

Mayor

Aaron Brockett

Council Members

Taishya Adams

Matt Benjamin

Lauren Folkerts

Tina Marquis

Ryan Schuchard

Nicole Speer

Mark Wallach

Tara Winer



Council Chambers

1777 Broadway

Boulder, CO 80302

March 14, 2024

6:00 PM

City Manager

Nuria Rivera-Vandermyde

City Attorney

Teresa Taylor Tate

City Clerk

Elesha Johnson

AGENDA FOR THE SPECIAL MEETING OF THE BOULDER CITY COUNCIL

1. Call to Order and Roll Call

2. Public Hearings

A. 2024 Board and Commission Appointments

**90 min
- 10
min
staff
presenta
/ 80
min
Council
discussi
&
public
hearing**

3. Matters from the City Manager

A. 2024 Council Retreat Preparation

**90 min
- 30
min
staff
presenta
/ 60
min
Council
discussi**

B. Update on Day Services Center

15 min

4. Discussion Items

5. Debrief

6. Adjournment

3:15 hrs

City Council documents, including meeting agendas, study session agendas, meeting action summaries and information packets can be accessed at www.bouldercolorado.gov/city-council.

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COVER SHEET

MEETING DATE

March 14, 2024

AGENDA ITEM

2024 Board and Commission Appointments

PRIMARY STAFF CONTACT

John Morse, Elections Administrator

REQUESTED ACTION OR MOTION LANGUAGE

Motion to approve the 2024 appointments to the City's Boards and Commissions

ATTACHMENTS:

Description

- ▣ **Item 2A - 2024 Board and Commission Appointments**



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: March 14th, 2024

AGENDA TITLE

Council Nominations and Appointments of Candidates for the 2024 Boards and Commissions Annual Recruitment

PRESENTERS

Nuria Rivera-Vandermyde, City Manager
Pam Davis, Assistant City Manager
Elesha Johnson, City Clerk
John Morse, Elections Administrator

EXECUTIVE SUMMARY

As part of the 2024 annual recruitment process, council will hold a public hearing, nominate and appoint applicants to boards and commissions at the March 14th, 2024, Special Meeting.

Recruitment for all boards and commissions opened on December 18th, 2023, and ran through midnight, January 29th, 2024. The city's Communications and Engagement Department collaborated with the City Clerk's Office to facilitate outreach to Boulder residents by posting multiple advertisements before, during, and towards the end of recruitment on: Facebook, LinkedIn, Twitter, and Nextdoor.

In addition to the outreach on Social Media platforms, the following measures were taken to advertise and communicate open positions and promote recruitment:

- The city's communications team published an online news article advertising recruitment.
- Advertisements were included in both the city's e-newsletter and mailed newsletters.
- Temporary "ribbons" were placed on the top of the Boulder City Council website, City Clerk website, and Boards and Commissions website for the entirety of recruitment.

- Channel 8 maintained a running billboard advertising recruitment in between shows.
- Flyers were posted on the front doors of the North, East, and South Boulder Recreation Centers as well as the Penfield Tate II Municipal Building.
- Boards and Commission staff liaisons, secretaries, and board members provided recruitment information through their customary processes:
 - PRAB listed the recruitment through their eBlast and also on their social media pages.
 - DMC advertised recruitment in the Downtown Boulder Partnership newsletter.
 - UHCAMC reached out through The Hill Boulder.
 - Arts Commission utilized on social media newsletters.
 - Don Poe from the Downtown Management Commission appeared on Inside Boulder News to advertise recruitment.
- Advertisements for recruitment also appeared in the Daily Camera.

At the end of the recruitment period, the following commission ***did not receive any eligible applications:***

- Downtown Management Commission (DMC)

Boards and commissions interviews were conducted via Zoom from February 12th – February 29th:

- Interviews were conducted with one council member and one or more staff member(s) who directly support the board being applied to with a 15-minute duration.
- Council Members were provided with the interview schedules and asked to sign up for four (4) interview time slots.
- The City Clerk's team acted as zoom facilitators and provided technical support, generated links, and managed appointments.
- The Council Boards & Commissions Subcommittee developed the questions to be asked of the applicant and were provided to applicants in advance.
- Three questions were asked of the candidate with the opportunity for the candidate to ask questions of the interviewers.
- Technical assistance for candidates was offered, including providing space for candidates to come to the city and use our technology to participate.

The following is an excerpt from **Title 2 of the Boulder Revised, “Appendix – Council Procedure, IX - Nominations and Elections,”** outlining the process for nominating and appointing board and commission members.

IX. - Nominations and Elections.

e. **Nominations.** At the conclusion of public testimony, council will consider nominations for mayor and mayor pro tem. Any council member may nominate anyone that expressed an interest and made a speech at the second Tuesday in November, including himself or herself, for either position. Provided, however, that the requirement of prior expression of interest shall be waived for any council member

whose election was not decided before the second Tuesday in November. Nominations for mayor and acting mayor (generally referred to as mayor pro tem) are made orally. No second is required, but the consent of the nominee should have been obtained in advance. Any person so nominated may at this time withdraw his or her name from nomination. Silence by the nominee shall be interpreted as acceptance of candidacy.

f. **Order of Vote.** A motion then is made and seconded to close the nominations and acted on as any motion. The voting is accomplished by raising of hands unless there is only one nomination and a unanimous vote for the candidate. The names shall be called in alphabetical order or reverse alphabetical order depending upon a flip of a coin by the clerk, who shall thereafter alternate the order for all further election ballots during the same meeting.

g. **Ballots.** If it is the desire of the council to use paper ballots rather than a voice vote, such a procedure is proper. However, since there is no provision for a secret vote, each ballot must be signed by the council member casting the vote.

h. **Elimination Process.** If any of the candidates nominated receives five votes on the first ballot, such person is declared elected. If none of the candidates receives five votes on the first ballot, the candidate (plus ties) receiving the lowest number of votes is dropped as a candidate unless this elimination would leave one candidate or less for the office. If this elimination would leave one candidate or less for the office, another vote is taken, and once again the candidate (plus ties) receiving the lowest number of votes is dropped as a candidate unless this elimination would leave one candidate or less for the office. In the event that one candidate or less is left for the office after the second vote, a flip of a coin shall be used in order to eliminate all but two candidates for the office.

i. **Impasse Process.** In the event that neither of the two final candidates receives five votes on the first ballot on which there are only two candidates, another vote shall be taken. If no candidate receives five votes on the second such ballot, the candidate who receives the votes of a majority of the council members present shall be declared elected. If no candidate receives such a majority vote, the meeting shall be adjourned for a period not to exceed twenty-four hours, and new nominations and new ballots shall be taken. If no candidate receives five votes on the first ballot at the adjourned meeting on which there are only two candidates, another vote shall be taken. If no candidate receives five votes on the second such ballot, the candidate who receives the votes of a majority of the council members present shall be declared elected. If no candidate receives a majority vote on the second such ballot at the adjourned meeting, a flip of a coin shall be used to determine which of the two final candidates shall be declared elected as mayor or mayor pro tem.

j. **Appointment of Board Alternates.** In the event that the Boulder Revised Code provides for the appointment of temporary alternate board members, such members shall be appointed as follows: The most recently departed member of the board needing a temporary alternate, who is eligible and able to serve, shall be appointed. In the event that more than one member departed at the same time, alternates shall be chosen in reverse alphabetical order, with appointments alternating between the eligible and able former members who departed at the same time. In the event that the most recently departed member is not eligible or able to serve, the next previously

departed member shall be chosen, applying the procedure above if there is more than one potential appointee. No person shall be eligible for a temporary alternate appointment if he or she was removed from the board by the council. A temporary alternate shall be appointed only when a member's absence either results in the lack of a quorum or may prevent the board from taking action. No person appointed as a temporary alternate shall serve at two consecutive meetings of the board to which he or she is appointed unless it is necessary to complete an agenda item that has been continued to another meeting.

k. Boards and Commissions. Elections to fill positions on boards or commissions shall be conducted in the same manner. However, a majority of the council members present rather than a majority of the full council is sufficient to decide an election of this nature. Each board or commission vacancy shall be voted on separately.

l. Advertising of Vacancies After Partial Terms. Prior to advertising board and commission vacancies, when a person has already served on the board or commission and is seeking reappointment, council should make the decision of whether or not to advertise that particular vacancy.

The table below lists all available seats for each board and commission and their accompanying terms.

<u>BOARD/ COMMISSION</u>	<u>AVAILABLE SEAT(S)</u>	<u>ACTION NEEDED</u>
Arts Commission	Seat #4	Appoint member to 5-yr term through 3/31/2029
Beverage Licensing Authority	Seat #4	Appoint member to unexpired 4-yr term through 3/31/2028
	Seat #5	Appoint member to 5-yr term through 3/31/2029
Boulder Junction Access District Parking Commission	Seat #1	Appoint member to unexpired 4-yr term through 3/31/2028, <i>must be property owner or rep</i>
	Seat #3	Appoint member to unexpired 2-yr term through 3/31/2026, <i>must be property owner or rep</i>
	Seat #5	Appoint member to 5-yr term through 3/31/2029
Boulder Junction Access District Travel Demand Management Commission	Seat #1	Appoint member to unexpired 4-yr term through 3/31/2028, <i>must be property owner or rep</i>
	Seat #3	Appoint member to unexpired 2-yr term through 3/31/2026, <i>must be property owner or rep</i>
	Seat #5	Appoint member to 5-yr term through 3/31/2029

Board of Zoning Adjustment	Seat #4	Appoint member to 5-yr term through 3/31/2029
Cannabis Licensing & Advisory Board	Seat #3	Appoint resident to unexpired 4-yr term through 3/31/2028 – <i>must be a MJ Business owner or representative</i>
	Seat #6	Appoint member to a 3-yr term through 3/31/2027 – <i>must be a MJ Business owner or representative</i>
	Seat #8	Appoint Non-Voting Ex-Officio member to unexpired 1-yr term through 3/31/2025
Colorado Chautauqua Association	Seat #13	Appoint member to 3-yr term through 3/31/2027
Design Advisory Board	Seat #4	Appoint member to a 5-yr term through 3/31/2029
Environmental Advisory Board	Seat #4	Appoint member 5-yr term through 3/31/2029
Housing Advisory Board	Seat #1	Appoint member to 5-yr term through 3/31/2029.
	Seat #7	Appoint member to 5-yr term through 3/31/2029
Housing Authority	Seat #5	Appoint member to 5-yr term through 3/31/2029
Human Relations Commission	Seat #1	Appoint member to unexpired 2-yr term through 3/31/2026
	Seat #4	Appoint member to 5-yr term through 3/31/2029
Landmarks Board	Seat #4	Appoint member to 5-yr term through 3/31/2029
Open Space Board of Trustees	Seat #4	Appoint member to 5-yr term through 3/31/2029
Parks & Recreation Advisory Board	Seat #2	Appoint member to unexpired 3-yr term through 3/31/2027
	Seat #5	Appoint member to 5-yr term through 3/31/2029
	Seat #7	Appoint member to unexpired 1-yr term through 3/31/2025

Planning Board	Seat #5	Appoint member to 5-yr term through 3/31/2029
	Seat #6	Appoint member to 5-yr term through 3/31/2029
	Seat #7	Appoint member to <i>unexpired</i> 1-yr term through 3/31/2025
Transportation Advisory Board	Seat #1	Appoint member to <i>unexpired</i> 2-yr term through 3/31/2026.
	Seat #2	Appoint member to <i>unexpired</i> 3-yr term through 3/31/2027
	Seat #4	Appoint member to 5-yr term through 3/31/2029
University Hill Commercial Area Management Commission	Seat #3	Appoint member to unexpired 4-yr term through 3/31/2028, <i>must be property owner or representative</i>
	Seat #4	Appoint member to 5-yr term through 3/31/2029, <i>must be property owner or representative</i>
Water Resources Advisory Board	Seat #4	Appoint member to 5-yr term through 3/31/2029

MATTERS TO CONSIDER IN MAKING APPOINTMENTS

For this recruitment period, there were **37 open seats, 86 applications submitted and 14 applications that were deemed ineligible or were withdrawn** prior to the interviews.

The below current boardmembers are **seeking reappointment to the same seat.**

<u>APPLICANT</u>	<u>BOARD</u>	<u>YRS ON BOARD</u>
Greg Hill	Environmental Advisory Board	1
Karin Hoskin	Housing Advisory Board	1
Kimberly Lord	Housing Authority	3
Anna Pavlenko	Human Relations Commission	1
Renee Golobic	Landmarks Board	1
Mark McIntyre	Planning Board	2
Trent Bush	University Hill Commercial Area Management Commission	3

The following applicants submitted **applications for multiple boards.**

<u>APPLICANT</u>	<u>BOARDS</u>
George Craft	Open Space Board of Trustees Parks and Recreation Advisory Board

	Colorado Chautauqua Association
Jacques Decalo	Cannabis Licensing Advisory Board
	Environmental Advisory Board
Gayl Gray	Arts Commission
	Colorado Chautauqua Association
	Design Advisory Board
Stephen Hennessey	Planning Board
	Housing Advisory Board
Allen Jones	Open Space Board of Trustees
	Colorado Chautauqua Association
Waylon Lewis	Open Space Board of Trustees
	Parks and Recreation Advisory Board
	Transportation Advisory Board
Aaron Neyer	Human Relations Commission
	Transportation Advisory Board
Jennifer Ochs	Transportation Advisory Board
	Boulder Junction Access District- Parking Commission
Jennifer Robins	Open Space Board of Trustees
	Parks and Recreation Advisory Board
	Planning Board
Anie Roche	Parks and Recreation Advisory
	Environmental Advisory Board
Richard Rohr	Colorado Chautauqua Association
	Environmental Advisory Board

ATTACHMENTS

Attachment A – 2024 Applicant List by Board

Attachment B - [2024 Application Packet Link](#)

2024 Boards and Commissions Database

Applicant List

Arts Commission Applicants

Action Requested: Seat #4 - Appoint member to 5-year term through 3/31/2029

Alan O'Hashi
Gayl Gray
Grey Grimm
Jill Katzenberger
Lynn Ciocca McCaleb
Rabbi Ruth Gelfarb

6 Applications for Arts Commission

Beverage Licensing Authority Applicants

Action Requested: Seat #4 - Appoint member to unexpired 4-year term through 3/31/2028
 Seat #5 - Appoint member to 5-year term through 3/31/2029

Drew Eisenberg

1 Application for Beverage Licensing Authority

Board of Zoning Adjustment Applicants

Action Requested: Seat #4 - Appoint member to 5-year term through 3/31/2029

Ben Doyle

1 Application for Board of Zoning Adjustment

Boulder Junction Access District-Parking Commission Applicants

Action Requested: Seat #1 - Appoint member to unexpired 4-year term through 3/31/28, must be property owner or rep
 Seat #3 - Appoint member to unexpired 2-year term through 3/31/26, must be property owner or rep
 Seat #5 - Appoint member to 5-year term through 3/31/2029

Jennifer Ochs

1 Application for Boulder Junction Access District-Parking Commission

Boulder Junction Access District-Travel Demand Management Applicants

Action Requested: Seat #1 - Appoint member to unexpired 4-year term through 3/31/28, must be property owner or rep
 Seat #3 - Appoint member to unexpired 2-year term through 3/31/26, must be property owner or rep
 Seat #5 - Appoint member to 5-year term through 3/31/2029

Stephanie Pike

1 Application for Boulder Junction Access District-Travel Demand Management

Cannabis Licensing and Advisory Board Applicants

Action Requested: Seat #3 - Appoint member to unexpired 4-year term through 3/31/2028 must be MJ Business Owner or Rep
 Seat #6 - Appoint member to 3-year term through 3/31/2027, must be MJ Business Owner or Rep
 Seat #8 - Appoint Non-Voting Ex-Officio member to unexpired 1 year term through 3/31/2025

Jacques Decalo
Adam Foster

Bryant Ison
Del Kraiser

4 Applications for Cannabis Licensing and Advisory Board

Colorado Chautauqua Association Applicants

Action Requested: Seat #13 - Appoint member to 3-year term through 3/31/2027

George Craft
Jane Finette
Gayl Gray
Allen Jones III
Melanie Lovett
Richard Rohr

6 Applications for Colorado Chautauqua Association

Design Advisory Board Applicants

Action Requested: Seat #4 - Appoint member to 5-year term through 3/31/2029

Gayl Gray

1 Application for Design Advisory Board

Environmental Advisory Board Applicants

Action Requested: Seat #4 - Appoint member to 5-year term through 3/31/2029

Jacques Decalo
Greg Hill
Anie Roche
Richard Rohr

4 Applications for Environmental Advisory Board

Housing Advisory Board Applicants

Action Requested: Seat #1 - Appoint member to 5-year term through 3/31/2029
 Seat #7 - Appoint member to 5-year term through 3/31/2029

Kristen Drybread
Stephen Hennessy
Karin Hoskin
Kathryn Klarich
Lila McHenry
Matt Appelbaum

6 Applications for Housing Advisory Board

Housing Authority Applicants

Action Requested: Seat #5 - Appoint member to 5-year term through 3/31/2029

Douglas Engel
Kimberly Lord
Sarah Silver
Kelly Wilson

4 Applications for Housing Advisory Board

Human Relations Commission Applicants

Action Requested: Seat #1 - Appoint member to unexpired 2-year term through 3/31/2026
 Seat #4 - Appoint member to 5-year term through 3/31/2029

Emily Loker
Aaron Neyer
Anna Pavlenko
Lawrence Wojcik

4 Applications for Human Relations Commission

Landmarks Board Applicants

Action Requested: Seat #4 - Appoint member to 5-year term through 3/31/2029

Renee Golobic

1 Application for Landmarks Board

Open Space Board of Trustees Applicants

Action Requested: Seat #4 - Appoint member to 5-year term through 3/31/2029

Nicholas Callais
George Craft
Vasa Dasan
Sarah Glynn
Allen Jones III
Jennifer Kay
Conrad Lattes
Alan Lewis
Waylon Lewis
Jennifer Robins

10 Applications for Open Space Board of Trustees

Parks and Recreation Advisory Board Applicants

Action Requested: Seat #2 - Appoint member to unexpired 3-year term through 3/31/2027
 Seat #5 - Appoint member to 5-year term through 3/31/2029
 Seat #7 - Appoint member to unexpired 1 year term through 3/31/2025

George Craft
Scott Graham
Waylon Lewis
Todd Lockwood
Larry McKeogh
Eric Raffini
Dana Riess
Jennifer Robins
Annie Roche

9 Applications for Parks and Recreation Advisory Board

Planning Board Applicants

Action Requested: Seat #5 - Appoint member to 5 year term through 3/31/2029
 Seat #6 - Appoint member to 5 year term through 3/31/2029
 Seat #7 - Appoint member to unexpired 1 year term through 3/31/2025

Charles Brock
Chester Harvey
Stephen Hennessy
Mark McIntyre
Mason Roberts
Jennifer Robins
Maureen Ryan
Claudia Hanson Thiem

8 Applications for Planning Board

Transportation Advisory Board Applicants

Action Requested: Seat #1 - Appoint member to unexpired 2 year term through 3/31/2026
 Seat #2 - Appointment member to unexpired 3 year term through 3/31/2027
 Seat #4 - Appoint member to 5 year term through 3/31/2029

Norman Anderson
Mike Duffy
Sean Haney
Daniel Howard
Darcy Kitching
Michael Le Desma
Waylon Lewis
Ann Mahon
Michael Mills
Aaron Neyer
Jennifer Ochs

11 Applications for Transportation Advisory Board

University Hill Commercial Area Management Commission Applicants

Action Requested: Seat #3 - Appoint member to unexpired 4-year term through 3/31/28, must be a property owner/rep
 Seat #4 - Appoint member to 5-year term through 3/31/29, must be a property owner/rep

Trent Bush
Michelle Pendergrass
Danica Powell

3 Application for University Hill Commercial Area Management Commission

Water Resources Advisory Board Applicants

Action Requested: Seat #4 - Appoint resident to 5-year term through 3/31/29

Kathryn Bridges

1 Application for Water Resources Advisory Board



COVER SHEET

MEETING DATE

March 14, 2024

AGENDA ITEM

2024 Council Retreat Preparation

PRIMARY STAFF CONTACT

Pam Davis

ATTACHMENTS:

Description

- ▣ **Item 3A - 2024 Council Retreat Preparation**



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: March 14, 2024

AGENDA TITLE

City Council Retreat Preparation

PRESENTER(S)

Nuria Rivera-Vandermyde, City Manager
Chris Meschuk, Deputy City Manager
Mark Woulf, Assistant City Manager
Pam Davis, Assistant City Manager
Megan Valliere, Assistant to the City Council

EXECUTIVE SUMMARY

The purpose of this agenda item is to prepare for the City Council retreat on April 3 and 4, 2024. The exact timing of the retreat will be finalized after publication of this packet once council members have responded to a recent scheduling poll.

The retreat agenda, designed by the Council Retreat Committee composed of Councilmembers Speer and Winer, will include:

April 3 (4-hour session)

- Introductory Visioning Exercise
- Prioritization of Council Process Improvement ideas

April 4 (6-hour session)

- Council Priority Discussion and Selection

To prepare for the retreat, staff is presenting the 2024-2026 Citywide Strategic Plan and key workplan items to inform council of the anticipated body of work over the next three years and provide background for council's discussion of priorities. Based on city council

direction, the Council Retreat Committee has also issued an invitation for boards and commissions, Community Connectors-in-residence, and the Police Oversight Panel to submit feedback on their own priorities for the city. We expect these submissions to be compiled by March 22, 2024, and will be distributed to council in advance of the retreat.

This agenda item will also include discussion of pre-work expected of council members in advance of the retreat.

Questions for Council

1. Do you have any questions about the strategic plan and featured work plan content?
2. Do you need additional information to support your retreat preparation?

BACKGROUND

Retreat Planning

The biannual council retreat typically occurred during a two-day session in January, immediately following an election, to allow for strategic discussion and consensus building amongst council members. To accommodate a more robust orientation period, the council retreat was moved back to April 3 and 4 for 2024. This shift was based on feedback from newly elected council members in 2022 that they had difficulty getting oriented adequately prior to retreat.

The Council Retreat Committee, composed of Mayor Pro Tem Speer and Councilmember Winer in 2024, serves as the retreat planning body. The committee has met biweekly with City Manager's Office staff and our facilitator, Heather Bergman, since January.

Council Priority Setting

With each new term, city council has historically set a list of priorities for the upcoming two-year term. The purpose of council priority setting is to help guide organizational and policy efforts towards a limited number of work plan items for the given term. In 2022, council had much discussion about ensuring that the number of priorities was reasonably accomplished within the two-year cycle given the capacity and resource constraints of the organization and specific departments charged with carrying out the work.

With the additional time for orientation, staff held several information sessions for new council members on topics including: affordable housing, transportation, planning and development, and wildfire resilience (scheduled for 3/15). Additionally, staff worked with council to schedule topics at study sessions and regular meetings (under Matters) that provided pertinent information for the upcoming retreat and allowed for policy guidance for future council decisions. Topics for recent study sessions included Civic Area Phase 2, City Facilities Plan implementation, state and federal policy statement review, community survey results, downtown planning coordination efforts, homelessness strategy overview, high utilizers program planning, and the Xcel Energy partnership update.

Citywide Strategic Plan Creation

Updated in 2022, the [Sustainability, Equity, and Resilience](#) (SER) Framework sets forth a high-level strategic vision for the community. In parallel with process improvements to the council priority setting, the organization has made significant progress in driving better alignment to the broader vision in the SER Framework through changes to the budgeting system and a creation of a unifying citywide strategic plan.

The upcoming budget cycle will represent the third full year of implementation of Budgeting for Resilience, or outcome-based budgeting. In late 2022, the first step that the organization took to improve the budgeting process was to align our investments by programs. Programs were organized by the SER Framework goal that most aligned with the intended outcomes of each program. This alignment allowed us to inventory the various ways we were investing our operating dollars and provided greater insight into the purpose of our investments by department and across departments.

For 2024 budget development, the focus of the process was on standardizing the approach and language in aligning outcomes to the SER Framework and to begin identifying outcome measurements that will eventually be used to understand impact. During the presentation of the 2023 Budget, staff discussed the need to drive greater alignment across all city functions towards the SER Goals and Objectives. Over the past year, staff has advanced important work to create a Citywide Strategic Plan.

A goal of this effort, in addition to driving organizational alignment and tracking progress on the pursuit of our broader goals, is to engage council in prioritizing items within the strategic plan. The hope is that this will help us better achieve council priorities while maintaining a realistic vision for what can be accomplished based on our current commitments and funding availability, and better understand the tradeoffs associated with additional investments and priorities.

This work will also impact how and when we redesign master plan processes. As previously discussed with council, the current process often produces results that are not realistic or lack a clear financial strategy in the context of all city priorities. It is also the desire of the organization to phase out the term “master” from all city activities because of the negative, historical connotations. In addition, a strategic planning tool for departments to continue active engagement with community is necessary and should be aligned with a citywide strategic plan.

Of critical importance to staff, previous community engagement and input has informed the priorities of the Citywide Strategic Plan. Each section of the analysis below summarizes, by SER Goal Area, key takeaways from these recent engagements and provides some insights based on emerging community feedback and needs. Each Citywide Strategic Plan “Strategy” is listed by goal area and the “Priority Actions” are summarized. The full Citywide Strategic Plan can be found in Attachment B.

Citywide Work Plan

City staff develop an annual citywide workplan that guides and tracks all the projects the city is undertaking each year. Of note, this citywide annual workplan is above and beyond the day-to-day operations which are estimated as 70-80% of the work of the city. For this year, staff has aligned the annual workplan with the citywide strategic plan, and documents additional work outside of the identified strategies and priority actions. Significant improvements have been made in the past few years to more accurately and clearly compile all the various workplan activities across the city. Previously staff would produce a “council action guide” that compiled anticipated projects and workplan items that council would take action on that year. The document was a static narrative that quickly became out of date as projects progressed. To improve this in the last city council term, staff created a live tracking dashboard for city council priorities to allow council members and the community to follow along on the progress of city council priorities and see upcoming events and decisions. [Click here to see the 2022-2023 City Council Priorities Dashboard](#) as an example. Staff will develop a similar dashboard once the city council priorities are set for the 2024-2025 term.

For the 2024 workplan, staff has continued the progress on the citywide workplan, and has now compiled a live dashboard of the workplan items for city council. This dashboard will provide better insight into many of the workplan items that are cross-departmental or will be coming to council or a board/commission for decision-making in 2024. The dashboard is a live view and will change and update throughout the year. Follow this link to view the draft of the [2024 Citywide Workplan – City Council Dashboard](#). A static summary of workplan items by SER framework goal area is included as Attachment C.

ANALYSIS

Safe

Safety is arguably the most important function of a local government. While public safety cannot be achieved without police and fire, the SER Goal Area of *Safe* imagines a holistic approach to safety and follows emerging best practices in transportation, policing, emergency preparedness, and employee safety.

The recent unanimous acceptance of the [Reimagine Policing Plan](#) seeks to prioritize problem-solving public safety efforts. This plan and approach were developed from community input and validated through follow-up and focused engagement. Several relevant themes from engagements within and related to the *Reimagine Policing Plan* include focus on community partnership in policing, prevention of harm rather than reactively respond to harm that has already occurred, and leading in equity, accountability, and transparency.

The Strategies reflected in the Citywide Strategic Plan and the priority workplan items across the organization prioritize a holistic approach to public safety that recognizes most complex issues require a collaborative effort of different departments/organizations to address root causes, including but not limited to police. This extends to other areas, such as

transportation and building safety, and reflects the recent community input in areas related to public safety, safe public spaces, mobility, and preparedness.

In late 2023, the city conducted the semi-regular “Community Survey” which provided a statistically valid dataset gauging public sentiment in wide-ranging areas. A few notable results include a 15% decline in community feeling “very safe or somewhat safe” in the downtown area compared to 2018, and lower than similar national benchmarks in community feeling safe from property crime, and from fire, flood, or other natural disasters.

The city also conducted polling in June 2023 in advance of a contemplated renewal of an expiring 0.15% General Fund sales and use tax. The polling touched on a number of topics, some outlined in other sections of this memorandum, including public sentiment related to community safety:

- Public safety was the third most common response in open-ended comments asking about the “most important issue facing Boulder today.”
- One of the top four responses for where likely voters would allocate additional resources was public safety, including crime prevention.
- Approval of how the city maintains public spaces and facilities ranked lower (55%) relative to other city-provided services.

Another recent consideration is the overwhelming support of the [Climate Tax renewal](#) which included additional taxing authority specifically for community wildfire resilience efforts. All of these sources of recent community feedback have helped shape ongoing and upcoming key work plan items. To help prioritize and focus organization capacity and resources, several strategies and priority actions were developed in the “Safe” goal area:

- **Strategy #1: Focus community safety efforts on reducing community harm at critical locations known for high incident rates or significant vulnerabilities.**
- **Strategy #2: Advance efforts to enhance regional disaster prevention, preparedness, and response that leverage existing partnerships and prioritize city investments.**
- **Strategy #3: Fully implement an organization-wide employee workplace safety program.**

Priority Actions in support of these strategies include coordination of efforts in known high-crime areas, addressing social determinants of health, achieving Vision Zero in transportation, and preventative safety including wildfire resilience.

Specific, critical work plan items to address community feedback and advance the “Strategies” within the “Safe” goal area include, but are not limited to:

- Update of the Community Wildfire Protection Plan and continued implementation of Wildland-Urban Interface (WUI) strategies to reduce risk, including community grants for resilience efforts.
- Implementation of the “Rule of 60” called for in the *Reimagine Policing Plan* through proactive community partnership, such as the Homeless Outreach Team.

- Implementation of the U.S. Department of Transportation Safe Streets for All grant activities, including build out of the Core Arterial Network.

Healthy & Socially Thriving

This goal area imagines a community where all Boulder residents can meet their basic needs, while enjoying high levels of social, physical, and mental well-being. This includes access to services, recreational, and cultural opportunities that center on equity and belonging.

While this area has long been a community priority in Boulder, the COVID-19 pandemic has exacerbated wage disparity, mental health, and other social issues that have required a greater role of local governments across the country in responding. The city's Housing & Human Services (HHS) department has reported increased usage of many services across service providers and increased demand to provide basic needs (e.g. rental and food assistance) from clients. This matches recent data from Boulder's Emergency Family Assistance Association (EFAA) [which reported](#) increased poverty, child homelessness, and housing instability from pre-pandemic levels.

These issues are also top of mind for community. Community Connectors-in-Residence (CC-i-Rs) participated in a series of engagements related to the development of the 2024 Budget and provided a list of prioritized objectives from the SER Framework to help guide budget decision-making. The [top two out of three priorities](#) related to equitable access to financial security and economic opportunity.

In the 0.15% polling, likely voters indicated broad support for increasing funding for services for individuals experiencing homelessness, affordable housing, and human services including behavioral health, crisis intervention, and family and older adult services.

These are helpful community insights as data indicates that Boulder County's population is becoming more diverse while aging. By 2040, community members aged 60 and older will nearly double to make up 28% of the county's total population. This is combined with recent engagements related to the Child Friendly Cities Initiative, reflecting community's desire to remain and improve as a community that can support children and families.

Equitable access to physical health continues to be a top priority for community as well. In the recent [Parks & Recreation Plan Update](#), community indicated strong support for not only continued access to recreation, but also subsidized access for low-income, older, disabled and underrepresented community members. The natural environment and access to outdoor recreation was emphasized by community in engagement related to the [Open Space & Mountain Parks Plan](#) and in the Community Survey and CC-i-Rs budget prioritization.

Addressing these issues, centered on equity, is an expectation of community, and is reflected in the city's Racial Equity Plan and also recent conversations with tribal leadership. These sources of recent community feedback have helped shape ongoing and upcoming key work plan items. To help prioritize and focus organization capacity and resources, several strategies and priority actions were developed in the "Healthy & Socially Thriving" goal area:

- **Strategy #4: Strengthen equity-focused programs that help meet community members’ basic needs, including mental, physical, and behavioral health, financial assistance, and access to services.**

Priority Actions include removing barriers in accessing programs for low-income community members, increasing service capacity to meet basic needs, increasing meaningful engagement with indigenous communities, and increase youth activities and coordination.

Specific, critical work plan items to address community feedback and advance the “Strategies” within the “Healthy & Socially Thriving” goal area include, but are not limited to:

- Coordination with Boulder County to review and determine the city’s role in providing mental and behavioral health services in community.
- Review current American Rescue Plan Act (ARPA) investments that support community basic needs and analyze future community need beyond expiration of funding.
- Implementation of Violet Park improvements.
- Continued implementation of Civic Area Phase 2.
- System-wide analysis of facility needs for recreation services in conjunction with planned improvements at East Boulder Community Center.
- Implementation of the City-Tribal Nation Memorandum of Understanding.

Livable

The goal area of “Livable” speaks to the vision of this community to have a sustainable, equitable, and resilient built environment, of which can be accessed by the entire community. This includes the concept of “15-minute neighborhoods” which seeks to accommodate community needs for working, learning, playing, and living, in condensed areas and affordable for all.

Much of this vision is included in the Boulder Valley Comprehensive Plan (BVCP) and was most recently [updated in 2020](#) through community input. This document reflects community vision and helps guide policy, impacting all goal areas in the SER Framework. A major update of the BVCP is scheduled to get underway in 2024.

Many recent engagements with community help inform some of the emerging community issues, especially coming out of the pandemic. The top priority of CC-i-Rs during the 2024 Budget process was the SER Objective of “provide a variety of housing types with a full range of affordability.” Affordability continues to be reflected as a top issue across community, with Boulder’s high cost of living receiving much lower satisfaction ratings than national benchmarks based on the Community Survey.

The poll associated with the renewal of the 0.15% General Fund sales and use tax included an open-ended question which asked respondents, “In your words, what do you feel is the

most important issue facing Boulder today?” The top two results, by a statistically significant margin, were housing affordability and homelessness.

Housing affordability in particular has been a critical focus of the city’s work plan for many years. Since the implementation of Inclusionary Housing in 2013, [over 1,500](#) permanently affordable units have been created in Boulder. And despite the success of the program, there is a likely future funding gap in local resources to support affordable housing projects already in the pipeline over the next five years.

Housing First strategies, based on national best practices, have served as the foundation for addressing homelessness in Boulder. Additionally, recent community support in creating the Eviction Protection and Rental Assistance program through a tax on short-term rentals reflects a desire for local resources to prevent homelessness.

As recently covered at a [council study session](#), regional homelessness continues to present a major challenge to communities due to the increase in point-in-time counts that reflect an increase in homelessness, both nationally and locally. The recent Community Survey demonstrates the community’s desire for new investment in regional strategies to combat homelessness, with wide support from community to continue to provide safe public spaces.

In addition to feedback related to safety in public spaces, pandemic-related lessons related to the use of public spaces, especially the desire of community to reimagine public right-of-way as gathering and activity centers, were reflected in recent feedback from community during Boulder Social Streets events in 2023.

These sources of recent community feedback and related information have helped shape ongoing and upcoming key work plan items. To help prioritize and focus organization capacity and resources, several strategies and priority actions were developed in the “Livable” goal area:

- **Strategy #5: Support and provide holistic and accessible programs and services to enable diverse individuals and families to live in Boulder.**
- **Strategy #6: Define and establish Boulder’s 15-minute neighborhood model.**

Priority Actions include increasing access to affordable housing for individuals and families, continuing regional efforts to increase affordable housing and support the unhoused, and further establishing Boulder’s 15-minute neighborhood model through better definition, space activation, and area connections.

Specific, critical work plan items to address community feedback and advance the “Strategies” within the “Livable” goal area include, but are not limited to:

- Identification of regional and local funding strategies and mechanisms to support continued development of a variety of affordable housing stock and the leveraging of state resources through Proposition 123.
- Completion of a homelessness strategy assessment through Homeless Solutions for Boulder County and review and recommendations of policy options by City Council.

- Boulder Valley Comprehensive Plan (BVCP) updates, completed prior to end of 2026.
- Boulder Junction Phase 2 land use, zoning, and operations implementation.
- East Boulder Subcommunity Plan land use, zoning, and operations implementation.
- Completion of the Modular factory.
- Day Services Center for the unhoused
- Alpine-Balsam development
- Downtown planning coordination efforts (e.g. Civic Area, Boulder Social Streets, Pearl Street Mall refresh, etc.)

Accessible & Connected

This goal area envisions an accessible and connected community in terms of one that provides equitable access to information, programs, and services, including a sustainable multimodal transportation system.

Transportation, access, and connectivity in many forms, have been long-standing priorities of Boulder. The 2019 Transportation Plan (TMP) sets forth a vision of multimodal transportation that is safe, equitable, reliable, supports climate commitments, and provides choices. The BVCP and TMP both recognize connection and access as critical components of an equitable, resilient, and sustainable community.

The pandemic was a major disruptor for both how we communicate and connect with each other. It is still having a major impact on how we travel. A recent Boulder Valley employee survey demonstrates the challenges, including lingering transit service cuts and declining employer participation in the RTD EcoPass program. Also, more jobs in Boulder are held by non-residents and these employees primarily use single-occupancy vehicles to get to their jobs in Boulder. The average commute distance is increasing for non-resident employees as well, currently commuting over 18 miles on average.

The Community Survey showed that community reported the ease of travel by car has increased since 2018, while the ease of travel by public transportation and bicycle is higher than the national benchmark. Likely compounded by the impact of remote and hybrid working, the impact of single-occupancy vehicle travel risks compromising not only local and regional transit, but also climate action and emissions targets.

Partnership with historically underserved communities through the [Community Connectors-in-Residence](#) program has improved engagement outcomes from individual program design to city budget development. CC-i-Rs have indicated that the connectors program has been well-received within their respective communities and has overall improved the way the city has engaged on a variety of topics. This is also balanced with ensuring that engagements with community connectors are done at the right stage within a process and that the quality of the engagement is more important than the quantity.

Despite strides made through new engagement strategies, the Community Survey indicated a disparity in how community is perceiving engagement – according to the survey, there is a 12% difference between white and other races that report feeling “very welcome or

somewhat welcome” at city-sponsored community engagement events. This mirrors some recent Community Connectors feedback in feeling less welcome in certain parts of the community, such as the downtown.

In addition to engagement strategies, changes to how information is accessed by community can help address some of the gaps. The city has taken action in language access over the past several years to make city information more accessible and recent changes to state law will increase digital accessibility across all sources of public information.

These sources of recent community feedback and related information have helped shape ongoing and upcoming key work plan items. To help prioritize and focus organization capacity and resources, several strategies and priority actions were developed in the “Accessible & Connected” goal area:

- **Strategy #7: Invest in and maintain a transportation system with an array of multi-modal choices to reduce vehicle miles traveled and greenhouse gas emissions.**
- **Strategy #8: Improve accessibility to city meetings, information, and programs through equitable engagement.**

Priority Actions include continued application of the Racial Equity Instrument, investing and maintaining a transportation system that supports climate and equity goals, and improving accessibility to city meetings, information, and programs through equitable engagement.

Specific, critical work plan items to address community feedback and advance the “Strategies” within the “Accessible & Connected” goal area include, but are not limited to:

- Implementation of strategies in partnership with the National Civic League related to improving city meetings and community conversations with city council members.
- Implementation of Boards and Commissions process improvements to improve member experience and overall effectiveness.
- Continued implementation of the Core Arterial Network (CAN).
- Implementation of a commercial area connections strategy that emphasizes mobility, capital investments, and overall vitality.
- Implementation of Broadband Phase 2.
- Continued development of regional trail connections with partners.
- Continued regional transit funding planning.
- Continued downtown planning coordination related to several major projects, including Civic Area Phase 2, transit center enhancements, and Pearl Street Mall improvements.

Environmentally Sustainable

This goal area envisions Boulder as a sustainable, thriving, and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth’s resources; and cares for ecosystems. Environmental stewardship has been a foundational value of the Boulder community for decades. While significant leadership to advance this

goal rests with our Climate Initiatives department, every facet of the city organization plays a role in ensuring an environmentally sustainable future.

Climate change impacts Boulder in myriad ways. All ten of the hottest years on record have occurred since 2005, and the impacts play out in Boulder in real time — from the 2013 floods to the 2020 Calwood Fire. Recognizing the urgency of the threat at hand, the city council unanimously [declared a climate emergency in July 2019](#). Since then, city departments have worked diligently to prioritize climate solutions across the breadth of their work.

Adopted in September 2019, the [Open Space and Mountain Parks Master Plan](#) features a focus on environmental sustainability through its first focus area: Ecosystem Health and Resilience. The process to develop the plan included community events, a statistically valid community survey, and online public engagement. It also included targeted outreach to, and effective engagement with, over 1,400 people whose voices have been historically excluded, including members of the Latinx community, youth, and persons experiencing disabilities. Specifically, in the 2019 OSMP Master Plan Survey of Boulder Valley residents, 79 percent of respondents felt Ecosystem Health and Resilience should be one of the most important themes for guiding OSMP management in the future

In November 2020, just over 53% of voters approved a new franchise agreement with Xcel Energy. By passing the franchise agreement, voters also approved a partnership between the City of Boulder and Xcel Energy to make our energy grid cleaner and more resilient; make buildings more efficient and less reliant on natural gas; and support community-wide adoption of electric vehicles.

The [Facilities Master Plan](#) was adopted in 2021 and features “Resilient” and “Sustainable” as its top two guiding principles. Based on community and city department engagement since 2016, the plan features a focus area on reducing building carbon emissions. By 2019, the city had realized a 40% reduction in emissions from city operations and facilities and continues to work to meet the goal of an 80% reduction by 2030. In addition, the plan calls for the city to reduce facilities’ flood and wildfire vulnerability and increase disaster readiness.

In November 2022, Boulder residents passed ballot measure, known as the climate tax, with just over 70% support. Climate tax dollars will support the city’s ongoing climate and resilience efforts, with \$1.5 million of the collected revenues used each year to accelerate wildfire resilience measures.

These sources of recent community feedback have helped shape ongoing and upcoming key work plan items. To help prioritize and focus organization capacity and resources, several strategies and priority actions were developed in the “Environmentally Sustainable” goal area:

- **Strategy #9: Increase community and ecosystem resilience to the current and future impacts of climate change.**

- **Strategy #10: Continue advancement toward the city’s goal of an eighty percent reduction in emissions and the community’s goal of a seventy percent reduction by 2030.**
- **Strategy #11: Prioritize sustainability values through new and existing policies.**

Priority Actions include relaunching a citywide resilience and creating an extreme heat strategy, continued advancement towards reduction in emissions targets through city building infrastructure improvements, and prioritizing resilience and sustainability through policy solutions.

Specific, critical work plan items to address community feedback and advance the “Strategies” within the “Environmentally Sustainable” goal area include, but are not limited to:

- Develop and implement the Community Wildfire Protection Plan
- Develop a roadmap and implement strategies that mitigate the greenhouse gas impacts of materials use in building construction.
- Design and conduct on-going city engagement with businesses regarding circular economy initiatives and assistance.
- Adopt 2024 Energy Code and begin community engagement on the next generation of voluntary and regulatory strategies to address the climate impacts and vulnerabilities of existing buildings in Boulder.
- Conduct the 2023-2024 Wildland Urban Interface Fuel Reduction Pilot Program
- Establish a system-wide management planning process for Parks and Recreation’s natural areas.

Responsibly Governed

This goal area envisions a local government that provides excellent customer experience, responsibly manages the city’s assets, and makes data driven decisions informed by community engagement.

The vision shaped by the community and adopted by city council in the Alpine-Balsam area plan and the Facilities Plan is to create a “one-stop” location that provides government services to the community in a safe, efficient and welcoming building that is centrally located in the community. The plan envisions a place which includes space for public art and activities, and that the renovations improve energy performance and advances climate commitment goals for city facilities. The construction of this facility will begin 2024 with site improvements, with an estimated facility opening in 2027. This will also facilitate significant city service consolidation as envisioned in the City Facilities Plan, and the associated deconstruction or sale of the vacated facilities.

The city developed a Budgeting for Resilience approach pre-pandemic, to support a more data-driven and outcome focused approach to budgeting and financial decision-making. The continued city council support for this 3-year implementation has been instrumental and has highlighted the need for a longer-term citywide financial strategy.

In 2023 city staff embarked on an effort to improve and analyze our “internal services” – those services provided by departments that are focused on supporting other departments in the city, such as Innovation & Technology, Human Resources, Finance, Facilities & Fleet, and Communications & Engagement. This effort has included employee focus groups on various services, and has resulted in excellent feedback to improve expertise, consistency and leadership in these operational services. This work is a continuation of the long-standing approach of city staff to focus on continuous improvement and operational excellence.

A related and key initiative to the above topics is asset management, project management, and identification of levels of service for key city services. As we have seen from the Tipton assessment of Planning & Development Services (P&DS) and Public Works, to the feedback on the community survey, to engagement on many of the city’s departmental plans - how we balance the maintenance and fiscal stewardship of the billions of dollars of city infrastructure assets with advancing new priorities, and the ability to provide services to the community at what level based on available funding is a critical role of local governments. We know that there is a great need for additional funding in infrastructure maintenance.

These sources of recent community feedback and related information have helped shape ongoing and upcoming key work plan items. To help prioritize and focus organization capacity and resources, several strategies and priority actions were developed in the “Responsibly Governed” goal area:

- **Strategy #12: Implement organizational and financial best practices to continuously improve asset management, customer experience, and project and program performance.**
- **Strategy #13: Improve retention by investing in employee growth, leadership development, and empowerment.**

Priority Actions include improving asset management, project management, customer experience, and program and financial performance, creating and implementing a long-term financial strategy, and investing in employees through training, rewards structures, and shared leadership.

Specific, critical work plan items to address community feedback and advance the “Strategies” within the “Responsibly Governed” goal area include, but are not limited to:

- Creation of a Long-Term financial strategy.
- Continued implementation of ARPA-funded programs.
- Code changes for process improvements in Title 9 (Land Use), Title 3 (Revenue & Taxation).
- Implementation of new State Digital Accessibility laws.
- Implementation of a new financial management software system (Workday).
- Utilities Bond Issuance.
- Enhancement of the Citywide Safety Program.
- Departmental equity assessments and Justice, Equity, Diversity, and Inclusion (JEDI) Teams.

Economically Vital

The goal area of *Economically Vital* envisions a healthy, equitable, and resilient local economy that is based on innovation, diversity, and collaboration. The Boulder economy has long been associated with assets in terms of a world-class university, a bustling tourism industry, high-tech and innovation, small business entrepreneurship, and a high overall quality of life. Contrasting these strong assets are vulnerabilities in the economy related to income inequality, high cost of living, housing affordability, and business process complexity.

The pandemic exacerbated certain vulnerabilities, especially amongst lower-income communities in wage growth, accessing basic needs including rental assistance, city reliance on sales and use taxes to support city services, and the economy's reliance on net in-commuters for jobs and education.

The Community Survey results also demonstrate how community perceives the local economy with the lowest measure in the entire survey being the reported cost of living in Boulder, an overall decline in satisfaction with vibrancy in downtown/commercial areas, and the variety of businesses and service establishments rated excellent or good (67%) was lower than the overall quality of similar establishments.

The infusion of federal resources through the American Rescue Plan Act (ARPA) allowed for investments in local businesses, child care services, basic needs, and a pilot to provide basic minimum income for qualified residents. These investments have helped the local economy recover; however, with federal resources gradually expiring over the next two years, there remains some headwinds to economic resiliency.

Support of small businesses continues to be a frequent topic of conversation with economic vitality partners, including feedback from those interacting with city processes to continue to make progress in streamlining and simplifying. This also relates to how the city may be able to leverage existing processes and tools to support development and related activities that directly support city goals, such as affordable housing and city infrastructure.

Prioritizing the support of a vibrant local economy is critical to building a community that is more equitable and inclusive. Much previous work is based is derived from policies such as the [*Economic Sustainability Strategy*](#) and the [*Citywide Retail Strategy*](#), documents that were created based on economic information in the pre-pandemic age. New data and subsequent policy direction will be important in solidifying the city's and partners' role in economic vitality.

These sources of recent community feedback and related information have helped shape ongoing and upcoming key work plan items. To help prioritize and focus organization capacity and resources, several strategies and priority actions were developed in the "Economically Vital" goal area:

- **Strategy #14: Enhance collaborative efforts to support an inclusive, healthy, sustainable, and resilient local economy that builds on core economic strengths, promotes economic mobility, and aligns with community values and priorities.**
- **Strategy #15: Streamline processes for housing, parking, infrastructure, land use, and events that tie directly to priority community outcomes.**

Priority Actions include enhancing collaborative efforts to explore continuation of direct cash assistance programs, updating the economic sustainability strategy, and improvement processes for housing, land use and community priority infrastructure.

Specific, critical work plan items to address community feedback and advance the “Strategies” within the “Economically Vital” goal area include, but are not limited to:

- Assess the efficacy of the *Elevate Boulder* pilot program for guaranteed basic income and determine a funding strategy that leverages partnerships, the private sector, philanthropic efforts, and city coordination.
- Update the Economic Sustainability Strategy and incorporate Citywide Retail Strategies based on new data.
- Research tools to deepen the city’s role in supporting economic vitality including utilization of the Boulder Urban Renewal Authority (BURA) to invest in housing and transportation investments, additional general improvement district uses, incentives for businesses to reimagine vacant spaces, and additional formal partnership opportunities through economic vitality partners.
- Continued code process improvements and simplifications to encourage investments in critical infrastructure and development.
- Develop and implement communication plan to build awareness of city’s support for businesses, Boulder’s strengths as a business location, and available resources for businesses.
- Relaunch collaborative outreach program to build relationships with major employers and fast-growing businesses.

NEXT STEPS

Following Council’s pre-retreat study session discussion, council members will be tasked with two “homework” items leading up to the retreat. These include:

1. Based on knowledge of the Citywide Strategic Plan, department workplans, and community engagement and feedback, and in line with their own policy priorities, individual council members will be asked to submit their Council priority ideas ahead of the retreat. These ideas will be shared amongst the entire body before the beginning of the retreat to allow council members to identify emerging themes and alignment among members regarding potential priorities for the next two years.
2. Council members will be asked to prepare a short statement outlining their visions for the City of Boulder over the next two years. While the policy priority submissions are more detailed ideas related to specific policy areas, this statement should outline each council member’s more broad, visionary approach to their work as an elected official and the community they hope to build through their service on

City Council. These prepared statements will be shared as an introductory exercise on the first day of the retreat.

The retreat schedule will include a four-hour session on April 3rd focused on the prioritization of process improvement items among council members. The second day, April 4th, will feature a six-hour session focused on Council priority setting, with a goal of consensus on ten priorities for the next two years. Both days will include introductory exercises to help council members learn more about each other, their colleagues' visions for Boulder, and the best ways to communicate and work with one another.

With the establishment of the Citywide Strategic Plan, staff is leading ongoing work in aligning the existing work plan to the "Strategies" and "Priority Actions" and preparing for the upcoming budget cycle as a way to propose resourcing any needs associated with the plan. Additionally, the application of the Racial Equity Instrument is critical in the success of all work plan items. Staff will share with council the work plan alignment with the strategic plan and an overview of how the Racial Equity Instrument will be utilized in 2024.

For the year ahead, the budget process improvement will focus on continued work towards alignment and common understanding about outcomes, while refining citywide measurements for long-term outcomes. Council is familiar with the organizational need for clear and centralized data collection and analysis especially as it relates to our equity goals. The work to modernize our data practices will coincide with and enhance our efforts to improve how we budget and hopefully the impact of our investments. The ability to measure progress towards our equity goals and make subsequent budgeting choices based on this data is not only key to better budgeting, it is also essential in demonstrating overall progress towards our SER Goals.

ATTACHMENTS

Attachment A- Sustainability, Equity, and Resilience Framework

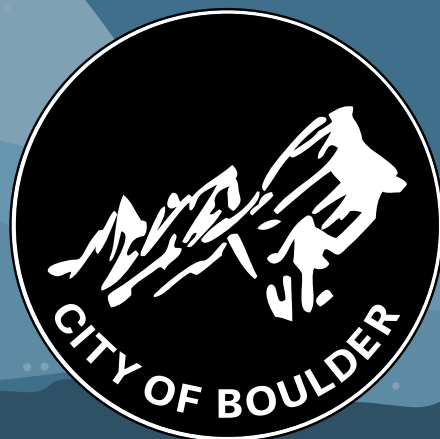
Attachment B- Citywide Strategic Plan

Attachment C- Additional work plan items by goal area



Sustainability, Equity and Resilience Framework

Revised
August 2022





PURPOSE

This framework provides the strategic planning foundation for the policies, programs, and projects of the city of Boulder. It also serves as the organizing tool for the Boulder Valley Comprehensive Plan, annual budget, and organizational planning processes by providing consistent goals and objectives necessary to achieve Boulder's vision of service excellence for an inspired future.

Broadly, Boulder seeks a future with equitable access to health, prosperity and fulfillment that is not limited based on a person's race, ethnicity, age, gender, ability, religion, sexuality, or socioeconomic status. Our community prepares, adapts, and thrives in response to current, emerging, and sometimes urgent, social, economic, and environmental shocks and stressors. This includes meeting community expectations for our core service delivery and ensuring that the root causes of inequities are eliminated through city policies, practices, programs, and financial decisions.

GOALS AND OBJECTIVES



Safe

A welcoming and inclusive community that fosters positive neighborhood and community relations and ensures that all residents are secure and cared for during emergencies and natural disasters. Public infrastructure is well-maintained and reliable, and natural resources like water, air, and land are protected.

- Prevent crime, alleviate harm, and improve quality of life for community members and visitors while minimizing disparate impacts on community members of color and considering the needs of different cultures, individuals, and community values.
- Plans for and provides equitable, timely, and effective response and recovery to emergencies and natural disasters.
- Fosters a climate of safety for individuals in homes, businesses, neighborhoods, and public spaces.
- Leverages partnerships and encourages shared community responsibility to keep Boulder safe.
- Builds and maintains resilient infrastructure, landscapes and neighborhoods to mitigate existing and future hazards and risks.
- Operates services necessary to support basic public health including safe drinking water, removal of snow, wastewater and stormwater, and a reliable multimodal transportation system.



Healthy and socially thriving

All Boulder residents are able to meet their critical needs, enjoy high levels of social, physical, and mental well-being, and have access to abundant recreational, cultural and educational opportunities in an environment that respects and celebrates human rights.

- Cultivates a wide range of recreational, cultural, educational, civic, and social opportunities for all people regardless of their race, ethnicity, age, gender, sexual identity, ability, or socioeconomic status.
- Supports the physical and mental well-being of its community members by providing public gathering places and programs to encourage social connection and prevent isolation.
- Fosters racial equity, inclusion, and diversity community wide.



Livable

High-performing, safe, and well-maintained buildings and infrastructure that accommodate a diverse set of community needs for working, learning, playing, and living.

- Provides a variety of housing types with a full range of affordability.
- Supports community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security.
- Encourages sustainable and well-regulated development of buildings supported by reliable and affordable city services and public infrastructure.
- Increases the prevalence of 15-minute neighborhoods, in which individuals can access their most basic needs within a 15-minute walk from home.



Accessible and connected

A safe, accessible, and sustainable multimodal transportation system that connects people with each other and where they want to go. Open access to information is provided both physically and digitally to foster connectivity and promote community engagement.

- Offers and encourages a variety of safe, comfortable, affordable, reliable, convenient, and clean mobility options.
- Supports a balanced transportation system that reflects effective land use, manages congestion, and facilitates strong regional multimodal connections.
- Encourages diverse populations to connect through places of work, educational opportunities, retail, and nature to strengthen the larger community.
- Ensures physical and digital access to government services and public spaces.
- Enhances digital equity by investing in broadband infrastructure and providing relevant content on a variety of platforms to support democratic participation.



Environmentally sustainable

A sustainable, thriving, and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth's resources; and cares for ecosystems.

- Accelerates progress towards the community's ambitious climate and energy goals through a culture of shared environmental stewardship across Boulder.
- Ensures the efficient use of natural resources in a manner that does not deplete them over time while reducing the proliferation of non-reusable materials, toxins, and hazardous products.
- Supports the natural environment and its ecosystems so they are better able to resist damage and recover quickly.
- Provides affordable programming to diverse populations to increase access to and participation in local climate actions.



Responsibly governed

A local government that provides an excellent customer experience, responsibly manages the city's assets, and makes data-driven decisions informed by community engagement inclusive of those who have been historically excluded from government programs and services. The city organization exemplifies an employer of choice with policies and programs to support employee inclusion and well-being.

- Models stewardship, resilience, and sustainability of the city's financial, human, information, and physical assets.
- Builds organizational capacity for advancing racial equity by normalizing conversations about race, developing a shared understanding of institutional and structural racism, confronting oppression, and operationalizing equity strategies.
- Supports strategic decision-making with opportunities for accessible community engagement in multiple languages and timely and reliable data and analysis.
- Enhances and facilitates transparency, accuracy, efficiency, effectiveness, and quality customer service in all city business.
- Furthers the city's interests through the development and enhancement of strategic alliances and informed engagement with community partners and local, regional, state, and federal government entities.
- Provides assurance of regulatory and policy compliance and seeks to influence other levels of government to ensure policy and regulations are equitable.
- Disaggregates data by race and ethnicity to ensure programs, policies, and financial decisions do not have a disparate impact on historically excluded community members.
- Ensures that the city is a safe, equitable, and inclusive workplace.



Economically vital

A healthy, accessible, resilient, and sustainable economy based on innovation, diversity, and collaboration that benefits all residents, businesses, and visitors.

- Fosters a collaborative, resource-rich, and thriving regional environment for business, educational, and public institutions.
- Attracts, sustains, and retains a broad mix of businesses, entrepreneurs, and jobs, and supports a diverse and skilled workforce.
- Seeks to enhance the affordability of goods, services, and real estate that support the needs of all community members.
- Supports financial security, economic opportunity, and social mobility for all people regardless of their race, ethnicity, age, gender, ability, or socioeconomic status.
- Promotes creativity, innovation, and entrepreneurship, and provides support for small businesses and community-based organizations.
- Invests in amenities, infrastructure, and services that contribute to an exceptional quality of life and attract employees and visitors.



City of Boulder

Citywide Strategic Plan | 2024-2026



Safe

A welcoming and inclusive community that fosters positive neighborhood and community relations and ensures that all residents are secure and cared for during emergencies and natural disasters. Public infrastructure is well-maintained and reliable, and natural resources like water, air, and land are protected.

Strategy 1. Focus community safety efforts on reducing community harm at critical locations known for high incident rates or significant vulnerabilities.

- a. PRIORITY ACTION: Coordinate crime prevention and enforcement efforts in known high-crime areas utilizing the problem-solving policing model outlined in the Reimagining Policing Plan.
- b. PRIORITY ACTION: Continue to work with community partners to address underlying social determinants of health, including mental health, substance abuse, and other prioritized factors.
- c. PRIORITY ACTION: Prioritize transportation improvements that work to eliminate incidence of fatal and serious injury traffic crashes to achieve our community's Vision Zero commitment.
- d. PRIORITY ACTION: Ensure and improve preventative safety (e.g., fire protection, hazardous materials handling, etc.) in housing through partnerships and coordination with key stakeholders (HHS, P&DS, Fire, Police, etc.).

Strategy 2. Advance efforts to enhance regional disaster prevention, preparedness, and response that leverage existing partnerships and prioritize city investments.

- a. PRIORITY ACTION: Expand efforts in preparedness and resilience strategies, including the completion, socialization, and implementation of the Community Wildfire Protection Plan for all community members.
- b. PRIORITY ACTION: Update the city's disaster recovery plan with learnings from recent disasters.
- c. PRIORITY ACTION: Implement a city wildfire mitigation grant program for homes using the expanded climate tax dollars dedicated to wildfire resilience.

Strategy 3. Fully implement an organization-wide employee workplace safety program.

- a. PRIORITY ACTION: Identify and integrate employee workplace safety improvements, including infrastructure, training, identification of staff responsibilities and roles, and mental health and well-being initiatives across the entire organization in partnership with existing safety teams.



Healthy and socially thriving

All Boulder residents are able to meet their critical needs, enjoy high levels of social, physical, and mental well-being, and have access to abundant recreational, cultural and educational opportunities in an environment that respects and celebrates human rights.

Strategy 4. Strengthen equity-focused programs that help meet community members' basic needs, including mental, physical, and behavioral health, financial assistance, and access to services.

- a. PRIORITY ACTION: Review and improve application and verification processes for programs benefiting low-income community members, for a more dignified and efficient community member experience.
- b. PRIORITY ACTION: Sustain or increase service capacity among community-based programs and activities that promote health equity and wellbeing, such as food security and nutrition, behavioral health, child development and the ability to age in place.
- c. PRIORITY ACTION: Improve meaningful engagement with indigenous communities, including Tribal Nation partners to acknowledge a history of colonization and policy violations and provide enhanced connections to lands in Boulder.
- d. PRIORITY ACTION: Map, coordinate, and invest in equitable, inclusive, and community-based youth activities and services that promote health, well-being, and connection to services.



Livable

High-performing, safe, and well-maintained buildings and infrastructure that accommodate a diverse set of community needs for working, learning, playing, and living.

Strategy 5. Support and provide holistic and accessible programs and services to enable diverse individuals and families to live in Boulder.

- a. PRIORITY ACTION: Increase successful transition from homelessness to housing by identifying and broadening supportive housing opportunities and by expanding access to essential health and system navigation services.
- b. PRIORITY ACTION: Deepen collaborative strategies and services for legal and financial support to prevent evictions and to keep Boulder community members housed.
- c. PRIORITY ACTION: Collaboratively implement and fund local and regional strategies to increase affordable housing stock and other potential innovative strategies that could provide increased housing options for our unsheltered community.

Strategy 6. Define and establish Boulder's 15-minute neighborhood model.

- a. PRIORITY ACTION: Define set of essential economic realities and ideal conditions, as well as zoning changes needed for success of 15-minute communities in Boulder.
- b. PRIORITY ACTION: Activate spaces, including city rights-of-way, for community, neighborhood, recreation and central gathering use through short-term programming and long-term land use changes.
- c. PRIORITY ACTION: Identify and prioritize key connections and relationships of commercial areas, cultural amenities, parks, trails, and open space areas as a part of the 15-minute neighborhood model.



Accessible and connected

A safe, accessible, and sustainable multimodal transportation system that connects people with each other and where they want to go. Open access to information is provided both physically and digitally to foster connectivity and promote community engagement.

Strategy 7. Invest in and maintain a transportation system with an array of multi-modal choices to reduce vehicle miles traveled and greenhouse gas emissions.

- a. PRIORITY ACTION: Implement programs and services that enhance equitable mobility.
- b. PRIORITY ACTION: Strengthen regional transportation collaboration with strategic partners (e.g. RTD, CDOT, Boulder County) to accelerate the reduction of single occupancy vehicle trips and connect people to opportunity.
- c. PRIORITY ACTION: Identify and implement key trail connections and access improvements to open space areas throughout the city that encourage multi-modal options for access.

Strategy 8. Improve accessibility to city meetings, information, and programs through equitable engagement.

- a. PRIORITY ACTION: Fully integrate the use of the Racial Equity Instrument (REI) in city project management and policy decision making.
- b. PRIORITY ACTION: Provide individuals with limited or no English proficiency with meaningful access to information, services, programs, activities, and decision-making processes.
- c. PRIORITY ACTION: Ensure full compliance with state requirements on digital accessibility including revising critical internal and external digital content to meet WCAG 2.2 accessibility guidelines and development of continuous training for staff.

- d. PRIORITY ACTION: Expand and provide appropriate resources for the Community Connectors program.
- e. PRIORITY ACTION: Implement recommendations related to city boards and commissions management practices including recruitment of board members, accessibility of meetings, and engagement practices.



Environmentally sustainable

A sustainable, thriving, and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth's resources; and cares for ecosystems.

Strategy 9. Increase community and ecosystem resilience to the current and future impacts of climate change.

- a. PRIORITY ACTION: Relaunch our adaptable, long-term, and holistic resilience strategy—that encompasses economic, environmental, community, and infrastructure components to complement implementation of resource and ecosystem management plans.
- b. PRIORITY ACTION: Develop and implement a city-wide extreme heat management strategy.
- c. PRIORITY ACTION: Design and launch tools that align the city's climate actions with community members most impacted from climate-related risks.

Strategy 10. Continue advancement toward the city's goal of an eighty percent reduction in emissions and the community's goal of a seventy percent reduction by 2030.

- a. PRIORITY ACTION: Expand efforts that eliminate carbon from ("decarbonize") the built environment, vehicles, and operations and replace fossil fuel-based energy systems
- b. PRIORITY ACTION: Prioritize climate-related elements in city-owned facilities and operationalize key climate-related elements of the Facilities Master Plan.
- c. PRIORITY ACTION: Implement a city fleet electrification strategy and related community accessible electric charging infrastructure.

Strategy 11. Prioritize sustainability values through new and existing policies.

- a. PRIORITY ACTION: Revise the City's purchasing policies to reflect our priorities for underserved businesses and sustainably sourced materials and products.
- b. PRIORITY ACTION: Update the Boulder Valley Comprehensive Plan and other city planning documents to minimize environmental impacts, support biodiversity conservation, reduce emissions and increase community resilience.
- c. PRIORITY ACTION: Develop policies that reduce the embodied carbon in the built environment through the use of low-carbon alternatives and adaptive reuse.



Responsibly governed

A local government that provides an excellent customer experience, responsibly manages the city's assets, and makes data-driven decisions informed by community engagement inclusive of those who have been historically excluded from government programs and services. The city organization exemplifies an employer of choice with policies and programs to support employee inclusion and well-being.

Strategy 12. Implement organizational and financial best practices to continuously improve asset management, customer experience, and project and program performance.

- a. PRIORITY ACTION: Operationalize the citywide customer experience principles, including through the implementation of the "one-stop shop" center for the Western City Campus.
- b. PRIORITY ACTION: Establish a citywide project management office to help support, coordinate, and lead effective project management.
- c. PRIORITY ACTION: Prioritize and deploy a citywide asset management system that informs the annual capital improvement program.
- d. PRIORITY ACTION: Analyze core service levels, performance, and determine service level targets.
- e. PRIORITY ACTION: Develop a long-term financial strategy that guides responsible fiscal decision-making and complements the full implementation of outcome-based budgeting.

Strategy 13. Improve retention by investing in employee growth, leadership development, and empowerment.

- a. PRIORITY ACTION: Catalog job description/employment requirements and competencies and ensure the regular review of compensations and related rewards structures.
- b. PRIORITY ACTION: Develop a communications strategy and platform that reaches all employees in the organization.
- c. PRIORITY ACTION: Provide expanded training for supervisors, including on how to provide quality feedback and set measurable goals for their teams.
- d. PRIORITY ACTION: Provide training and reinforcement related to the organizational leadership philosophy and values and emphasize employee recognition efforts.
- e. PRIORITY ACTION: Deploy effective succession planning to ensure continuity of institutional knowledge and the effective delivery of services and programs within the city and for stakeholders while providing for clear career paths for employees.



Economically vital

A healthy, accessible, resilient, and sustainable economy based on innovation, diversity, and collaboration that benefits all residents, businesses, and visitors.

Strategy 14. Enhance collaborative efforts to support an inclusive, healthy, sustainable, and resilient local economy that builds on core economic strengths, promotes economic mobility, and aligns with community values and priorities.

- a. PRIORITY ACTION: Explore policy and funding options that could enable continuation of direct cash assistance projects.
- b. PRIORITY ACTION: Explore increasing the minimum wage for people who work in Boulder, as part of a collaborative regional initiative.
- c. PRIORITY ACTION: Update the Economic Sustainability Strategy to reflect changes in local economy and business climate and align with other city strategies and plans.
- d. PRIORITY ACTION: Develop and implement a plan to increase awareness, availability, and accessibility of business resources and support offered by city and community partners.
- e. PRIORITY ACTION: Enhance efforts to promote Boulder as an ideal location to work and to start or grow a business through coordinated messaging and materials.
- f. PRIORITY ACTION: Update and implement the Citywide Retail Strategy to reflect emerging trends, meet community needs and leverage market potential to increase sales tax revenue.

Strategy 15. Streamline processes for housing, parking, infrastructure, land use, and events that tie directly to priority community outcomes.

- a. PRIORITY ACTION: Identify and implement ways to reduce bureaucracy, improve efficiency, and facilitate quicker approvals for initiatives that align with and enhance the City's priorities related to sustainability, safety, economic vitality, and community well-being.
- b. PRIORITY ACTION: Develop a community engagement approach (inform and outreach focused) that provides clear communication about how the streamlined permitting process benefits all City stakeholders.
- c. PRIORITY ACTION: Develop ways to make it easier for individuals and businesses to understand and navigate city processes.

City Workplan Projects by Sustainability, Equity & Resilience Framework Goal Area

Safe Community

<ul style="list-style-type: none"> • 30th and Colorado Underpass (Stormwater) • 63rd WTF Campus Electrical & HSPS - 610WA94400 • Advancement of Fire Adapted Community efforts • Albion Dam Rehabilitation • Backflow Prevention Program BRC Updates • Barker Dam Outlet - 610WA10900 • Barker Dam Stability Project - 610WA11100 • BDA Policy Creation • Bear Canyon Creek Floodplain Mapping • Bear-resistant Trash Expansion • Boulder Creek Flood Mitigation - 610SW01500 • Boulder Reservoir operating agreement • BPD-CU Joint Police Academy • BWTF Chemical Feed Systems R&R - 610WA94750 • BWTF Disinfection & Corrosion - 610WA94500 • CALEA Accreditation • Capital Improvement Projects • CARE Program • Chautauqua Infrastructure Improvements • City-wide De-escalation Training • City-wide Defense Against Encroachment Policy/Protocol • Citywide Siren Alert • Community Engagement • Dam Safety Program and SEO Inspections • Develop Communication Plan • E. coli TMDL Implementation Plan Update and Community Outreach/Education • East Pearl Stormwater (MB_LI2) • Emergency Action Plan (EAP) and Fire Protection Plan (FPP) • Emergency alert enhancements • Evacuation Preparedness 	<ul style="list-style-type: none"> • Local Drainage Improvements - 610SW77000 • Lower Goose Creek Trunk Sewer Repl - 610WW40100 • Main Sewer Improvements - 610WW46000 • Natural Medicine Licensing • Nederland IGA Renewals • Preflood Property Acquisition - 610SW62200 • Recruitment and Retention • Reimagine Policing Implementation • Resilient Chautauqua • Revamp WRRF Paging system / warble • Safe and Managed Public Spaces (SAMPS) • SAMPS Program • Sanitary Sewer Manhole Rehab - 610WW42000 • Sanitary Sewer Rehabilitation - 610WW40000 • Service Line Inventory and Replacement Plan and Develop School Lead Monitoring Program • Skunk Creek/Bluebell Canyon Creek/ King's Gulch Flood Mitigation Plan • South Boulder Creek Flood Mitigation Project Annexation • South Boulder Creek Flood Mitigation/CU South • South Boulder Crk Flood Mitigation - 610SW01800 • Spring Valley Neighborhood Annexation • Storm Sewer Rehabilitation - 610SW76000 • Stratified Policing • Sunshine Floodplain Mapping • Support FOG Education Outreach for Domestic and Restaurant Sources • Tanks Repair & Rehabilitation Program - 610WA67050 • Traffic Safety/DUI • Transmission System R&R Program - 610WA00500
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<ul style="list-style-type: none"> • Facilities strategic rehabilitation study/plan/work • Fire Station #2 Replacement • Fire Station #4 Replacement • Four Mile Canyon Creek (Flood) - 610SW02000 • Four Mile Canyon Creek (Stormwater) - 610SW02000 • Four Mile Canyon Creek (Underpass) - 610SW02000 • Fourmile/Wonderland Floodplain Mapping • Gregory Creek Flood Mitigation - 610SW02400 • High Utilizers Collaboration • Hydro Facilities Rehab Program - 610WA94100 • Immigration Legal Defense Fund Policy • Implementation of Boulder Creek Safety Improvements • Interagency Taskforce on Boulder's High Utilizers • Irrigation ditch policy • Licensing code cleanup 	<ul style="list-style-type: none"> • Transportation Coordination - 610SW78000 • Update WRRF Tour and Safety Materials • Upper Goose Creek/Two-mile Canyon Creek Flood Mitigation Plan • Vision Zero Action Plan Implementation • Water leasing program • Water Meter replacement • Water Utility Rehabilitation • Wildfire Programing and Source Water Protection • Wildfire Resilience • WRRF Electrical - 610WW63900 • WRRF HVAC Improvements • WRRF Lab QA/QC, Laboratory Information Management System (LIMS) improvements, and instrument optimization • WRRF PAS Phase II Improvements • WRRF Permit Improvements - 610WW61700 • WRRF Roofing Repair and Replacements • WRRF Secondary Clarifiers - 610WW60600
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Accessible & Connected

<ul style="list-style-type: none"> • Accessibility Project • ADA Assessment for Transition Plan • ADA Self-Evaluation and Transition Plan • Artificial Intelligence Program • Axon RMS Property & Evidence • Boulder ATSPM/Signal Communication • Boulder@Work Intranet Replacement • Broadcasting integration with Chambers • CAMP/Chautauqua Program and Evaluation • CAN - 30th St. Corridor Arapahoe to Iris Study • CAN - Baseline Rd Design & Construction Phase 2 • CAN - Iris Ave Priority Corridor • Chronic nuisance program support • CO 119 Multimodal Improvements • CO 7 Arapahoe Repaving and Near-term Bus Lane 	<ul style="list-style-type: none"> • Fiber Backbone Construction • Finalize and implement social media policy and guidance • Financial Model (including hardware / licensing) • Fire resources DataMart • HB21-1110 Digital Accessibility Program • HHS secure data depot • Human Centered Design Program • iClass Access Control Implementation (Badging) • Internet accessibility • IT Infrastructure Modernization Program • North Sky Trail Construction • OneMeeting Novus Replacement • Oracle Database Decommissioning • Parking Management System Modernization
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<ul style="list-style-type: none"> • CO 7 Final Engineering (28th to FH Pkwy) • Community Broadband P2 • Council Chambers Remodel • CRM & Digital Platform Exploration • Enhancement of the Fire Station & Hydrant Locator App • Enterprise Data Warehouse (EDW) Phase 5 • Equity Program Analytics • Exploration of citywide information app 	<ul style="list-style-type: none"> • Public Safety IT - E-Citation & E-Crash (Brazos) • Public Safety IT - PD Training Room AV Overhaul • Public Safety IT - PDP Program - Upgrades and Public Safety Data Analytics • SAMPS • Shared Micromobility/ Way of the Path 2.0 • Sumac Avenue • Workday Financials
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Healthy & Socially Thriving

<ul style="list-style-type: none"> • 2024 The Peoples' Crossing Events • Advancement of Departmental Racial Equity Efforts • American Rescue Plan Act-funded Projects • Boulder Social Streets 2.0 • CARE • City Behavioral Health Strategy • Civic Area Historic District • Cultural Plan Refresh • Determine ongoing customer assistance programs • Digital Asset Management • Downtown Places Planning Coordination • East Boulder Community Center Deep Energy Retrofit • EBCC Annual Shutdown • Finalization of Wellness Fitness Initiative (WFI) • Food Tax Rebate • Fort Chambers/Poor Farm Site Plan • Golf Course website • Grants Program • Health Equity Fund • Health Equity Fund and Human Services Fund 	<ul style="list-style-type: none"> • Hiring Process Updates • Human Rights and Failure to Pay Wages Ordinances • Lead Day of Remeberance • Lead Independence Day Celebration • Lifelong Boulder • NBRC Annual Shutdown • New volunteer asset system • OSMP Department Racial Equity Plan • Outdoor Pool Preparation and De-Winterization • Outdoor Pool Winterization • Recertification as a Service Enterprise Organization by Volunteer Strategies • SBRC Annual Shutdown • Special Event Study • "Support (P&R and P&DS) for pathway and ADA ramp Capital Project" • Support the EWM/ANS Management Plan development and implementation • Web Accessibility
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Livable

<ul style="list-style-type: none"> • 2024 State Legislative Session Code Changes • Alpine Balsam Code Changes • Alpine Balsam Housing • Area III-Planning Reserve Baseline Urban Services Study • Boulder Junction Phase 2 Implementation • Boulder Valley Comprehensive Plan Scoping and Research • Civic Area Phase 2: East Bookend Land Use and Downtown/Hill Connectivity Strategy • Day Service Center • East Boulder Subcommunity Plan Implementation 	<ul style="list-style-type: none"> • East Boulder Subcommunity Plan Zoning Implementation • Embodied Energy/Carbon Code • Historic Preservation Code Changes • Historic Preservation Plan Update • Landlord/Tenant Engagement • Modular Factory • Parking Code Changes & NPP Integration • Regional Housing Partnership • Repeal Residential Growth Management System • Zoning for Affordable Housing 2.0 Code Changes
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Environmentally Sustainable

<ul style="list-style-type: none"> • 2023-2024 WUI Fuel Reduction Pilot Program • Absorbent Urban Landscapes • Accessibility System Plan • Addressing the Impacts of Landscaping Equipment • Asset Management Program • Biochar Systems Development • Boulder Creek Management Plan • Boulder Junction Pocket Park Plan • Child-Friendly City Initiative • Citywide Organics Assessment/Process Development • Climate Resilient Landscapes • Climate Strategies & Solutions • Collaborate on IPM Policy/Program updates • Courts System Plan • Crestview Park • Cross departmental strategic engagement plan with business community • Desertification Risk Assessment • EBCC Facility Revitalization Plan • EBCP Park Plan 	<ul style="list-style-type: none"> • Move-in/Move-out Reuse Program Development • MS4 Permit Compliance Enhancement and Coordination • MSC Vactor Decant, Sweeper Washout, and Oversized Vehicle Wash Station Feasibility Assessment and Concept Plan • Natural Cooling/Urban Forestry Expansion Initiative • Natural Lands Systems Plan • North Boulder Site Plan • Play Areas Guidelines • Pleasantview Park Plan • Reimagining Civic Area Phase 2 • Restore Irrigated Ag Fields with Prairie Dog Conflict through 2027 • Single-Use Plastics Policy Options/Development • South Boulder Creek Instream Flow Program (Gross Environmental Pool) • Sustainable/Circular Purchasing Policy • System Change Through Regulatory Action • Update/Develop Industrial Pretreatment Program Guidance Documents • Violet Park Plan (working title)
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<ul style="list-style-type: none"> • Embodied Carbon Options & Policy Development • Erosion Control and Revegetation Standards Development • Eurasion Water Milfoil (EWM) Management for Boulder Reservoir • Fire Mitigation Materials Management • Flatirons Golf Course Facility • Greenways Program Planning • Healthy, Resilient, Fossil-Free Buildings • IPM Program Update • Marshall Mesa Trailhead Renovation • 	<ul style="list-style-type: none"> • Water conservation program • Water policy review • Water Quality Monitoring Internal Data Dashboard Creation • Watershed Protection Code Updates • Wetland Program Evaluation • Wildland Fire Program: 2024-2028 • Xcel Energy Partnership • Xcel Streetlight Acquisition and LED Conversion
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Economically Vital

<ul style="list-style-type: none"> • 3rd immigration "Charla" Information Session • Affordable Commercial Pilot Program Development • BJAD Program Enhancements • BURA Exploration • Business Outreach Program • CAGID Program Enhancements • CHIPS Zone Exploration • Coordinated Business Messaging • Dairy Lease Renewal • District Access Initiatives • Economic Recovery Programs • Economic Resilience Planning • Economic Sustainability Planning • 	<ul style="list-style-type: none"> • Economic Vitality Communication Plan • Economic Vitality Partnerships • Elevate Boulder • Fee Analysis • Management and Enhancement of Outdoor Dining Pilot Program • Map Layers for Racial Equity Index • MOU Management • North Boulder Subcommunity Plan Amendment • Retail Study Update • UHGID Program Enhancements • Use Review Standards & Thresholds Code Changes • Vendor Review Dashboard/ Platform
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Responsibly Governed

<ul style="list-style-type: none"> • 2024 Program Self-assessment Process/Reaccreditation • 2024 Storm/Flood Bond (approx. \$63M) • 2024 W+WW Bond Issuance (approx. \$80M) • Accessibility Training of all employees • Airport Community Conversation Study • Alpine Balsam Implementation / Western City Campus Consolidation 	<ul style="list-style-type: none"> • Internal Service delivery - Budget & Strategic Financial Management • Intraweb accessibility • Language Access capacity-building and enhancements • Long-term Financial Strategy • Maintenance Integration into Beehive • Manager Training Program
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<ul style="list-style-type: none"> • Beehive Software Governance • BMEA Labor Relations Working Group • BMEA Labor Relations/Safety Issue support meetings • BMEA Negotiations • Budget/Grants Internal Service Delivery Model Analysis & Implementation • Budgeting for Resilience - Year 3 • Bulk Water • CAPRA Chapter 4 - Human Resources • CAPRA Chapter 5 - Fiscal Management, Responsibility, and Accountability • CAPRA Chapter 6 - Programs and Services Management • CAPRA Chapter 7 - Facilities and Land Use Management • CAPRA Chapter 8 - Law, Risk Management, Safety and Security • CIP Data Schema & Construction Project Coordination • Citywide Safety Program • Citywide Strategic Planning • Consolidate printing services • Departmental Equity Assessments • Development Approval Extension Code Changes • Digital Asset Management enterprise solution • District Alternatives Analysis and 20 Year Capital Plan • Employee Handbook Development • Engagement data collection and warehousing improvements • Enhanced funding compliance • Equity Ambassador Recruitment • Extracting New Account Set-ups Data from Energov • Financial Services Transition for Facilities & Fleet • Fleet Electrification Strategic Plan • Future of Departmental Strategic Planning (formerly Master Planning) • Implementation of existing Water Budget Rules and Policies. 	<ul style="list-style-type: none"> • Market Study/Compensation • Natural Medicine • Performance Management • Police Oversight Dashboard • Policy Review Project • Position Management Improvement • Public Infrastructure Data Management (As-Builts) Initiative - In conjunction with Document Management Strategic Assessment • Public Works Document Management Process Improvement Project (inc. As-Builts) • Public-facing BPD audio/video portal • Purchasing Policy Manual Update • PW-BSD Asset Management Program Development and Strategic Asset Management Plan • Radio Infrastructure Fund Balance Adjustments • Radio Reorganization • Revisions to Title 3 of the B.R.C. • Revisit Water Budget rules, policy and administration. • RMS Evaluation and Selection • Small Cell Code Changes • Support, expand and continue use of Asset Management to support maintenance activities and work planning • Talent Acquisition Supports • Thresholds for Mandatory Planning Board Hearings Code Changes • Update Cost Allocation • UTB softwares (CIS) upgrade support • Utility Billing phone tree optimization • Various Code "clean ups" • Water Quality Compliance Software Exploration • Webpage content optimization and redesign • Well-Being program improvement • Public Safety Building Assessment
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COVER SHEET

MEETING DATE

March 14, 2024

AGENDA ITEM

Update on Day Services Center

PRIMARY STAFF CONTACT

NA

ATTACHMENTS:

Description

No Attachments Available