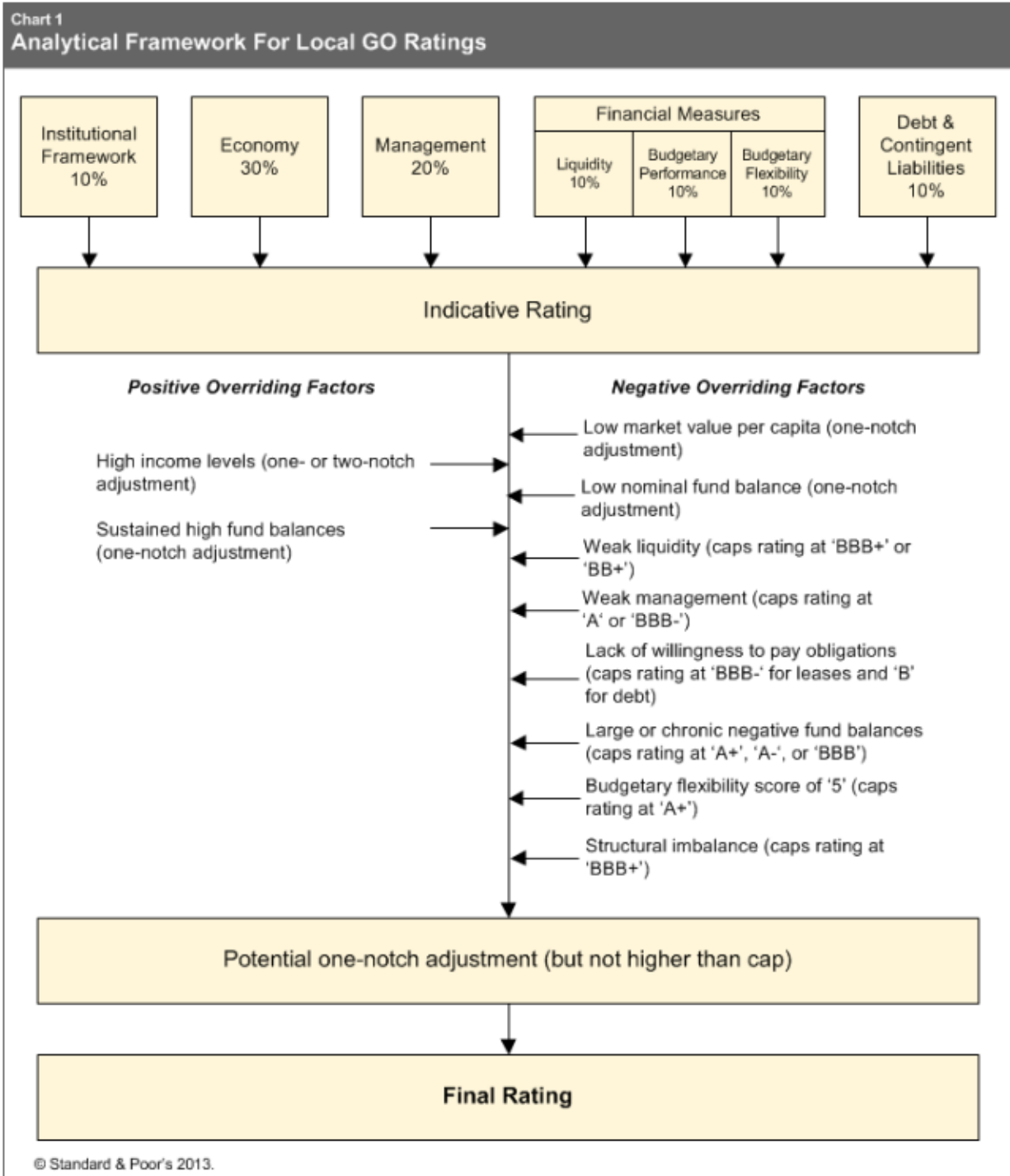
7. *Compile a list of **Bond Rating** criteria and a report that illustrates the history of Boulder's status:*

Credit quality ratings for regional and local governments gauge both economic and political risk. Economic risk measures a government's ability to repay its obligations on time while political risk assesses the government's willingness to repay its obligations and is measured by the stability and legitimacy of the entity including the relationship between revenues and expenditures required for the provision of services.

Fundamental components of a government's credit risk include the following:

- *Institutional Framework* (10%) measures the stability and legitimacy of the government;
- *Economy* (30%) measures the economic structure, demographics, wealth, and economic growth prospects;
- *Management* (20%) includes the government's policies, financial controls, organizational structure, and stability;
- *Financial Measures* include the following:
 - *Liquidity* (10%) measures the external liquidity of an entity;
 - *Budgetary Performance* (10%) assesses revenue forecasting, expenditure control, long-term capital planning, debt management, and contingency plans;
 - *Budgetary Flexibility* (10%) measures the fiscal and monetary flexibility of a government; and
- *Debt & Contingent Liabilities* (10%) Include the government's overall liabilities in relation to revenues and long-term trends including off-balance sheet items such as leases and pensions. This includes the government's debt burden relative to its economic and population base, debt structure and sources of funding.

STANDARD & POOR'S 2013 GENERAL OBLIGATION (GO) BOND RATING FRAMEWORK



**CITY OF BOULDER'S GENERAL OBLIGATION BOND RATING STATUS
2000-2016**

General Obligation Bond Ratings	
City of Boulder, Colorado	
Without Insurance	
2000	AA+
2001	AA+
2002	AA+
2003	AA+
2004	AA+
2005	AA+
2006	AA+
2007	AA+
2008	AA+
2009	AAA
2010	AAA
2011	AAA
2012	AAA
2013	AAA
2014	AAA
2015	AAA
2016	AAA

8. *Provide additional details on the **General Fund transfers** to other funds:*

Interfund transfers represent fiscal transactions between a governmental entity's different funds, for example to record the provision of goods and services to divisions within the government, such as motor pools or central computer centers. In other cases, the transfer reflects a loan or repayment thereof, or a transfer of funds to support activities within a department. In the City of Boulder, the majority of interfund transfers are for cost allocation, which is the payment of services rendered, as well as replacement funding transfers (which can be thought of as a type of "savings" account for future replacement costs), as well as loan repayments. In a few cases, the city has agreements with funds to provide a subsidy for operations. The following provides additional detail on subsidies to other funds.

- **Planning and Development Services (P&DS) Fund (Subsidy):** The transfer is intended to cover general governance activities, including code compliance, comprehensive planning, ecological planning, historic preservation, and portions of development review (50%) and rental housing licensing (40%). The balances of the

latter two activities are funded by fees, which support 70% of P&DS activities. This funding methodology is in alignment with the city's cost-recovery policies.

- **Affordable Housing Fund** (Subsidy): This transfer helps supplement revenues for the Affordable Housing Fund, which initially did not generate a significant amount of revenue through cash-in-lieu payments. In 2014, the transfer was decreased to \$240,000 to provide savings to the General Fund. The reduction was calculated at one less affordable unit.
- **Recreation Activity Fund** (Subsidy): Beginning with the 2002 budget, the Recreation Activity Fund (RAF) was implemented to improve budgeting and accounting for recreation programs. This fund separates the Department's operating budget for fee-for-service programs (recreation, golf, and the reservoir) from the remaining General Fund general governance services (parks, forestry, and administration). The subsidy currently funds activities including the EXPAND program, providing recreation opportunities to ~500 community members with disabilities; discounted access to recreation facilities for low-income seniors, youth, and community members; the Youth Services Initiative, providing recreation opportunities to nearly 200 youth living in low-income housing; and reduced fees to programs which enhance the health, safety and livability of the community.
- **Open Space and Mountain Parks Fund** (Subsidy): The Mountain Parks department merged with the Open Space department in the early 2000s to become Open Space and Mountain Parks. The transfer reflects the revenues that would have been generated by Mountain Parks pre-merge and as was planned at the time of the merger will end after 2019.

2019 OPERATING BUDGET FOLLOW UP

9. *Share OSMP's Funding Priorities in preparation for the upcoming tax increment expirations:*

In 2018, OSMP made final debt payments on the 2007 general obligation bond issue and four BMPA acquisitions. Debt is expected to decrease again in 2020, as the department will make final payments on the 2006 general obligation bond issue and two BMPA acquisitions in 2019.

In a fiscally constrained environment, OSMP has successfully addressed 2019 budget needs through reallocations of base budget, reducing overall budget where possible while finding efficiencies to be able to support priority projects. Where reallocations were needed, OSMP focused on adjustments that did not impact community commitments.

Through the 2018 budget process, OSMP expired four fixed-term positions that were created for succession planning or specific project purposes, with budget savings reflected in the 2019 budget. Finally, the department has participated in citywide budget reduction exercises focused around business efficiencies and process improvements, resulting in refinements and budget transfers across programs in the department.

In addition to the budget savings realized through process improvements, business efficiencies, and debt repayment as outlined above, OSMP has completed significant staffing analysis since 2015 that strategically informed budget reductions in 2019. Since 2015, OSMP has assessed its internal operations through analyses of organizational structure, position descriptions, and position classification, allowing the department to manage 2019 full-time equivalent (FTE) staffing levels in a fiscally constrained environment by focusing on vacant positions and without a reduction in force. The department has systematically reviewed positions across all employment categories. While some ranger and stewardship-focused positions have been added over the last four years, the changing FTE number for the department is largely due to reclassification of existing employees based on their position descriptions and work assignments.

Based on current projections, including expirations and reductions of two of the sales tax increments of the Open Space Fund and simultaneously flattening retail sales tax revenue, OSMP is able to accomplish its work plan for 2019. Continued development of the Master Plan in 2019 will include exploration of fiscally constrained, action, and vision plans that allow greater understanding of the amount and scale of community services and commitments OSMP can accomplish given resource limitations beyond 2020.

*10. Compile **Fire Inspections** information, illustrating the impact of reducing the code enforcement officer – what's the current schedule, how the line will cover the work, etc.:*

Boulder Fire-Rescue's code enforcement and investigations programs are responsible for conducting fire code inspections of new and existing commercial properties as well as conducting fire investigations when necessary. These programs are cross-staffed by a total of 5 FTEs including a fire marshal, assistant fire marshal, fire protection engineer and two fire code inspectors. Plan review and inspections on new construction are performed by the fire protection engineer while inspections on existing commercial (and select residential) properties are performed by a combination of the two fire code inspectors and line personnel serving on the department's operational companies. The fire code inspectors perform specialty, complex, and hazardous materials inspections while the department's engine companies perform more routine inspections. Combined inspections total over 3,000 per year. Fire investigations are performed by any combination of the five Code Enforcement/Investigation personnel when the need arises. There have been approximately 1.2 fire investigations per month over the last 5 years in Boulder.

The loss of one of the fire code inspector positions will re-prioritize and reallocate inspection workload among the remaining code enforcement personnel as well as shift additional inspection responsibility onto the engine companies. While the loss of the dedicated code enforcement expertise may initially affect the scheduling and performance of inspections, there is expected to be no long-term negative impact on community safety. BFR is confident it can utilize existing personnel to cross-staff and cross-train to

fulfill its inspection mandate. With that said, inspection workload will need to shift as described below:

Each of the department's engine companies performs 115 inspections per year or approximately 10 inspections per month. This yields over 2,700 inspections per year. The loss of one of the fire code inspector positions will require the engine companies to absorb a total of 250 additional inspections per year which equates to 1-2 additional inspections per engine company per month. Included in this shift will be the transfer of 56 hazardous materials inspections to Fire Station 7. This station houses the department's hazmat response team. The position loss will also require the transfer of the specialty inspection workload including mobile food vendors (approx. 100) and large/complex inspections (approx. 50) to the remaining code enforcement personnel including the assistant fire marshal and fire marshal.

Given the FTE reduction, BFR is taking the opportunity to re-evaluate how it addresses building risks in the city as identified in the department's community risk assessment and its standards of cover. As such, BFR will begin to place greater priority on high-risk occupancies such as multi-family residential and it will begin to de-emphasize inspecting the numerous low risk occupancies, where the threat from fire and other hazards is very low. In addition, BFR is exploring cost-neutral technology solutions to relieve some of the administrative burden on code enforcement personnel and free up time to focus on higher risk occupancies. While the loss of the code enforcement position may slow the department's transition, it will not ultimately prevent the department from aligning code enforcement resources with long-term community risks.

*11. Provide additional information on the proposal to eliminate police staffing usage of the **University Hill Annex** in 2020:*

The police department currently utilizes office space on University Hill and is proposing to terminate that contract as part of budget savings in 2020. For many years, the current facility hasn't been open to the public unless someone knocks on the door. This is a facility for officers to perform work. The current lease expires December 31, 2021. Staff is proposing to terminate the lease effective December 31, 2019. The city is required to give written notice by July 1 to terminate the lease by December 31 of the year notice is given. Due to the timing of budget development, the July 1 deadline was missed to terminate the lease for 2019. The lease will be terminated under the option of "failure of the City to budget adequate monies to finance the lease." This termination will not affect patrol on the hill.

*12. Provide information on future **Advanced Life Support (ALS)** conversations with council:*

Shifting Boulder Fire-Rescue (BFR) to fire-based Advanced Life-Support (ALS) would be best accomplished using a gradual implementation model that builds ALS capacity over a five-year period. While initial start-up costs are determinable based upon the current state of BFR's workforce and infrastructure, BFR has engaged with a third-party consultant to determine the long-term costs of operating an ALS system in Boulder given

its demographic profile and response characteristics. BFR's next Master Plan is tentatively scheduled to go before Council during the second quarter of 2019, with an IP targeted for December 2018.

*13. Compile information on the city's **Economic Vitality program** and proposed 2019 support for small businesses and affordable commercial:*

The city's Economic Vitality Program staff develops and implements strategies to build a strong and resilient local economy. These strategies are aligned with the city's sustainability framework and Boulder Valley Comprehensive Plan and reflect Boulder's community values, economic strengths and culture of creativity and innovation.

The program's balanced approach fosters a diverse and healthy economy that benefits the community while maintaining an outstanding quality of life and supporting environmental and social sustainability. Priorities include:

- Facilitating the retention of a diverse mix of businesses
- Nurturing innovation, entrepreneurship and economic opportunity
- Encouraging sustainable and resilient business practices
- Developing a workforce that meets employer needs and supports economic diversity
- Identifying and addressing economic issues and opportunities

Working with other staff assigned to districts across the city, the program currently has one FTE with no plans to add staff. Partnerships with the Boulder Chamber, Boulder Economic Council, Boulder Small Business Development Center, Latino Chamber and other organizations enable staff to leverage program funding to provide more services and increase the impact of economic vitality efforts. Program activities include:

- Responding to requests for information and assistance from businesses and entrepreneurs
- Meeting with businesses to identify needs and provide referrals to resources
- Participating in initiatives to address affordability and other issues impacting economic vitality
- Facilitating connections between city departments and businesses
- Conducting research and monitoring economic trends (including participation in a citywide retail sustainability study and developing strategies responsive to those findings)
- Managing the flexible rebate and microloan programs
- Providing content expertise and economic perspective on interdepartmental project teams
- Managing economic vitality partnerships and sponsorships

*14. Share **Fleet Replacement** Policy:*

The city replaces a vehicle on average every eight years based on costs of ownership, reliability, functionality and safety. Some exceptions are police patrol vehicles that are replaced every four to five years due to the high mileage driven and fire response vehicles that are replaced every 14 years due to their expense. Of the city's approximately 500 vehicles, on average 60 vehicles are replaced every year.

*15. Clarify what was proposed in **2018 Reductions and continued in 2019:***

Please see the table on the following three pages.

2018 Budget Reductions (information from April 24, 2018 Study Session) Continuing into 2019

DEPARTMENT	STRATEGY	DESCRIPTION	REDUCTION AMOUNT (\$)	POSITION (FREEZE)	POSITION (ELIMINATION)	ANTICIPATED SERVICE LEVEL IMPACT	CONTINUED ONGOING INTO 2019 RECOMMENDED BUDGET?
City Attorney's Office	Non Personnel Expense	Reduce outside legal counsel.	21,000			This limits the City Attorney's Office's flexibility to address issues outside areas of expertise or beyond the workload capacity of staff.	Yes
City Attorney's Office	Personnel Expense	Elimination of vacant positions - fixed term Paralegal and part time Paralegal.	76,374		1.30	The positions have been vacant for some time. When paralegal positions are vacant, attorneys may have to pick up additional work so anticipated minimal impact.	Yes
City Clerk's Office	Non Personnel Expense	Eliminate budget that is no longer applicable to the department such as cell phone service and telecom charges.	6,517			No anticipated community or internal service impact.	Yes
City Manager's Office	Personnel Expense	Freeze vacant Management Fellow position; displace fixed term Chief Resilience Officer and part time Community Coordinator.	127,979		2.88	Services/work plans to be integrated into other departments.	Yes
Communication	Non Personnel Expense	Freeze vacant part time Communication Specialist; identified technology efficiencies in Boulder 8 TV/ video services.	100,005	0.50		Reallocated support among Communication and Library departments to maintain core service level. Achieved cost savings in closed captioning services.	Partial
Community Vitality	Non Personnel Expense	Reduce consultant and administrative costs to Economic Vitality and the Hill Reinvestment Strategy; eliminate unused Public Land expense; cancel unused POs and increasing CAMP parking and Pollard satellite parking revenue.	93,677			Reducing consultant funding for Economic Sustainability Strategy update will delay industry sector research; reducing funding for opportunistic "special initiatives" in the Hill Reinvestment Strategy.	No
Energy Strategy & Electric Utility Development	Personnel Expense	Remove the temporary budget for staffing that was approved pending the outcome of the November 2017 election.	229,326			No service level impact; positions were funded by the extension of the Utility Occupation Tax.	N/A
Finance	Non Personnel Expense	Reduce legal costs.	25,000			The department doesn't anticipate needing funding for this purpose, this year.	No
Finance	Personnel Expense	Eliminate vacant fixed term Enterprise Resource Planning (ERP) Manager position and freeze vacant Revenue and Tax Officer position.	246,000	1.00	1.00	Current workload is being absorbed/shifted to other staff.	Yes
General Governance	Non Personnel Expense	Reduce expense of Boulder Convention and Visitors Bureau (BCVB) contract in line with reduced revenue projections.	177,300			Reduction to the BCVB contract payment.	N/A
Human Resources	Non Personnel Expense	Reduce to align with actual projected costs.	25,000			No anticipated community or internal service impact.	Yes

2018 Budget Reductions (information from April 24, 2018 Study Session) Continuing into 2019

DEPARTMENT	STRATEGY	DESCRIPTION	REDUCTION AMOUNT (\$)	POSITION (FREEZE)	POSITION (ELIMINATION)	ANTICIPATED SERVICE LEVEL IMPACT	CONTINUED ONGOING INTO 2019 RECOMMENDED BUDGET?
Human Resources	Personnel Expense	Hold vacant positions open for a longer amount of time; freeze hiring of vacant Deputy Director and vacant HR Representative.	271,200	2.00		Shift workload to existing staff and/or delay workplan items.	Partial
Human Resources	Non Personnel Expense	Consolidate and reduce the number of trainings where efficient.	22,500			While there will be fewer training opportunities, there is still adequate availability for every staff member to attend.	Yes
Human Services Department	Non Personnel Expense	Reduce spending on food and general supplies as well as shift to paperless efforts.	20,200			No anticipated community or internal service impact.	Yes
Human Services Department	Personnel Expense	Salary savings from natural attrition and length of replacement hiring.	193,500			Work plan implementation will be delayed for Human Services, Homelessness Strategies and community fund rounds and slower response to community requests.	No
Innovation and Technology	Personnel & Non Personnel Expense	Holding positions vacant for a longer time period, reducing training budget, and cutting or delaying planned projects for network and web management.	294,000			Reduces capacity and slows projects.	No
Library and Arts	Non Personnel Expense	Reduce replacement funding for equipment no longer needed.	75,000			No anticipated community or internal service impact.	No
Municipal Court	Non Personnel Expense	Reductions in items such as postage, purchased services, food, credit card processing fees, etc.	68,953			No immediate service level impacts; however, could have impacts later as some previously purchased services will be eliminated and result in court staff absorbing those duties.	Yes
Municipal Court	Personnel Expense	Job sharing pilot with Police by utilizing part time Records Management Specialist	43,948			Will help Police Records catch up with their backlog of work while slightly decreases level of customer service for court.	No
Open Space & Mountain Parks	Non Personnel Expense	Reduce the General Fund transfer.	58,291			Shifted work to other functions/areas. This transfer will end after 2019 so OSMP began gradually shifting before 2018.	Yes
Open Space & Mountain Parks	Personnel & Non Personnel Expense	Expire vacant Project Coordinator, 2 Process Specialists, 1 Maintenance IV, 1 Volunteer Program Assistant in 2018 instead of in 2019 as planned; remove duplicative budget; reduce Director's non personnel expense.	540,715		5.00	No anticipated impact. In planning for 2019 and 2020 sales tax increments OSMP has been gradually making changes that can implement now instead of 2019 as planned.	Yes
Parks and Recreation	Personnel & Non Personnel Expense	Salary savings from natural attrition and hiring delays along with operational efficiencies.	209,655			No anticipated community or internal service impact.	Partial

2018 Budget Reductions (information from April 24, 2018 Study Session) Continuing into 2019

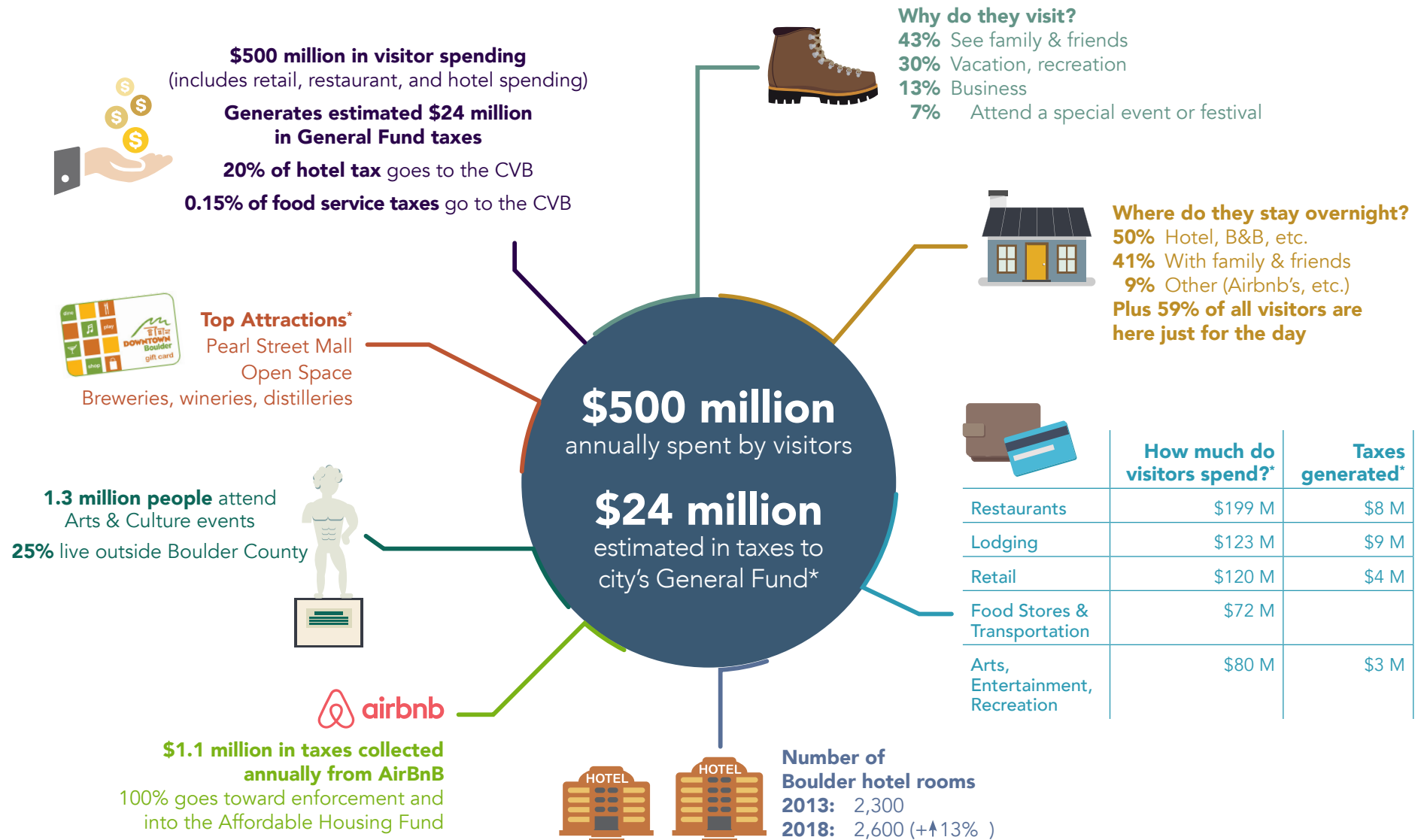
DEPARTMENT	STRATEGY	DESCRIPTION	REDUCTION AMOUNT (\$)	POSITION (FREEZE)	POSITION (ELIMINATION)	ANTICIPATED SERVICE LEVEL IMPACT	CONTINUED ONGOING INTO 2019 RECOMMENDED BUDGET?
Planning, Housing + Sustainability (PH+S)	Non Personnel Expense	Reduce Housing Division consultant budget.	28,259			Reducing the consultant budget could impact the Housing Division's flexibility to take on additional initiatives.	Yes
Planning, Housing + Sustainability (PH+S)	Non Personnel Expense	Reduce the annual Comprehensive Planning budget that covers general consulting needs.	20,000			Reducing the consultant budget could impair Comprehensive Planning's ability to perform portions of their work plan.	Yes
Planning, Housing + Sustainability (PH+S)	Personnel Expense	Reallocate a portion of Planning, Housing and Sustainability Director and Financial Analyst to the Planning & Development Services (P&DS) Fund.	57,770			Reallocating portions of these positions will not result in service level impacts because there are currently vacancy savings in the P&DS fund that will cover this additional expense.	Yes
Planning, Housing + Sustainability (PH+S)	Personnel Expense	Hold vacant the Chief Urban Designer.	104,280	1.00		The number of projects receiving urban design support will be reduced.	Yes
Planning, Housing + Sustainability (PH+S)	Personnel Expense	Salary savings from natural attrition and length of replacement hiring.	79,401			Temporarily shift work to other functions/areas.	No
Police	Personnel & Non Personnel Expense	Salary savings from natural attrition and length of replacement hiring as well as efficiencies in operating costs such as printers and supplies.	1,354,068			Overtime is used to cover vacant shifts in an effort to maintain appropriate service levels.	No
Public Works - Development Services	Personnel Expense	Hold vacant Code Enforcement Specialist.	48,000	1.00		Not filling this position would have impacts on the existing work plan and proactive code enforcement related to zoning violations such as overoccupancy and illegal units. The remaining 5 FTEs, including the supervisor, would focus on priorities.	No
Public Works - Support Services (FAM)	Non Personnel Expense	Reduce leases due to the relocation of staff to Municipal Bldg. due to the vacated office space of staff moving to the Brenton Building at 1136 Alpine.	40,000			No anticipated community or internal service impact.	Yes
Public Works - Support Services (FAM)	Non Personnel Expense	Reduce General Fund transfer to the Facilities Repair & Replacement Fund for the Capital Improvement Program (CIP).	295,000			Minimal impact to current CIP.	No
Public Works - Transportation	Personnel & Non Personnel Expense	Reduce maintenance activities that are aesthetic in nature; reductions to transit service frequency; reduce temporary staff and eliminate a Transportation Planner I.	1,621,000		1.00	Reductions to transit service frequency.	Partial

2018 Boulder Convention and Visitors Bureau

Tourism Snapshot

VISION Inspire existing and new audiences to experience Boulder.

MISSION To provide leadership promoting Boulder's natural environment, arts, culture, innovation, and the visitor experience to support economic vitality and our quality of life.



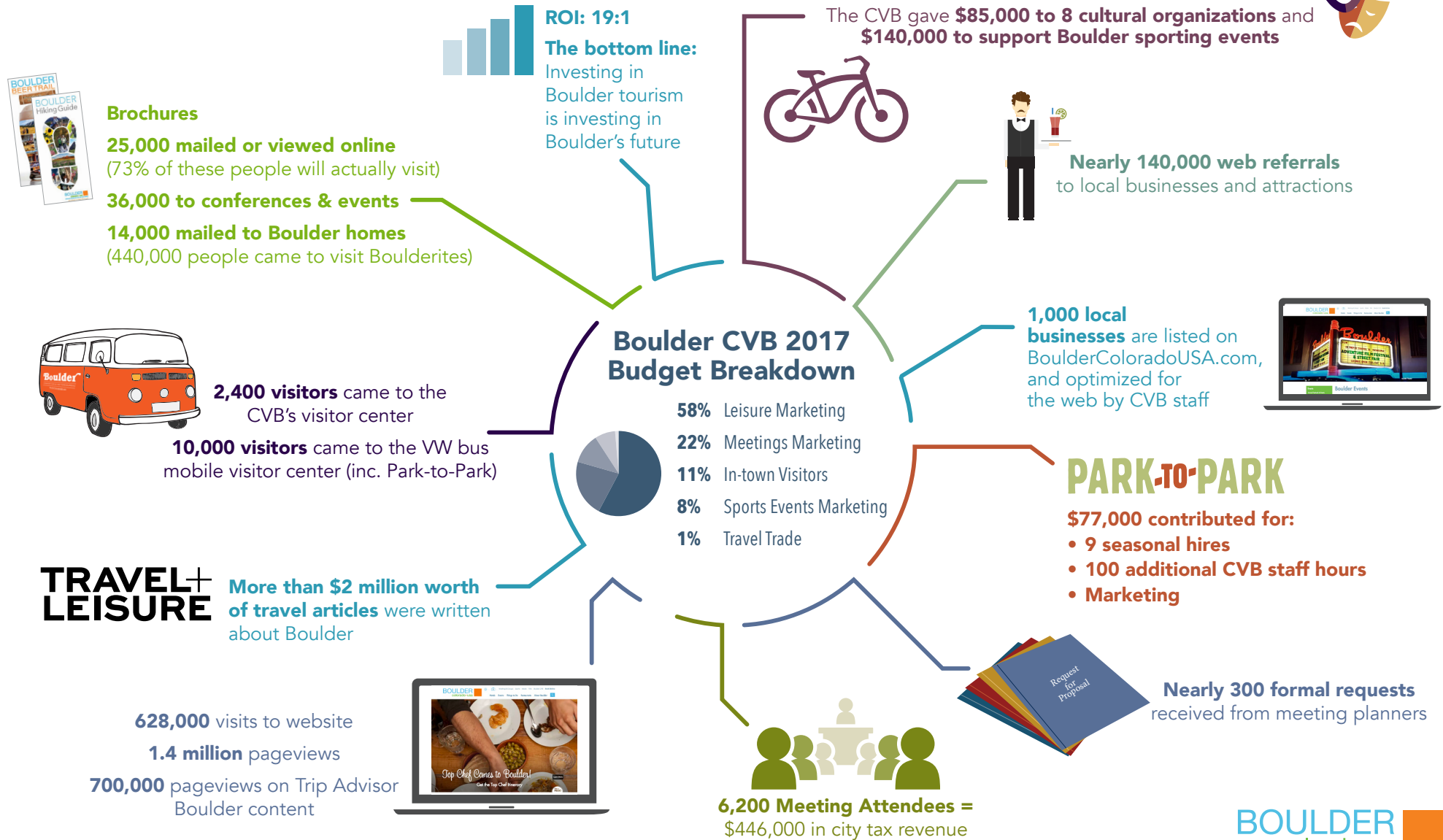
2017 Boulder Convention and Visitors Bureau

Organization Snapshot

We are conveners, consolidators, compilers. We group visitor experiences together to make Boulder's message stronger and more visible.

We represent Boulder in a unified, trusted, unbiased voice.

As students of the city, we try hard to mirror the residents' ideals and lifestyle.





July 31, 2018

To: City Manager, Jane Brautigam
Community Vitality and Parks and Recreation Director, Yvette Bowden
Interim Community Vitality Director, Susan Connelly
Executive Budget Officer, Kady Doelling

From: Mary Ann Mahoney, CEO, Boulder Convention and Visitors Bureau

RE: Boulder Convention and Visitors Bureau 2018 Mid-year Report

It is our pleasure, to once again, submit the Boulder Convention and Visitors Bureau (CVB) 2018 Mid-year report. The CVB is more determined than ever to support local businesses, cultural organizations, and events. To that end, we have had a very busy year and these programs were especially effective:

- Website traffic is up 43%. This is due to the strategy of continually adding fresh information (content pages). Our peer organizations' website traffic is flat or down.
 - The increased website traffic equates to more referral and opportunities for local events, festivals and businesses.
 - Additional referrals and opportunities for local businesses are coming from the CVB's pages on TripAdvisor. Pageviews are up 39%.
 - The CVB will continue to keep the content fresh and react quickly to trends.
- The CVB is honored to be part of the ongoing solution for CAMP the second year with a dramatically increased impact and seasonal staffing. The CVB hired 16 seasonal workers that are Boulder Ambassadors.
 - The city staff and CVB marketing team kicked into gear and launched the digital campaign - Flatiron Flyer bus ads, digital ads and social media messaging - in time to welcome Park to Park hiking shuttle passengers on Memorial Day. This first weekend was a success matching the numbers from 2017.
 - Ambassador interactions with people on the Park to Park shuttle, parking assistance including mobile apps, and on the ground (up 96%) have exceeded 2017.
 - Park to Park ridership is up 26.3% through June.
- The Museum of Boulder was awarded a significant CVB grant to assist in promoting their grand opening. Additionally, through a pilot project the CVB provided 30 hours of staff time – which drove 13,700 interested folks to the museum's website through just the Google ads. When the final report is in we will report further.
- Because the CVB attended so many meeting planner tradeshow last year, the CVB has hosted more meeting planners who are "shopping" Boulder than ever before.
 - Hosted 23 meeting planners to experience first-hand Boulder's small-town feel, with stellar dining choices and the proximity to DIA, and how the city could host their meetings
- More meeting groups have been helped by the CVB than ever before. These meetings and conference services give personalized assistance to meetings and groups. It is a key component of the strategy to bring more conferences to Boulder because the services offered, such as photos, suggested activities and group dining options, are the things that meeting planners, and attendees, appreciate. They will often stay in town longer, and spend more money, when these services are provided.
- The CVB hosted an educational digital marketing workshop for community tourism partners. About 25 people attended the event and learned how to attract customers via search engines and improve their digital presence.

Attachment B - 2018 Mid Year Boulder Convention and Visitors Bureau Report

- The CVB met with the top international tour operators and journalists at the 50th annual Pow Wow that occurred in Denver. Additionally, the CVB created 29 webpages for tour operators and travel writers to share with the clients and readers.
 - Three itineraries were created, and then translated by professionals, into Chinese, Spanish, French, Japanese, German, and Italian. These pages were enthusiastically welcomed by the attendees of Pow Wow as well as by visitors to the CVB Visitors Centers here in Boulder.

The CVB will continue to market to the long-haul travelers. From market research we know geographic areas, demographics and the planning timelines of the city's travelers. The CVB now can target specific zip codes and lifestyle choices instead of simply blasting out to a demographic audience that does not fit.

Because of the three new hotels (500 additional rooms) in town, more than 31,600 hotel rooms were sold in the first six months of this year. Additionally, the room rates continue to rise. Both factors illustrate that the market will support the increased inventory of hotel rooms.

Determining the role of the CVB as the destination marketing and manager has become quite clear. The CVB must:

- Find and list every local attraction and tourism related business, for free, on the CVB's website.
- Allocate the CVB's budget in strategic ways to drive more new traffic to the CVB website to inspire visits to Boulder and thereby increase business opportunities and visitor spending.
 - It is a fact that 78% of people who visit a destination's website actually arrive (Destination Analysts 2016).
- Know that the local tourism partners do not have time to keep up with the tourism industry's trends, so it is up to the CVB to provide them with articles and research.
- Include various unique events, attractions and businesses on the CVB's highly productive website for the search-bots to find and tag every key word, photo and video so it is easily found.
- Refine and personalize messages to provide options of other things the traveler may like to do.

2018 May Year to Date	Average Hotel Occupancy		Average Room Rate	
Denver (includes Boulder and Hwy 36)	69.3%	down 0.14%	\$135.09	flat
Highway 36 Corridor	65.7%	down 3.9%	\$121.41	up 1.3%
*Boulder	59.9%	down 11.3%	\$156.39	flat
US	64.2%	up 0.8%	\$128.57	up 2.7%
*Source: Rocky Mountain Lodging Report – Boulder Hotel & Motel Assoc. and Smith Travel Research				

2018 Boulder City Tax, May Year to Date:		
Accommodations Tax	\$2,594,356	*up 10.98%
Food Service Tax	\$ 288,841	up 5.7%
Short Term Rentals (630 units)	\$ 475,915	up 9.34%
*With 500 more rooms available daily, through June there were 31,600 more rooms sold year over year in turn higher taxes		

Please feel free to contact me if you have any suggestions or questions about the CVB's programs.
maryann.mahoney@bouldercvb.com or 303-442-2911.

Encl: Boulder CVB Mid-year Matrix Exhibit C, 2018 CVB Mid-Year Program Report, 2018 April Financial Variance Report and Financials

Boulder Convention and Visitors Bureau
2440 Pearl Street
Boulder Colorado 80302

**EXHIBIT C****BOULDER CONVENTION AND VISITORS BUREAU
PERFORMANCE INDICATORS**

Reporting Period: 2018 Second Quarter		2018 Second Quarter	Increase / Decrease YOY	2018 Total
Meetings and Conferences				
	Tradeshows attended	4	33%	6
	Prospecting Communications	979	8%	1873
	Site Visits	9	80%	19
	Request for Proposals (RFP)	104	17%	232
	Number of groups booked	23	-26%	45
	Meetings and Conference room nights booked	3083	0	6,266
Sports and Events				
	Request for Proposals (RFP)	3	0	10
	Number of groups booked *	5	400%	11
	Sports and Events room nights booked *	2727	8.90%	6,469
Total Group Sales room nights booked		3035	0	12,735
* IRONMAN and IRONMAN 70.3 for 2019 and 2020 booked in Q1 accurate lodging Pace Reports				
Website		Second Quarter 2018		
	Website Sessions	227,888	43.3%	364,561
	Website Page views	492,262	26.6%	802,270
	Average Time on Site (industry average 2:00)	0:02:12	-4.1%	0:02:13
Visitor Guides		Second Quarter 2018	Increase / Decrease YOY	Total 2018
	Virtual Guide Views	2,535	3.8%	4,204
	Mailed Visitor Guides - 3rd Party Leads	3,639	-4.7%	3,898
	Mailed Visitor Guides - Website Requests	1,252	-17.0%	6,601
Total Visitor Guides		7,426		14,703
The CVB is seeing a significant increase in virtual guide requests which could contribute to the overall decrease in mailed and 3rd party leads. Moderate net growth is still showing an increase. Our website continues to perform well as we are still adding more content and work with Simpleview to optimize our Search Engine Marketing. Page views from organic traffic to all event pages are up 10% YoY. Organic traffic increased by 14% during the first two quarters compared to this				
		YTD May	Increase / Decrease YOY	Total 2018
	Accommodation Tax Collection Figures	\$2,594,356	10.98%	
	* Hotel / Motel Association Occupancy (24% more)	60.5%	-12.40%	60.5%
	Hotel room available/sold	2017: 287,283 / 195,211	2018: 357,693 / 216,248	10.8%
	Restaurant Tax Collection Figures	\$288,841	5.7%	\$288,841
	Downtown Boulder Tax Collection Figures	\$5,149,904	-8.5%	\$5,149,904
	Twenty Ninth Street Tax Collection Figures	\$3,442,318	4.4%	\$3,442,318
	Short Term Rental Tax Collection Figures	\$475,915	9.34%	\$475,516

*Due to the increase of 500 more rooms available year over year, measuring the additional rooms sold is relative to increased tax collections

Cultural Programing:

The CVB staff put the finishing touches on the Boulder Art and Culture Guide

The CVB refreshed the TripAdvisor cultural event to reflect the current seasonal offerings. TA is the most trusted travel site and is one of the highest referring sites to the Boulder CVB website. In the first six months there was a 39.2% increase of pageviews and 2,037 clicks to events compared to 486 over the same period in 2017.

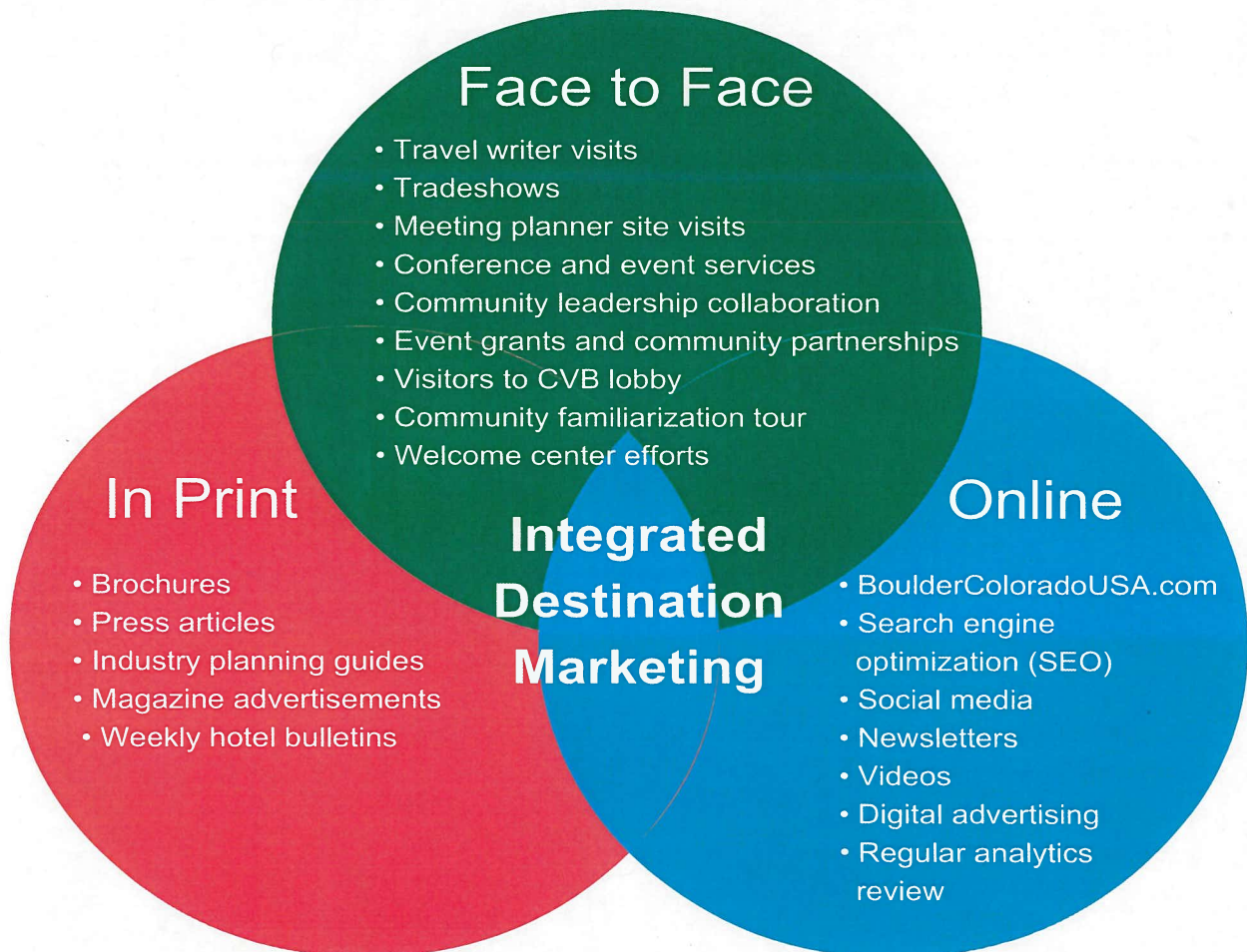
As part of the grant for the Museum of Boulder, the CVB staff donated an additional 30 hours to manage the paid digital ad campaign. This was a pilot to measure the time and value of staff time to increase the total value of the event grant program.

Just the paid geo-targeted Google ads drove 13,700 interested folks to the Museum's website.

BOULDER CONVENTION AND VISITORS BUREAU
2018 Mid-year Report

The mission is to promote Boulder's natural environment, art, culture, innovation, and the visitor experience to support economic vitality and our quality of life.

Integrated Destination Marketing



How we reach our audiences

MARKETING AND COMMUNICATIONS

The Marketing and Communications department integrates marketing, branding, social media and media relations to shape and monitor Boulder's brand and reputation thereby achieving the Boulder CVB's economic objectives.

The approach is both inspirational and lifestyle focused. In building awareness about Boulder to undecided travelers, the focus is less on the "things," and more on conveying the feeling of being in Boulder — with images and words designed to inspire. At the engagement level, the CVB communicates local, authentic expertise, and provides aspirational messages.

Website: Total website sessions are up 30% for the first half of 2018 compared to the same period last year. This is not standard for the industry. Many destination marketing organizations, this year, are seeing flat or decreased traffic due to search engine and consumer behavior changes. The CVB's successful strategy to boost website traffic via search engines, such as Google, has resulted in 43% growth over last year. On average, the CVB adds a new page to the website weekly. These pages are created to support an ad campaign, promote a popular experience, or provide additional content about an event that the CVB has funded. Measuring the number of website sessions shows the effectiveness of the campaign as well as the popularity of the topic and effectiveness in drawing traffic to the website. Reinvigorated social media efforts are paying off and contribute to the increase of website visits.

Mid-year Website Measurements	2018	2017	2016
Website Sessions:	364,561	275,903	253,031
Website Pageviews:	802,270	671,475	705,184
Time on Site (industry avg=02:00):	0:02:13	0:02:15	0:02:37
Pageviews per Session (industry avg=2.25):	2.20	2.43	2.78
Bounce Rate (industry avg=53.76%):	56.09%	57.01%	50.98%
Virtual Brochure Views:	4,204	3,902	2,385
New Web Landing Pages Created:	55*	17	22

*Foreign-language itineraries for IPW and new meeting strategies dramatically increased in 2018.

Digital Marketing Workshop for Partners: New this April, the CVB hosted an educational workshop for local business tourism partners. About 25 individuals attended the event at the CVB office, including business owners and marketers from tour companies, breweries, and retail shops. The title of the event was "How to Show Up and Stand Out Online," content covered how to attract customers via search engines and improve digital presence.

More Visibility on State Website: New for 2018, the CVB has expanded the content about Boulder on the official state tourism website, Colorado.com. This platform helps reach the most qualified travelers who are considering visits to the region. This channel also helps drive traffic to the CVB's website. Views for Boulder-related content on the state site are up 40% and clicks to the CVB's website are up seven times compared to last year - before the expanded content.

Mid-Year Colorado.com Brand Channel	2018	2017	2016
Content views:	59,701	n/a	n/a
Clicks to CVB website:	8,207	n/a	n/a

Meetings Audience Marketing: For 2018, the CVB has revamped the marketing strategy to emphasize reaching business professionals who plan meetings versus focusing on people who identify themselves as meeting planners. The new approach incorporates more direct digital communication more frequently and social media targeting, while limiting the print advertising and publisher eblasts. The goal is to get the Boulder meetings message to a wider audience that isn't prequalified as a professional planner. All campaign leads are directed to a new webpage, MeetInBoulder.com. The group sales staff then follows up directly with those interested planners to offer more CVB services one-on-one.

CHANNEL:			
Facebook	Impressions	Clicks	Click-thru Rate
Audience Network:	3,841,921	41,967	1.1%
e-Newsletters	Recipients	Click Thru Rate	Open Rate
Email distribution (monthly):	9,944	18.5% avg.	18.3% avg.
Mountain Meetings + Events	Recipients	Click Thru Rate	Open Rate
Custom Regional E-blast, March	33,832	4.4%	14.7%
Custom Regional E-blast, May	32,858	7.2%	13.7%

Attachment B - 2018 Mid Year Boulder Convention and Visitors Bureau Report

CVENT	Impressions	Clicks	Click-thru Rate
Digital Billboard Ad*	N/A	N/A	N/A
Digital Display Ad*	N/A	N/A	N/A
Meeting Professional Int'l	Distribution		
Print Ad (April)	50,000	N/A	N/A
eTarget Direct Marketing List	Recipients	Click Thru Rate	Open Rate
Email distribution (monthly)	68,903	1.2% avg.	15.6% avg.
Tradeshow Communications	Recipients	Click Thru Rate	Open Rate
Pre- and post-show emails	1,298	11.5%	60.3%

*Cvent does not provide analytics.

Social Network Channels: Social channels account for 3% of the traffic to the website, a 20% decrease over the previous year due to major changes in the Facebook platform. Social media efforts continue to concentrate on growing the follower count and content distribution. Even though traffic to the website from social channels has decreased, in the past 6 months Facebook fans have increased 17.5%, while Instagram and Twitter followership have seen steady, positive progress. The Boulder CVB also continues to work with the Colorado Tourism Office by providing Boulder specific content to be used across their social media platforms.

Mid-year Social Media Measurements	2018	2017	2016
Facebook Fans:	21,017	10,390	6,274
Twitter Followers:	8,025	7,521	6,789
Pinterest Followers:	1,189	1,157	1,100
Instagram Followers:	17,600	11,200	4,579
LinkedIn Followers:	224	133	109

Social Media Marketing: Advertising on Facebook is a must. It helps to increase the reach of the CVB's webpages by increasing the number of page likes and users who see website content.

Mid-year Paid Social Campaigns:	Impressions	Clicks	Click Thru Rate
Boosted Posts - Brand	227,631	5,980	2.63%
Likes Campaign	133,219	3,101 (likes)	N/A

Video: Views of videos are sky-high. This is due to newly created videos and an integrated marketing strategy where video is used in many ways. Summer and winter videos were created and rolled out across the web and through social media. These new, and existing, videos are posted in a number of places including TripAdvisor and Colorado.com. Additional videos are currently in production.

Mid-year Video Views	2018	2017	2016
Total Video Views:	86,727	16,812	10,412

E-newsletter Communications: The CVB distributes electronic newsletters weekly to new subscribers and monthly to established subscribers. The number of new subscribers who open the CVB's eblasts are four times the industry average. The CVB receives qualified subscribers from Colorado.com as well as those subscribing directly from the CVB's website. The messages are inspirational, rather than transactional, and highlight outdoor recreation, attractions, arts and culture, events, restaurants and overnight stays. The open rate for the "old" subscribers continues to fall as expected; the average life span of an email is three years and the CVB continues communicating with subscribers as far back as 2009.

Mid-year Enewsletter Subscribers - Leisure	2018	2017	2016
Subscribers:	34,082	37,278	39,216

Attachment B - 2018 Mid Year Boulder Convention and Visitors Bureau Report

Open Rate – Welcome Campaign (Tourism Industry=10.88%):	40%	38.9%	35%
Open Rate – Monthly Campaign (Tourism Industry=10.88%):	10.9%	12%	12%
Welcome Campaign Leads			
Colorado.com welcome leads	5,368	6,946	5,508

Three times per year, Boulder-specific e-newsletters are sent to the Colorado Tourism Office's subscribers. This is a very effective way to reach potential Colorado travelers.

Mid-year Colorado.com Eblasts	2018	2017	2016
Subscribers:	24,920	25,887	28,000
Opens:	5,236	7,120	7,498
Clicks:	674	1,124	996
Click Thru Rate:	12.87%	15.8%	13.3%

Media Relations: The Boulder CVB's media relations efforts focus on reaching out to the media as well as responding to media requests. This includes story ideas, interview suggestions, background information, fact checking and supplying photography. Long term efforts and continued relationships with journalists have helped to produce stories in National Geographic Traveler, Meetings Today, and Phoenix Magazine.

Mid-year Media Relations	2018	2017	2016
Photography Requests:	14	23	20
Published Article Results – Total Articles	167	131	168
Published Article Circulation:	12,847,182	14,912,697	12,399,563
Published Article Ad Value:	\$2,034,524.32	\$1,091,019	\$1,537,658
Online Article Results – Total Articles:	44	227	93
Online Article Circulation:	31,284,017	514,485,132	208,206,548
Unsolicited Pitches "Cold Calls":	8	22	10
Press Visits in Boulder:	16	3	*62
Press Visits Outside of Boulder:	14	32	20

*The large difference in 2016 and 2017 stemmed from the fact that the CVB hosted a media reception with the Colorado Tourism Office in Boulder that spring, and this year, the reception is in August.

Community Relations: The CVB provides local tourism partners media relations and marketing expertise, as well as connections to travel writers. So far this year, assistance was given to the Boulder Farmers Market, Boulder Arts Week, and the Museum of Boulder.

Boulder Partner E-Newsletter: A monthly e-newsletter is sent to local tourism businesses. It aims to let partners know how their businesses can be served by the CVB, offers educational articles, and information about upcoming special events that may impact local business.

Mid-year Partner E-newsletter Subscribers	2018	2017	2016
Subscribers:	633	715	438
Open Rate-Avg. = 10.88%:	27%	34.5%	30%

Print Publication: An ad was placed in the state's official vacation guide again this year which is distributed throughout 2018. The publication reaches 550,000 potential visitors who have asked for this state guide to be mailed to them and is an extremely important component of the CVB's strategy in reaching visitors with a high propensity to visit Boulder. The guide is also downloaded digitally.

VISITOR AND CONFERENCE SERVICES

Visitor Information Centers: The Davidson Mesa visitor kiosk on US 36 is a state highway scenic overlook and is quite popular for visitors' first glimpse of the Rocky Mountains and Boulder Valley. The kiosk is stocked with visitor information materials six days a week during the busy spring through fall seasons. Additionally, the CVB stocks materials and maintains kiosks at The Boulder Chamber Center, Gateway Fun Park, Pearl Street Mall and the Downtown Boulder Visitor Center. Downtown Boulder Partnership manages and staffs the downtown Visitor Center with a significant financial contribution from the CVB.

Mid-year Visitor Center Traffic	2018	2017	2016
Downtown:	4,335	3,537*	4,425
Chamber Center:	1,189	1,058	949

*Downtown Boulder VIC was closed for construction Feb-Mar 2017.

Mobile Visitor Center – As a new approach to the conventional Visitor Center experience, the CVB has converted a 1975 Volkswagen bus into a mobile visitor information center and photo booth. During the city's busiest months, it travels to high traffic areas where visitor services staff offer information. Also, the VW bus has been utilized since its launch at tradeshow and large events such as IRONMAN, BoulderBoulder, Destination Colorado, etc. This summer, the CVB reduced hours of operations by 2 hours each day, which created fewer visitor interactions. Currently we are reviewing the budget to increase staff hours.

Mobile Visitor Center Reach	2018	2017
Chautauqua Trailhead – Mon-Fri (June):	484	990
Park to Park – Sat & Sun (June):	1,711	870
Conferences, Tradeshow, and Events:	803	1,034

Touch Screen Kiosk: This kiosk is located on the west side of 11th Street on Pearl. The CVB tracks what the user is looking for and from this, the CVB knows that the most popular pages are the restaurant listings and the 'Things to Do' listings.

Touch Screen Kiosk, Pearl Street	2018	2017	2016
Total Sessions:	1,817	1,546	1,937

*Analytics tracking for Kiosk interactions was offline between Feb. 17 and Mar. 23, 2017 as a new screen interface needed to be replaced.

Visitor Information Leads: The CVB mails brochures and maps to potential visitors who have directly requested more information by calling or filling out a form on our website. Additional leads come from reader service card in the Colorado Vacation Guide. Also included in the mailings, is a flyer promoting vacation packages created by Boulder hotels and tourism partners. From the CVB Visitors Survey, data shows that 65% of people requesting information from the CVB website actually visit Boulder. This study assists in measuring the return on investment.

Mid-year CVB Website Brochure Requests	2018	2017	2016
Request for Information – Mailed:	2,565	2,843	4,069
Virtual Guide Views:	4,204	3,902	2,385

Mid-year Visitor Information Requests	2018	2017	2016
Colorado Vacation Guide:	6,662	*8,013	1,463

*The electronic leads and vacation guide leads were merged and 6,946 received both a mailed brochure and the electronic newsletter.

Brochure Requests/Conferences: The CVB provides brochures to groups staying in the Boulder area. The following list is a sample of some of the organizations requesting brochures. The CVB offers professional tour-guides to staff information tables at conferences that provide suggestions for restaurants, shopping

and activities. The CVB monitors these requests to ensure the use is to increase visibility and to encourage visitation of the city outside the conference events.

Mid-year Brochure Distribution Results	2018	2017	2016
University of Colorado:	6,350	8,910	3,805
Federal Labs:	650	700	545
Corporations:	2,080	815	145
Welcome and Visitor Centers (AAA):	8,525	7,435	8,535
Weddings, Reunions and Leisure:	4,493	3,640	5,845
Misc. organizations:	10,804	12,315	5,611
Total Brochures	32,902	33,815	24,486

Conference Services: The CVB offers personalized conference services to meetings and groups. It is a key component of the strategy to bring more conferences to Boulder because the services offered, such as photos, suggested activities and group dining options, are the things that meeting planners, and attendees, appreciate. They will often stay in town longer, and spend more money, when these services are readily available.

Mid-year Conference Services	2018	2017	2016
Groups Served:	36	25	20
Brochures Provided to Conferences:	3,990	3,040	2,745
Total Attendees:	5,137	2,688	3,220

Community Familiarization Tour: The CVB hosted the semi-annual Boulder Familiarization Tour for new front-line and guest-services employees in June. The tour provides new employees with a first-hand experience of what Boulder has to offer to share with visitors. There were 42 attendees present from 12 organizations. The CVB continues its partnership with Banjo Billy Bus Tours who provides transportation and featured a tour of the new Museum of Boulder.

GROUP SALES DEPARTMENT

The mission of the CVB Group Sales team is to increase overnight group lodging room nights from meetings, conferences, sporting events, and special events. This correlates to an increase in spending with tourism partners, including restaurants, unique venues, retail establishments and attractions. The CVB Group Sales team's goal is very clear; to increase revenues for tourism partners and increase tax dollars from tourism spending for the City of Boulder. The CVB is dedicated to be a trusted resource for group clients and a partner in their success.

Research and Strategy: The lodging industry, in Boulder and across the United States, continues to set all-time records for average daily rates and occupancy. This drives the lodging revenues and tax increases Boulder has enjoyed over the past several years. In the months of December 2017 through March 2018, Boulder welcomed a 23% increase in new lodging rooms or approximately 500 rooms. Occupancy is down year over year, however Boulder hotels have sold 31,600 more hotel rooms year to date.

Opportunities and Action: Group Sales strategy involves increasing high priority sales tactics including creative prospecting efforts, an increase in sales events and face-to-face meetings in feeder markets, an expansion of site visit opportunities, and bidding on larger conferences to ultimately bring more attendees to multiple lodging properties. The CVB is always looking to create partnership opportunities that positively increase the value of Boulder as a meeting and conference destination.

Meeting Incentives: The Meeting Cash Incentive program mission is to be a more competitive destination when bidding on meeting programs. Boulder's average daily lodging rate is considerably higher than the

majority of Boulder's comparable cities. Therefore, the Meeting Cash Incentive program has become a major selling tool bring group business to Boulder.

Meetings Incentive	2018	2017	2016
Groups Incentives:	7	12	8
Total room nights:	1,874	3,834	1,508

Groups Booking Report and Economic Impact: The CVB develops relationships with meeting and event planners to educate them on the value of bringing their groups to Boulder. The CVB tracks the results of Request for Proposals (RFPs), which are provided directly to Boulder lodging partners. Estimated economic impact is based on definite lodging rooms booked in Boulder using visitor spend data from third-party research.

Mid-year RFP Results: Groups: Meetings, Events and Sports	2018	2017	2016
Total Room Nights Booked:	12,850	11,699	9,764
Total Estimated Economic Impact:	\$5,474,479	\$4,984,125	\$4,064,754
Total Estimated Tax: Combined Accommodations, Restaurant and Retail Revenues	\$292,497	\$266,269	\$215,101
Total Request for Proposals:	222	205	175

Trade Shows: Industry research confirms that trade show participation is the most preferred marketing tactic by meeting professionals (Source: DCI). In the first half of 2018, the CVB exhibited in Southern California, Phoenix, Indianapolis, and at two trade shows in Colorado. The CVB targets specific events with a corporate and association meeting professional audience and decision-making authority. We repeated three of the same tradeshow over the same period as in 2017. This allows us to build history and continually evaluate the positive return on our time and efforts for each specific show.

Mid-year Tradeshow Results: Meetings, Sports, and Events	2018	2017	2016
Number of Trade Shows:	5	7	8

Prospecting Communications / Lead Generation: Phone calls, emails, LinkedIn communication and e-marketing efforts focus on reaching specific prospects and clients based on targeted demographics. The CVB contracted a third-party marketing agency for meetings marketing and results are good. The lower numbers for the first six months of 2018 reflect the fact that the department lost two-thirds of its staff for two months. The department will be fully staffed in August and expects to rebound fully.

Mid-year Prospecting Results: Meetings, Sports and Events	2018	2017	2016
Prospecting Communications:	1,554	1,823	1,784

Individual Meeting Planner Familiarization Trips: This year, more familiarization trips were hosted by the CVB than ever before. The CVB invites qualified prospects to visit Boulder firsthand to meet with lodging, venue, restaurant, and attraction partners. The potential clients can visualize what their event would look like in Boulder. Given Boulder's attributes, this is a very effective method to book future group business for the city. This year, the CVB is starting to change how these familiarization trips are created by including light activity or short adventure to give meeting planners firsthand experiences.

Mid-year Site Visit Results: Meetings, Sports and Events	2018	2017	2016
Individual Site Visits:	25	22	18

INTERNATIONAL PROGRAMS

2018 Pow Wow International: The CVB met with the top international tour operators and journalists at the 50th annual Pow Wow that occurred in Denver in May 2018. Pow Wow is the largest US international trade show in the country. The Boulder CVB hosted two pre-show trips and one post-show trip.

Since 2014, the CVB has invested funds to participate in this 2018 show by partnering with Visit Denver and the Colorado Tourism Office.

Results already seen include a contract with a tour operator and three travel articles. The CVB continues to sort through the 375 leads to determine how best to reap the most return.

2018 Pow Wow International Results	2018
Tour Operator Meetings at IPW:	29
Tour Operator Meetings in Boulder:	32
Travel Writer Meetings at IPW:	11
Travel Writer Meetings in Boulder:	10
Boulder-specific Leads Received:	375

Foreign Language Webpages: In anticipation of the 2018 International Pow Wow, the CVB created 29 webpages for tour operators and travel writers to share with the clients and readers. Two itineraries were created, and then translated by professionals, into Chinese, Spanish, French, Japanese, German, and Italian. These pages were enthusiastically welcomed by the attendees of Pow Wow as well as by visitors to the CVB Visitors Centers here in Boulder.

DESTINATION MANAGEMENT

Park to Park: The CVB participated in the Chautauqua Access Management (CAMP) Community Working Group to develop solutions to the parking challenges at Chautauqua and the surrounding neighborhoods. The outcome was the City of Boulder Park to Park program: a paid parking strategy at Chautauqua accompanied by a free shuttle from satellite parking lots approved by City Council. The CVB is honored to be part of the ongoing solution for the second year with a dramatically increased impact and seasonal staffing. New in 2018, the CVB absorbed the hiring and management of 16 seasonal staff to assist, on the ground, with people at the parking kiosks and users of the mobile app.

Year-End Park to Park Results	2018	2017
Passenger Trips:	8,400	6,648
Paid Parking Transactions:	8,999	6,009
CVB Ambassador Interactions - on the ground:	1,711	870
CVB Ambassador Interactions - on the shuttle:	4,431	4,429
CVB Ambassador Interactions – parking assists:	10,221	N/A
CVB Seasonal Employees:	16	8

COMMUNITY – CULTURAL PROGRAMMING

Community Relations and Sports Support:

Residents' Campaign: Visiting friends and family, who stay with Boulder residents, account for 43% of Boulder's annual number of visitors. Recognizing this, the CVB put brochures directly into the hands of its

residents by distributing them with the Daily Camera newspapers. Three brochures produced by the Boulder CVB – the Visitor Guide, the beer brochure and the arts brochure – were delivered to 12,000 homes and businesses in May. Immediately after the home delivery the CVB received many phone calls telling us how much they appreciated these and many even requested more brochures for their friends and family.

Major Sporting Events: The CVB strategy has evolved to work hand-in-hand with the City of Boulder to become more efficient when evaluating and funding major events for the city. This communication is vital to ensure the CVB is attracting and providing resources to events that fit residents' needs and expectations. The Group Sales team is responsible for the lodging logistics of these events to ensure an efficient and positive experience for event organizers, customers, and Boulder lodging partners.

Sponsored Sporting Events:

- IRONMAN full race
- IRONMAN 70.3 race
- Haute Route Rockies
- IDT Independence Day Softball Tournament

BolderBoulder: The CVB provides professional staff at the visitor information table to distribute maps, give directions, restaurant recommendations and more to the participants of the BolderBoulder. The information table is setup during the BolderBoulder Sports Expo on the Pearl Street Mall. The CVB had a total of 620 face-to-face visitor interactions over the two days leading up to the race.

Cultural Programming

TripAdvisor Sponsored Page: The number of readers of Boulder's page on TripAdvisor has increased this year. The page is a paid sponsorship and gives the CVB complete control on this page to promote events, photos and videos. In September of 2016, the CVB added exclusive articles and collections to the TripAdvisor page, which are now the most popular content for users with 2,000 clicks in the past six months. Promoting Boulder events is key to assisting increasing consumer exposure to our many cultural offerings.

Mid-year TripAdvisor Sponsorship Page	2018	2017	2016
Page Views:	400,889	287,957	82,245
Photo Views:	2,071	595	854
Event Clicks:	2,037	486	435

Event Grant Program: The Event Grant Program (EGP), made up of CVB Board members, implements the goals of the CVB by investing in the development and expansion of events that complement the Boulder brand for both residents and visitors with the specific goal of increasing tourism and revenue. In 2018, the EGP Committee has granted sponsorship to four events. These include:

- Museum of Boulder Grand Opening
- Boulder Plein Air Festival
- Colorado Latino Festival
- Boulder International Chamber Music Competition: "The Art of Duo."

As part of the grant process, the CVB choose to manage the paid digital ad portion of the Museum of Boulder's grant for the opening of the museum. This was a pilot program to measure the amount of CVB staff time (30 hours) and effectiveness of the network of digital ad data the CVB has access to. When the final report comes in, the CVB will report further of the pilot.

Film Commission: Having the Boulder County Film Commission office in the CVB offices integrates tourism and film and gives production companies a streamlined application process. Economic benefits are generated for restaurants, hotels, retailers, government agencies, and residents through the film

Attachment B - 2018 Mid Year Boulder Convention and Visitors Bureau Report

commission's success in assisting magazine, film and video companies with the production of commercials, documentaries and television programming.

Mid-year Film Project Results	2018	2017	2016
Total Number of Film Inquiries:	50	26	39

In Conclusion:

- The CVB is honored to be part of the ongoing solution for CAMP the second year with a dramatically increased impact and seasonal staffing.
- Because of the three new hotels (500 additional rooms) in town, more than 30,000 hotel rooms were sold in the first six months of this year. Additionally, the room rates continue to rise. Both of these factors illustrate that the market will support the increased inventory of hotel rooms.
- Total website sessions are up 30% for the first half of 2018 compared to the same period last year. This is not standard for the industry. The strategy of writing and posting new pages every week is very successful.
- Because the CVB attended so many meeting planner tradeshow last year, the CVB has hosted more meeting planners who are "shopping" Boulder than ever before.
- More meeting groups have been helped by the CVB than ever before. These meetings and conference services give personalized assistance to meetings and groups. It is a key component of the strategy to bring more conferences to Boulder because the services offered, such as photos, suggested activities and group dining options, are the things that meeting planners, and attendees, appreciate. They will often stay in town longer, and spend more money, when these services are readily available.
- The CVB hosted an educational digital marketing workshop for tourism partners. About 25 individuals attended the event and learned how to attract customers via search engines and improve digital presence.
- The CVB met with the top international tour operators and journalists at the 50th annual Pow Wow that occurred in Denver. Additionally, the CVB created 29 webpages for tour operators and travel writers to share with the clients and readers. Three itineraries were created, and then translated by professionals, into Chinese, Spanish, French, Japanese, German, and Italian. These pages were enthusiastically welcomed by the attendees of Pow Wow as well as by visitors to the CVB Visitors Centers here in Boulder.



2018 April Financial Variance Report

These financials were reviewed and approved by contracted CPA. These were presented and approved by the CVB finance committee.

Cash Balance sheet:

1. Fixed Assets:
 - a. Furniture, fixtures: Cubicle purchase is on the deprecation schedule
 - b. Vehicle: VW bus is on the depreciation schedule
 - c. Vehicle: VW2 bus is on the depreciation schedule
2. Liabilities: Payroll Liabilities Accrued Wages for vacation and sick pay.

Statement of Revenue and Expenses:

Income

3. Revenue: The second payment from the City of Boulder was received. Final 2018 check due July.

Administration Expenses:

4. Office Expense: Less than budgeted; balancing out YTD.
5. Job posting: This line item is over budget to replace three people.

Program Expense:

Marketing and Communications Programs:

6. Digital Adv Messaging: Facebook ads came in under budget; timing issue.

Community Programs:

7. Community/Sports Events: Boulder Boulder flyers came in slightly over budget.
8. Cultural Grants: Boulder Bach Festival (\$8000), Open Studios (\$8000) grants paid, plus Museum of Boulder digital advertising campaign (\$1837).

Additional Notes:

1. Line of Credit of \$150k secured. We will use this Line of Credit ONLY in early January if needed until the City of Boulder's check comes in. It will not be used for any operating costs.
2. The LOC allows us to use all the City contract income for our Boulder-driven marketing and sales initiatives; all savings and reserves were brought into our operating budget to offset the decrease.
3. To address the budget cut due to less than expected accommodations and food services tax income in 2017, the main budget has been updated with the following cuts included:
 - a. Admin: (\$33,787) - Personnel and admin adjustments (mainly from employee turnover).
 - b. Visitor Services: (\$1,323) - Merchandise, State Welcome Center, and Visitor Services Accreditation programs cut or reduced.
 - c. Marketing and Communications: (\$8,418) - CRM/CMS licensing, brochures, and Digital Edge reductions.
 - d. Meetings Market: (\$28,200) - One lead generation program and two tradeshows cut (still going to 11). Reductions to staff professional dev, industry/partner sponsorships, STR report.
 - e. Community Programs: (\$1,563) - CU Flyers printing and distribution, and Ironman flyers cut.

Boulder Convention and Visitors Bureau
Attachment B - 2018 Mid Year Boulder Convention and Visitors Bureau Report
Balance Sheet
As of April 30, 2018

	<u>Apr 30, 18</u>
ASSETS	
Current Assets	
Checking/Savings	
10030 · CVB Checking WellsFargo (1895)	1,274,806.30
Total Checking/Savings	1,274,806.30
Other Current Assets	
12500 · Prepaid Expenses	12,691.61
Total Other Current Assets	12,691.61
Total Current Assets	1,287,497.91
Fixed Assets	
18000 · Fixed Assets (>\$5,000)	
18200 · Furniture, Fixtures, Computers	54,620.20
18400 · Vehicles	29,500.00
Total 18000 · Fixed Assets (>\$5,000)	84,120.20
18900 · Less-Accum. Depr.	(1) -32,806.57
Total Fixed Assets	51,313.63
TOTAL ASSETS	1,338,811.54
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	39,966.06
Total Accounts Payable	39,966.06
Credit Cards	
22060 · CVB WellsFargo-Andrew (1862)	24.95
22070 · CVB AmEx-Parent (71003)	799.76
22120 · CVB WellsFargo-Kim (0766)	3,138.59
22140 · CVB WellsFargo-MaryAnn (9453)	612.48
22160 · CVB WellsFargo-Angela (0294)	761.30
22161 · CVB WellsFargo-Emiliano (7443)	77.39
Total Credit Cards	5,414.47
Other Current Liabilities	
22400 · CVB Due To/(From)	
22410 · BCC	5,684.81
Total 22400 · CVB Due To/(From)	5,684.81
23000 · Payroll Liabilities	
23070 · Accrued Vacation	(2) 25,273.84
23080 · Accrued Payroll Taxes	2,426.29
Total 23000 · Payroll Liabilities	27,700.13
Total Other Current Liabilities	33,384.94
Total Current Liabilities	78,765.47
Total Liabilities	78,765.47
Equity	
30000 · Unrestricted Net Assets	206,017.11
Net Income	1,054,028.96
Total Equity	1,260,046.07
TOTAL LIABILITIES & EQUITY	1,338,811.54

15/25/18

Accrual Basis

Boulder Convention and Visitors Bureau

Statement of Revenues & Expenses - Budget vs. Actual

April 2018

Ordinary Income/Expense	Apr 18	Budget	\$ Over Budget	Jan - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
Income							
42000 - Government Grant Revenue	714,317.00	714,317.00	0.00	1,763,471.00	1,763,471.00	0.00	2,054,942.00
43000 - Other	2.32	0.00	2.32	9.89	0.00	9.89	238,125.87
Total Income	<u>714,319.32</u>	<u>714,317.00</u>	<u>2.32</u>	<u>1,763,480.89</u>	<u>1,763,471.00</u>	<u>9.89</u>	<u>2,293,067.87</u>
Gross Profit	<u>714,319.32</u>	<u>714,317.00</u>	<u>2.32</u>	<u>1,763,480.89</u>	<u>1,763,471.00</u>	<u>9.89</u>	<u>2,293,067.87</u>
Expense							
60000 - Program Expense	76,710.88	77,622.04	-911.16	370,134.23	372,141.84	-2,007.61	1,280,833.54
61000 - Personnel							
61050 - Salaries	51,981.51	51,654.33	327.18	195,427.26	195,588.59	-161.33	589,867.81
61200 - Payroll Taxes & Benefits	10,206.91	10,134.13	72.78	55,357.72	54,545.79	811.93	154,796.98
61950 - Payroll Processing	524.34	524.34	0.00	2,330.40	2,272.14	58.26	6,844.09
Total 61000 - Personnel	<u>62,712.76</u>	<u>62,312.80</u>	<u>399.96</u>	<u>253,115.38</u>	<u>252,406.52</u>	<u>708.86</u>	<u>751,508.88</u>
62000 - Administration							
62005 - Staff Professional Dev	0.00	0.00	0.00	1,010.50	1,020.00	-9.50	10,500.00
62010 - Office Expense	162.86	575.00	-412.14	2,583.75	2,300.00	283.75	6,900.00
62040 - Computer, Database & IT	2,080.99	2,100.00	-19.01	8,365.17	8,400.00	-34.83	31,000.00
62080 - Auto Expenses	25.75	25.00	0.75	94.92	90.00	4.92	600.00
62090 - Bank & Credit Card Fees	39.00	40.00	-1.00	87.00	85.00	2.00	100.00
62100 - Small Equipment	0.00	0.00	0.00	4,373.43	4,211.98	161.45	5,711.95
62200 - Subscriptions & Dues	100.00	100.00	0.00	829.00	829.00	0.00	14,369.00
62300 - Utilities	210.36	200.00	10.36	1,075.43	1,125.00	-49.57	4,300.00
62350 - Professional Services	52.00	50.00	2.00	52.00	50.00	2.00	6,180.00
62450 - Contract Labor	5,185.00	5,000.00	185.00	17,580.00	17,725.00	-145.00	49,000.00
62460 - Meetings	820.78	900.00	-79.22	3,845.32	3,850.00	-4.68	9,000.00
62610 - Job Postings - CVB	1,419.01	0.00	1,419.01	2,418.01	500.00	1,918.01	500.00
62630 - Rent - CVB	9,147.00	9,147.00	0.00	36,588.00	36,588.00	0.00	93,621.36
62631 - Visioning	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00
62632 - Reserves	771.25	775.00	-3.75	3,114.34	3,775.00	-660.66	9,104.71
63300 - Insurance	0.00	0.00	0.00	1,200.50	1,200.50	0.00	7,658.00
Total 62000 - Administration	<u>20,014.00</u>	<u>18,912.00</u>	<u>1,102.00</u>	<u>83,217.37</u>	<u>81,749.48</u>	<u>1,467.89</u>	<u>250,045.88</u>
63000 - Occupancy							
63600 - Depreciation	938.67	938.67	0.00	2,879.67	3,172.31	-292.64	10,680.67
Total 63000 - Occupancy	<u>938.67</u>	<u>938.67</u>	<u>0.00</u>	<u>2,879.67</u>	<u>3,172.31</u>	<u>-292.64</u>	<u>10,680.67</u>
69999 - Uncategorized							
Total Expense	<u>160,496.21</u>	<u>159,785.51</u>	<u>710.70</u>	<u>709,543.60</u>	<u>709,470.15</u>	<u>73.45</u>	<u>2,293,067.87</u>
Net Ordinary Income	<u>553,823.11</u>	<u>554,531.49</u>	<u>-708.38</u>	<u>1,053,937.29</u>	<u>1,054,000.85</u>	<u>-63.56</u>	<u>0.00</u>
Net Income	<u>553,823.11</u>	<u>554,531.49</u>	<u>-708.38</u>	<u>1,053,937.29</u>	<u>1,054,000.85</u>	<u>-63.56</u>	<u>0.00</u>

Boulder Convention and Visitors Bureau Program Expense Budget Performance April 2018

	Apr 18	Budget	\$ Over Budget	Jan - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
3 CVB							
1-Visitor Services							
CVB 3201 Information Centers	5,308.21	5,500.00	191.79	17,084.67	16,900.00	(184.67)	106,531.00
CVB 3202 Leisure Lead Gen	425.00	425.00	-	1,700.00	1,700.00	-	5,300.00
CVB 3203 Merchandise	-	-	-	4,493.66	4,500.00	6.34	6,000.00
CVB 3204 Printing/Envelopes	-	-	-	-	-	-	7,000.00
CVB 3205 State Welc Center/Ed	-	-	-	-	-	-	500.00
CVB 3206 Conference Services	28.25	50.00	21.75	93.56	100.00	6.44	3,500.00
CVB 3207 Familiarization Tours	-	-	-	-	-	-	2,500.00
CVB 3208 CTO & Matching Grants	-	-	-	2,500.00	2,500.00	-	2,500.00
CVB 3209 Postage and Delivery	1,590.69	1,600.00	9.31	6,563.17	6,625.00	61.83	31,000.00
CVB 3210 Visitor Research	-	-	-	14,750.00	15,000.00	250.00	41,533.00
CVB 3211 Film Commission	159.88	150.00	(9.88)	1,286.65	1,290.00	3.35	3,750.00
CVB 3212 Hotels/Restrt Booking	-	-	-	-	-	-	15,950.00
CVB 3214 Auto Expenses	-	-	-	16.06	5.00	(11.06)	175.00
CVB 3215 Professional Developmt	-	-	-	-	-	-	4,000.00
CVB 3216 Color copies	152.75	150.00	(2.75)	899.50	900.00	0.50	1,000.00
CVB 3217 Accreditation Program	-	-	-	-	-	-	1,000.00
Total 1-Visitor Services	7,664.78	7,875.00	-210.22	49,387.27	49,520.00	-132.73	232,239.00
2-Marketing and Communications							
CVB 3301 PR/Media Databases	-	-	-	4,468.00	4,500.00	32.00	4,500.00
CVB 3302 Clipping Services	458.90	450.00	(8.90)	3,345.50	3,400.00	54.50	6,000.00
CVB 3303 Internet/Web	8,863.97	8,865.00	1.03	36,627.12	36,560.00	(67.12)	110,500.00
CVB 3304 Press Trips	-	-	-	2,932.73	3,150.00	217.27	13,000.00
CVB 3305 Digital Adv Messaging	278.91	1,050.00	771.09	6,671.50	7,375.00	703.50	69,770.00
CVB 3307 Brochures (onlin/print)	-	-	-	4,869.78	4,869.78	-	43,844.78
CVB 3308 CO Vac Guide Advertisg	-	-	-	-	-	-	30,550.00
CVB 3309 Photography/Video	-	-	-	3,142.65	2,750.00	(392.65)	35,200.00
CVB 3311 Dues and Subscripns	-	-	-	380.00	380.00	-	410.00
CVB 3315 Mktg Contract Services	4,393.88	4,420.00	26.12	18,396.69	18,605.00	208.31	60,800.00
CVB 3316 Staff Professnl Dev.	275.00	275.00	-	4,377.57	4,275.00	(102.57)	8,900.00
CVB 3318 Meetings Mkt Advertisng	13,668.55	13,673.55	5.00	41,752.10	41,457.10	(295.00)	83,158.40
CVB 3320 Auto Expenses	23.25	15.00	(8.25)	39.60	35.00	(4.60)	200.00
CVB 3321 Color Copies	50.25	33.33	(16.92)	160.75	133.32	(27.43)	400.00
Total 2-Marketing and Communications	28,012.71	28,781.88	-769.17	127,163.99	127,490.20	-326.21	467,233.18

Boulder Convention and Visitors Bureau Program Expense Budget Performance April 2018

	Apr 18	Budget	\$ Over Budget	Jan - Apr 18	YTD Budget	\$ Over Budget	Annual Budget
3 - Meetings Market							
CVB 3101 Lead Gen Subscriptions	-	-	-	30,666.80	32,500.00	1,833.20	33,000.00
CVB 3103 Tradeshow	7,943.73	8,000.00	56.27	37,846.23	38,000.00	153.77	54,000.00
CVB 3106 Site Visits	638.71	650.00	11.29	2,620.97	2,650.00	29.03	11,000.00
CVB 3107 Sales Missions	9.00	-	(9.00)	7,607.19	7,650.00	42.81	14,000.00
CVB 3108 Dest Planning Guide	-	-	-	-	-	-	1,500.00
CVB 3111 Dues and Subscrps	244.00	244.00	-	2,559.88	2,569.00	9.12	5,000.00
CVB 3112 Staff Professional Dev	-	-	-	4,168.29	4,250.00	81.71	7,400.00
CVB 3117 Meetings Incentive Prg	4,000.00	4,000.00	-	14,500.00	14,500.00	-	31,387.00
CVB 3120 Industry/Partnr/Sponsp	153.33	175.00	21.67	6,386.39	6,000.00	(386.39)	6,000.00
CVB 3121 Promotional Items	-	-	-	350.89	325.00	(25.89)	500.00
CVB 3122 STR Group Reports	-	-	-	-	-	-	-
CVB 3123 Auto Expenses	-	-	-	69.32	80.00	10.68	900.00
CVB 3125 Color Copies	-	4.16	4.16	12.25	16.64	4.39	50.00
Total 3 - Meetings Market	12,988.77	13,073.16	-84.39	106,788.21	108,540.64	-1,752.43	164,737.00
4-International & New Markets							
CVB 3404 2018 IPW Tourism Spons	4,661.08	5,000.00	338.92	18,606.08	19,000.00	393.92	34,300.00
Total 4-International & New Markets	4,661.08	5,000.00	-338.92	18,606.08	19,000.00	-393.92	34,300.00
5-Community Programs							
CVB 3501 Community/Sport Events	1,800.00	1,500.00	(300.00)	3,447.42	3,100.00	(347.42)	6,500.00
CVB 3502 Cultural Programs	3,746.34	3,667.00	(79.34)	17,035.76	17,066.00	30.24	30,598.00
CVB 3503 Sports Sponsorships	-	-	-	4,200.00	4,200.00	-	145,439.66
CVB 3504 Cultural Grant Program	17,837.20	18,000.00	162.80	42,837.20	43,000.00	162.80	100,000.00
CVB 3506 Consumer Packaging	-	-	-	668.30	500.00	(168.30)	500.00
CVB 3509 Destination Mgmt	-	-	-	-	-	-	99,286.40
Total 5-Community Programs	23,383.54	23,167.00	216.54	68,188.68	67,866.00	322.68	382,324.06
Total 3 CVB	76,710.88	77,897.04	-1,186.16	370,134.23	372,416.84	-2,282.61	1,280,833.24
TOTAL	76,710.88	77,897.04	-1,186.16	370,134.23	372,416.84	-2,282.61	1,280,833.24

Attachment C - 2019 Reductions and Investments Recommended

Dept.	Fund	RECOMMENDED Budget Investment Total/(Reduction Total) and Description	Ongoing Funds	Ongoing FTE	One-Time Funds	Fixed-Term FTE
City Attorney's Office Total			\$ 31,286	(0.30)	\$ 3,450	-
	General Fund					
		Reduction Total	\$ (150,094)	(1.30)	\$ -	-
		Eliminate outside legal consulting funds	\$ (28,277)	-	\$ -	-
		Eliminate Paralegal I - standard position	(21,663)	(0.30)	-	-
		Eliminate Paralegal II - standard position	(80,154)	(1.00)	-	-
		Reduce temporary law clerks personnel expense to be more in line with actual spending	(20,000)	-	-	-
		Investment Total	\$ 181,380	1.00	\$ 3,450	-
		Add additional Assistant City Attorney I	\$ 90,690	1.00	\$ 3,450	-
		Add additional Assistant City Attorney I for Utilities Division	90,690	1.00	-	-
		Reallocate Law Clerk salary and reallocate salaries to temporary wages	-	(1.00)	-	-
City Clerk Total			\$ 61,529	1.00	\$ 140,948	-
	General Fund					
		Reduction Total	\$ (6,517)	-	\$ -	-
		Eliminate various non personnel expenses for cell phones, computer replacement business travel, and telecom charges (2018 Reduction)	\$ (6,517)	-	-	-
		Investment Total	\$ 68,046	1.00	\$ 140,948	-
		Convert fixed-term Administrative Specialist II to standard ongoing position	\$ 68,046	1.00	\$ -	-
		Budget for biennial elections and campaign financing reimbursements	-	-	140,948	-
City Manager's Office Total			\$ (14,735)	(1.88)	\$ (289,072)	(1.00)
	General Fund					
		Reduction Total	\$ (142,785)	(1.88)	\$ (289,072)	(1.00)
		Salary savings on underfilled positions	\$ -	-	\$ (145,000)	-
		Eliminate Community Coordinator - standard position (2018 Reduction)	(84,941)	(0.88)	-	-
		Eliminate Chief Resilience Officer - fixed-term position (2018 Reduction)	-	-	(144,072)	(1.00)
		Eliminate Management Fellow - standard position (2018 Reduction)	(57,844)	(1.00)	-	-
		Investment Total	\$ 128,050	-	\$ -	-
		2019 Growing Up Boulder partnership for engagement between the city and school-aged children	\$ 61,800	-	\$ -	-
		Citywide volunteer appreciation event	10,000	-	-	-
		Enterprise-wide volunteer management system software subscription	36,250	-	-	-
		Renewal of annual license and support for Be Heard Boulder online engagement platform	20,000	-	-	-
Citywide Total			\$ -	-	\$ 721,970	-
	General Fund					
		Investment Total	\$ -	-	\$ 721,970	-
		Pay off interfund loan for Hogan Pancost land purchase	\$ -	-	\$ 721,970	-
Communication Total			\$ (72,955)	(0.50)	\$ 205,904	1.00
	General Fund					
		Reduction Total	\$ (72,955)	(0.50)	\$ (90,000)	-
		Closed captioning - shift funding source to PEG dollars	\$ -	-	\$ (60,000)	-
		Downgrade Communication Manager to Communication Specialist II	(15,000)	-	-	-
		Eliminate Library Communication Specialist - standard position	(57,955)	(0.50)	-	-
		Reduce frequency of Community Newsletter from bimonthly to quarterly	-	-	(30,000)	-
		Investment Total	\$ -	-	\$ 229,268	0.25
		Communication Specialist – Extend 2-year fixed-term position including associated operating costs	\$ -	-	\$ 29,268	0.25
		Phase II of City of Boulder website redesign project	-	-	200,000	-
Community Housing Assistance Program Fund			\$ -	-	\$ 32,874	0.37
		Investment Total	\$ -	-	\$ 32,874	0.37
		Communication Specialist – Extend 2-year fixed-term position including associated operating costs	\$ -	-	\$ 32,874	0.37
Affordable Housing Fund			\$ -	-	\$ 33,762	0.38
		Investment Total	\$ -	-	\$ 33,762	0.38
		Communication Specialist – Extend 2-year fixed-term position including associated operating costs	\$ -	-	\$ 33,762	0.38

Attachment C - 2019 Reductions and Investments Recommended

Dept.	Fund	RECOMMENDED Budget Investment Total/(Reduction Total) and Description	Ongoing Funds	Ongoing FTE	One-Time Funds	Fixed-Term FTE
Community Vitality Total			\$ (90,558)	(1.00)	\$ 512,237	-
	General Fund					
		Reduction Total	\$ (250,058)	(1.00)	\$ -	-
		Eliminate Administrative Specialist II - standard position	\$ (50,058)	(1.00)	\$ -	-
		Reduce and repurpose Flexible Rebate Program	(200,000)	-	-	-
		Investment Total	\$ 68,750	-	\$ 89,615	-
		Boulder Chamber's Innovation Venture - repurpose portion of the EV Rebate program to fund 2nd year of this program	\$ -	-	\$ 10,000	-
		Boulder SBDC Advanced Industry Incubator - repurpose portion of the EV Rebate program to continue funding this program on ongoing basis following its initial funding in 2017 and 2018	50,000	-	-	-
		Continue pilot Hill employee EcoPass program	-	-	79,615	-
		Ongoing software applications support for Community Vitality parking systems through MOU with I&T	18,750	-	-	-
	Downtown Commercial District Fund					
		Investment Total	\$ 90,750	-	\$ 422,622	-
		Downtown Boulder (CAGID and BID) employee EcoPass program participant and cost increases	\$ -	-	\$ 422,622	-
		Ongoing software applications support for Community Vitality parking systems through MOU with I&T	18,750	-	-	-
		Parking & Access Revenue and Control System (PARCS) ongoing equipment service agreement	72,000	-	-	-
Finance Total			\$ (178,623)	(1.30)	\$ -	-
	General Fund					
		Reduction Total	\$ (185,202)	(1.30)	\$ -	-
		Eliminate Accountant - standard position	\$ (88,172)	(1.00)	\$ -	-
		Eliminate Revenue and Licensing Officer - standard position	(38,030)	(0.30)	-	-
		Reduce temporary employee funding for closed sworn pension plan administration	(59,000)	-	-	-
		Investment Total	\$ 6,579	-	\$ -	-
		Software license, maintenance and replacement funding for EnerGov software	6,579	-	-	-
Fire-Rescue Total			\$ (403,000)	(1.00)	\$ -	-
	General Fund					
		Reduction Total	\$ (403,000)	(1.00)	\$ -	-
		Eliminate Code Enforcement/Investigations - standard position	\$ (128,000)	(1.00)	\$ -	-
		Extend fleet replacement cycle and apparatus replacement life-cycles	(205,000)	-	-	-
		Reduce non-personnel expenses such as office supplies, consulting and administrative staff training	(70,000)	-	-	-
General Governance Total			\$ 126,000	-	\$ 93,000	-
	General Fund					
		Investment Total	\$ 126,000	-	\$ 93,000	-
		Operation and management of citywide events	\$ 126,000	-	\$ 93,000	-
Human Resources Total			\$ 193,280	(1.00)	\$ -	-
	General Fund					
		Reduction Total	\$ (181,720)	(1.00)	\$ -	-
		Eliminate Benefits Specialist - standard position	\$ (77,320)	(1.00)	\$ -	-
		Reduce employee recognition events and miscellaneous purchased services to be in line with actual spending	(104,400)	-	-	-
		Investment Total	\$ 399,125	0.37	\$ -	-
		Repurpose health care savings for citywide retention efforts	\$ 375,000	-	\$ -	-
		Reallocate staff from Parks and Recreation to Human Resources	24,125	0.37	-	-
	.25 Cent Sales Tax Fund					
		Reduction Total	\$ (24,125)	(0.37)	\$ -	-
		Reallocate staff from Parks and Recreation to Human Resources	\$ (24,125)	(0.37)	\$ -	-

Attachment C - 2019 Reductions and Investments Recommended

Dept.	Fund	RECOMMENDED Budget Investment Total/(Reduction Total) and Description	Ongoing Funds	Ongoing FTE	One-Time Funds	Fixed-Term FTE
Human Services Total			\$ (494,220)	(4.00)	\$ 103,300	-
	General Fund					
		Reduction Total	\$ (594,220)	(4.00)	\$ (76,700)	-
		Sell bus and contract out bus service for senior services and other city events	\$ -	-	\$ (76,700)	-
		Eliminate Administrative Specialist - standard position	(71,500)	(1.00)	-	-
		Eliminate Deputy Director of Human Services - standard position	(158,100)	(1.00)	-	-
		Eliminate Planning Project Manager - standard position	(94,700)	(1.00)	-	-
		Eliminate Senior Services Social Trips Program and reallocate .25 FTE to other higher priority program activities	(35,420)	-	-	-
		Eliminate Strategic Initiatives Manager - standard position	(125,000)	(1.00)	-	-
		Reduce department-wide non-personnel expenses	(34,500)	-	-	-
		Shift subsidy for Senior Services - Meals on Wheels from General Fund to Sugar Sweetened Beverage Tax Fund	(75,000)	-	-	-
		Investment Total	\$ 100,000	-	\$ 180,000	-
		Contingency for severe weather sheltering in the event it is not provided by non-profits	\$ -	-	\$ 180,000	-
		Increase funding for Family Resource Schools (FRS) Program	70,000	-	-	-
		Provide ongoing funding for Human Relations Commission (HRC) grants	30,000	-	-	-
Innovation and Technology Total			\$ (384,480)	(2.00)	\$ 250,000	1.00
	General Fund					
		Reduction Total	\$ (384,480)	(2.00)	\$ -	-
		Eliminate Applications Support Manager - standard position	\$ (151,000)	(1.00)	\$ -	-
		Eliminate System Administrator - standard position	(121,580)	(1.00)	-	-
		Eliminate temporary staff	(8,000)	-	-	-
		Reduce various non-personnel expenses such as consulting, subscriptions and cell phones	(85,900)	-	-	-
		Reduce number of interns	(18,000)	-	-	-
		Investment Total	\$ -	-	\$ 250,000	1.00
		Broadband Project Manager - new 2-year fixed-term position and associated operating funding for engagement activities	\$ -	-	\$ 250,000	1.00
Library & Arts: Arts Division Total			\$ (55,870)	-	\$ -	-
	General Fund					
		Reduction Total	\$ (55,870)	-	\$ -	-
		Eliminate creative economy and cultural research projects	\$ (14,935)	-	\$ -	-
		Eliminate all contingency budgets	(26,435)	-	-	-
		Eliminate new pilot programs	(13,000)	-	-	-
		Reduce public events budget	(1,500)	-	-	-
Library and Arts: Library Division Total			\$ 173,906	(0.75)	\$ 105,000	-
	General Fund					
		Reduction Total	\$ (86,094)	(0.75)	\$ -	-
		Eliminate library catalog app subscription	\$ (6,000)	-	\$ -	-
		Eliminate work/study program	(5,000)	-	-	-
		Reduce library office supply budget	(5,000)	-	-	-
		Reduce promotion/communication budget	(10,000)	-	-	-
		Reduce public access hours to Carnegie Library and eliminate .75 FTE standard position	(60,094)	(0.75)	-	-
		Investment Total	\$ 160,000	-	\$ 105,000	-
		Creative Technologist – convert fixed-term to vacant standard position	\$ 85,000	-	\$ -	-
		Deep cleaning, maintenance and replacement of library furniture used by the public	75,000	-	-	-
		Main Library North Building Renovation Feasibility Assessment - General Fund	-	-	105,000	-
		Library Reserve	-	-	-	-
	Library Fund					
		Investment Total	\$ 100,000	-	\$ -	-
		Increase Library collection and materials available to patrons	\$ 100,000	-	\$ -	-

Attachment C - 2019 Reductions and Investments Recommended

Dept.	Fund	RECOMMENDED Budget Investment Total/(Reduction Total) and Description	Ongoing Funds	Ongoing FTE	One-Time Funds	Fixed-Term FTE
Municipal Court Total			\$ (90,167)	(1.00)	\$ (22,901)	-
	General Fund					
		Reduction Total	\$ (90,167)	(1.00)	\$ (22,901)	-
		Eliminate Deputy Court Clerk - standard position	\$ (64,857)	(1.00)	-	-
		Reduce postage, collections, equipment replacement due to efficiencies	-	-	(22,901)	-
		Eliminate miscellaneous non personnel expenses such as postage, purchased services, food, credit card processing fees, etc. (2018 Reduction)	(25,310)	-	-	-
Open Space and Mountain Parks Total			\$ 735,229	-	\$ (113,882)	-
	General Fund					
		Reduction Total	\$ -	-	\$ (113,882)	-
		Reduce the subsidy from the General Fund to the Open Space Fund	\$ -	-	\$ (113,882)	-
	Open Space Fund					
		Investment Total	\$ 735,229	-	\$ -	-
		Reallocate from CIP to operating for interim campus lease payment	\$ 715,000	-	\$ -	-
		Software license, maintenance and replacement funding for EnerGov software and extension of a fixed term position	20,229	-	-	-
Parks and Recreation Total			\$ (320,676)	(3.25)	\$ (40,363)	-
	General Fund					
		Reduction Total	\$ (669,829)	-	\$ (40,363)	-
		Reduce the subsidy from the General Fund to Recreation Activity Fund by eliminating vacant positions that are funded through the subsidy	\$ (187,271)	-	\$ (40,363)	-
		Reductions due to operational efficiencies and realigning budget with historical spending patterns	(133,405)	-	-	-
		Shift Fleet costs for Park Operations and Forestry to .25 Sales Tax Fund	(349,153)	-	-	-
	.25 Cent Sales Tax Fund					
		Investment Total	\$ 349,153	-	\$ -	-
		Shift Fleet costs for Park Operations and Forestry to .25 Sales Tax Fund	\$ 349,153	-	\$ -	-
	Recreation Activity Fund					
		Reduction Total	\$ -	(3.25)	\$ -	-
		Reduce the subsidy from the General Fund to Recreation Activity Fund by eliminating vacant positions that are funded through the subsidy	\$ -	(3.25)	\$ -	-
Planning, Housing & Sustainability/PW-Development Total			\$ 20,888	(2.00)	\$ 645,433	4.00
	General Fund					
		Reduction Total	\$ (371,387)	(2.00)	\$ (83,195)	-
		Eliminate Deputy Director for Planning - standard position	\$ (149,321)	(1.00)	\$ -	-
		Eliminate Urban Designer - standard position	(112,000)	(1.00)	-	-
		Reallocate a larger portion of Planning Director Position to the P&DS Fund	(46,346)	-	-	-
		Reallocate climate commitment budget to CAP Tax Fund and Trash Tax	-	-	(50,000)	-
		Reallocate larger portion of Chief Sustainability Officer to the CAP Tax Fund	-	-	(33,195)	-
		Reallocate larger portion of Senior Environmental Planner to dedicated Trash Tax in General Fund	(35,461)	-	-	-
		Reduce consulting and office supplies	(28,259)	-	-	-
		Investment Total	\$ -	-	\$ 68,083	1.00
		Associate Planner for Comprehensive Planning - extend fixed-term position	\$ -	-	\$ 68,083	1.00
	Planning & Development Services Fund					
		Investment Total	\$ 392,275	-	\$ 252,350	3.00
		Software license, maintenance and replacement funding for EnerGov software and extension of a fixed term position	\$ 345,929	-	\$ 107,488	1.00
		Special Planning Projects Staffing (Administrative Specialist) - extend fixed-term position	-	-	81,189	1.00
		Special Planning Projects Staffing (Planner I) - extend fixed-term position	-	-	63,673	1.00
		Reallocate a larger portion of Planning Director Position to the P&DS Fund	46,346	-	-	-
	Climate Action Plan Tax Fund					
		Investment Total	\$ -	-	\$ 408,195	-
		Solar Project Support for the Energy Impact Offset Fund for implementation of new solar projects	\$ -	-	\$ 350,000	-
		Reallocate larger portion of Chief Sustainability Officer to the CAP Tax Fund	-	-	33,195	-
		Reallocate climate commitment budget to CAP Tax Fund and Trash Tax	-	-	25,000	-

Attachment C - 2019 Reductions and Investments Recommended

Dept.	Fund	RECOMMENDED Budget Investment Total/(Reduction Total) and Description	Ongoing Funds	Ongoing FTE	One-Time Funds	Fixed-Term FTE
Police Total			\$ (543,105)	(3.50)	\$ 180,013	-
	General Fund					
		Reduction Total	\$ (660,712)	(4.50)	\$ (84,965)	-
		Eliminate Dispatch Supervisor - standard position	\$ (89,465)	(1.00)	-	-
		Eliminate HR/Training Administrative I -standard position	(53,410)	(1.00)	-	-
		Eliminate Maintenance Person - standard position	(51,137)	(1.00)	-	-
		Eliminate Photo Radar Process Server - standard positions	-	(1.50)	(84,965)	-
		Savings created by vacancies due to turnover, retirement, etc.	(466,700)	-	-	-
		Investment Total	\$ 117,607	1.00	\$ 264,978	-
		Electronic Ticket Writers	\$ 21,987	-	\$ 109,178	-
		Police Officer - new standard position	89,699	1.00	5,800	-
		Update to 2013 Police Master Plan	-	-	150,000	-
		Software license, maintenance and replacement funding for EnerGov software	5,921	-	-	-
Public Works Total			\$ 524,419	-	\$ 1,512,348	1.00
	General Fund					
		Reduction Total	\$ (517,781)	-	\$ -	-
		General reduction in non personnel expenses	\$ (40,000)	-	\$ -	-
		Reallocate funding for a temporary position that assists with FAM CIP project management to the Facilities Renovation and Replacement Fund	(52,000)	-	-	-
		Remove contingency funding for general fund equipment replacement	(34,326)	-	-	-
		Remove funding for leased off space that is no longer required	(391,455)	-	-	-
		Investment Total	\$ 195,200	-	\$ 1,402,248	-
		Facility operations & maintenance at Alpine-Balsam Buildings (Hospital and Medical Pavilion)	\$ -	-	\$ 807,000	-
		Facility operations & maintenance at Alpine-Balsam parking garage	28,000	-	397,000	-
		Radio operations & maintenance and replacement of infrastructure	167,200	-	-	-
		Chautauqua Access Management Plan (CAMP) - Program operations & revenue	-	-	198,248	-
	Facilities Renovation and Replacement Fund					
		Investment Total	\$ 52,000	-	\$ -	-
		Reallocate funding for a temporary position that assists with FAM CIP project management to the Facilities Renovation and Replacement Fund	\$ 52,000	-	\$ -	-
	Planning & Development Services Fund					
		Investment Total	\$ -	-	\$ 9,909	0.09
		Public Works Project Coordinator - extend fixed-term position	\$ -	-	\$ 9,909	0.09
	Transportation Fund					
		Investment Total	\$ 375,000	-	\$ 50,646	0.46
		Public Works Project Coordinator - extend fixed-term position	\$ -	-	\$ 50,646	0.46
		Funding for removal and replacement of trees infected by Emerald Ash Borer (EAB) within Public Works - Transportation properties	375,000	-	-	-
	Water Fund					
		Investment Total	\$ 260,000	-	\$ 27,525	0.25
		Public Works Project Coordinator - extend fixed-term position	\$ -	-	\$ 27,525	0.25
		Recycle waste materials from utility excavations for use as road base material	150,000	-	-	-
		Valve maintenance in the water distribution system	110,000	-	-	-
	Wastewater Fund					
		Investment Total	\$ -	-	\$ 11,010	0.10
		Public Works Project Coordinator - extend fixed-term position	\$ -	-	\$ 11,010	0.10
	Stormwater/Flood Fund					
		Investment Total	\$ 160,000	-	\$ 11,010	0.10
		Public Works Project Coordinator - extend fixed-term position	\$ -	-	\$ 11,010	0.10
		Transient camp cleanup costs along drainageways	160,000	-	-	-

Attachment D - Budget Reductions Proposed and Not Accepted

Departments were asked to reduce up to 10 percent of their operating budget to see order of magnitude of reductions on service levels. This allowed the Executive Budget Team to be strategic in the reductions that were actually chosen. The list below are reductions NOT TAKEN from all of the reductions brought forward during budget development.

Dept.	REDUCTIONS NOT TAKEN - General Fund	Ongoing Funds	Ongoing FTE	One-Time Funds
City Clerk Total		\$ (41,786)	(0.50)	\$ -
	Reduce Administrative Specialist to .50 - standard position	\$ (20,893)	(0.25)	\$ -
	Reduce Administrative Specialist to .75 - standard position	(20,893)	(0.25)	-
Finance Total		\$ (288,787)	(4.00)	\$ -
	Eliminate Purchasing Coordinator and Buyer - standard position	\$ (80,122)	(1.00)	\$ -
	Convert Senior Financial Analyst to Budget Analyst II - standard position	(20,000)	-	-
	Eliminate converted Budget Analyst II - standard position	(90,940)	(1.00)	-
	Eliminate Administrative Specialist - standard position	(47,500)	(1.00)	-
	Eliminate Payroll Technician - standard position	(50,225)	(1.00)	-
Fire-Rescue Total		\$ (1,666,000)	(11.00)	\$ -
	Eliminate Deputy Fire Marshall - standard position	\$ (164,000)	(1.00)	\$ -
	Eliminate Wildland Administrator - standard position	(147,000)	(1.00)	-
	Reduce emergency operations by one engine company	(1,255,000)	(9.00)	-
	Reduce funding to Office of Emergency Management	(100,000)	-	-
Human Resources Total		\$ (89,071)	(1.00)	\$ (60,000)
	Reduce miscellaneous consulting services to be in line with actual spending	\$ -	-	\$ (60,000)
	Recruiter Specialist - standard position	(89,071)	(1.00)	-
Human Services Total		\$ (188,700)	(2.25)	\$ -
	Eliminate a total of 1 FTE Community Relations - Mediation Program Coordinators - standard position (2 half-time FTE positions)	\$ (85,200)	(1.00)	\$ -
	Eliminate Facility / Safety Manager - standard position	(87,200)	(1.00)	-
	Reduce portion of Finance Support - standard position	(16,300)	(0.25)	-
Innovation and Technology Total		\$ (259,000)	(2.00)	\$ -
	Reduce additional standard positions	\$ (259,000)	(2.00)	\$ -
Library & Arts: Arts Division Total		\$ (42,000)	-	\$ (11,000)
	Eliminate Boulder Arts Week	\$ (25,000)	-	\$ -
	Eliminate NoBo Art District program and sponsorship	(17,000)	-	-
	Reduce public art maintenance	-	-	(11,000)
Library and Arts: Library Division Total		\$ (484,945)	(4.25)	\$ (87,100)
	Close Canyon Theater and eliminate standard staff position	\$ (96,996)	(1.25)	\$ (10,300)
	Eliminate A/V equipment from public meeting rooms and teen spaces at Main Library	(10,800)	-	(16,800)
	Eliminate budget for materials handling equipment repair and replacement	(14,000)	-	-
	Eliminate outreach program and associated standard staff position	(42,592)	(0.75)	-
	Eliminate public computers and printers and standard staff position	(48,100)	(0.50)	(60,000)
	Eliminate Resource Services - standard position	(73,333)	(1.00)	-
	Reduce BLDG 61 Makerspace programs	(20,000)	-	-
	Reduce library collection and eliminate standard position	(154,124)	(0.75)	-
	Reduce number of desk phones for staff	(12,000)	-	-
	Reduce staff furniture repair and replacement	(8,000)	-	-
	Reduce staff training budget	(5,000)	-	-
Municipal Court Total		\$ -	(1.00)	\$ (112,980)
	Hold vacant Deputy Court Clerk - standard position	\$ -	-	\$ (14,792)
	Reduce Administrative Specialist - standard position	-	(0.25)	(14,596)
	Reduce credit card processing fees, relief judges, collections services, equipment replacement	-	-	(40,403)
	Reduce Deputy Court Clerk - standard position	-	(0.50)	(27,107)
	Reduce Financial Administrative Specialist - standard position	-	(0.25)	(16,081)

Attachment D - Budget Reductions Proposed and Not Accepted

Departments were asked to reduce up to 10 percent of their operating budget to see order of magnitude of reductions on service levels. This allowed the Executive Budget Team to be strategic in the reductions that were actually chosen. The list below are reductions NOT TAKEN from all of the reductions brought forward during budget development.

Dept.	REDUCTIONS NOT TAKEN - General Fund	Ongoing Funds	Ongoing FTE	One-Time Funds
Parks and Recreation Total		\$ (37,500)	-	\$ -
	Reduce the contracted service that primarily deals with the impacts of transients and illegal camping	\$ (20,000)	-	\$ -
	Remove public restrooms & portable toilet services	(17,500)	-	-
Planning, Housing & Sustainability/PW-Development Total		\$ (74,000)	(1.00)	\$ -
	Eliminate Code Enforcement Specialist - standard position	\$ (74,000)	(1.00)	\$ -
Police Total		\$ (1,659,952)	(13.00)	\$ -
	Eliminate 13 positions including Officers, Accident Report Specialists, Homeless Outreach Team, Animal Protection, Code Enforcement	\$ (1,334,952)	(13.00)	\$ -
	Eliminate overtime at Municipal Civic Center, Hill and creek path	(325,000)	-	-

Attachment E - Budget Investments Proposed But Not Accepted

Based on a Council request, in addition to regular budget requests submitted by departments, departments were asked to submit requests for an additional five percent increase to their operating budget. Labeled as 'supplemental requests' below, these requests demonstrate what departments would ask for if there was additional funding available.

Dept.	Fund	NOT RECOMMENDED FOR APPROVAL - Budget Investments	Ongoing Funds	Ongoing FTE	One-Time Funds	Fixed-Term FTE
City Manager's Office Total			\$ 8,000	-	\$ -	-
	General Fund					
		Supplemental Requests Total	\$ 8,000	-	\$ -	-
		Community Connectors outreach program pilot for hard-to-reach communities	\$ 8,000	-	\$ -	-
Communication Total			\$ 105,566	1.00	\$ -	-
	General Fund					
		Supplemental Requests Total	\$ 105,566	1.00	\$ -	-
		Communication Specialist – Graphic Designer, Brand Manager - New standard position	\$ 105,566	1.00	\$ -	-
Community Vitality Total			\$ 193,158	-	\$ -	-
	General Fund					
		Regular Requests Total	\$ 310,864	2.16	\$ -	-
		Personnel expense realignment between Community Vitality dedicated funds and bifurcation phase out	\$ 310,864	2.16	\$ -	-
		Supplemental Requests Total	\$ 56,550	-	\$ -	-
		Enhanced business support to address economic issues/opportunities and implement strategies outlined in the Economic Sustainability Strategy (ESS), Resilience Strategy and Boulder Valley Comprehensive Plan (BVCP)	\$ 56,550	-	\$ -	-
Boulder Junction Access District-Travel Demand Management Fund						
		Regular Requests Total	\$ 23,650	0.21	\$ -	-
		Personnel expense realignment between Community Vitality dedicated funds and bifurcation phase out	\$ 23,650	0.21	\$ -	-
Downtown Commercial District Fund						
		Regular Requests Total	\$ (146,519)	(0.77)	\$ -	-
		Personnel expense realignment between Community Vitality dedicated funds and bifurcation phase out	\$ (146,519)	(0.77)	\$ -	-
University Hill General Improvement District Fund						
		Regular Requests Total	\$ (75,037)	(1.81)	\$ -	-
		Personnel expense realignment between Community Vitality dedicated funds and bifurcation phase out	\$ (75,037)	(1.81)	\$ -	-
Boulder Junction Access District-Parking Fund						
		Regular Requests Total	\$ 23,650	0.21	\$ -	-
		Personnel expense realignment between Community Vitality dedicated funds and bifurcation phase out	\$ 23,650	0.21	\$ -	-
Electric Utility Development Total			\$ -	-	\$ 250,000	-
	General Fund					
		Supplemental Requests Total	\$ -	-	\$ 250,000	-
		Expedite the work to develop the Boulder Municipal Utility	\$ -	-	\$ 250,000	-
Finance Total			\$ 333,253	2.00	\$ 72,365	1.00
	General Fund					
		Regular Requests Total	\$ -	-	\$ 72,365	1.00
		Budget Analyst to support Library & Arts and Finance - New fixed-term position	\$ -	-	\$ 72,365	1.00
		Supplemental Requests Total	\$ 333,253	2.00	\$ -	-
		Central Grant Management - New standard position	\$ 89,071	1.00	\$ -	-
		Increase funding for employee training and development	80,000	-	-	-
		Licensing Specialist - New standard position	65,682	1.00	-	-
		Purchase and implement software solutions to leverage technology and improve customer service and free up staff time to address high-priority needs	98,500	-	-	-

Attachment E - Budget Investments Proposed But Not Accepted

Based on a Council request, in addition to regular budget requests submitted by departments, departments were asked to submit requests for an additional five percent increase to their operating budget. Labeled as 'supplemental requests' below, these requests demonstrate what departments would ask for if there was additional funding available.

Dept.	Fund	NOT RECOMMENDED FOR APPROVAL - Budget Investments	Ongoing Funds	Ongoing FTE	One-Time Funds	Fixed-Term FTE
Finance - Old Hire Police and Fire Pension Total			\$ -	-	\$ 44,770	-
	General Fund					
		Regular Requests Total	\$ -	-	\$ 44,770	-
		Old Hire Police and Fire Pension supplemental base payment increase	\$ -	-	\$ 44,770	-
Fire-Rescue Total			\$ 120,000	-	\$ 485,000	-
	General Fund					
		Supplemental Requests Total	\$ 120,000	-	\$ 485,000	-
		Capital funding for bunker gear storage improvements	\$ -	-	\$ 350,000	-
		Expand wellness and fitness initiatives	100,000	-	-	-
		Leverage existing city software and network resources along with the addition of group video conferencing hardware to provide training through video teleconferencing	5,000	-	45,000	-
		Provide backup wildland fire personal protective equipment	15,000	-	90,000	-
Human Resources Total			\$ -	-	\$ 70,000	-
	General Fund					
		Supplemental Requests Total	\$ -	-	\$ 70,000	-
		Increase focus on racial equity in partnership with the Government Alliance on Race and Equity (GARE)	\$ -	-	\$ 70,000	-
Human Services Total			\$ 127,700	2.00	\$ -	-
	General Fund					
		Regular Requests Total	\$ 22,000	0.25	\$ -	-
		Increase an to existing position in the Community Relations and Office of Human Rights by .25 FTE	\$ 22,000	0.25	\$ -	-
		Supplemental Requests Total	\$ 105,700	1.75	\$ -	-
		Increase an existing position for grant compliance monitoring by .25 FTE	\$ 16,300	0.25	\$ -	-
		Increase an existing position for Senior Center customer service by .50 FTE	11,000	0.50	-	-
		Senior Services Program Coordinator - new standard position	78,400	1.00	-	-
Innovation and Technology Total			\$ 189,014	2.00	\$ -	-
	General Fund					
		Regular Requests Total	\$ 189,014	2.00	\$ -	-
		IT Systems Administrator - 2 new standard positions	\$ 189,014	2.00	\$ -	-
Library and Arts: Arts Division Total			\$ 122,500	1.00	\$ -	-
	General Fund					
		Supplemental Requests Total	\$ 122,500	1.00	\$ -	-
		Creative Sector Program and new standard position	\$ 48,000	0.50	\$ -	-
		Cultural grants inflation increase	40,500	-	-	-
		Public Art Assistant - new standard position	34,000	0.50	-	-
Library and Arts: Library Division Total			\$ 146,500	2.00	\$ -	-
	General Fund					
		Regular Requests Total	\$ 12,000	-	\$ -	-
		Cost increase for library materials courier service	\$ 12,000	-	\$ -	-
		Supplemental Requests Total	\$ 134,500	2.00	\$ -	-
		Branch Library Specialist - new standard position	\$ 24,500	0.50	\$ -	-
		Increase an existing Library Technology Support Specialist by .50 FTE	49,000	0.50	-	-
		Library Collection and Materials Handling Staff - new standard position	38,000	1.00	-	-
		Library patron laptop computers	23,000	-	-	-

Attachment E - Budget Investments Proposed But Not Accepted

Based on a Council request, in addition to regular budget requests submitted by departments, departments were asked to submit requests for an additional five percent increase to their operating budget. Labeled as 'supplemental requests' below, these requests demonstrate what departments would ask for if there was additional funding available.

Dept.	Fund	NOT RECOMMENDED FOR APPROVAL - Budget Investments	Ongoing Funds	Ongoing FTE	One-Time Funds	Fixed-Term FTE
Municipal Court Total			\$ 69,479	0.50	\$ 75,479	-
	General Fund					
		Supplemental Requests Total	\$ 69,479	0.50	\$ 75,479	-
		New case management system, Housing Navigator - new standard position, equipment replacement funding for new printers	\$ 69,479	0.50	\$ 69,479	-
		New case management system, Housing Navigator - new standard position, equipment replacement funding for new printers	-	-	6,000	-
Parks and Recreation Total			\$ 551,816	7.00	\$ -	-
	General Fund					
		Supplemental Requests Total	\$ 401,816	7.00	\$ -	-
		Enhanced financial aid allocation for low income participants	\$ 100,000	-	\$ -	-
		Park Operations and Aquatics - 7 new standard positions to replace the use of non-standard labor	301,816	7.00	-	-
.25 Cent Sales Tax Fund						
		Regular Requests Total	\$ 150,000	-	\$ -	-
		Partial funding for piloted city services associated with Block-Party Van delivery/pick-up, continuing civic area activation and the on-going provision of supplemental portable restrooms across Boulder's urban parks system	\$ 150,000	-	\$ -	-
Planning, Housing & Sustainability/PW-Development Total			\$ 74,000	1.00	\$ 257,267	2.00
	General Fund					
		Supplemental Requests Total	\$ 74,000	1.00	\$ 105,000	-
		Code Enforcement Specialist - reinstate eliminated standard position	\$ 74,000	1.00	\$ -	-
		Consulting support-Mosquito Program Assessment and Major Update: Phase II	-	-	15,000	-
		Consulting support for Central Broadway Planning Projects Phase III – East Bookend and Alpine-Balsam Area Plans	-	-	40,000	-
		Consulting support for subcommunity area planning	-	-	50,000	-
Planning & Development Services Fund						
		Regular Requests Total	\$ -	-	\$ 152,267	2.00
		Associate Planner for PUD Project Staffing - extend fixed-term position	\$ -	-	\$ 79,634	1.00
		Records and Research Planning Technician Staffing - extend fixed-term position	-	-	72,633	1.00
Police Total			\$ 1,649,746	11.00	\$ -	-
	General Fund					
		Supplemental Requests Total	\$ 1,649,746	11.00	\$ -	-
		Increase for police equipment and training	\$ 386,101	-	\$ -	-
		Police Officers - 11 new standard positions	1,263,645	11.00	-	-
Public Works Total			\$ 589,500	-	\$ -	-
	General Fund					
		Regular Requests Total	\$ 80,000	-	\$ -	-
		City employee alternate transportation reimbursement vs. parking in the Civic Area campus	\$ 80,000	-	\$ -	-
		Supplemental Requests Total	\$ 509,500	-	\$ -	-
		Facility Asset & Management (FAM) Renovation and Replacement funding for added facilities	\$ 509,500	-	\$ -	-

FUNDS SUMMARY (in \$1,000s)

Projected Fund Balance						
Fund	As of 1/1/2019	Estimated Revenues	Appropriations	As of 12/31/2019	Variance	
General	\$ 45,957	\$ 152,597	\$ 157,905	\$ 40,649	\$ (5,308)	
.25 Cent Sales Tax	2,478	8,601	7,574	3,505	1,027	
Affordable Housing	5,331	5,052	6,347	4,036	(1,295)	
Airport	1,988	641	455	2,174	186	
Boulder Junction GID Parking	226	446	575	97	(130)	
Boulder Junction Access GID TDM	414	1,057	663	808	394	
Boulder Junction Improvement	1,976	1,267	350	2,893	917	
Capital Development	8,566	1,519	19	10,066	1,500	
Capital Improvement CCS	99	10,125	6,965	3,260	3,161	
Climate Action Plan	113	2,067	2,104	76	(37)	
Community Development Block Grant (CDBG)	-	732	732	-	-	
Community Housing Assistance Program	49	2,953	2,965	37	(12)	
Compensated Absences	2,617	900	901	2,617	-	
Computer Replacement	8,551	2,842	3,619	7,775	(776)	
Downtown Commercial District	9,418	10,247	7,322	12,343	2,925	
Equipment Replacement	6,771	1,254	1,135	6,891	120	
Facility Renovation and Replacement	5,649	3,490	4,821	4,318	(1,331)	
Fleet Operations and Replacement	17,057	9,671	7,013	19,714	2,658	
HOME Investment Partnership Grant	-	1,095	1,095	-	-	
Library	865	1,516	1,460	921	56	
Lottery	114	1,007	1,007	114	-	
Open Space and Mountain Parks	16,935	30,043	29,213	17,765	831	
Permanent Park and Recreation	1,428	3,381	4,042	767	(661)	
Planning and Development Services	7,049	12,103	13,081	6,071	(978)	
Property and Casualty Insurance	4,820	2,146	2,535	4,430	(390)	
Recreation Activity	1,902	10,327	10,757	1,472	(430)	
Stormwater/Flood Management Utility	13,921	13,754	9,917	17,759	3,837	
Sugar Sweetened Beverage Distribution Tax	-	3,800	3,800	-	-	
Telecommunications	2,206	583	513	2,275	70	
Transit Pass GID	19	17	17	18	-	
Transportation	6,856	39,454	41,579	4,731	(2,125)	
Transportation Development	1,623	1,109	843	1,889	265	
University Hill Commercial District	900	563	596	867	(34)	
Wastewater Utility	7,494	27,649	27,092	8,050	556	
Water Utility	29,378	36,272	35,870	29,780	402	
Worker's Compensation Insurance	1,929	2,270	2,729	1,469	(460)	
Totals	\$ 214,695	\$ 402,550	\$ 397,613	\$ 219,633	\$ 4,938	

Note: The table above reflects the impact of the 2019 budget, including estimated revenues (with transfers in) and appropriations (with transfers out), on projected unreserved fund balance.

ORDINANCE 8285

**AN ORDINANCE ADOPTING A BUDGET FOR THE
CITY OF BOULDER, COLORADO, FOR FISCAL
YEAR 2019 AND SETTING FORTH RELATED
DETAILS.**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BOULDER,
COLORADO, that:

Section 1. That estimated expenditures for fiscal year 2019 are as follows (excludes
carryover and the General Improvement Districts):

General Fund	\$ 157,904,814
.25 Cent Sales Tax Fund	7,573,601
Affordable Housing Fund	6,346,889
Airport Fund	455,321
Boulder Junction Improvement Fund	350,000
Capital Development Fund	19,099
Capital Improvement - Community, Culture, Safety Tax Fund	6,964,509
Climate Action Plan Tax Fund	2,104,086
Community Development Block Grant Fund	732,101
Community Housing Assistance Program Fund	2,964,740
Compensated Absences Fund	900,600
Computer Replacement Fund	3,618,729
Equipment Replacement Fund	1,134,746
Facility Renovation and Replacement Fund	4,821,169
Fleet Operations and Replacement Fund	7,012,978
HOME Investment Partnership Grant Fund	1,094,553
Library Fund	1,459,663
Lottery Fund	1,007,067
Open Space Fund	29,212,764
Permanent Park and Recreation Fund	4,042,171

Attachment G – Proposed Ordinance Adopting the 2019 Budget

1	Planning and Development Services Fund	13,081,018
2	Property and Casualty Insurance Fund	2,535,498
3	Recreation Activity Fund	10,757,257
4	Stormwater/Flood Management Utility Fund	9,916,916
5	Sugar-Sweetened Beverage Distribution Tax Fund	3,800,000
6	Telecommunications Fund	513,477
7	Transportation Fund	41,579,450
8	Transportation Development Fund	843,318
9	Wastewater Utility Fund	27,092,206
10	Water Utility Fund	35,870,146
11	Worker's Compensation Insurance Fund	2,729,434
12	Less: Interfund Transfers	(13,307,365)
13	Less: Internal Service Fund Charges	(23,266,631)
14	TOTAL (Including Debt Service)	\$ 351,864,324

15 Section 2. That the proposed budget as submitted with the expenditures as
16 summarized above be adopted as the budget of the City of Boulder, Colorado, for the
17 2019 fiscal year.

18 Section 3. This ordinance is necessary to protect the public health, safety, and
19 welfare of the residents of the city, and covers matters of local concern.
20
21
22
23
24
25
26
27

Attachment G – Proposed Ordinance Adopting the 2019 Budget

INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED

BY TITLE ONLY this 2nd day of October 2018.

Suzanne Jones, Mayor

Attest:

Lynnette Beck, City Clerk

READ ON SECOND READING, PASSED AND ADOPTED, this 16th day of
October 2018.

Suzanne Jones, Mayor

Attest:

Lynnette Beck, City Clerk

ORDINANCE 8286

**AN ORDINANCE ESTABLISHING THE CITY OF
BOULDER PROPERTY TAX MILL LEVIES
FOR 2018; PROVIDING THAT SAID LEVY
BE CERTIFIED TO THE BOULDER
COUNTY ASSESSOR; AND SETTING FORTH
RELATED DETAILS.**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BOULDER,
COLORADO, that:

Section 1. In accordance with Section 94 of the Boulder Home Rule Charter, there
is hereby levied for the year of 2018 to be collected in 2019 a tax of 11.981 mills upon
each dollar of the total assessed valuation of all taxable property within the City of
Boulder, Colorado. The levy includes the following components:

GENERAL CITY OPERATIONS	8.748
PERMANENT PARK & RECREATION FUND (Charter Sec. 161)	.900
LIBRARY FUND (Charter Sec. 134)	<u>.333</u>
SUB TOTAL	9.981
 GENERAL CITY OPERATIONS (PUBLIC SAFETY)	 <u>2.000</u>
NET MILL LEVY	11.981

Section 2. This ordinance is necessary to protect the public health, safety, and
welfare of the residents of the city, and covers matters of local concern and pursuant to
Section 18 of the Charter of the City of Boulder, this ordinance shall take effect
immediately upon publication after final passage.

Attachment H – Proposed Ordinance Establishing the 2018 Property Tax Mill Levy

INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED

BY TITLE ONLY this 2nd day of October 2018.

Suzanne Jones, Mayor

Attest:

Lynnette Beck, City Clerk

READ ON SECOND READING, PASSED AND ADOPTED, this 16th day of
October 2018.

Suzanne Jones, Mayor

Attest:

Lynnette Beck, City Clerk

ORDINANCE 8287

**AN ORDINANCE APPROPRIATING MONEY TO
DEFRAY EXPENSES AND LIABILITIES OF THE
CITY OF BOULDER, COLORADO, FOR THE 2019
FISCAL YEAR OF THE CITY OF BOULDER, AND
SETTING FORTH RELATED DETAILS.**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BOULDER,
COLORADO, that;

Section 1. The following appropriations are made for the City of Boulder's 2019
fiscal year for payment of 2019 City operating expenses, capital improvements, and
general obligation and interest payments:

General Fund	\$ 157,904,814
.25 Cent Sales Tax Fund	7,573,601
Affordable Housing Fund	6,346,889
Airport Fund	455,321
Boulder Junction Improvement Fund	350,000
Capital Development Fund	19,099
Capital Improvement - Community, Culture, Safety Tax Fund	6,964,509
Climate Action Plan Tax Fund	2,104,086
Community Development Block Grant Fund	732,101
Community Housing Assistance Program Fund	2,964,740
Compensated Absences Fund	900,600
Computer Replacement Fund	3,618,729
Equipment Replacement Fund	1,134,746
Facility Renovation and Replacement Fund	4,821,169
Fleet Operations and Replacement Fund	7,012,978
HOME Investment Partnership Grant Fund	1,094,553
Library Fund	1,459,663
Lottery Fund	1,007,067
Open Space Fund	29,212,764

Attachment I – Proposed Ordinance Appropriating the 2019 Budget

1	Permanent Park and Recreation Fund	4,042,171
2	Planning and Development Services Fund	13,081,018
3	Property and Casualty Insurance Fund	2,535,498
4	Recreation Activity Fund	10,757,257
5	Stormwater/Flood Management Utility Fund	9,916,916
6	Sugar-Sweetened Beverage Distribution Tax Fund	3,800,000
7	Telecommunications Fund	513,477
8	Transportation Fund	41,579,450
9	Transportation Development Fund	843,318
10	Wastewater Utility Fund	27,092,206
11	Water Utility Fund	35,870,146
12	Worker's Compensation Insurance Fund	2,729,434
13	Less: Interfund Transfers	(13,307,365)
14	Less: Internal Service Fund Charges	(23,266,631)
15	TOTAL (Including Debt Service)	\$ 351,864,324

16 Section 2. Appropriations for individual capital projects in the above mentioned
17 funds for fiscal year 2019 shall not lapse at year end but continue until the project is
18 completed or cancelled.

19 Section 3. The Council may transfer unused balances appropriated for one
20 purpose to another purpose.

21 Section 4. These appropriations are necessary for the protection of the public
22 peace, property, and welfare of the residents of the city, and cover matters of local
23 concern. Pursuant to Section 95 of the Boulder City Charter, this ordinance shall take
24 effect immediately upon publication after final passage.

Attachment I – Proposed Ordinance Appropriating the 2019 Budget
INTRODUCED, READ ON FIRST READING, AND ORDERED

PUBLISHED BY TITLE ONLY this 2nd day of October 2018.

Suzanne Jones, Mayor

Attest:

Lynnette Beck, City Clerk

READ ON SECOND READING, PASSED AND ADOPTED, this 16th day of
October 2018.

Suzanne Jones, Mayor

Attest:

Lynnette Beck, City Clerk

ORDINANCE 8291

**AN ORDINANCE AMENDING CHAPTER 4-20 AND
SECTIONS 3-8-3 AND 8-6-6, B.R.C. 1981, CHANGING
CERTAIN FEES AND SETTING FORTH RELATED
DETAILS.**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BOULDER,
COLORADO:

Section 1. Section 3-8-3, B.R.C. 1981, is amended to read:

3-8-3. - Tax Imposed on Nonresidential and Residential Development.

(a) Tax Rate: No person engaged in nonresidential or residential development in the city shall fail to pay a development excise tax thereon according to the following rates:

- (1) For new or additional floor area for nonresidential development per square foot of floor area:

Transportation	\$2.48
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- (2) For new detached dwelling unit:

Transportation	\$3,616.82 <u>3,731.73</u>
----------------	--

- (3) For new attached dwelling unit or mobile home:

Transportation	\$2,624.06 <u>2,707.43</u>
----------------	--

....

Section 2. Chapter 4-20, B.R.C. 1981, is amended as follows:

....

4-20-3. - Auctioneer License Fees.

An applicant for an auctioneer license shall pay an annual fee of ~~\$8588~~ and \$7 per person submitted for background check review.

**4-20-4. - Building Contractor License, Building Permit Fees, and Payment of
Estimated Use Tax.**

(a) An applicant for a building contractor license shall pay the following annual fee according to the type of license requested:

....

(d) The value of the work covered by the permit shall be determined by either the City of Boulder Valuation Table or the estimated value of the work covered by the permit provided by the applicant at time of application. The higher of the two valuations shall be used to calculate the building permit fees and the estimated pre-payment of construction use tax if the applicant chooses to pay use taxes pursuant to Subsection 3-2-14(a), "Methods of Paying Sales and Use Tax," B.R.C. 1981.

- (1) *City of Boulder Valuation Table* means a table of per square foot construction values based on type of construction and use. The city has adopted the August ~~2017~~2018 version of the cost data as published by the International Code Council. The table rates are for new construction which includes additions. All other scopes of work are expressed as a percentage of the new rates as follows:

....

4-20-5. - Circus, Carnival, and Menagerie License Fees.

An applicant for a circus, carnival, and menagerie license shall pay \$~~446~~458 per day of operation.

....

4-20-10. - Itinerant Merchant License Fee.

An applicant for an itinerant merchant license shall pay \$~~58~~60 per year plus \$7 per person submitted for background check review.

4-20-11. - Mall License and Permit Fees.

The following fees shall be paid before issuance of a revocable permit or lease, kiosk, mobile vending cart, ambulatory vendor, entertainment vending, personal services vending, or animal permit, and rental of advertising space on informational kiosks:

- (a) For revocable permit or leases issued in accordance with Section 8-6-6, "Requirements for Revocable Permits, Short-Term Leases and Long-Term Leases," B.R.C. 1981, an annual fee of \$~~17.06~~17.55 per square foot of occupied space;
- (b) For kiosk permits, an annual fee to be negotiated by contract with the city manager;
- (c) For mobile vending carts, \$~~2,280~~2,344 per year, payable in two equal payments by April 1 and August 1, or, for substitution or other permits which begin later in the year and are prorated, within thirty days of permit approval;
- (d) For ambulatory vendor permits, \$~~144~~117 per month from May through September, and \$~~57.00~~58.50 per month from October through April;
- (e) For any permits requiring use of utilities to be provided by the city, up to a maximum of \$~~20~~20.50 per day;
- (f) For rental of advertising space on informational kiosks, \$975 per quarter section per year;
- (g) For animal permits, \$0 per permit;
- (h) For entertainment vending permits, \$~~16~~16.50 per month;
- (i) For personal services vending permits, \$~~144~~117 per month from May through September, and \$~~57~~58.50 from October through April; and
- (j) For a newspaper vending machine permit, \$66.50 per year.

....

4-20-17. - Secondhand Dealer and Pawnbroker License Fee.

- (a) An applicant for a secondhand dealer license shall pay \$~~149~~122 per year plus \$7 per person submitted for background check review.
- (b) An applicant for a pawnbroker license shall pay \$~~2,235~~2,291 per year plus \$7 per person submitted for background check review.
- (c) The fees for a new license prescribed in subsections (a) and (b) of this section shall be prorated on a monthly basis.

....

4-20-20. - Revocable Right of Way Permit/Lease Application Fee.

- (a) An applicant for a revocable right of way permit shall pay:
 - (1) Initial application: \$650.
 - (2) Resubmittal within four weeks of initial application: \$325.
 - (3) Renewal: \$113.
- (b) An applicant for a revocable right of way lease shall pay:
 - (1) Initial application: \$750.
 - (2) Resubmittal within four weeks of initial application: \$375.
 - (3) Renewal: \$150.
- (c) An applicant for an encroachment investigation shall pay the following fees:
 - (1) Residential encroachment: \$708.
 - (2) Commercial encroachment: \$1,415.
- (d) An applicant for an encroachment off the Pearl Street Mall shall pay an annual fee of ~~\$11.95~~ 12.30 per square foot of leased area.
- (e) An applicant for a monitoring well encroachment shall pay \$530 per well per year.
- (f) An applicant for a residential encroachment shall pay an annual fee of \$100.
- (g) An applicant for an encroachment for a telecommunication conduit crossing as set forth in subsection 8-6-6(j), "Leases for Point-to-Point Telecommunication Conduit Crossings," B.R.C. 1981, shall pay \$17.67 per lineal foot of the conduit crossing per year.
- (hg) Applications for any other encroachments not covered by this section will be reviewed and assessed a fee designed to recover city costs associated with the review and inspection.

....
4-20-23. - Water Permit Fees.

An applicant for a water permit under Sections 11-1-14, "Permit to Make Water Main Connections," 11-1-15, "Out of City Water Service," or 11-1-16, "Permit to Sell Water," B.R.C. 1981, or for water meter installation under Section 11-1-36, "Location and Installation of Meters; Maintenance of Access to Meters," B.R.C. 1981, or for testing or inspection of backflow prevention assemblies under Section 11-1-25, "Duty to Maintain Backflow Prevention Assembly and Prevent Cross-Connection," B.R.C. 1981, and for inspection for cross-connections under Section 11-1-25, "Duty to Maintain Backflow Prevention Assembly and Prevent Cross-Connection," B.R.C. 1981, shall pay the following fees:

-
- (d) Water meter installation fee:
 - (1) ¾" meter ~~\$688~~ 665
 - (2) 1" meter ~~933~~ 892
 - (3) 1½" meter (domestic) ~~2,669~~ 2,527
 - (4) 1½" meter (sprinkler) ~~2,872~~ 2,696
 - (5) 2" meter (domestic) ~~3,267~~ 3,112
 - (6) 2" meter (sprinkler) ~~3,115~~ 2,929
 - (7) 3" meter (sprinkler) ~~2,829~~ 2,657
 - (8) 3" meter (domestic) ~~3,873~~ 3,402
 - (9) 4" meter (sprinkler) ~~3,405~~ 3,334
 - (10) 4" meter (domestic) ~~5,027~~ 4,487
 - (11) Install ¾" meter transponder ~~280~~ 285
 - (12) Install 1" meter transponder ~~327~~ 321

Attachment J – Proposed Ordinance Amending 2019 Codified Fees

- (13) Install 1½" meter transponder ~~401~~348
- (14) Install 2" meter transponder (domestic) ~~424~~348
- (15) 3" to 8" meter transponder (domestic) ~~1,028~~1,038
- (16) 2" to 8" meter transponder (sprinkler) ~~1,028~~1,038
- (17) Call back for ¾" and 1" ~~63~~69
- (18) Call back for 1½" and 2" ~~115~~125

Sales tax is due on materials portion of installation.

(e) Tap fee:

- (1) ¾" in DIP or CIP \$~~277~~273
- (2) ¾" in AC or PVC ~~277~~273
- (3) 1" in DIP or CIP ~~287~~345
- (4) 1" in AC or PVC ~~287~~345
- (5) 1½" ~~550~~544
- (6) 2" ~~717~~700
- (7) 4" ~~464~~476
- (8) 6" ~~521~~533
- (9) 8" ~~603~~615
- (10) 12" ~~759~~771
- (11) Call back for installing a water tap ~~196~~220

Sales tax is due on materials portion of installation.

4-20-24. - Water Service Fees.

A person shall pay the following charges for water services:

- (a) To terminate water service \$~~363~~8
- (b) To deliver water service termination notice ~~151~~4
- (c) To remove water meter ~~758~~1
- (d) To reset water meter ~~626~~7
- (e) To resume water service ~~384~~0
- (f) To resume water service after 3 p.m. or on weekends or holidays ~~768~~2
- (g) Special meter read ~~363~~8
- (h) To test meter and meter tests accurate 50

4-20-25. - Monthly Water User Charges.

(a) Treated water monthly service charges:

Meter Size	Inside City	Outside City
¾"	\$ 12.18 <u>13.03</u>	\$ 18.27 <u>19.55</u>
1"	20.50 <u>21.94</u>	30.75 <u>32.90</u>
1½"	44.14 <u>47.23</u>	66.21 <u>70.84</u>
2"	77.32 <u>82.73</u>	115.98 <u>124.10</u>
3"	172.00 <u>184.04</u>	258.00 <u>276.06</u>
4"	304.55 <u>325.87</u>	456.83 <u>488.80</u>
6"	683.41 <u>731.25</u>	1,025.12 <u>1,096.87</u>

Attachment J – Proposed Ordinance Amending 2019 Codified Fees

8"	1,213.80 <u>1,297.91</u>	1,820.70 <u>1,946.87</u>
Hydrant Meter	125.00 <u>133.75</u>	187.50 <u>200.63</u>

(b) Treated water quantity charges:

(1) Block Rate Structure:

	Block Rates (per thousand gallons of water)	Block Size (% of monthly water budget)
Block 1	\$ 3.19 <u>3.41</u>	0—60%
Block 2	4.25 <u>4.55</u>	61—100%
Block 3	8.50 <u>9.10</u>	101—150%
Block 4	12.75 <u>13.64</u>	151—200%
Block 5	21.25 <u>22.74</u>	Greater than 200%

....

(c) Bulk water and metered hydrant rate: \$8 per thousand gallons of water used. In addition, Municipal Service Center bulk water account holders shall pay \$10 per month.

(d) Water leased on an annual basis: Colorado Big Thompson ~~\$35~~45 per acre foot; all other based on cost of assessment plus ~~ten~~twenty percent administrative fee. or \$40 per acre foot, whichever is greater. If no assessment is charged, \$45 per acre foot.

4-20-26. - Water Plant Investment Fees.

(a) Water utility customers shall pay the following plant investment fees:

The number of bedrooms, type of units, number of units, irrigated area, and AWC Usage** are used to determine water budgets as well as calculate the Plant Investment Fee. Any changes to these characteristics may require payment of an additional Plant Investment Fee before any water budget adjustments are made.

Customer Description PIF Amount

(1) Single Unit Dwelling:

Type	Amount of Square Feet of Irrigable Area	Application Rate	
Outdoor [per S.F. of irrigated area (2,000 S.F. minimum)]	First 5,000 square feet of irrigable area	15 gallons per square feet (gpsf)	\$ 2.94 <u>2.98</u>
	Next 9,000 square feet of irrigable area	12 gpsf	2.46 <u>2.49</u>
	Irrigable area in excess of 14,000 square feet	10 gpsf	1.97 <u>1.99</u>

Attachment J – Proposed Ordinance Amending 2019 Codified Fees

Indoor			10,806.00 <u>10,936</u>
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Customer Description PIF Amount

(2) Multi Unit Dwelling:

Outdoor (Separate irrigation service under Paragraph (4) of this section).

Indoor	
1 or 2 bedroom unit (per unit)	\$ 7,205 <u>7,291</u>
3 bedroom unit (per unit)	9,005 <u>9,113</u>
4 bedroom unit (per unit)	10,806 <u>10,936</u>
5 or more bedroom unit (per unit)	12,606 <u>12,757</u>

(3) Nonresidential:

Outdoor (Separate irrigation service under Paragraph (4) of this section).

Indoor:

	AWC Usage (Gallons) **		
Meter size *	25%	50%	85%
¾"	N/A	30,000	165,000
1"	42,000	108,000	503,000
1½"	99,000	228,000	924,000
2"	183,000	483,000	1,941,000

	PIF Amount		
Meter size *	25%	50%	85%
¾"	N/A	\$ 4,503 <u>4,557</u>	\$ 24,762 <u>25,059</u>
1"	\$ 6,306 <u>6,382</u>	16,208 <u>16,402</u>	75,489 <u>76,395</u>
1½"	14,857 <u>15,035</u>	34,217 <u>34,628</u>	138,672 <u>140,336</u>

Attachment J – Proposed Ordinance Amending 2019 Codified Fees

2"	27,464 <u>27,794</u>	72,489 <u>73,359</u>	291,300 <u>294,796</u>
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(4) Irrigation service:

Usage	Application Rate	PIF Amount
Per S.F. of irrigated area (2,000 S.F. minimum)	15 gallons per square feet (gpsf)	\$2,942 <u>\$2,98</u>

(5) The PIF for a customer whose total water demand exceeds the water use demand described in Subsection 11-1-52(j), B.R.C. 1981, is as follows:

(A) Raw Water: [(AYWA/30,650 acre feet) x A] plus

(B) Water Delivery Infrastructure: [(PDWD/53,000,000 gallons per day)
x B] = Total PIF

....

	Water Asset Valuations
A	\$418,072,046 <u>423,088,911</u>
B	917,282,043 <u>928,289,428</u>

4-20-27. - Wastewater Permit Fees.

An applicant for a wastewater tap or permit under Section 11-2-8, "When Connections With Sanitary Sewer Mains Required," or 11-2-9, "Permit to Make Sanitary Sewer Connection," B.R.C. 1981, shall pay the following fees:

....

(c) Sewer tap fee:

- (1) 4" PVC and VCP ~~\$187~~188
- (2) 4" RCP ~~337~~338
- (3) 6" PVC and VCP ~~202~~203
- (4) 6" RCP ~~352~~353
- (5) Manhole tap ~~680~~683
- (6) Call back for installing a sewer tap ~~161~~162

Sales tax is due on materials portion of installation.

4-20-28. - Monthly Wastewater User Charges.

(a) Monthly service charge:

Meter Size	Inside City	Outside City
¾"	\$ 11.11 <u>11.67</u>	\$ 16.67 <u>17.50</u>
1"	19.48 <u>20.45</u>	29.22 <u>30.68</u>

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1½"	44.44 <u>46.66</u>	66.66 <u>69.99</u>
2"	78.33 <u>82.25</u>	117.50 <u>123.37</u>
3"	176.07 <u>184.87</u>	264.11 <u>277.31</u>
4"	313.33 <u>329.00</u>	470.00 <u>493.49</u>
6"	704.99 <u>740.24</u>	1,057.49 <u>1,110.36</u>
8"	1,253.32 <u>1,315.99</u>	1,879.98 <u>1,973.98</u>

(b) Quantity charge:

- (1) Average strength sewage (up to and including two hundred twenty mg/l TSS, twenty-five mg/l NH₃-N, or two hundred thirty mg/l BOD):

Quantity	Inside City	Outside City
Per 1,000 gallons of billable usage	\$5.71 <u>\$6.00</u>	\$8.57 <u>\$9.00</u>

- (2) Excess Strength Sewage Charge. In addition to the quantity charge for average strength sewage, fees will be charged for excess strength sewage based on the following:

	Strength Exceeding (mg/l)	Fee per 1000 lbs. of discharge
TSS (Total Suspended Solids)	300	\$ 181 <u>190</u>
BOD (Biological Oxygen Demand)	300	242 <u>254</u>
NH ₃ -N (Ammonia as Nitrogen)	32	2,513 <u>2,639</u>

....

4-20-29. - Wastewater Plant Investment Fees.

- (a) Sanitary sewer utility customers shall pay the following plant investment fees:

Customer Description

- (1) Single Unit Dwelling:

PIF Amount
\$4,215 <u>\$4,266</u>

- (2) Multi Unit Dwelling:

Description	PIF Amount
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1 or 2 bedroom unit (per unit)	\$2,809 <u>2,843</u>
3 bedroom unit (per unit)	3,512 <u>3,251</u>
4 bedroom unit (per unit)	4,215 <u>4,266</u>
5 or more bedroom unit (per unit)	4,917 <u>4,976</u>

(3) Nonresidential:

	AWC Usage (Gallons) **		
Meter size *	25%	50%	85%
¾"	N/A	30,000	165,000
1"	42,000	108,000	503,000
1½"	99,000	228,000	924,000
2"	183,000	483,000	1,941,000

	PIF Amount (\$)		
Meter size *	25%	50%	85%
¾"	N/A	\$ 1,756 <u>1,777</u>	\$ 9,658 <u>9,774</u>
1"	\$ 2,458 <u>2,487</u>	6,343 <u>6,419</u>	29,445 <u>29,798</u>
1½"	5,796 <u>5,866</u>	13,347 <u>13,507</u>	54,091 <u>54,740</u>
2"	10,713 <u>10,842</u>	28,274 <u>28,613</u>	113,624 <u>114,987</u>

....

	Wastewater Asset Valuations
A	\$282,531,745 <u>285,922,126</u>
B	31,114,569 <u>31,487,944</u>
C	5,477,306 <u>5,543,034</u>
D	12,550,339 <u>12,700,943</u>

....

4-20-31. - Wastewater Classification Survey Filing Fee and Industrial and Groundwater Discharge Permit Fees and Charges.

(a) Applicants for an industrial discharge permit shall pay the following permit fees:

(1) Flow:

<i>Gallons per Day</i>	<i>Annual Fee</i>
0—100	\$ 500. 00
101—10,000	3,959.00 4,038
10,001—25,000	5,590.00 5,701
Over 25,000	7,046.00 7,186

....

4-20-45. - Storm Water and Flood Management Fees.

(a) Owners of detached residences and attached single unit metered residences in the city shall pay the following monthly storm water and flood management fees:

Size of Parcel

- (1) Up to 15,000 sq. ft. ~~\$15.64~~16.39
- (2) 15,000—30,000 sq. ft. ~~18.89~~19.83
- (3) 30,001 sq. ft. and over ~~22.17~~23.28

(b) The owners of all other parcels of land in the city on which any improvement has been constructed shall pay a storm water and flood management fee based on:

- (1) ~~\$2.50~~2.63 fixed monthly billing charge, and
- (2) ~~\$0.005~~70.006 per square foot of impervious area.

If the calculation results in a fee less than the monthly rate in Paragraph (a)(1) of this section, then the fee specified in Paragraph (a)(1) of this section will be assessed.

4-20-46. - Storm Water and Flood Management Utility Plant Investment Fee.

Owners of all parcels of land in the city submitting building permit applications shall pay a storm water and flood management plant investment fee based on the square feet of added impervious area. However, if new storm water detention facilities are built by the owner according to the most current City of Boulder Design and Construction Standards in effect at the time the building permit application is submitted, on or after April 2, 2009, the applicable fee shall be reduced by fifty percent.

	PIF Amount
(Per Square Foot of Impervious Area)	\$2.26 2.29

....

4-20-52. - Fire Code Permit and Inspection Fees.

(a) The fees for permits under the Fire Code adopted by Section 10-8-2, “Adoption of International Fire Code With Modifications,” B.R.C. 1981, are:

- (1) (A) Flammable and combustible liquid regular permit: ~~\$20.00~~30.
- (B) Flammable and combustible liquid special permit: ~~\$25.00~~35.

- (C) Flammable and combustible liquid special permit simulated demonstration: ~~\$250.00.~~

(Permits (A) and (B) are valid for one year and, upon application, shall be renewed upon payment of the fees given above. If changed conditions require a new simulated demonstration, the demonstration fee shall be paid.)

~~(2) L.N.G. installation review and inspection fee: \$500.00, but the city manager may waive a portion of the fee if actual costs of review and inspection are less than that amount.~~

~~(b) The fire protection contractor test fee shall be \$30.00 for each system specialty per test.~~

~~(be)~~ Fire protection system reinspection fees are:

~~(1) Underground fire line 200 PSI test:~~

~~—first reinspection \$ 50.00~~

~~—second reinspection 100.00~~

~~—each subsequent reinspection 200.00~~

~~(2) Aboveground hydrostatic sprinkler system test:~~

~~—first reinspection 50.00~~

~~—second reinspection 100.00~~

~~—each subsequent reinspection 200.00~~

~~(3) Final pump test of completed sprinkler system:~~

~~—first re-test 00.00~~

~~—second re-test 150.00~~

~~—each subsequent re-test 300.00~~

~~(4) All other initial installations of fire protection and alarm systems:~~

~~—first reinspection \$ 50.00~~

~~—each subsequent reinspection 100.00~~

~~(1) Failure to show for a scheduled fire system inspection \$250~~

~~(25)~~ Commercial/business inspections:

~~third-Second~~ reinspection ~~\$50.00~~100

~~e~~Each subsequent reinspection ~~100.00~~250

~~(cd)~~ Fees required by Paragraph (c)(1), ~~(c)(2), (c)(3), (c)(4), or (c)(5)~~ of this section shall be paid prior to the reinspection being accomplished.

~~(d) Fees required by Paragraph (c)(2) will accumulate upon each inspection.~~

(e) False fire alarm fees are:

Third false activation within any calendar year ~~\$100.00~~150

Fourth false activation within any calendar year ~~250.00~~300

Fifth false activation within any calendar year ~~300.00~~600

Sixth and subsequent false activation within any calendar year
~~500.00~~1,200

(f) The fee for an administrative appeal under Chapter 10-8, “Fire Code,” B.R.C. 1981, is ~~\$20.00.~~

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4-20-62. - Capital Facility Impact Fee.

(a) Impact Fee Rate: No person engaged in nonresidential or residential development in the city shall fail to pay a development impact fee. Fees shall be assessed and collected according to the standards of Chapter 8-9, “Capital Facility Impact Fee,” B.R.C. 1981, and the following rates:

Table 1: Residential Impact Fee Rates per Dwelling Unit

<i>Size Range (SF)</i>	IMPACT FEE RATES							
	<i>Librar y</i>	<i>Parks & Recreatio n</i>	<i>Human Services</i>	<i>Municipal Facilities</i>	<i>Police</i>	<i>Fire</i>	<i>Trans- portation</i>	<i>TOTAL</i>
<u>799 and below</u>	<u>\$443</u>	<u>\$2,780</u>	<u>\$85</u>	<u>\$271</u>	<u>\$226</u>	<u>\$202</u>	<u>\$102</u>	<u>\$4,109</u>
<u>800-999</u>	<u>\$559</u>	<u>\$3,493</u>	<u>\$106</u>	<u>\$342</u>	<u>\$283</u>	<u>\$253</u>	<u>\$132</u>	<u>\$5,168</u>
<u>1000-1199</u>	<u>\$646</u>	<u>\$4,039</u>	<u>\$124</u>	<u>\$395</u>	<u>\$328</u>	<u>\$293</u>	<u>\$153</u>	<u>\$5,978</u>
<u>1200-1399</u>	<u>\$719</u>	<u>\$4,490</u>	<u>\$139</u>	<u>\$438</u>	<u>\$365</u>	<u>\$325</u>	<u>\$171</u>	<u>\$6,647</u>
<u>1400-1599</u>	<u>\$779</u>	<u>\$4,870</u>	<u>\$150</u>	<u>\$476</u>	<u>\$397</u>	<u>\$354</u>	<u>\$187</u>	<u>\$7,213</u>
<u>1600-1799</u>	<u>\$831</u>	<u>\$5,203</u>	<u>\$160</u>	<u>\$509</u>	<u>\$424</u>	<u>\$377</u>	<u>\$200</u>	<u>\$7,704</u>
<u>1800-1999</u>	<u>\$881</u>	<u>\$5,511</u>	<u>\$169</u>	<u>\$538</u>	<u>\$449</u>	<u>\$400</u>	<u>\$212</u>	<u>\$8,160</u>
<u>2000-2199</u>	<u>\$920</u>	<u>\$5,749</u>	<u>\$176</u>	<u>\$563</u>	<u>\$468</u>	<u>\$418</u>	<u>\$222</u>	<u>\$8,516</u>
<u>2200-2399</u>	<u>\$956</u>	<u>\$5,987</u>	<u>\$185</u>	<u>\$585</u>	<u>\$488</u>	<u>\$434</u>	<u>\$231</u>	<u>\$8,866</u>
<u>2400-2599</u>	<u>\$992</u>	<u>\$6,201</u>	<u>\$191</u>	<u>\$606</u>	<u>\$505</u>	<u>\$450</u>	<u>\$240</u>	<u>\$9,185</u>
<u>2600-2799</u>	<u>\$1,026</u>	<u>\$6,416</u>	<u>\$198</u>	<u>\$627</u>	<u>\$522</u>	<u>\$466</u>	<u>\$248</u>	<u>\$9,503</u>
<u>2800-2999</u>	<u>\$1,056</u>	<u>\$6,604</u>	<u>\$203</u>	<u>\$646</u>	<u>\$537</u>	<u>\$480</u>	<u>\$255</u>	<u>\$9,781</u>
<u>3000-3199</u>	<u>\$1,083</u>	<u>\$6,770</u>	<u>\$208</u>	<u>\$662</u>	<u>\$553</u>	<u>\$492</u>	<u>\$262</u>	<u>\$10,030</u>
<u>3200-3399</u>	<u>\$1,105</u>	<u>\$6,914</u>	<u>\$213</u>	<u>\$676</u>	<u>\$564</u>	<u>\$503</u>	<u>\$268</u>	<u>\$10,243</u>
<u>3400-3599</u>	<u>\$1,131</u>	<u>\$7,080</u>	<u>\$218</u>	<u>\$691</u>	<u>\$577</u>	<u>\$514</u>	<u>\$274</u>	<u>\$10,485</u>
<u>3600 and above</u>	<u>\$1,155</u>	<u>\$7,224</u>	<u>\$222</u>	<u>\$705</u>	<u>\$588</u>	<u>\$524</u>	<u>\$279</u>	<u>\$10,697</u>

<u>799 and below</u>	<u>\$438</u>	<u>\$2,747</u>	<u>\$84</u>	<u>\$268</u>	<u>\$223</u>	<u>\$200</u>	<u>\$101</u>	<u>\$4,061</u>
<u>800-999</u>	<u>\$552</u>	<u>\$3,452</u>	<u>\$105</u>	<u>\$338</u>	<u>\$280</u>	<u>\$250</u>	<u>\$130</u>	<u>\$5,107</u>
<u>1000-1199</u>	<u>\$638</u>	<u>\$3,991</u>	<u>\$123</u>	<u>\$390</u>	<u>\$324</u>	<u>\$290</u>	<u>\$151</u>	<u>\$5,907</u>
<u>1200-1399</u>	<u>\$710</u>	<u>\$4,437</u>	<u>\$137</u>	<u>\$433</u>	<u>\$361</u>	<u>\$321</u>	<u>\$169</u>	<u>\$6,568</u>
<u>1400-1599</u>	<u>\$770</u>	<u>\$4,812</u>	<u>\$148</u>	<u>\$470</u>	<u>\$392</u>	<u>\$350</u>	<u>\$185</u>	<u>\$7,127</u>
<u>1600-1799</u>	<u>\$821</u>	<u>\$5,141</u>	<u>\$158</u>	<u>\$503</u>	<u>\$419</u>	<u>\$373</u>	<u>\$198</u>	<u>\$7,613</u>
<u>1800-1999</u>	<u>\$871</u>	<u>\$5,446</u>	<u>\$167</u>	<u>\$532</u>	<u>\$444</u>	<u>\$395</u>	<u>\$209</u>	<u>\$8,064</u>
<u>2000-2199</u>	<u>\$909</u>	<u>\$5,681</u>	<u>\$174</u>	<u>\$556</u>	<u>\$462</u>	<u>\$413</u>	<u>\$219</u>	<u>\$8,414</u>
<u>2200-2399</u>	<u>\$945</u>	<u>\$5,916</u>	<u>\$183</u>	<u>\$578</u>	<u>\$482</u>	<u>\$429</u>	<u>\$228</u>	<u>\$8,761</u>
<u>2400-2599</u>	<u>\$980</u>	<u>\$6,127</u>	<u>\$189</u>	<u>\$599</u>	<u>\$499</u>	<u>\$445</u>	<u>\$237</u>	<u>\$9,076</u>
<u>2600-2799</u>	<u>\$1,014</u>	<u>\$6,340</u>	<u>\$196</u>	<u>\$620</u>	<u>\$516</u>	<u>\$460</u>	<u>\$245</u>	<u>\$9,391</u>

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2800-2999	\$1,043	\$6,526	\$201	\$638	\$531	\$474	\$252	\$9,665
3000-3199	\$1,070	\$6,690	\$206	\$654	\$546	\$486	\$259	\$9,911
3200-3399	\$1,092	\$6,832	\$210	\$668	\$557	\$497	\$265	\$10,121
3400-3599	\$1,118	\$6,996	\$215	\$683	\$570	\$508	\$271	\$10,361
3600 and above	\$1,141	\$7,138	\$219	\$697	\$581	\$518	\$276	\$10,570

Table 2: Impact Fee Rates for Nonresidential

Nonresidential Uses	Impact Fee Rates Per Square Foot of Nonresidential Floor Area					
	<i>Municipal Facilities</i>	<i>Police</i>	<i>Fire</i>	<i>Affordable Housing</i>	<i>Transportation</i>	<i>TOTAL</i>
<u>Retail/ Restaurant</u>	<u>\$0.40</u>	<u>\$0.74</u>	<u>\$0.64</u>	2019: \$12.18 2020: \$16.09 2021: \$20.00	<u>\$0.55</u>	<u>\$14.51</u>
<u>Office</u>	<u>\$0.58</u>	<u>\$0.30</u>	<u>\$0.91</u>	2019: \$18.27 2020: \$24.14 2021: \$30.00	<u>\$0.22</u>	<u>\$20.28</u>
<u>Hospital</u>	<u>\$0.47</u>	<u>\$0.35</u>	<u>\$0.74</u>	2019: \$12.18 2020: \$16.08 2021: \$20.00	<u>\$0.28</u>	<u>\$14.02</u>
<u>Institutional</u>	<u>\$0.12</u>	<u>\$0.25</u>	<u>\$0.20</u>	2019: \$6.09 2020: \$8.05 2021: \$10.00	<u>\$0.18</u>	<u>\$6.84</u>
<u>Warehousing</u>	<u>\$0.14</u>	<u>\$0.09</u>	<u>\$0.24</u>	2019: \$6.09 2020: \$8.05 2021: \$10.00	<u>\$0.07</u>	<u>\$6.63</u>
<u>Light Industrial</u>	<u>\$0.37</u>	<u>\$0.17</u>	<u>\$0.59</u>	2019: \$10.66 2020: \$14.08 2021: \$17.50	<u>\$0.14</u>	<u>\$11.93</u>

<u>Retail/ Restaurant</u>	<u>\$0.40</u>	<u>\$0.73</u>	<u>\$0.63</u>	2018: \$8.27 2019: \$12.18 2020: \$16.09 2021: \$20.00	<u>\$0.55</u>	<u>\$10.58</u>
<u>Office</u>	<u>\$0.58</u>	<u>\$0.29</u>	<u>\$0.90</u>	2018: \$12.41 2019: \$18.27 2020: \$24.14	<u>\$0.22</u>	<u>\$14.40</u>

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				2021: \$30.00		
				2018: \$8.27		
				2019: \$12.18		
				2020: \$16.08		
Hospital	\$0.47	\$0.35	\$0.73	2021: \$20.00	\$0.27	\$10.09
				2018: \$4.14		
				2019: \$6.09		
				2020: \$8.05		
Institutional	\$0.12	\$0.24	\$0.20	2021: \$10.00	\$0.18	\$4.88
				2018: \$4.14		
				2019: \$6.09		
				2020: \$8.05		
Warehousing	\$0.14	\$0.09	\$0.23	2021: \$10.00	\$0.07	\$4.67
				2018: \$7.24		
				2019: \$10.66		
				2020: \$14.08		
Light Industrial	\$0.37	\$0.17	\$0.58	2021: \$17.50	\$0.14	\$8.50

Table 3: Impact Fee Rates for Public & Civic Uses and Affordable Commercial Uses

Public and Civic Uses and Affordable Commercial Uses	Impact Fee Rates Per Square Foot of Nonresidential Floor Area					
	Municipal Facilities	Police	Fire	Affordable Housing	Transportation	Total
<u>Retail/ Restaurant</u>	<u>\$0.40</u>	<u>\$0.74</u>	<u>\$0.64</u>	<u>\$8.37</u>	<u>\$0.55</u>	<u>\$10.70</u>
<u>Office</u>	<u>\$0.58</u>	<u>\$0.30</u>	<u>\$0.91</u>	<u>\$12.56</u>	<u>\$0.22</u>	<u>\$14.57</u>
<u>Hospital</u>	<u>\$0.47</u>	<u>\$0.35</u>	<u>\$0.74</u>	<u>\$8.37</u>	<u>\$0.28</u>	<u>\$10.21</u>
<u>Institutional</u>	<u>\$0.12</u>	<u>\$0.25</u>	<u>\$0.20</u>	<u>\$4.19</u>	<u>\$0.18</u>	<u>\$4.94</u>
<u>Warehousing</u>	<u>\$0.14</u>	<u>\$0.09</u>	<u>\$0.24</u>	<u>\$4.19</u>	<u>\$0.07</u>	<u>\$4.73</u>
<u>Light Industrial</u>	<u>\$0.37</u>	<u>\$0.17</u>	<u>\$0.59</u>	<u>\$7.33</u>	<u>\$0.14</u>	<u>\$8.60</u>
Retail/Restaurant	\$0.40	\$0.73	\$0.63	\$8.27	\$0.55	\$10.58
Office	\$0.58	\$0.29	\$0.90	\$12.41	\$0.22	\$14.40
Hospital	\$0.47	\$0.35	\$0.73	\$8.27	\$0.27	\$10.09
Institutional	\$0.12	\$0.24	\$0.20	\$4.14	\$0.18	\$4.88
Warehousing	\$0.14	\$0.09	\$0.23	\$4.14	\$0.07	\$4.67
Light Industrial	\$0.37	\$0.17	\$0.58	\$7.24	\$0.14	\$8.50

Table 4: Impact Fee Rates for Other Nonresidential Uses

Other Nonresidential Uses	Impact Fee Rates for Other Nonresidential Uses Based on Unique Demand Indicators					
	<i>Municipal Facilities</i>	<i>Police</i>	<i>Fire</i>	<i>Affordable Housing</i>	<i>Trans- portation</i>	<i>TOTAL</i>
<u>Nursing Home/Assisted Living (per bed)</u>	<u>\$136.07</u>	<u>\$72.22</u>	<u>\$213.52</u>	<u>\$1,674.71</u>	<u>\$57.57</u>	<u>\$2,154.09</u>
<u>Lodging (per room)</u>	<u>\$92.11</u>	<u>\$217.71</u>	<u>\$145.49</u>	<u>\$5,024.12</u>	<u>\$172.70</u>	<u>\$5,652.13</u>
<u>Nursing Home/Assisted Living (per bed)</u>	<u>\$134.46</u>	<u>\$71.36</u>	<u>\$210.99</u>	<u>\$1,654.85</u>	<u>\$56.89</u>	<u>\$2,128.55</u>
<u>Lodging (per room)</u>	<u>\$91.02</u>	<u>\$215.13</u>	<u>\$143.76</u>	<u>\$4,964.54</u>	<u>\$170.66</u>	<u>\$5,585.11</u>

....

4-20-66. - Mobile Food Vehicle Sales.

An applicant for a mobile food vehicle permit shall pay a \$248255 application fee and a \$248255 renewal fee per year, which may be pro-rated based on the remainder of the license period as determined by the City.

Section 3. Section 8-6-6, B.R.C. 1981, is amended to read:

8-6-6. - Requirements for Revocable Permits, Short-Term Leases and Long-Term Leases.

- (a) Purpose and Scope: Public rights-of-way and public easements are held by the City in trust for public use to ensure the health, safety and welfare of the residents of the City. The city council intends that all decisions regarding the granting of permission to place an encroachment into public right-of-way or public easements are legislative in nature. The City may determine from time to time at its discretion to issue a revocable permit, short-term lease or long-term lease subject to the requirements set forth in this section for certain encroachments into public rights-of-way and public easements that do not adversely affect its present or future use.

....

- (j) Leases for Point-to-Point Telecommunication Conduit Crossings: The city manager is authorized to enter into a lease for a telecommunication conduit crossing public right-of-way pursuant to an approved right-of-way permit under chapter 8-5, "Work in the Public Right-of-Way and Public Easements," B.R.C. 1981, which shall be leased by a single private user to provide a direct communication link between two properties. An applicant for a telecommunication conduit crossing shall meet the following criteria:

....

- (12) The cost of rent to the applicant under the lease shall be based on the fee set forth in Subsection 4-20-20(g), B.R.C. 1981a ~~"franchise fee equivalent" to be~~

Attachment J – Proposed Ordinance Amending 2019 Codified Fees

~~determined by the City and should be consistent with the amount a common telecommunications carrier would pay to the City.~~

Section 4. This ordinance is effective on **January 1, 2019.**

Section 5. This ordinance is necessary to protect the public health, safety, and welfare of the residents of the city, and covers matters of local concern.

Section 6. The city council deems it appropriate that this ordinance be published by title only and orders that copies of this ordinance be made available in the office of the city clerk for public inspection and acquisition.

Attachment J – Proposed Ordinance Amending 2019 Codified Fees

INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED

BY TITLE ONLY this 2nd day of October 2018.

Suzanne Jones, Mayor

Attest:

Lynnette Beck, City Clerk

READ ON SECOND READING, PASSED AND ADOPTED, this 16th day of
October 2018.

Suzanne Jones, Mayor

Attest:

Lynnette Beck, City Clerk