

2008-09 BUDGET
City of Boulder, Colorado

Volume I



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Boulder
Colorado**

For the Biennium Beginning

January 1, 2006

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Boulder, Colorado for its biennial budget for the biennium beginning January 1, 2006. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of two years only. We believe the 2008-09 budget continues to conform to program requirements and we will be submitting it to GFOA to determine its eligibility for another award.

**2008-2009 BUDGET DOCUMENT
OVERVIEW AND OPERATING BUDGET**

City of Boulder

MayorMark Ruzzin (term ended November 20, 2007)

Deputy Mayor Suzy Ageton

Council Members Matthew Appelbaum
(term began November 20, 2007)

Robin Bohannan
(term ended November 20, 2007)

Macon Cowles
(term began November 20, 2007)

Angelique Espinoza
(term began November 20, 2007)

Crystal Gray – Incoming Deputy Mayor

Shaun McGrath – Incoming Mayor

Lisa Morzel
(term began November 20, 2007)

Susan Osborne
(term began November 20, 2007)

Richard Polk
(term ended November 20, 2007)

Andy Schultheiss
(resigned as of August, 2007)

Jack Stoakes
(term ended November 20, 2007)

Ken Wilson

City Manager.....Frank W. Bruno

CITY OF BOULDER STAFF

City Manager Frank W. Bruno
Deputy City Manager Stephanie Grainger
Deputy City Manager Kevin Burke
Acting City Attorney Jerry Gordon
Municipal Judge Linda P. Cooke
Director of Finance Bob Eichen
Co Directors of Housing and Human Services John Pollak and Karen Rahn
Director of Human Resources Eileen Gomez
Acting Director of Information Technology Francis Duffy
Library/Arts Director Elizabeth Abbott
Director of Open Space/Mountain Parks Michael Patton
Director of Parks and Recreation Janice Geden
Acting Director of Planning Ruth McHeysen
Director of Public Works for Development & Support Services Maureen F. Rait
Director of Public Works for Transportation Tracy Winfree
Director of Public Works for Utilities Ned Williams
Fire Chief Larry Donner
Police Chief Mark R. Beckner
Director of Downtown University Hill Management Division/Parking Services Molly Winter
Director of Support Services/City Clerk Alisa D. Lewis

Budget Office Staff

Budget Officer Kathy McGuire
Budget Analysis Manager Jim Reasor
Budget Analyst Cindy Miller

**2008-09
BUDGET DOCUMENT
OVERVIEW AND OPERATING BUDGET**

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Introduction

**CITY OF BOULDER
2008-09 BUDGET**

GENERAL INFORMATION

SHORT HISTORY OF BOULDER¹

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

Gold seekers established the first non-native settlement in Boulder County on October 17, 1858 at Red Rocks near the entrance to Boulder Canyon. Less than a year later, on February 10, 1859, the Boulder City Town Company was organized by A.A. Brookfield, the first president, and 56 shareholders. Four thousand forty-four lots were laid out at a purchase price of \$1,000 each, a price that was later lowered in order to attract more residents.

Part of the Nebraska Territory until February 28, 1861, when the Territory of Colorado was created by the U.S. Congress, Boulder City grew slowly. It developed as a supply base for miners going into the mountains in search of gold and silver. Boulder City residents provided these miners with equipment, agricultural products, housing and transport services, and gambling and drinking establishments.

Competition among Boulder County settlements for new residents and businesses was intense. As a mining supply town, Boulder residents were more settled than in the mining camps. Economic stability was a necessity and residents encouraged the establishment of railroad service, hospital and school buildings, and a stable town government.

Boulder's first schoolhouse was built in 1860 at the southwest corner of Walnut and 15th Street, the first in the territory. Also in 1860 a group of Boulder residents began lobbying to have the University located in Boulder. By 1874 Boulder had won the designation, secured a donated 44.9 acre site and raised \$15,000 to match a similar grant by the state legislature. Construction of Old Main signaled the opening of the University, with classrooms, auditorium, office and the President's living quarters all located there.

Transportation was improved in 1873 with railroad service coming to Boulder. Gradually tracks were laid to provide service to Golden and Denver and to the mining camps to the west. In 1890 the railroad depot was constructed on Water Street (now Canyon Boulevard) and 14th Street.

City government was formalized in November, 1871 when the town of Boulder was incorporated. Designation of Boulder as the county seat occurred in 1867 and led to the construction of the first courthouse at its present site in 1883. It burned to the ground in 1932 and was replaced by the current courthouse in 1934.

Amenities and health services were developed, even in periods of little growth. The first Post Office was established in 1860; the telegraph became available in 1874; a hospital was built in 1873; a water system was installed in 1874; and the first bank was built in 1874.

The initial residential area was located in what is now downtown and in some parts of Goss/Grove, Whittier and Mapleton Hill neighborhoods. As commercial expansion took over downtown housing, these neighborhoods surrounding downtown remained primarily residential areas. At the turn of the century, growth of the University led to the development of parts of University Hill. Marks of elegance for residents were flagstone sidewalks, first installed during the 1880's.

The first private school in Boulder, Mt. St. Gertrude Academy, was opened in 1892. Boulder, by then accessible to visitors by railroad, was known as a community with a prosperous economy, a comprehensive educational system, and well maintained residential neighborhoods. It was no wonder that the railroad recommended Boulder as a site for a Chautauqua in 1897. Boulder residents passed a bond issue to buy the land, and the now familiar Chautauqua auditorium was built.

By 1905 the economy was faltering and Boulder counted heavily on tourism to boost its fortunes; however, Boulder had no first class hotel to attract summer visitors and group meetings. By 1906 a subscription drive had raised money to begin construction. The first event at the new hotel was a reception for Boulderites, held on December 30, 1908, and Hotel Boulderado opened to the public for business on January 1, 1909.

Tourism continued to dominate the Boulder economy for the next forty years. Each summer shopkeepers, transport firms, and lodging managers eagerly awaited the influx of Chautauqua residents, primarily from Texas, and other visitors. By World War II, when tourism declined, the University unknowingly provided another opportunity for growth. With the location of the U.S. Navy's Japanese language school at CU, young men and women from around the country became acquainted with the City and liked it.

Following World War II, many of these trainees returned as students, professional and business people, joining veterans attending the University on the G.I. bill. Boulder's population had not increased significantly since the 1920's. The 1920 census showed 11,006 residents while the 1940 census count was 12,958. After the first influx of new residents in the late 1940's the count soared to 20,000 in 1950.

New residents meant both new opportunities and new challenges. Although jobs were needed, townspeople wanted to preserve the beautiful natural setting and amenities developed over the years. By 1950 Boulder leaders were actively recruiting new "clean" industry and improved transportation, securing a new highway, the Boulder-Denver Turnpike, and the National Bureau of Standards in 1952. Other research and development industries soon followed.

The housing shortage and need for additional business and public buildings attracted young and talented architects. New subdivisions were planned, including the Highland Park-Martin Acres neighborhood located on the historic Martin Farm, and the North Boulder developments from Balsam north, originally part of the Tyler Farm. New neighborhoods brought the City's first two shopping centers, North Broadway and Basemar.

With the completed turnpike to downtown Denver, Boulder continued to expand. From 1950-1972 the population grew from 20,000 to 72,000.

With the purchase of thousands of acres of open space beginning in 1967, the adoption of the Boulder Valley Comprehensive Plan in 1970, passage of the building height restriction ordinance in 1972, and the residential growth management ordinance in 1977, Boulder began a period of infill and re-use of its past architectural development which continues to present. The Historic Preservation Code was passed in September, 1974. The ordinance is instrumental in preserving significant portions of our past while encouraging the rehabilitation of historic buildings.

GOVERNING BODY

The City of Boulder is governed by nine City Council members. City Council members are elected at-large and are non-partisan. The Mayor and Deputy Mayor are chosen for two-year terms by the Council from among its nine members.

CITY MANAGEMENT

The City employs a full-time City Manager, appointed by City Council to oversee the operations of the City. City Council also appoints the City Attorney and the Municipal Judge.

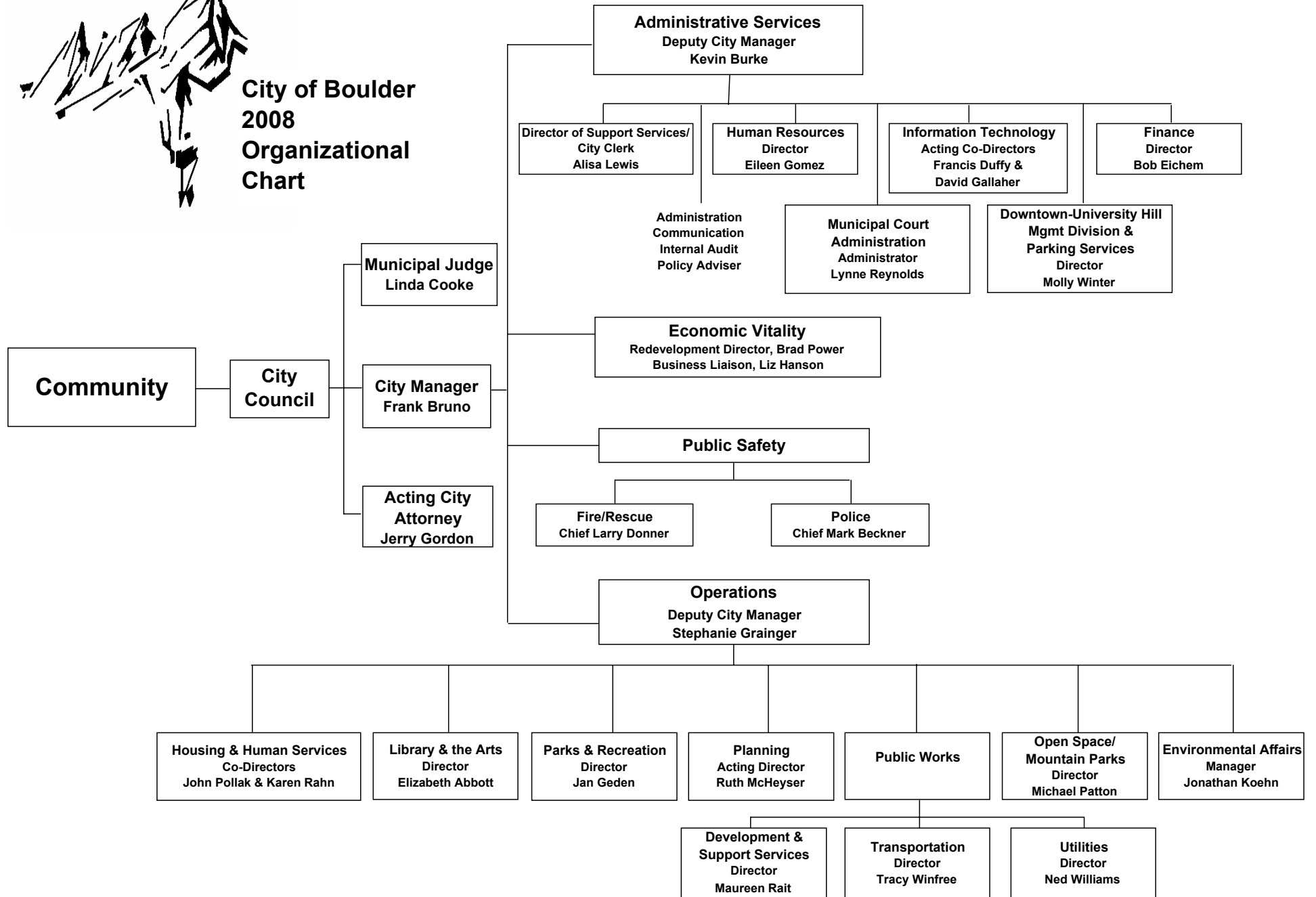
DEMOGRAPHIC CHARACTERISTICS²

Population (Estimate as of December 31, 2006): 101,900
Median Age: 29.0
Median Education: 66.8% residents with four or more years of college
Median 4 person Household Income \$87,000
(2005: based on HUD Boulder-Longmont Area Median Income 6/11/04 Guidelines)

-
1. Landmarks Preservation Advisory Board
 2. City of Boulder Planning Department, Trends Report from the Boulder Valley Comprehensive Plan 2005 Major Update
City of Boulder Housing & Human Services Department, HHS Master Plan, April 2004, Census Highlights



City of Boulder 2008 Organizational Chart



BUDGET PHILOSOPHY AND PROCESS

Budget Philosophy

Serving the public trust requires that the annual budget provide the best possible balance of allocation to meet the varied needs of the community. The budget is a principal management tool for the City administration, and in allocating the City's resources, it both reflects and defines the annual work program. In this context, the budget provides a framework for us to accomplish our mission, which is "to create, enhance, and preserve a human, natural, physical, and economic environment which fosters our community's unique quality of life". The budget should also reflect our core City organization values of integrity, teamwork, service excellence, personal growth, and innovation.

In addition to balancing allocations to meet community needs, and incorporating our mission and core values, a successful annual budget preparation process requires excellent communications, community outreach, and a commitment to excellence. To this end, the process must be a cooperative effort of the entire City organization.

Boulder prides itself on being a progressive community, willing to challenge the status quo and being on the "cutting edge". City staff has accepted this challenge by developing the budget within the context of a search for creative solutions for the delivery of City services. The budget will emphasize measures to improve the productivity and effectiveness of service delivery to residents. Teamwork and efficiency enhancements will limit the amount of bureaucratic "red tape" required, both between functional areas within the City, and between City staff and the community. The overriding goals must be to support the high standards set by the community, and to provide long-term value at reasonable cost.

The budget will be based upon timely, consistent and clearly articulated policies. It will be realistic and will include adequate resources to meet assigned work programs. Once adopted, within the parameters of policy guidelines, departments will be given full spending authority for their budget(s).

Budget Process

The fiscal year of the City is the calendar year. The City has implemented a two-year budget process and adopts a biennial budget by December 1st of the year prior to the two-year budget period. Even though the budget is adopted for a two-year term, the State and City Charter require that prior to each fiscal year, an appropriation ordinance must be adopted to authorize budgeted expenditures for the coming fiscal year.

The City of Boulder Charter establishes the time limits pertaining to the adoption of the budget. The budget process and schedule of development is designed to fit within the Charter mandate and to allow for active and early participation by the City Council, with an emphasis on public input.

The City's budget is developed over a ten month period, beginning in February and ending in October/November.

In February, staff begins the development of five year revenue projections along with preliminary cost projections. In April/May, Council is updated on the proposed budget. At this time, policy issues are presented and Council has the opportunity to provide direction for consideration by the City Manager in the development of the proposed budget. Then staff compiles all the necessary information in the budget guideline manual that provides the basis for the development of each department's budget. Departments begin developing their detailed budgets in May/June with review by boards and/or commissions where appropriate.

The City Manager reviews departmental budgets in June/July and meets with the Directors Group as needed to discuss the proposals submitted by departments.

Proprietary funds are used to account for activities similar to those found in the private sector, and where the determination of net income is necessary or useful to sound financial administration. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily within the government (internal service funds). The City applies all applicable FASB pronouncements issued prior to November 30, 1989, and GASB statements since that date in accounting and reporting for its proprietary operations.

Fiduciary funds are used to account for assets held on behalf of outside parties, including other governments, or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement, a pension trust fund must be used. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent.

Fund Definitions

General Fund

The General Fund is established to account for the revenues and expenditures necessary to carry out basic governmental activities of the City such as public safety, human services, legal services, administrative services, etc, which are not required to be accounted for in another fund.

Special Revenue Funds

Special Revenue Funds are established to account for the proceeds of specific revenue sources (other than special assessments, pension trusts, proprietary fund operations and revenues received for major capital projects) that are legally restricted for specific purposes. The City of Boulder has the following special revenue funds.

Capital Development Fund - to account for development fee proceeds to be utilized for the acquisition, construction and improvement of facilities necessary to maintain the current level of public amenities such as police, fire, library, human services, municipal offices, streets, and parks and recreation.

Lottery Fund - to account for State Conservation Trust Fund proceeds to be utilized for the refurbishment, capital improvement and debt service on park acquisitions.

Planning & Development Services Fund - to account for revenues and expenditures related to development and building services functions.

Affordable Housing Fund - to account for cash in lieu financial contributions from developers and General Fund contributions which are to be used to construct, purchase and maintain permanently affordable housing units in Boulder.

Community Housing Assistance Program (CHAP) Fund - to account for property tax, a housing excise tax and fees to be used to increase the supply of affordable housing in Boulder.

.15 Cent Sales Tax Fund - to account for earmarked sales tax authorized by the voters in 1992 for parks and recreation and general municipal purposes.

.25 Cent Sales Tax Fund - to account for earmarked sales tax authorized by the voters in 1995 for parks and recreation operating and capital needs.

Library Fund - to account for the operations of the City-owned library and branches. Financing is provided by general property taxes and General Fund contributions.

Recreation Activity Fund - to account for revenues and expenditures related to the provision of recreation, reservoir and golf course services/programs.

Climate Action Plan Fund - to account for revenues and expenditures related to programs implemented to increase energy efficiency, increase renewable energy use, reduce emissions from motor vehicles and take other steps toward the goal of meeting the Kyoto Protocol.

Open Space Fund - to account for the acquisition and maintenance of greenbelt land. Financing is provided by sales taxes and the issuance of long-term bonds and notes payable.

Airport Fund - to account for the operations of the City-owned municipal airport. Financing is provided by grants, rents and leases.

Transportation Fund - to account for construction, operation and maintenance of all major thoroughfares, local streets, bikeways, walkways and City-owned parking. Financing is provided by sales taxes, the City's share of the County Road and Bridge tax, State Highway Users' tax and State Auto Registration fees.

Transportation Development Fund - to account for development fees to be utilized for the construction of transportation capital improvements related to new development and growth.

Community Development Block Grant Fund - to account for the funds granted by the Community Development Block Grant program administered by the Department of Housing and Urban Development.

HOME Fund - to account for funds granted by the HOME program administered by the Department of Housing and Urban Development.

Capital Project Funds

The Capital Project Funds are established to account for financial resources to be utilized for acquisition, construction and improvement of general fixed assets (other than those financed by Proprietary Funds).

The City of Boulder has the following Capital Project Funds:

- .25 Cent Sales Tax Bond Proceeds Fund
- Permanent Parks and Recreation Fund
- Boulder Municipal Property Authority Bond Fund

Debt Service Fund

The Debt Service Funds are established to accumulate moneys for payment of general long-term debt principal and interest.

General Obligation Debt Service Fund - Financing is provided by investments accumulated for the retirement of specific notes payable.

.15 Cent Sales Tax Debt Service Fund - Financing is provided by earmarked sales tax.

Boulder Municipal Property Authority Debt Service Fund - Financing is provided by base rentals from the General Fund, Lottery Fund, Open Space Fund and the Permanent Parks and Recreation Fund.

Enterprise Funds

Enterprise Funds are established to finance and account for the acquisition, operation and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges. All activities necessary to provide such services are accounted for in these funds, including, but not limited to, administration, operations, maintenance, financing and related debt service, and billing collections.

The City of Boulder has the following Enterprise Funds:

Water Utility Fund
Wastewater Utility Fund
Stormwater/Flood Management Utility Fund
Downtown Commercial District
University Hill Commercial District

Internal Service Funds

The Internal Service Funds are established to finance and account for services and/or commodities required by other funds. The City of Boulder has the following Internal Service Funds:

Telecommunications Fund - to account for the costs of operating, acquiring and maintaining telecommunications equipment used by all City departments.

Property & Casualty Insurance Fund - to account for and facilitate the monitoring of the City's self-insured property & casualty insurance plan.

Workers Compensation Insurance Fund - to account for and facilitate the monitoring of the City's self-insured workers compensation plan.

Compensated Absences - to account for payments of compensated absences to employees of the General and Library Funds. Funding is received primarily from the General Fund.

Fleet Fund - to account for the costs of operating, acquiring and maintaining automotive equipment used by other City departments. Such costs are billed to the other departments.

Computer Replacement Fund - to account for the costs of acquiring and maintaining computer equipment used by other City departments. Such costs are billed to the other departments.

Equipment Replacement Fund - to account for the costs of acquiring equipment used by other City departments. Such costs are billed to the other departments.

Facility Renovation & Replacement Fund - to account for the costs of maintaining and replacing facilities within the City of Boulder.

Budget Basis

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

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

Budget Terms

Accrual Basis - The basis of accounting under which revenues and expenses are recognized when they occur, rather than when collected or paid.

Ad Valorem Tax - Tax based on the Assessed Valuation of property.

Appropriation - Legal authorization granted by City Council to make expenditures and incur obligations up to a specific dollar amount.

Appropriation Ordinance - An ordinance by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual budget is enacted into law by the City Council.

Assessed Valuation - Basis for determining property taxes. The assessor determines the assessed valuation of residential real property. For 2003-2004, property was appraised at the 2002 actual value. The residential rate was 7.96% of its actual 2002 value and all other property was assessed at 29%.

Bond - Written promise to pay a specified sum of money, called the face value or principal, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

Budget - Plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed revenue estimates of financing them. Upon approval by City Council, the budget appropriation ordinance is the legal basis for expenditures in the budget year.

Capital Assets - Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.

Capital Improvement Program - An annual, updated plan of capital expenditures for public facilities and infrastructure (buildings, streets, etc.) with estimated costs, sources of funding and timing of work over a five year period.

Capital Project - Projects involving the purchase or construction of capital assets. Often a capital project encompasses the purchase of land and the construction of a building or facility, or major street construction or reconstruction. Design, engineering or architectural fees are often a part of a capital project.

Capital Purchases - Those items which a department purchases that have a value of over \$5,000 and a life of longer than one year, with the exception of computing equipment and copy machines which have a limit of \$1,000.

Debt Service - Payment of principal and interest related to long-term debt.

Department - An organizational unit of the city which provides one or more services.

Depreciation - Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence.

Designated Fund Balance - That portion of the fund balance that has been set aside for a specific purpose by the City Council.

Division - A group of related tasks to provide a specific benefit to either the general public or the city organization. A division is a sub-organizational unit of the department.

Encumbrance - Appropriations committed by contract for goods or services, which will not be paid for until the next fiscal year.

Fiscal Year - A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Boulder's fiscal year is January 1 through December 31.

Fund Balance - The balance remaining in a fund after costs have been subtracted from revenues.

General Obligation Bonds - Bonds which the full faith and credit of the issuing government are pledged for payment.

Grants - Contributions or gifts of cash or other assets from another organization to be used or expended for a specified purpose or activity.

Home Rule - Statutory and constitutional provisions, which allow municipalities to exercise powers of local self-government such as the administration and collection of local taxes. The City of Boulder is a home rule municipality.

Infrastructure - Facilities on which the continuance and growth of a community depend, such as streets, waterlines, etc.

Interdepartmental Charges - Charges for services provided by the Interdepartmental Service Funds. An example of these charges is vehicle charges. These charges are reflected as expenditures in the department budgets and as revenues in the Intradepartmental Service Funds.

Internal Transfers - Legally authorized intra-city transfers from a fund receiving revenue to another fund where it is to be expended. Revenue and expenditures are accounted for in both funds.

Lease-Purchase Agreements - Contractual agreements which are termed "leases", but which in substance amount to purchase contracts, for equipment and machinery.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance.

Maturity - The date on which the principal or stated value of investments or debt obligations are due and may be reclaimed.

Mill Levy - Rate applied to Assessed Valuation of property to determine property taxes. A mill is 1/10th of a penny, or \$1.00 of tax for each \$1,000 of assessed valuation. The city's maximum mill levy, excluding debt service, is thirteen mills per City Charter.

Modified Accrual Basis - Revenues are recorded as the amount becomes measurable and available. Expenditures are recorded when the liability is incurred.

Operating Budget - Represents the amount of money necessary to provide for the day to day functions of city government. It does not include internal transfers between funds, nor does it include expenditures for debt service and capital projects.

Operating Expenses - Those items that a department will utilize in its daily operations. Examples of these items would be copying, office supplies, postage, work supplies, and chemicals. In addition, any item that a department receives from outside agencies such as telephone services, gas and electric charges, equipment rentals, rent, advertising, and contractual arrangements are also included in operating expenses.

Personnel Services - This category includes salary and benefits for standard and temporary employees. It also includes budgeted overtime.

Plant Investment Fees - Charges to new developers for connecting to the city's water or sewer system to compensate the city for additional facilities needed to serve the development.

Program - A specific activity within a department. A grouping of programs typically defines a division within a department.

Projected - Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

Reserves - Funds which are planned to not be spent in the current budget year, and whose level is established by a specific policy decision. Please refer to specific reserve policies in this document.

Revised Budget - Most recent estimate of revenue and expenditures including additional appropriations made throughout the year and encumbrances carried over.

Special Assessment - A levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Supplemental Requests - Programs and services which departments would like to have added to their budget. Typically,

supplemental requests are covered by additional revenue, as is the case with new grants.

Unallocated Fund Balances - Unspent funds whose levels at any point in time are the difference between expected revenues plus any unspent funds from prior years, and budgeted expenditures. The primary conceptual difference between unallocated fund balances and reserves is that reserves are earmarked by conscious policy decisions, and unallocated fund balances are funds which remain above the reserve.

User Fees - The payment of a fee for direct receipt of a public service by the party benefiting from the service.

CITY MANAGER'S BUDGET MESSAGE



**City
Of
Boulder**
Office of the City Manager

DATE: August 14, 2007
TO: Mayor, City Council and the Residents of Boulder
FROM: Frank W. Bruno, City Manager
SUBJECT: 2008-09 Budget Message

INTRODUCTION

The budget message is my transmittal memorandum and my opportunity to share with City Council and the community the overall philosophy for my budget recommendations. The 2008-09 Recommended Budget is a reflection of the economic challenges we face in providing a complex set of public services to the Boulder community. In addition, it mirrors the findings of the Blue Ribbon Commission which indicate that current revenues are not keeping pace with the growth in expenses (both in the short-term as well as the long-term). Indications are that this trend, which is impacting many other local governments, will persist and the cost of providing services will continue to outpace the resources available to fund them. Combining this ongoing economic reality with the continued expectation for providing a high quality, diverse set of services represents both a challenge as well as an opportunity for the municipal corporation.

As part of the development of this recommended budget, I am pleased to say that we were able to begin addressing the priorities identified through the City Council Budget Action Plan while continuing to work toward stabilizing basic services through the use of the Business Plan. Although we weren't able to make as much progress as we would like, or the community deserves, we were generally able to allocate the available funding in a way that is consistent with the Business Plan philosophy and with the city's community sustainability goals of social, environmental and economic sustainability. I believe that the core values of this community are represented through the recommendations in the 2008-09 budget.

The Challenges

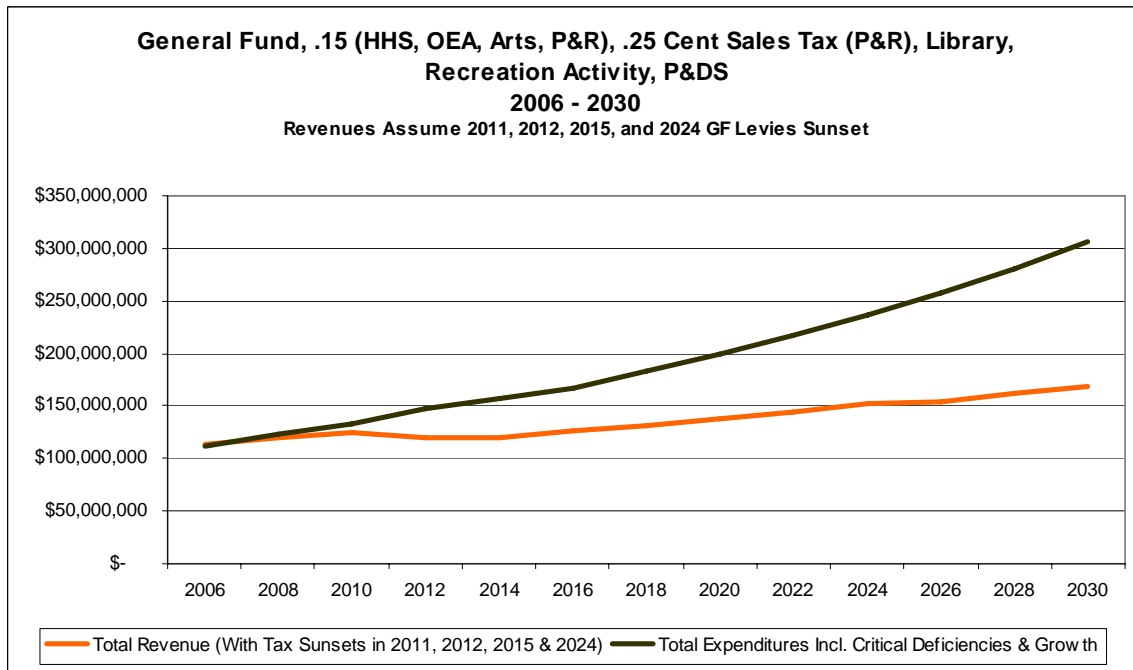
Revenue Instability

As the local economy began to improve slightly in late 2004, it became evident that the volatility of sales/use tax (the primary source of funding for city services) combined with the sharp escalation in the cost of providing services was creating further instability in the city's funding streams. This factor was masked to a degree by the failure and eventual closure of the Crossroads Mall. In response, City Council appointed a Blue Ribbon

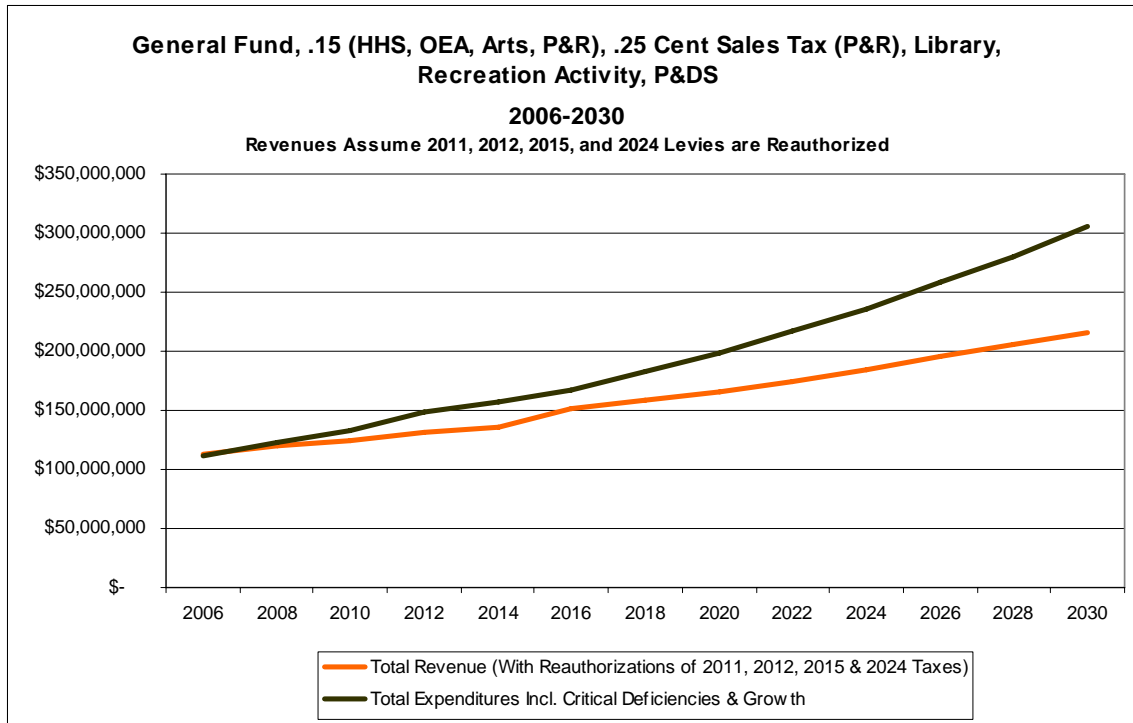
Commission (BRC) on Revenue Stabilization to examine the city's revenue structure and to incorporate a long-range approach to addressing financial challenges.

As part of the commission's work, a long-range forecast was developed for expenditures and revenues in the city's eight largest funds (excluding the three utility funds). The forecast adjusted the 2006 budget to 2030 by inflating each type of expense (e.g. personnel, utilities, transportation construction, etc.) by an appropriate factor. The 2006 base budget was also adjusted for identified critical deficiencies, including fire apparatus, facility maintenance, facility energy costs and software replacement.

For seven of the eight funds, the forecast indicated that revenues will not keep pace with population growth and inflation. In addition, the impact of the sales/use taxes set to expire (see the chart below) significantly impact the General Fund, the fund that supports the majority of basic services such as Police, Fire, Library, etc. If expiring sales taxes are not renewed then the financial picture to 2030 looks as follows:

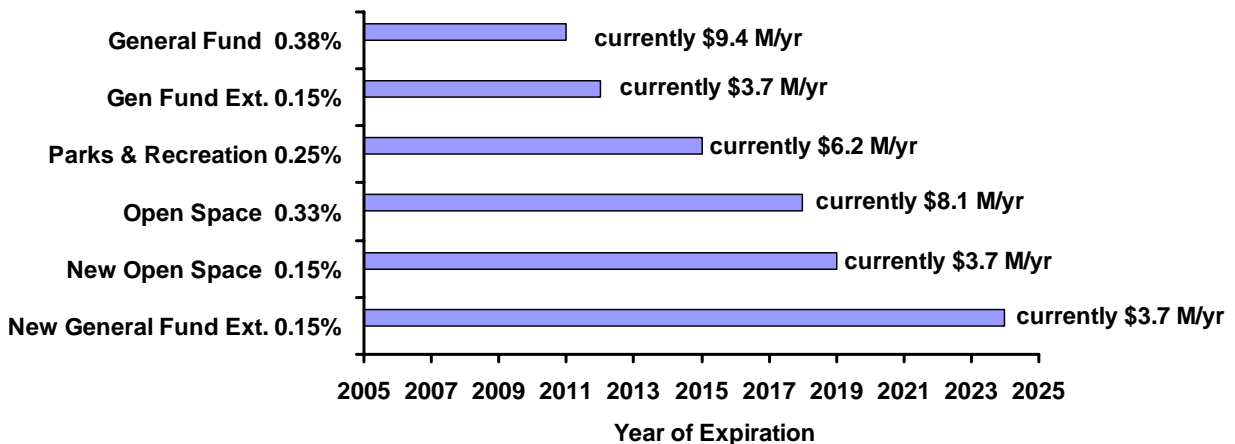


If the sales taxes are renewed the financial picture does improve, but is not sustainable with current funding levels as demonstrated below:



More specifically, as shown in the two charts above, the forecast indicates that if the General Fund-related tax levies are reauthorized, the projected gap is \$90 million in 2030; if the tax levies are not reauthorized, the gap is projected to climb to \$136 million.

The chart below reflects the time frame for the expiration of sales/use taxes between now and 2024. These rates represent 41.4% of the total sales/use tax collections for the city and, for 2007, are projected to generate \$35 million in revenues. The final recommendations of the BRC will focus on tools for addressing the projected gap between revenues and expenses and developing a public finance system that is less volatile.



Reduced Buying Power

As discussed above, the local economy has been recovering since late 2004 and sales/use tax collections for 2006 appear to be close to 2000 levels:

| Year | Amount Collected (Based on a sales/use tax rate of 3.26%) | Inflation Rate | Amount Collected Restated in 2000 \$s |
|-------------|--|---------------------------|--|
| 2000 | 80,797,517 | 4.0% | 80,797,517 |
| 2001 | 78,713,353 | 4.7% | 75,196,670 |
| 2002 | 71,327,181 | 1.9% | 66,849,934 |
| 2003 | 67,607,502 | 1.1% | 62,685,328 |
| 2004 | 68,289,243 | 0.1% | 63,249,716 |
| 2005 | 72,982,407 | 2.1% | 66,215,573 |
| 2006 | 76,274,087 | 3.6% | 66,821,810 |

However, if 2006 collections of \$76.3 million (adjusted for tax rate differences) are further adjusted for inflation, the amount collected in 2000 dollars is \$66.8 million. This amount compared to the actual collections in 2000 of \$80.8 million indicates that the city's buying power has decreased by almost \$14 million since 2000. The impact of reduced buying power has been felt across the organization, from double digit increases in utility costs to construction costs increasing at rates significantly greater than inflation. As an example, the cost for a ton of asphalt has increased from \$31.65 in 2004 to \$49.90 in 2007 - an increase of 58%. This material cost increase impacts multiple service areas including the street resurfacing program, day-to-day potholing and patching maintenance programs and the capital construction program. The cost increases in vehicle fuel (rates increased by 21% per year in 2005 and 2006) have required departments to postpone repair work or reduce budgets in other areas in order to cover fleet operations and maintenance. Energy costs have gone up approximately 7.5% for electricity and 22.5% for natural gas per year for 2005 and 2006.

Over-extended Resources

From 2000 to 2003, the sales/use tax revenue base for the city declined by approximately 17%. In response, all sales tax supported funds had to implement major expenditure reductions, first looking for efficiencies and then needing to reduce programs and services. Since most city services are provided by employees, reductions translated into the elimination of over 90 full-time equivalent positions between 2002 and 2005. Yet during this time, the organization attempted to maintain basic services since the overall goal of the strategic reduction plans was to minimize the impact of the reductions on the community.

To a significant degree, the organization was successful in achieving this goal, but there has been a cost. With a few exceptions, such as a decrease in library hours, we are providing the same set of services today as we did in 2001 and 2002. And this is being done with 50 fewer staff positions (staffing has been increased approximately 40 positions since 2005) and deferral of maintenance related expenditures. As a result, existing staff have been asked to continue providing the same high quality, diverse

services with fewer resources. This has taken a toll and we are seeing signs of fatigue and burnout across the organization. Fortunately, city staff are dedicated professionals and continue to be optimistic about the future, both in terms of continued financial support for services from the community as well as sound strategic decision-making by city leadership.

Opportunities

Improving Sales/Use Tax Collections

Beginning in 2004, sales/use tax collections showed a positive increase over the previous year. Although the increase for 2004 was modest at 1.01%, it ended a three year period of steady declines in annual collections. Since 2004, sales/use tax collections have continued to increase from the previous year, as reflected in the table below:

| Actual 2000 | Actual 2001 | Actual 2002 | Actual 2003 | Actual 2004 | Actual 2005 | Actual 2006 |
|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| 5.19% | -2.58% | -9.38% | -5.21% | 1.01% | 6.87% | 4.55% |

Year-to-date collections for 2007 are trending positively, although we are slightly below our 5.18% projected growth. Revenue projections for 2008 and 2009 remain cautiously optimistic at 3.89% and 3.27% respectively. Again, staff continue to monitor and analyze collection results in order to ensure that budgetary decisions are based on the most realistic projections possible.

Economic Development

All of this information refreshes our memory of the economic downturn that occurred several years ago due to the national and local recession coupled with the closure of the Crossroads Mall. During this period, we lost several large employers and a significant portion of our retail sales tax base. With Twenty Ninth Street now open for business, we have made significant strides in addressing our declining retail sales tax. However, even as sales tax collections continue to recover, we are aware that we have lost significant buying power throughout the organization (as discussed above).

To ensure a vibrant and robust city, it is critical that we retain our local businesses and employment base. We recognize that Boulder's businesses contribute to our local economy and the city through sales and property tax, as well as by providing jobs and business-to-business spending.

To address these concerns, in 2004 staff recommended and Council established a coordinated economic vitality strategy and program. The strategy focuses on redevelopment, new start-ups, and business retention through the Economic Vitality (EV) Program, the Boulder Innovation Center, and completion of the Boulder Retail Strategy. Further, we are coordinating many of the strategies of our broad-based EV effort with local organizations, including the Boulder Convention and Visitors' Bureau, the Chamber of Commerce, Boulder Economic Council, the University of Colorado, and Downtown Boulder, Inc.

The redevelopment program is focused on the following areas:

- Crossroads Commons
- North Boulder Armory
- Diagonal Plaza
- The Village Shopping Center
- University Hill

As a key component of our Economic Vitality Program, in September 2006, City Council approved a pilot program of business incentives aimed primarily at encouraging the investment and retention of companies in Boulder. The incentives encourage primary employers to invest in Boulder by upgrading their facilities, acquiring new equipment and providing additional training to staff. As an example, the flexible rebate program encompasses a broad range of fees and taxes paid by businesses to the city, including permit fees, development review fees, and equipment/construction use taxes. Furthermore, in order to qualify for consideration, companies must meet the guidelines for community sustainability by verifying compliance with three of the five economic criteria.

We have begun to make progress with respect to the City's Economic Vitality efforts. An indication of this was reflected in the recent business survey conducted by an independent consultant, Ray Wilson. It is my recommendation that Council continue both the Economic Vitality program and Flexible Rebate program in 2008.

Looking ahead, a conference center and hotel engineering and site study will occur in 2008. The Transit Village Area Plan and the FasTracks rail program will likely encourage additional investment. The Peleton and Lankmark Lofts projects will provide new housing choices in our community. All these efforts combine to enhance the Boulder economy and continue in "turning the ship" – my philosophy for continuous improvement by the organization and an effort to focus our energies and work in the areas that will help the city become financially stable and sustainable.

BUDGET DEVELOPMENT PROCESS

This document summarizes the 2008 work plan for the organization and allocates the resources necessary to make that plan a reality. The 2008-09 Recommended Budget continues to provide a framework for us to accomplish our mission, which is "to create, enhance, and preserve a human, natural, physical, and economic environment which fosters our community's unique quality of life." This budget also reflects our core city organization values of integrity, teamwork, service excellence, personal growth, and innovation. The overriding goal is to support the high standards set by the community and to continue to provide long-term value at reasonable cost.

The budget process for the 2008-09 budget provided a framework for making the difficult decisions regarding resource allocation and included the following key steps:

| DATE | MEETING TYPE | TOPIC |
|--------------|---------------------|--|
| April 10 | Study Session | Blue Ribbon Commission Update; 2008-09 Budget Process; 2006 year-end |
| May 8 | Study Session | Revenue forecasts and budget strategies |
| June 5 | Council Meeting | Adoption of budget strategies and Council Budget Action Plan |
| July 31 | Study Session | CIP and 2008-09 budget overview |
| August 28 | Study Session | Review 2008-09 recommended budget |
| September 11 | Study Session | Review 2008-09 recommended budget (if needed) |
| October 2 | Council Meeting | 1st reading of 2008 budget |
| October 16 | Council Meeting | 2nd reading of 2008 budget |

The 2008-09 budget process outlined above builds on the progress made during 2007 budget development and incorporates two significant changes. The first change was intended to further ensure that earlier input was received from City Council regarding the use of incremental revenues or changes in services/programs. This was done through the development of the City Council Budget Action Plan. The City Council Budget Action Plan was proposed to Council at its retreat in January 2007. The concept was well received and the Council Budget Subcommittee (comprised of Mayor Ruzzin and Council members Bohannon, Gray, and Polk) began meeting frequently from February until May to develop the plan.

The initial work of the group focused on gathering input from Council regarding initiatives and programs that should be included in the draft plan. Twenty-eight items were submitted by individual Council members to the committee. Those items were then reviewed in terms of how they related to the business plan and were categorized into essential, desirable or discretionary. Departments were then asked to review the costs for each item and determine how they related to items on the department's action plan. After reviewing information provided by departments, the committee ranked items on the draft plan in terms of not only the individual member's goals or priorities but also in terms of Council's overall goals, such as community sustainability. Items that had already been funded (e.g., a grant received by the Police department for radio inter-operability) were then highlighted and this reduced the remaining list to 24 items. The committee then prioritized these remaining items.

Next, the full Council ranked the 24 items, indicating their top priority as a number five and their lowest priority as a number one. The rankings were compiled and the results were reviewed and approved at the June 5th City Council meeting. The intent was that this plan would provide staff with a clear indication of Council priorities to weigh against all other funding requests as the recommended budget was developed. The City Council

Action Plan, along with recommended funding levels for 2008, is included as Attachment A to this message.

The second significant change to the annual budget process was City Council approval of a motion regarding the following budget strategies at its June 5, 2007 business meeting:

- a. "Must Do"
 - i. Maintain adequate reserves
 - ii. Fund liabilities adequately
- b. "Should Do"
 - i. Fund Compensation Philosophy
 - ii. Increase facilities maintenance budgets
 - iii. Use Business Plan approach process to reinforce strategic decision-making

This motion has provided staff with guidance to develop the 2008-09 Recommended Budget.

BUSINESS PLAN APPROACH

As part of the 2006-07 budget process, staff developed the fiscally constrained portion of a Business Plan to address the longer term financial future of the city. This represented the first phase of implementing a decision-making tool that assists the organization in making strategic citywide recommendations regarding revenue and expense priorities for current and future funding. The Business Plan also serves as the link between the comprehensive plan, various strategic and master plans and the recommended budget. The complete spectrum of the Business Plan has three financial scenarios, consisting of:

- A fiscally constrained plan - when resources have stabilized, but there is limited revenue growth. Any increase in funding for programs or services must come from funds that have been reallocated from one service area or program to another; in addition, increases are made to adjust for inflation so service standards are not further deteriorated.
- An action plan - when ongoing increased funding is available (or new funding generated) and priorities have been identified among competing needs to restore or expand programs or services.
- A vision plan – when there are adequate funds (or the ability to generate new funding) for the complete set of services and facilities desired by the community.

Achieving fiscal stability and creating a framework for making strategic decisions about funding priorities are our most pressing challenges and are the focus of the Business Plan. Without a strategic plan that addresses effective management of current funding as well as future revenue and expenditure growth, we might:

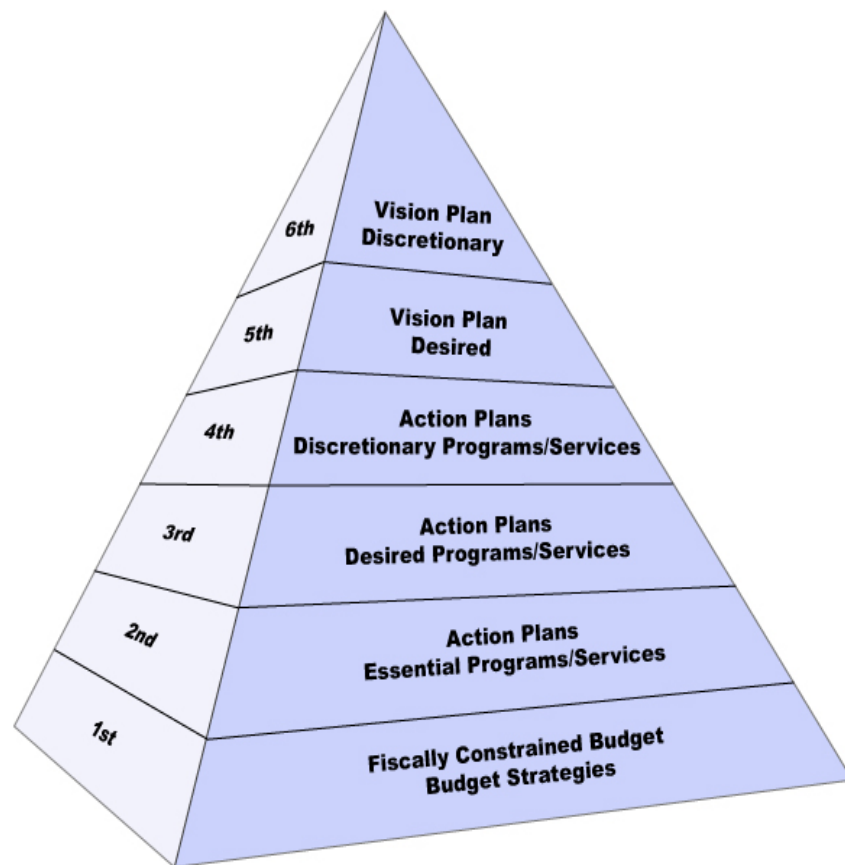
- Restore functions to their former levels without comparing those uses to competing needs, implying that what was represents how the future should be;
- React to the most vocal constituents, implying that needs that are heard most frequently and passionately should receive the scarce resources; and/or

- Fund the first few excellent ideas or master plan proposals implying that whatever comes up first should grow.

As mentioned above, the fiscally constrained budget was developed based on a Business Plan for the city and was considered **Phase I** of plan development. The Business Plan addresses effective management of current funding as well as any future revenue and expenditure growth. During this initial process of plan development, departments were asked to develop the fiscally constrained portion of the Business Plan (see description above). In addition, departments were asked to focus their efforts on determining where reallocations within their existing fiscally constrained plan were possible in order to continue meeting current service priorities without additional funding. Although the Business Plan addresses effective management of current resources, it is also the tool to address future revenue and expenditure growth and new services/programs.

In **Phase II** of Business Plan development, departments continued the work done in developing their fiscally constrained plans - identifying areas where resources should be reallocated to address essential services that are currently being provided below an acceptable standard – and developing action and vision plans (through strategic and master plans currently adopted or underway) to guide the allocation of available resources. Although departments and their advisory boards take the lead in preparing their fiscally constrained and action plans, all plans were compared and considered by the City Manager from a citywide perspective. For example, should an expenditure of funds for a Recreation program occur before basic Fire Safety services are provided? “Trade-off” conversations helped in identifying the costs and the benefits of giving or taking from one area or department.

The funding pyramid below depicts how the limited additional funding was allocated as the 2008-09 recommended budget was developed. As revenues start to increase, we are starting to move slowly up the pyramid, from the fiscally constrained base to the action plan level. Some funds, such as the Open Space Fund (that has a new dedicated .15% sales tax approved by voters in 2003), are able to fund some of their action and vision plan level services/programs while most funds remain fiscally constrained. As a result, most available funding is going to support the continuance of services/programs provided as part of the fiscally constrained budget. The goal with this approach is to maintain the current service standards being provided as part of the fiscally constrained plan (including essential, desired, and discretionary services). Fiscally constrained budgets also focus on reallocating desired and discretionary services in order to fund an acceptable service standard for essential services. Maintaining fiscally constrained budgets has gotten harder, and in many cases is not sustainable, as the organization’s purchasing power continues to erode.



As city's economic resources have begun to improve, the city continues to focus on using the business plan to guide funding allocations. For the 2008-09 budget, the business plan continues to serve as the tool to determine how limited resources can be used to best meet the city's inherent responsibility as a governmental entity. This responsibility ensures that basic and essential services are maintained at reasonable service levels. As described in the next section, combining the business plan approach with the direction received via the City Council Budget Action Plan has resulted in a balanced budget recommendation and direction for the future.

OVERALL BUDGET RECOMMENDATIONS

The 2008-09 Recommended Budget represents a blending of the priorities identified using the business plan approach with those brought forward in the City Council Budget Action Plan. The recommendations show a continued commitment to maintain basic/essential services at an acceptable service standard while working to meet the unique and varied needs of the community. This blending of priorities is reflected in the details of the recommended budget described in the remainder of this section and in the attachments to this budget message.

At the May 8th budget study session, staff provided an update on development of the 2008-09 Recommended Budget. It was noted that revenue projections reflected modest new dollars and that initial funding allocations were based on the budget strategies, which are the base of the funding pyramid discussed earlier. These strategies include maintaining adequate reserves and funding liabilities adequately ("Must Do" items) as

well as funding the compensation philosophy and increasing facility maintenance budgets (“Should Do” items). Projected costs for the “Must Do” strategies (such as those required by contract, state mandate, or reserve requirements) total \$1,592,000 for the General Fund and \$3,138,000 citywide.

Once funding allocations for these “Must Do” budget items were built into the 2008 base budget, remaining dollars available in each of the funds were identified. For the General Fund, \$1,000,000 in ongoing funding and \$1,000,000 in one-time funding was available. Subsequently, these amounts were adjusted to \$1,100,000 ongoing and \$1,200,000 one-time through the recommended addition of a sales tax auditor and the projected reduction of the 2007 payment for the new Fire Training Facility property (a full payment will not be required for 2007 due to the timing of the purchase of the property).

The “Should Do” items vying for the ongoing and one-time dollars included salary/medical benefits for Police and Management and increased funding for facilities maintenance, fire apparatus, energy costs and software replacement. The ongoing dollars allocated to the “Should Do” items total \$780,000 for the General Fund (resulting in a remaining balance of \$320,000) and \$1,261,000 citywide. While I would prefer to see ongoing revenue dedicated to the critical deficiencies of the “Should Do” list (i.e. the facilities, fire apparatus, etc.), the size and scope of these deficits resulted in recommendations for one-time funding to prevent the situation from worsening. Both the “Must Do” and the “Should Do” funding recommendations are reflected in the following table:

| <u>“Must Do” Items</u> | <u>Ongoing General Fund</u> | <u>Ongoing Citywide</u> |
|--|-------------------------------------|-----------------------------|
| Salary & Medical/Dental Benefits for BMEA & Fire (per contract) | \$ 944,000 | \$1,387,000 |
| Increase in PERA Contribution (11.0% to 11.9%) | 229,000 | 524,000 |
| Increase in Non-personnel budgets (by 2% for inflation) | 310,000 | 1,016,000 |
| Increase in Workers Comp Ins (by 15%) | 109,000 | 211,000 |
| | | |
| TOTAL | \$1,592,000 | \$3,138,000 |
| | | |
| <u>“Should Do” Items</u> | <u>Ongoing General Fund</u> | <u>Ongoing Citywide</u> |
| Salary Increase for Police (1.5% per contract) | \$ 184,000 | \$ 184,000 |
| Medical/Dental Benefits for Police (premium increase) | 160,000 | 160,000 |
| Salary Increase for Management (1.5% per agreement) | 295,000 | 535,000 |
| Medical/Dental Benefits for Mgmt (prem inc & cost sharing) | 141,000 | 382,000 |
| | | |
| TOTAL | \$ 780,000 | \$1,261,000 |
| AVAILABLE ONGOING GF FUNDING | \$1,100,000 | |
| REMAINING ONGOING GF FUNDING | \$ 320,000 | |

Funding requests from departmental budget submissions as well as the City Council Budget Action Plan items were considered in allocating the remaining \$320,000 in ongoing and \$1,200,000 in one-time funding available in the General Fund. This same process was completed for each of the restricted funds for both ongoing and one-time expenditures.

City Council Budget Action Plan

In terms of the City Council Budget Action Plan, progress was made in funding those items that were identified as significant community priorities (see Attachment A). The action plan stresses the goal of community sustainability and includes such items as redevelopment of the Boulder Mobile Manor (providing low income housing) to expansion of the Youth Services Initiative (serving economically disadvantaged youth). This will provide a basis for future steps toward realizing the organization’s commitment to community sustainability. The following are the five highest ranked programs/services from the Council Action Plan:

- Boulder Mobile Manor Redevelopment
- Youth Services Initiative (YSI) Expansion
- Study of Pop-Tops and Scrapes
- Boulder TV Ongoing Operations
- Fire Apparatus Replacement Funding

Highlights of Action Plans

My recommended Action Plan items for each fund are included as Attachment B to this budget message. Although available new funding is limited, I believe that the funding recommendations in the budget align well with the Business Plan and the Community Sustainability filters.

A brief overview of key funding recommendations in the 2008-09 budget include:

- The Youth Services Initiative (YSI) program - \$50,000 ongoing funding to provide additional services at two existing sites and increasing the Getting Fit program (which focuses on fitness, recreation and community projects) to two days per week.
- Facilities and Asset Management (FAM) - \$200,000 one-time allocation for facility maintenance needs.
- Fire Apparatus Replacement and Operations - \$100,000 one-time allocation to pay down the \$2.9 million fire apparatus lease; \$40,000 ongoing allocation to offset rising fuel costs.
- Boulder Television (BTV) - \$150,000 one-time allocation to fund station operations in 2008 while a permanent solution is developed.
- Floor Area Ratio (FAR) aka “Pops and Scrapes” Study - \$40,000 one-time allocation.
- Development Excise Study (DET) - \$100,000 one-time allocation from excise tax funds (e.g. Transportation, Permanent Parks and Recreation, Capital Development and Affordable Housing, specifically CHAP).
- Planning and Development Services – Investments focus on managing the customer “queue” and include the fixed-term positions for a land use review planner, landscape review and inspection, building permit administrative support, and modifications to the Service Center to expedite over-the-counter customer service.
- The Transportation budget includes a \$513,000 ongoing allocation for operations and maintenance to address escalating construction costs.

- Open Space – includes \$756,000 for 10 fixed-term position to facilitate implementation of the Visitor Master Plan. An additional \$176,200 has been reallocated from existing budget lines to fund two standard ranger positions and a Resources Monitoring Coordinator position.

Downtown and University Management Division - As a result of a \$1.6 million debt service bond payment being completely paid off, funds will be allocated to address deferred capital garage maintenance and repairs. In addition, the installation of new parking technology will be completed downtown and on the Hill. The parking technology improvements are being paid by additional revenue from parking fees and a one-hour extension.

OVERVIEW OF 2008-09 RECOMMENDED BUDGET

The 2008 recommended budget represents a 6.0% increase over the 2007 approved budget and totals \$237,819,000 for all funds, including governmental, enterprise, internal service and capital improvement funds.

The following chart (in \$1,000s) illustrates comparable amounts for 2006 (actual expenditures), 2007 approved, 2008 recommended and 2009 projected.

| Expense Type | 2006 Actual | 2007 Approved¹ | 2008 Recommended | 2009 Projected |
|---------------------|--------------------|----------------------------------|-------------------------|-----------------------|
| Operating | 149,426 | 156,214 | 169,879 | 171,593 |
| Capital | 53,240 | 35,530 | 37,294 | 36,763 |
| Debt Service | 31,841 | 32,592 | 30,646 | 28,481 |
| Total | 234,507 | 224,336 | 237,819 | 236,837 |

The increase in operating expenses of \$13,665,000, or 8.7%, over 2007 approved is due in part to the recommended Action Plan items in the General, Planning & Development Services, Open Space, Transportation, Water Utility, Wastewater Utility and Downtown Commercial District (formerly titled CAGID) Funds. The recommended Action Plans for these funds represent nearly half of the increase in operating expenses.

The capital portion of the budget fluctuates significantly from year to year and the 2008 capital budget reflects a 5.0% increase over 2007. Debt service actually decreased between 2007 and 2008 by \$1,946,000 or 6.0% due to the retirement of various debt issuances in the Lottery, Open Space, Water Utility and Downtown Commercial District (formerly titled CAGID) Funds.

¹ Please note that the 2007 approved amount has been restated to include the Internal Service Funds (ISFs). Beginning with the 2008-09 budget process, all ISFs will be included in the annual budget process. This change is being made for purposes of enhanced transparency and improved accountability across the organization. The ISFs, such as Fleet Replacement, Computer Replacement and the self-insurance funds, provide services to all city departments and receive funding directly from the departments. Funding is reflected as an expense (or “charge to”) in each department and a revenue (or “charge from”) in the applicable ISF. When an expenditure is made in the ISF, a second counting of the same money (the expense) has occurred. As a result, the actual revenues and expenses from departmental charges in each ISF are reduced from the total city budget to avoid the “double counting” that occurs.

REVENUE HIGHLIGHTS

The majority of user fees are increased according to the established pricing policy guidelines and, correspondingly, most are increased annually by approximately the rate of inflation. Please refer to the "Utility Rate" section of this document for detailed information.

POLICY & REVENUE ISSUES REQUIRING CITY COUNCIL DIRECTION

The following policy issues require additional discussion and direction from City Council and will be highlighted at the August 28, 2007 budget study session.

1.) Funding Options for Boulder Mobile Manor

The redevelopment of Boulder Mobile Manor (BMM) is currently in the concept planning phase and firm redevelopment budget numbers are not yet finalized. Preliminary numbers suggest that the project would have a budget in the range of \$14 million. The current concept plan indicates that BMM could increase from 66 up to 81 permanently affordable housing units and the redevelopment would result in a greatly improved, energy efficient infrastructure and community.

Typically for a project with this level of affordable housing and community benefit, including the potential addition of 15 permanently affordable units, it would be reasonable to expect a subsidy of approximately \$1 million from the city's affordable housing funds which include: Community Housing Assistance Program (CHAP), Affordable Housing Fund (AHF), Community Development Block Grant (CDBG) and Home Investment Partnership Grant (HOME). Decisions regarding the use of affordable housing funds are based on staff analysis and input from the community's resident advisory committee (the Technical Review Group).

Given City Council's desire to achieve a model redevelopment, including green building standards and high level energy efficiency, it is expected that the subsidy needed would be in the range of \$2 million, approximately 14% of the project cost.

Options: There are several funding options to be considered and each has trade-offs that will need to be considered in order to fund this project:

a.) Use affordable housing funds: Staff expects between \$2 million to \$4 million to be available for the 2008 housing fund round, depending on the timing of cash-in-lieu payments. If the \$2 million subsidy, potentially needed for this project, were provided entirely out of affordable housing funds, it would greatly limit the 2008 opportunities for development and acquisition of other affordable housing.

The trade-off for using a higher than normal affordable housing fund subsidy toward BMM as a demonstration project with enhanced quality and energy efficient redevelopment is that the city would reduce its progress towards the 10% permanently affordable housing goal by between 20-35 units or would reduce the

potential for other rehab and/or land acquisition in 2008/2009. This high level of subsidy, focused on fewer units, could be a precedent that would lead to significantly reduced progress towards the affordable housing goal in the future.

b.) Use one-time 2008 General Funds: For 2008, \$1.2M is available in one-time general funds and this funding or a portion of the funding could be used for this project. However, this would put the city's funding focus on just one project for 2008. As has been outlined in my recommended budget (action plan) I have distributed this one-time funding across many critical need services and "Should Do" items including fire apparatus, facilities maintenance, software maintenance, and other not service-critical, but needed services including park maintenance, liquor licensing staff, emergency management, etc.

One-time General Fund funding could be combined with the affordable housing fund in various combinations (for example, \$1.5 million housing/\$500,000 General Fund).

Whether funded through the General Fund or through the affordable housing funds, the impact could be spread out by distributing the subsidy over two years. However, as this City Council cannot bind a future City Council for 2009 one-time funds, staff believes if an allocation from the one-time General Fund is desired Council should allocate those funds in the 2008 budget process.

c.) Reduce the Scale of the Project: Although the city desires a model "green" redevelopment at BMM, it could consider reducing the total anticipated city support to the \$1 million dollar level, provided from the affordable housing funds. The trade-offs to this option, is that if the city is not able to provide a strong level of subsidy for BMM, it is unlikely that the ambitious goals that were established by City Council for the redevelopment can be achieved.

d.) Identify Environmental Grant or Other Sources for "Green" Funding: There is the potential for this project to receive grant and incentive funding from federal, state, and/or private agencies. There is also the potential for Council to consider using Climate Action Plan (CAP) funds set aside for affordable housing energy-related improvements each year to fund the higher level of "green" development at this site. The trade-off of using CAP funds is that all the focus on affordable housing improvements would occur at this site alone and limit improvements at other affordable housing facilities. In 2008, \$90,000 has been set aside in CAP funds for affordable housing energy improvements. If dedicated for two-years, CAP funding of \$180,000 could be made available with the same trade-offs discussed above.

2.) Boulder Community Media (dba Boulder Television)

During the 2007 budget deliberations, City Council indicated significant support for the idea of converting funding for BTV to ongoing rather than one-time. There was, however, some debate and desire to consider the trade-offs associated with various funding scenarios. When we use the business plan strategies and the community sustainability filters to assess the priority of BTV for ongoing funding, it is not as high a

priority as essential services (first to be restored with new funding), nor does it score as high on the community sustainability assessments/filters as do some of the other action items that I am recommending to be funded. Those items recommended for funding include ongoing funds for Library security and building/maintenance services, fire apparatus, the Youth Services Initiative, and "gap" funds to Housing and Human Services to help off-set some of the safety net service grant losses that have been experienced over the past couple of years.

However, as Council has identified this as a higher priority on its Budget Action Plan, I have recommended the allocation of one-time dollars to provide a continuation of funding for BTV through 2008. This will allow BTV to remain operational, but also allow ongoing dollars to go to more critical-need services and programs while we develop a more permanent funding solution for BTV.

In order to facilitate the decision-making prerogative of the Council on this issue, the trade-offs that would need to occur to make funding ongoing rather than one-time are in the following chart:

| Action Plan Item | Recommended | | Revised | | Impact | |
|---|-------------|----------|---------|----------|---------|----------|
| | Ongoing | One-time | Ongoing | One-time | Ongoing | One-time |
| Boulder Television (BTV) | | 150,000 | 150,000 | | 150,000 | -150,000 |
| Youth Services Initiative (YSI) Expansion | 50,000 | | 25,000 | | -25,000 | |
| Fire Apparatus/Fuel Costs | 40,000 | 100,000 | 5,600 | 155,000 | -34,400 | 55,000 |
| Social Sustainability Outreach/Gap | 10,000 | | | 10,000 | -10,000 | 10,000 |
| Library Bldg/Maintenance Svcs | 15,200 | | | 19,600 | -15,200 | 19,600 |
| Library Security Svcs | 35,400 | | | 35,400 | -35,400 | 35,400 |
| Election Costs | 30,000 | | | 30,000 | -30,000 | 30,000 |

As shown in the chart above, providing \$150,000 in ongoing funding to Boulder Community Media would result in the following impacts. The Youth Services Initiative (YSI) would receive \$25,000 rather than \$50,000 in ongoing funding and this would result in less expansion of the program. For those items that would receive one-time funding rather than ongoing (such as fire apparatus, Library custodial/security and election costs), we would need to address these needs again as part of the 2009 budget. More specifically, the Library would not be able to implement an ongoing security presence but would use limited outside contractual services for a fixed number of walk-through visits daily. In terms of fire apparatus, eliminating even minimal ongoing funding would again delay progress towards a permanent or long-term solution.

3.) Short-term and Long-term Parking Rates

Both long and short-term parking rate increases are proposed in the 2008 budget. In the University Hill Commercial District, a short-term parking rate increase, from \$1.00 to \$1.25/hour, is proposed to take effect in the first quarter of 2008 when the new parking technology is installed. This rate increase will provide the funding for the new parking

pay stations which will be installed within the first quarter of 2008. Short-term parking rate increases are scheduled for every five years and the last rate increase on the Hill was in 2003. In addition, in order to cover costs for new parking technology and increase customer access to on-street parking spaces, the hours charged for parking are proposed to change from 6pm to 7pm. The proposed increase will make the parking rates and hours on the Hill consistent with the Downtown where short-term parking rates were increased in August 2007 in conjunction with the installation of the new parking technology. Parking is enforced on the Hill and Downtown Monday through Saturday beginning at 9am. As a point of reference, the University of Colorado charges \$1.25 at its on-street meters and enforces between 7:30 a.m. and 5 p.m., 7 days a week.

Long-term or permit parking rates are proposed to increase in both the Downtown and the Hill area. Historically, long-term permit rates are increased 5% every two years. A market analysis was done to evaluate utilization rates and evaluate competitive prices for both districts. For 2008, long-term rates in the University Hill Commercial District surface lots are proposed to increase 5% to \$148 per quarter. In the Downtown Commercial District, rates are proposed to increase 10% to \$155 per quarter for surface lots and \$255 per quarter for parking garages. Market research in private lots and garages in the downtown and hill areas indicate the new rates are competitive, but below current market rates.

These proposed rate increases will be presented for public hearing and input at both the Downtown Management Commission and the University Hill General Improvement District Advisory Committees this fall before implementation.

4.) Economic Vitality

As discussed at the August 14th study session regarding the city's Economic Vitality (EV) program, we are requesting that Council reauthorize the program for 2008. There is a sufficient balance in the BURA reserve (the current source of funding for the program) to cover the two fixed-term positions (Business Liaison and Redevelopment Director), to pay for the partnership programs and to fund a much scaled back Flexible Rebate Incentive program through 2008. In terms of the Flexible Rebate Incentive program, staff anticipates that roughly \$200,000 of remaining BURA reserves will be available to devote to this important element of the EV program. As Council may recall, \$500,000 was appropriated in 2006 from the reserve account to fund a pilot program. While this is a significant amount given the needs across the municipal corporation, it is a very small investment given the potential for retention and capital business expansion. As we face an increasingly constrained revenue stream, investing in our business community will become even more critical. I further believe that not continuing the incentive program would be very negative and would create the perception that the city is not serious about economic vitality and retaining businesses in Boulder.

Funding beyond 2008 is a challenge and we will be exploring options that provide an ongoing funding source for the EV program as part of the 2009 budget. During the upcoming study sessions on the recommended budget, staff will provide an overview of some of the funding options being considered, including a proposed trigger concept based on actual business use tax collections exceeding 2007 projections. In addition, the options considered for 2009 will include converting the two fixed-term positions to standard ongoing FTEs.

ORGANIZATIONAL UPDATES

Urban Wildlife Coordinator Pilot Program

I have established a new fixed-term Urban Wildlife Coordinator (UWC) position as part of a pilot program through 2008 to plan, coordinate, and implement the city-wide activities of the Urban Wildlife Management program and the city's wildlife ordinance. The management of urban wildlife affects many departments and projects/programs of the city. The adoption of a wildlife ordinance established permitting requirements and the need for staff to oversee and implement this program. The approval of the Urban Wildlife Management Plan set into motion a need for work programs and tasks to address management of urban wildlife in the city.

I believe it is important that the city have a consistent understanding of, and approach to, wildlife management to ensure that all of our codes and policies are being complied with and to ensure the same is occurring in the private sector. This position, working with the existing inter-departmental staff team for wildlife management, will help to achieve this goal. Funds are not being requested in the 2008 budget. The position will be funded through 2008 by the various departments who currently have urban wildlife management needs or staff working on urban wildlife. The position and the success of the program will be monitored over the next year and continuation of the program and funding requests will be considered as part of the 2009 budget process. An item with more information on the pilot program was provided in the August 16, 2007 Weekly Information Packet.

At the July 31 budget study session, a Council member raised questions about the funding and need for the Parks and Recreation "conservation team." At one of the upcoming budget study sessions, Parks and Recreation staff will be prepared to provide Council with information and costs (personnel and non-personnel) on how it handles urban wildlife management and how its current program will be impacted by the UWC position.

Community Sustainability Coordinator and Work Program

As Council is aware during its January 2006 and 2007 retreats, I was asked to consider establishing an Office of Sustainability. Council members also reaffirmed this interest through their 2008 Council Budget Action Plan submittals for consideration as part of my 2008 Recommended Budget. I believe City Council has shown great leadership in advancing the philosophy of community sustainability. In May 2007, I established a .50 FTE fixed-term Community Sustainability Coordinator position through 2008. I am using the resources of the municipal corporation to advance this important goal and to ensure that community sustainability is integrated throughout the entire organization and that it becomes part of our daily organizational lives.

The position through 2007 will cost approximately \$20,000 and for 2008, \$40,000. Funding for the position is coming from my "extraordinary personnel" contingency fund. This is an annual contingency that provides funds for unanticipated personnel costs – such as Fire overtime costs – and also used to allow flexibility for fixed-term personnel

needs. I put this structure in place - one, because it reflects the shift in the way we are doing business in support of community sustainability; and, two, because I wanted this current Council that inaugurated this philosophy and effort to see it in place during their terms.

CONCLUDING COMMENTS

The 2008-09 Recommended Budget supports the City Council's policies of balanced budgets with adequate reserves, contingency plans to enable reacting to economic changes, and making decisions within the context of the Business Plan and City Council goals. Although we are pleased with the progress made in this recommended budget, we also recognize that we are not where we would like to be. However, given current revenue projections, we feel this budget represents the best balance between fiscal responsibility and enhanced service delivery. Looking forward, we are committed to developing strategies that ensure Boulder continues to thrive.

As staff continues to develop the Business Plan and work with the Blue Ribbon Commission, we will begin identifying and refining strategies for long-term funding needs for city services/ programs as reflected in the departmental action and vision plans. This will include presenting options in upcoming elections to request that the community continue its financial support of the municipal organization. Staff will bring the resulting concepts and strategies forward for City Council review in early 2008. By August 2008, City Council can then determine whether to prepare a November 2008 ballot initiative regarding renewing expiring sales taxes, or approving other revenue sources, to support city services.

Please refer to the section in this document titled "City Council Direction on the Recommended Budget" for a summary of the changes made to the recommended budget.

Respectfully submitted,



Frank W. Bruno
City Manager

ATTACHMENT A

CITY COUNCIL BUDGET ACTION PLAN

| Fund | City Council Hotline Votes | Program/Service | One-time costs | Ongoing | Essential | | Desirable | | Discretionary | | NOTES | Funding Recommendation |
|---------------|----------------------------|--|----------------|---------|-----------|--------------|-----------|------------|---------------|------------|--|---|
| | | | | | % | Cost | % | Cost | % | Cost | | |
| General Fund | | Inter-departmental collaboration focused on community sustainability | | x | | | 100% | \$ - | | | Collaboration can be accomplished within existing work programs & with existing staff resources. | Achieved in 2007 |
| General Fund | | Emergency Preparedness - Radio Inter-operability | x | x | 100% | \$ - | | | | | The Police Department recently received a grant to fund inter-operability of radios between the city and other emergency management organizations. | Achieved in 2007 |
| General Fund | | Create an Office of Sustainability | | x | | | 100% | \$ - | | | The CMO is recommending use of a fixed-term 0.50 FTE position through 2008. Program needs will be comprehensively analyzed for the 2009 budget. | Achieved in 2007 |
| General Fund | | Sustainability - to provide ongoing training and consultation for staff, Boards and Commissions. | | x | | | 100% | \$ - | | | Included in the Office of Community Sustainability noted above. Any additional ongoing needs will be identified by evaluating program effectiveness | Achieved in 2007 |
| General Fund | 26 | Boulder Mobile Manor (BMM) redevelopment | | x | | | 100% | TBD | | | Potential cost of redevelopment of Boulder Mobile Manor identified at a minimum of \$10 million; city's involvement could be \$1-2 million. It is anticipated that 50% of city investment would come from HHS' Action Plan with the balance of city funding to be provided by other city funds (e.g. the Climate Action Plan Fund for energy efficiency investment). | \$250,000 potential reallocation in Housing |
| General Fund | 22 | Youth Services Initiative (YSI) Expansion | | x | | | 100% | \$ 320,000 | | | Currently, YSI services are comprehensively provided at three Boulder Housing Partner (BHP) sites. The 2007 budget submission identified that an additional \$245,000 is needed to expand YSI services. Additional funding would expand YSI to additional BHP sites and Boulder Mobile Manor. | \$50,000 ongoing |
| GF / Planning | 18 | Study of Housing Pop-Tops and Scrapes | x | | | | 100% | \$ 80,000 | | | The FARs project was identified as a Council initiative. An estimated \$70,000 to \$90,000 will be necessary if Council votes to proceed with a comprehensive FAR study. | \$40,000 one-time for 2008; add'l funding in 2009 will be considered based on project scope |
| General Fund | 12 | Boulder TV Ongoing Operations | | x | | | | | 100% | \$ 150,000 | \$150,000 in one-time funding allocated for 2007. Request for ongoing budget allocation beginning with the 2008 budget. | Two options - \$150,000 ongoing or one-time scenarios |
| General Fund | 11 | Fire Apparatus Replacement Funding | x | x | 100% | \$ 3,550,000 | | | | | Since 1994, the Fleet Replacement Fund (FRF) has been the leasing agent for fire apparatus. Annual contributions made by the Fire Dept. to the FRF for fire apparatus (\$321K in 2007) have not kept up with fire apparatus purchase costs (\$606K in 2007). As a result, pumpers/aerials have been replaced only when the FRF was in a position to do so rather than on a regularly scheduled basis. Without supplemental funding, the FRF will not be in a position to purchase another fire pumper until 2012. At that time, several pumpers will be twenty years old; the national standard for fire apparatus replacement is every 10 years for pumpers and 8 years for aerials. In order to establish a routine replacement schedule for fire apparatus, on-going supplemental funding of \$650K would be needed beginning in 2008. This additional on-going amount (in 2007 dollars) would provide the necessary replacement funding through 2014 based on an equipment inflation factor of 5% and duty cycles of 10 years for pumpers and 8 years for aerials. In addition, \$2.9M in one-time funds would be needed to pay back the FRF for current leases. | \$100,000 one-time |
| General Fund | 8 | Restore FAM funding transferred to BTM | x | | 100% | \$ 150,000 | | | | | Of \$400,000 in one-time money in 2007, \$150,000 was programmed for BTM and \$250,000 for FAM. An additional \$40,000 was carried over for FAM in the 1st Supplemental Adjustment for 2007. The \$250,000 did not address FAM's funding deficiencies or maintenance backlog. The maintenance backlog will be \$4.6M by the end of 2007. Supplemental funding of \$523,000 would be needed to meet the funding goal of 2% of CRV for MM/FRR and reduce the backlog to below \$4M (by 2014). | \$200,000 one-time |
| General Fund | 7 | Enhanced Funding and Support for Boulder Housing Partners (BHP) | | x | 100% | \$ 100,000 | | | | | Increased financial support to BHP for operations | \$50,000 ongoing reallocation from Housing Funds |
| General Fund | 5 | Dairy Center for the Arts feasibility study of regional cultural facilities and long-term sustainability of arts and culture | x | | | | | | 100% | \$ 40,000 | Longmont is undertaking a feasibility study at a cost of approx. \$85,000. The Dairy Center for the Arts has requested a smaller-scope analysis of regional cultural facilities. | - |
| General Fund | 5 | Building Community - Restore Neighborhood Parking Program (NPP) | | x | | | 100% | TBD | | | \$15,000 in ongoing NPP funding was approved in conjunction with the 2007 parking rate increase. Research necessary to determine additional funding requirements. | \$10,000 one-time plus any excess from \$15,000 study allocation |

ATTACHMENT A

CITY COUNCIL BUDGET ACTION PLAN

| Fund | City Council Hotline Votes | Program/Service | One-time costs | Ongoing | Essential | | Desirable | | Discretionary | | NOTES | Funding Recommendation |
|------------------------------|----------------------------|--|----------------|---------|-----------|------|-----------|------------|---------------|-----------|--|--|
| | | | | | % | Cost | % | Cost | % | Cost | | |
| Excise Tax Funds | 4 | Development Excise Tax (DET) Structure Study | x | | | | 100% | \$ 100,000 | | | DET study estimated at \$80,000-\$120,000. The study is similar to the one conducted in 1997 and would include the following components: library, municipal facilities, fire services, police, parks and recreation facilities, transportation and human services. It does not include the Housing Excise Tax (HET) and the Education Excise Tax (EET). The project management and funding for this project have not yet been identified. In 1997, the project was managed by the Budget Office and funded proportionately from the DET funds. With existing staff resources, Long Range Planning cannot manage the FAR project and the DET analysis simultaneously. However, if P&D's senior planner position is approved as part of the action plan, there would be sufficient staff resources to manage both projects. | \$100,000 study paid by excise tax funds |
| General Fund | 2 | Sister City Cyber Café Construction/Commitment | x | | | | 100% | \$ 200,000 | | | Prioritized support to finalize approval and construction of Cyber Café | \$200,000 loan to be considered by Council |
| General Fund | | Individual Development Accounts, Personal Investment Enterprise Program | | x | | | 100% | \$ 72,000 | | | Annual subsidy proportional to COB resident participation @ 24 residents at \$3,000 cap. | |
| General Fund | | Building Community - Develop Neighborhood Newsletter | | x | | | | | 100% | \$ 10,000 | Funding would support the printing of neighborhood newsletters as well as support a web site that neighborhood associations could use for networking. | |
| GF/ Recreation Activity Fund | | Ensure sustainability of Pottery Lab by lowering cost-recovery goal to 60%. | | x | | | 20% | \$ 4,800 | 80% | \$ 19,200 | The Pottery Lab's current cost-recovery rate is 70%. Categorization within the CSBM and subsequent cost-recovery goals are determined by type of service, facility, and user. A further analysis is needed to determine how to equitably adjust cost recovery targets for other department-managed programs. | |
| GF/ RAF/ .25 Cent Sales Tax | | Fund Pottery Lab energy efficiency improvements. | x | | | | 100% | \$ 15,000 | | | As a result of the Pottery Lab's energy audit completed in late 2005, energy projects implemented include the installation of a new furnace, installation of attic insulation, window coverings, installation of internal storm windows (to be completed in spring 2007), replacement of light bulbs, sequential (instead of concurrent) firing of kilns, and calibration of kilns to increase efficiency. Additional evaluation needed to determine if additional energy efficiency projects would be cost-effective and appropriate for the historic building. The energy audit recommendations not implemented include adding interior foam installation and dry wall and complete attic insulation (\$15K total). These items were not implemented because Pottery Lab floor space would be lost and the completion of the attic insulation would create a difficult environment for FAM staff to work on other maintenance items. | |
| General Fund | | Provide additional resources to address alcohol use and resulting criminal behavior | | x | | | 100% | \$ 250,000 | | | Staff research to determine if additional resources could be used to stem the recent rise in alcohol-related violence. Police department recommendation is to add additional police officers to focus resources on alcohol education and enforcement. | |
| General Fund | | Outreach tool kit, Web-based information Center | x | x | | | 100% | \$ 17,000 | | | Set-up: \$10,000 plus City of Boulder staff supervision; Ongoing maintenance by staff; 260 hours/year | |
| General Fund | | Sustainability Handbook | x | | | | 100% | \$ 6,000 | | | Sustainability Handbook would serve as a resource for staff to reference for departmental programs, services and to use for Council or Board/Commission agenda items. | |
| General Fund | | Restore missing day at Meadows & Reynolds branch libraries | | x | | | 100% | \$ 90,300 | | | Funding is shown in 2007 dollars, and would allow both branches to open at 10 a.m. 7 days per week. This item is included in the library's draft Action Plan. But as a "desirable" service, its priority ranking falls below approximately \$500,000 in identified shortfalls in "essential" services. | |
| General Fund | | Provide additional General Fund subsidy to Recreation to fund internal and external youth recreation programs, including not-for-profit youth, partnerships, swim pass subsidies or scholarships and other recreation programs serving youth. The CC Action Plan recommendation may include adjusting cost-recovery goals within the Core Services Business Model. | | x | | | 50% | \$ 25,000 | 50% | \$ 25,000 | \$50,000 is the initial estimate to address the internal and external youth recreation programs. The 2006 P & R Master Plan includes an Action Plan recommendation totaling \$700,000 to implement the Core Services Business Model (CSBM). Additional research is necessary to determine how additional GF subsidy would be allocated to meet Council and master plan goals. | RAF Analysis and Benchmarking Study |

ATTACHMENT A

CITY COUNCIL BUDGET ACTION PLAN

| Fund | City Council Hotline Votes | Program/Service | One-time costs | Ongoing | Essential | | Desirable | | Discretionary | | NOTES | Funding Recommendation |
|------------------------------|----------------------------|---|----------------|---------|-----------|------|-----------|------|---------------|------------|--|-------------------------------------|
| | | | | | % | Cost | % | Cost | % | Cost | | |
| GF/ Recreation Activity Fund | | Recognize not-for-profit organizations that provide recreation activities that the community desires. Provide add'l subsidy or adjust cost-recovery goals within the department's Core Services Business Model. | | x | | | | | 100% | \$ 42,100 | Clarification is necessary to define the not-for-profit and community organizations eligible for additional funding. A workgroup consisting of community representatives may be formed to assist in the information-gathering process. The current cost estimate is based on providing a 10% subsidy for not-for-profit and community organizations with agreements that exceed \$2,500/yr. | RAF Analysis and Benchmarking Study |
| General Fund | | Building Community - Restore Park Flowers Program | | x | | | | | 100% | \$ 112,000 | Funding estimate includes \$72,000 for staffing (1.5 FTE) and \$40,000 for materials. Fiscally constrained plan restores flower program in the municipal complex. P & R master plan includes an Action Plan recommendation to re-establish a flower program in Community Parks. | |
| Various Funds | | Identify Action Plan Funding for departments | x | x | | | | | | | Departmental master plans and Business Action Plans will provide context regarding prioritized funding requests. | |
| Transportation | | Building Community - Restore Neighborhood Traffic Mitigation | | x | | | | | 100% | \$ 95,000 | Staff is currently engaged in a process to update the Neighborhood Traffic Mitigation Program (NTMP) guidelines. Staff is looking at possible funding sources and what, if any, NTMP efforts could be reestablished within our current lack of funding. Staff plans to develop three sets of guidelines that would represent different possible funding levels. Since we are in the process of developing these guidelines it is difficult to project scenarios, but the following is an estimation of what the three plans might look like from a financial standpoint. The first would be a "Vision Plan" which would be funded at or close to prior funding levels and would include either a 0.5 or 1.0 FTE administrator (\$200K to \$250K total). The second would be an "Action Plan" which would include a lower level of funding, presumably from a new source such as new Photo Enforcement revenues or revenue from a new surcharge on moving violations (\$75K to \$125K total). The third would be a "Fiscally Constrained Plan" which would assume no new funding. Public process would be very limited and funding for studies would need to be identified. | |

ATTACHMENT B
RECOMMENDATIONS FOR FUNDING ACTION PLAN ITEMS BY FUND AND DEPARTMENT

| Fund | Dept | City Council Action Plan | Brief Description of Action Plan Item to be Funded | Ongoing Exp | One-time Exp | Exp from Add'l Rev | Add'l Std FTE | Add'l Fixed Term | Fixed Term End Date | Comments |
|---------------------|-------------------------------------|--------------------------|---|----------------|------------------|--------------------|---------------|------------------|---------------------|---|
| General Fund | | | | | | | | | | |
| | All Departments | | Increase ICMA Retirement employer contribution | 10,500 | | | | | | To match PERA contribution by increasing from 10.2% to 11.9% |
| | General Fund Departments | | Facility energy costs contingency | | 145,000 | | | | | To cover escalating electric and gas costs; identified by Blue Ribbon Commission as a critical deficiency |
| | Public Works/FAM | X | Facilities maintenance | | 200,000 * | | | | | This funding will be used to decrease maintenance backlog (estimated at \$4.6 million by the end of 2007). |
| | City Council | | Council Employee consultant | | 3,500 * | | | | | To conduct annual evaluation of employees reporting to Council |
| | City Council | | Sister City Relationships | | 4,000 * | | | | | To provide funding for Sister City relations and coordination |
| | City Manager's Office | | Election Costs - HAVA Legislation | 30,000 | | | | | | To offset election cost increases due to HAVA Legislation |
| | City Manager's Office | | Contingency | | 92,000 * | | | | | Contingency for unanticipated expenditures |
| | City Manager's Office | | Imaging Software Maintenance | 12,000 | | | | | | Annual software maintenance for new imaging system |
| | City Manager's Office | | Liquor Licensing | | 28,000 * | | | | | Implement Alcohol Subcommittee recommendations & new BLA rules |
| | City Manager's Office | X | Boulder Television (BTV) | | 150,000 | | | | | To provide funding for 2008 operations |
| | DUHMD | X | Neighborhood Parking Permit (NPP) expansion survey | | | 15,000 | | | | Covered by parking meter rate and hour increase |
| | DUHMD | X | Neighborhood Parking Permit (NPP) implementation | | 10,000 * | | | | | To implement approved NPP expansion areas |
| | DUHMD | | New parking technology - installation and loan payment | | | 29,366 | | | | Covered by parking meter rate and hour increase |
| | DUHMD | | New parking technology - operating & replacement costs | | | 51,120 | | | | Covered by parking meter rate and hour increase |
| | DUHMD | | Boulder Improvement District (BID) Ecopass | | | 68,542 | | | | Covered by parking meter rate and hour increase |
| | DUHMD | | Repayment to Downtown Commercial District (formerly CAGID) for 10th & Walnut garage | | 75,000 * | | | | | Reimbursement to Downtown Commercial District (formerly CAGID) for 10th & Walnut garage construction cost overruns |
| | Finance | | Financial Reporting and Audit | | 85,000 * | | | 1.00 | 12-31-08 | One year fixed-term position to transition financial reporting and audit responsibilities prior to staff retirement; Financial reporting compliance critical to maintain bond rating and meet Gov'l Accounting Standards. |
| | Finance | | Sales Tax Auditor | 90,000 | | | 1.00 | | | Covered by additional sales and use tax revenue |
| | Fire Department | | Vehicle Operations (including fuel and repairs) | 40,000 | | | | | | To offset cost increases for fuel and vehicle repair |
| | Fire Department | X | Fire Apparatus | | 100,000 * | | | | | To begin to pay down fire apparatus lease (currently \$2.9 million) ; identified by Blue Ribbon Commission as a critical deficiency |
| | Fire Department | | Office of Emergency Management (OEM) | | 58,000 * | | | | | City's portion of shared position dedicated to OEM |
| | Housing & Human Services | | Food Tax Rebate | 17,500 | | | | | | To manage the food tax rebate program |
| | Housing & Human Services | | Social Sustainability and Outreach | 10,000 | | | | | | To address rising costs for Social Sustainability and Outreach goals |
| | Human Resources | | Leadership Conference | | 6,000 * | | | | | Annual Leadership Conference |
| | Human Resources | | EcoPass | 3,700 | | | | | | To offset EcoPass cost increases |
| | Human Resources | | Compensation Study | | 18,300 * | | | | | Analysis and evaluation of compensation system |
| | Human Resources | | Diversity: Education | | 8,000 * | | | | | To provide spanish lessons for 80 employees |
| | Human Resources | | Payroll Process Improvements | | 10,000 * | | | | | Develop database to automate reconciliation of benefit payments |
| | Information Technology | | Colorado Wireless Communities | | 14,000 * | | | | | City's support as a long-term member of the CWC, addressing digital divide/social inclusion issues for a regional wireless broadband network |
| | Information Technology | | Computer Replacement | | 50,000 * | | | | | For 2008, the Computer Replacement Fund has a deficit of \$50,000 |
| | Information Technology | | Independent Security Audit | | 16,000 * | | | | | 2007 Financial Audit recommendation |
| | Library | | Main Library Security | 35,400 | | | 0.75 | | | Security staff to monitor peak hours at Main Library |
| | Library | | Building and Maintenance Services | 15,900 | | | | | | Increase building maintenance to address declining levels of service |
| | Library | | Library materials | | 10,000 * | | | | | To partially address cost increases in electronic information formats and deficits in audio/DVD collections (e.g. Spanish language titles) |
| | Municipal Court | | Contracted scofflaw investigation | 5,000 | | | | | | Contractual costs to locate scofflaws |
| | Municipal Court | | Master Plan | | 7,200 * | | | | | Master Plan materials and consulting |
| | Planning & Develop Svcs | X | Study of Pop Tops and Scrapes | | 40,000 * | | | | | Study expenses shared by General Fund and P & DS Fund |
| | Parks & Recreation | X | Youth Services Initiative (YSI) | 50,000 | | | 0.25 | | | Expansion of YSI program services |
| | Parks & Recreation | | Park maintenance | | 25,000 * | | | | | To offset cost increases and provide additional resources for fuel, fertilizer, materials and landscape supplies |
| | Police | | Vehicle Operations (including fuel and repairs) | | 10,000 * | | | | | To offset cost increases for fuel and vehicle repairs |
| | Police | | Public Safety Building energy costs | | 35,000 | | | | | To cover escalating electric and gas costs; identified by Blue Ribbon Commission as a critical deficiency |
| | City Manager's Office | | Economic Vitality | | | 292,900 | | 1.00 | 12-31-08 | Funding is from the remaining BURA reserve in the General Fund; this will provide 2008 funding for the Business Liaison and continued business incentive programs; at the end of 2007, approx. \$139,000 would be available as a carryover into 2008 for the program. |
| | | | General Fund Total | 320,000 | 1,200,000 | 456,928 | 2.00 | 2.00 | | |

ATTACHMENT B
RECOMMENDATIONS FOR FUNDING ACTION PLAN ITEMS BY FUND AND DEPARTMENT

| Func | Dept | City Council Action Plan | Brief Description of Action Plan Item to be Funded | Ongoing Exp | One-time Exp | Exp from Add'l Rev | Add'l Std FTE | Add'l Fixed Term | Fixed Term End Date | Comments |
|---|--|--------------------------|---|----------------|----------------|--------------------|---------------|------------------|---------------------|---|
| Planning & Develop Svcs Fund | | | | | | | | | | |
| | P & DS | | P & DS Service Center and Office Space Surface Refurbishments | | 120,000 | | | | | Service Center and Office surface refurbishments (for example, new paint, ceiling tiles and carpet) to the office areas on the 3rd floor of Park Central |
| | | | Building Permits - Landscape Review and Inspections | 78,000 | | | | 1.00 | 12-31-09 | To provide landscape review and inspections |
| | | | Building Permits - Administrative Support | 27,000 | | | | 0.50 | 12-31-09 | To support building permit issuance |
| | | | Building Permits/Landlink Support | 69,000 | | | | 1.00 | 12-31-09 | Fixed-term position to implement IVR improvements & building permit case type in Landlink |
| | | | Urban Designer | | 50,000 | | | 1.00 | 12-31-08 | To provide in-house urban design expertise to support project review, land use code changes and manage area plans and other special projects; Funding for a .50 FTE also provided by Manager's contingency |
| | | | Building Permits & Right of Way | 30,000 | | | | 0.50 | 12-31-09 | Fixed-term position for records management for Building & Right-of-Way (ROW) Permits |
| | | | P & DS Service Center Renovation | | 80,000 | | | | | Service Center renovation will address customer service needs by adding a project specialist work station. The renovation will include recycled and demonstration materials for to increase public awareness. |
| | | | Planning & Development Svcs Fund Total | 204,000 | 250,000 | 0 | 0.00 | 4.00 | | |
| .25 Cent Sales Tax Fund | | | | | | | | | | |
| | Parks & Recreation | | Park Maintenance | 52,000 | | | | | | To offset cost increases and provide additional resources for fuel, fertilizer, materials and landscape supplies |
| | | | Additional funding for computer replacement | 16,367 | | | | | | Computer replacement for positions funded by the .25 Cent Sales Tax |
| | | | .25 Cent Sales Tax Fund Total | 68,367 | 0 | 0 | 0.00 | 0.00 | | |
| Open Space Fund | | | | | | | | | | |
| | Open Space & Mountain Parks | | Cultural Resources Program Coordinator | 76,200 | | | | 1.00 | 12-31-09 | Coordination and management of cultural resources program |
| | | | Wildlife Ecologist | 76,200 | | | | 1.00 | 12-31-09 | To support wildlife program and resource assessment of trail study areas for the Visitor Master Plan (VMP) |
| | | | Education & Outreach Coordinator | 76,200 | | | | 1.00 | 12-31-09 | To support implementation of the VMP |
| | | | Natural Resources Technician | 53,600 | | | | 1.00 | 12-31-09 | To support implementation of the VMP |
| | | | VMP Coordinator | 95,250 | | | | 1.00 | 12-31-11 | VMP Coordination, including new recreation opportunities, trail construction and resource protection |
| | | | Admin Specialist | 40,414 | | | | 1.00 | 12-31-09 | Administrative support for Ranger Services at the Annex |
| | | | Admin Specialist | 21,477 | | | | 0.50 | 12-31-09 | Administer permit processes for off-trail and special/commercial use; will also provide web design and maintenance |
| | | | Admin Specialist - Financial | 20,207 | | | | 0.50 | 12-31-09 | To assist financial operations, including reconciliation of dog tag program and daily deposits |
| | | | Ranger Naturalist | 57,400 | | | 2.00 | | | Funding supplemented by a \$100,000 reallocation from existing seasonal program |
| | | | Water Resource Technician | 40,682 | | | 0.67 | | | Protection of water resources |
| | | | Natural Resources Tech - IPM | 20,100 | | | 0.25 | | | Integrated Pest Management (IPM) planning and coordination |
| | | | Trails Contract Coordinator | 76,200 | | | | 1.00 | 12-31-09 | To achieve proper trail construction and improvements |
| | | | Maintenance I | 48,240 | | | | 1.00 | 12-31-09 | To address VMP-related signage needs for trail construction and dog management |
| | | | Maintenance III | 53,600 | | | | 1.00 | 12-31-09 | Planning and implementation of trail maintenance/construction, including management of seasonal trail maintenance crew. |
| | | | Open Space Fund Total | 755,770 | 0 | 0 | 2.92 | 10.00 | | |

ATTACHMENT B
RECOMMENDATIONS FOR FUNDING ACTION PLAN ITEMS BY FUND AND DEPARTMENT

| Fund | Dept | City Council Action Plan | Brief Description of Action Plan Item to be Funded | Ongoing Exp | One-time Exp | Exp from Add'l Rev | Add'l Std FTE | Add'l Fixed Term | Fixed Term End Date | Comments |
|--|------------------------|--------------------------|--|------------------|------------------|--------------------|---------------|------------------|---------------------|---|
| Airport Fund | | | | | | | | | | |
| | PW/Transportation | | Extend Sanitary Sewer Line to Hangar N | | 30,000 | | | | | To improved water quality by upgrading from a septic system |
| | | | Wildlife Mitigation | | 25,000 | | | | | To prevent wildlife encroachment on runways and FAA violations |
| | | | Airport Fund Total | 0 | 55,000 | 0 | 0.00 | 0.00 | | |
| Transportation Fund | | | | | | | | | | |
| | PW / Transportation | | Transfer expenses from Trans. Develop Fund | 98,060 | | | | | | Transfer traffic signals and system management expenses to Transportation Fund |
| | | | Increase Operations/Maintenance by add'l 4% | 262,716 | | | | | | An additional 4% in non-personnel expenses as a "catch-up" mechanism to address escalating operations and maintenance costs |
| | | | Targeted Operations, Repairs & Preventative Maint | 250,000 | | | | | | To implement targeted maintenance recommendations from O & M study |
| | | | Signal Technician | 87,120 | 88,500 | | 1.00 | | | Increased signal needs due to growth and enhancements (i.e. pedestrian countdown timers) |
| | | | Pay Down Transit Village Debt | | 170,000 | | | | | Loan to be paid off in 2010 |
| | | | Transportation Fund Total | 697,896 | 258,500 | 0 | 1.00 | 0.00 | | |
| Water Utility Fund | | | | | | | | | | |
| | PW/Utilities | | Windy Gap Payment | 240,000 | | | | | | New operating assessment costs for Windy Gap participants |
| | | | Platte River Assessment | 71,000 | | | | | | Boulder's portion of South Platte Water-Related Activities Program Assessment |
| | | | Water Treatment Facility Energy Costs | 35,000 | | | | | | To cover increased facility energy costs |
| | | | Water Utility Fund Total | 346,000 | 0 | 0 | 0.00 | 0.00 | | |
| Wastewater Utility Fund | | | | | | | | | | |
| | PW/Utilities | | Waste Water Treatment Plant Improvements | 506,000 | | | | | | An additional \$506,000 will be needed in 2008 and \$80,000 in 2009 in order for new processes to become fully operational |
| | | | Wastewater Utility Fund Total | 506,000 | 0 | 0 | 0.00 | 0.00 | | |
| Downtown Commercial District Fund | | | | | | | | | | |
| | DUHMD/Parking Svcs | | Capital Maintenance | 1,240,000 | | | | | | Deferred garage maintenance |
| | | | Capital Building Renovation & Refurbishment | 165,675 | | | | | | Ongoing garage maintenance @ \$75/spot |
| | | | Conference Center Feasibility | | 125,000 | | | | | Conference Center engineering and site study |
| | | | Downtown Community Improvements | 100,000 | | | | | | Streetscape improvements - West side and South of Canyon |
| | | | Parking Technology | | | 802,161 | | | | Parking technology installation - Loan to be paid over next 2-3 years |
| | | | Parking Technology operations & replacement | | | 149,989 | | | | Operating expenses for capital replacement & credit card fees |
| | | | Downtown Commercial District Fund Total | 1,505,675 | 125,000 | 952,150 | 0.00 | 0.00 | | |
| University Hill Commercial District | | | | | | | | | | |
| | DUHMD/Parking Svcs | | Parking Technology | | 300,000 | | | | | Parking technology installation - To be paid with cash financing |
| | | | Parking Technology Operating & Replacement | | | 40,527 | | | | Operating expenses for capital replacement & credit card fees |
| | | | University Commercial District Fund Total | 0 | 300,000 | 40,527 | 0.00 | 0.00 | | |
| Fleet Operating Fund | | | | | | | | | | |
| | Public Works | | Fuel Delivery System | | 40,000 | | | | | Upgrade fuel delivery system |
| | | | Digital Radios Test Set | | 25,000 | | | | | Test digital radios |
| | | | Sound Curtain | | 25,000 | | | | | Install sound curtain in bays adjacent to Radio Shop |
| | | | Fleet Operating Fund | 0 | 90,000 | 0 | 0.00 | 0.00 | | |
| Telecommunications Fund | | | | | | | | | | |
| | Information Technology | | Implement new phone system | | 1,000,000 | | | | | Transition from County to in-house system; \$250,000 reallocation for employee expenses |
| | | | Telecommunications Fund | 0 | 1,000,000 | 0 | 0.00 | 0.00 | | |
| Property & Casualty Fund | | | | | | | | | | |
| | Finance | | Risk Management Non-Personnel Expenses | 10,000 | | | | | | To provide materials & supplies for the Risk Management division |
| | | | Property & Casualty Fund | 10,000 | 0 | 0 | 0.00 | 0.00 | | |

FOOTNOTES:

* As described in the section of this document titled "City Council Direction on the Recommended Budget", a cascading funding approach has been implemented as part of the approved 2008 budget to provide funding for both the Boulder Mobile Manor project and the Economic Vitality program. As a result, these items allocated for one-time funding are being held in a contingency until 2007 year-end results have been finalized and these two programs have received their targeted funding allocation

CITY COUNCIL DIRECTION ON THE RECOMMENDED BUDGET

The City Manager's 2008-09 Recommended Budget was presented to City Council for first reading on October 2nd, second reading on October 16th and third reading/adoption on November 13th. The following changes were made to the recommended budget based on feedback received from City Council at the August 28th and the September 11th study sessions and at second reading of the budget on October 16th.

Boulder Mobile Manor Development Project and the Economic Vitality Program

Prior to first reading, the City Manager's recommended budget was changed based on feedback from City Council at both the August 28th and the September 11th study sessions. At the August study session, Council clarified that not all funding for the Manor project should come from affordable housing funds since this project is broader than just affordable housing and really reflects Council's broader goal of community sustainability. Council also expressed a concern about the limited 2008 funding for Economic Vitality, specifically for the Business Incentive Rebate Program. Based on this feedback, staff proposed a "cascading" approach to provide additional 2008 funding for both these items.

As part of the approach, target funding in the amount of \$800,000 from the General Fund for the Manor project was proposed for 2008. This is based on funding in previous years totaling \$600,000 already allocated to the project as well as the likelihood that \$1 million would be recommended for funding from the available 2008 affordable housing funds. Based on this, the additional \$800,000 from the General Fund in 2008 would bring the total city funding for the project to \$2.4 million and would allow for a significant achievement of community sustainability goals including:

- targets of 30%, 40% & 50% average median income (AMI)
- greater livability (design, green space, playground)
- a higher level of energy efficiency and green building

The additional 2008 funding from the General Fund for the Economic Vitality program was targeted at \$123,000. The goal of this target was to provide additional funding for the program with the understanding that it comes at the cost of other needed items in the city. However, every additional dollar improves the health of the city's overall economic vitality program and, as a result, a target of an additional \$123,000 in 2008 funding was recommended.

The following describes each of the steps in the "cascading" funding approach:

Step 1: As discussed above, the additional funding targets for both the Manor and the Economic Vitality projects were set at \$800,000 and \$123,000, respectively. Approximately, \$90,000 of the Manor project will be covered by 2008 funding from the Climate Action Plan Fund. These dollars are budgeted for energy efficiency programs

for low income households. Based on the \$90,000 provided by the Climate Action Plan Fund, the remaining target for the Manor project is \$710,000 (\$800,000 less \$90,000).

Step 2: The second step includes the deferment of the proposed increase in Worker Compensation Insurance rates for 2008 until 2009. This will generate about \$110,000 in General Fund savings that will be appropriated for the Manor project. Although the 2008 targeted fund balance for Worker Compensation may fall short, staff feels it is an acceptable level of risk to defer the rate increase until 2009.

After step 2, the remaining target for the Manor project is \$600,000 (\$710,000 less \$110,000) and \$123,000 for Economic Vitality. At this point, staff would proceed to step 3.

Step 3: This step relies on allocating any excess collections from construction and business use tax as follows for the two projects:

- Any increase over the current 2007 General Fund projection for construction use tax would first be used to fill the funding target for the Manor
- Any increase over the current 2007 General Fund projection for business use tax would first be used to fill the funding target for Economic Vitality

If step 3 does not meet the remaining target for both projects, then staff would automatically move to step 4.

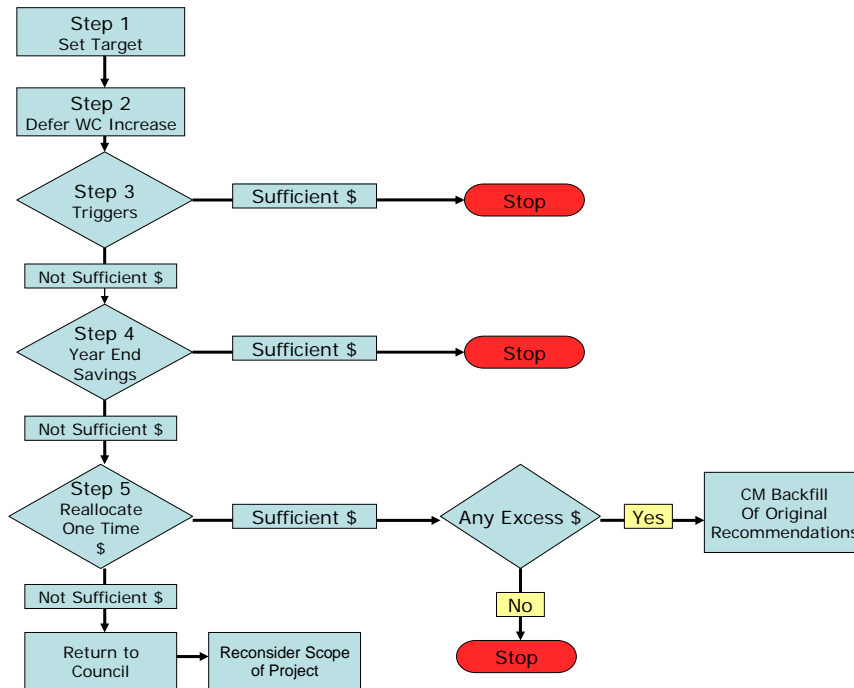
Step 4: After all accounts payable are booked for 2007, available year-end savings in the General Fund would be used to reach the remaining targets for the two projects. First, dollars would go to the Manor project until that target is met, then to the Economic Vitality program.

| 2008 General Fund One-Time Funding Recommendations Held in Contingency (Based upon achieving targeted funding for the Boulder Mobile Manor project and the Economic Vitality Program) | | |
|---|---|----------------|
| Department | Item | Amount |
| Public Works/FAM | Facilities maintenance | 200,000 |
| City Council | Council employee consultant | 3,500 |
| City Council | Sister City relationships | 4,000 |
| City Manager's Office | Contingency | 92,000 |
| City Manager's Office | Liquor licensing | 28,000 |
| DUHMD | Neighborhood Parking Permit (NPP) implementation | 10,000 |
| DUHMD | Repayment to Downtown Commercial District (formerly CAGID) for 10th & Walnut garage | 75,000 |
| Finance | Financial Reporting and Audit | 85,000 |
| Fire Department | Fire Apparatus | 100,000 |
| Fire Department | Office of Emergency Management (OEM) | 58,000 |
| Human Resources | Leadership Conference | 6,000 |
| Human Resources | Compensation Study | 18,300 |
| Human Resources | Diversity: Education | 8,000 |
| Human Resources | Payroll Process Improvements | 10,000 |
| Information Technology | Colorado Wireless Communities | 14,000 |
| Information Technology | Computer Replacement | 50,000 |
| Information Technology | Independent Security Audit | 16,000 |
| Library | Library materials | 10,000 |
| Municipal Court | Master Plan | 7,200 |
| Planning & Development Svcs | Study of Pop Tops and Scrapes | 40,000 |
| Parks & Recreation | Park maintenance | 25,000 |
| Police | Vehicle Operations (including fuel and repairs) | 10,000 |
| Total | | 870,000 |

Step 5: If steps 2 through 4 still do not meet the targets, there would be reductions in the one-time amounts originally included in the 2008-09 recommended budget until the targets are met.

All General Fund one-time funding amounts (with the exception of facility energy, Boulder Community Media and Library allocations) will be held in a contingency in case year-end savings and the revenue triggers are insufficient. The amounts shown in the table above will be released by the City Manager if the targets are met and/or the amounts generated in steps 2 through 4 are higher than expected (this will be known in April 2008).

Below is a diagram depicting the “cascading” funding proposal for the Boulder Mobile Manor and Economic Vitality projects:



At the September 11th study session, City Council generally supported the “cascading” funding approach for the two projects. This change was incorporated into the 2008 budget ordinances brought forward to City Council for first reading and public hearing on October 2, 2007.

Boulder Community Media (BCM)

At second reading of the 2008 budget on October 16th, City Council approved the following change in funding for Boulder Community Media (BCM), the group that currently provides public access television services to the Boulder community:

- 1) Decrease 2008 funding to BCM from \$150,000 to \$70,000 to manage and operate (in partnership with the Boulder Valley School District and the University of Colorado) Channel 22, the educational channel;
- 2) Authorize the BCM Board to use up to \$10,000 of the \$70,000 funding for outside legal advice and accounting as necessary;
- 3) Make 2008 funding contingent upon BCM presenting, and Council approving prior to January 1, 2008, a contract and business plan for managing and operating the educational channel;
- 4) Authorize BCM use of the .25 cent PEG fee (currently collected for Channel 54) for equipment for the educational access television station (EDTV).
- 5) Move all savings from the decreased amount of funds going to BCM in the proposed 2008 budget, or \$80,000, to fund implementation of the Library Master Plan;
- 6) Direct the City Manager to shut down operations of Channel 54 by November 16, 2007, and use all remaining 2007 funding for 1) the costs of shutting down Channel

54 and BTV; and 2) to operate and manage Channel 22, EDTV through fiscal year 2008.

Staff is currently developing a plan for utilizing the \$80,000 in one-time funding for the Library based on the Library Master Plan. The approach will be provided to City Council via a Weekly Information Packet (WIP) in early 2008 before the funds are actually expended.

CITY COUNCIL GOALS

Boulder City Council

City Council Goals

Affordable Housing

To preserve and provide housing opportunities that promote an economically diverse community.

Social Sustainability

To enhance community livability by providing outreach and developing policies that address the needs of the community, including the under-served, under-represented and under-participating residents so all who live in Boulder can feel part of, and thrive in, our community.

Economic Sustainability

It is the Policy of the City of Boulder to encourage economic vitality and the contributions economic health make to the overall quality of life of its citizens. The City of Boulder welcomes and is supportive of business and economic development. Towards this end, the City of Boulder will utilize a variety of tools and strategies that will result in increased sales and use tax revenue, retention and expansion of business investment and opportunities in Boulder and lead to an improvement in the quality of life and prosperity of the community.

Environmental Sustainability

To enact and enhance city policies that cause the Boulder community to become a nationwide environmental leader among communities. The City will be a role model of exemplary environmental practices.

Transportation

Develop strategies to manage congestion at reasonable levels and enhance mobility to maintain a livable community. To generate consensus among and between the City Council and local and regional community about the specific transportation improvements envisioned for each corridor.”

Current information on the status of the City Council goals is available on the city's website at www.bouldercolorado.gov (click on "City Council Office" under Departments at the top of the page, and then on "Council Goals" found in the box on the left side of the page).

BUDGET POLICIES

CITYWIDE FINANCIAL AND MANAGEMENT POLICIES

SECTION 1 - GENERAL INFORMATION

- 1.1 **Annual Budget Submittal** - Biennial budgets shall be balanced. Budgeted expenditures and transfers-out will not exceed reasonable projection of the sum of current year revenues, transfers-in, and available fund balances. Debt shall not be utilized for operating expenses.¹
- 1.2 **Budget Process** - A Biennial budget shall be adopted every two years by December 1st of the year prior to the two-year budget period. Adjustments for changing circumstances for the second year of the two-year budget cycle shall be adopted by December 1st of the first year of the biennial period.²
- 1.3 **Budget Preparation** - While the Charter establishes time limits and the essential content of the City Manager's proposed budget, the budget preparation process is not prescribed. The preparation process is developed by the City Manager with input from the City Council.
- 1.4 **Changes to Adopted Budget** - Normally, initial appropriations (excluding carryovers and encumbrances) will be made only in the context of the annual budget process when all City needs can be reviewed and prioritized in a comprehensive manner. The biennial budget process will also include a projection of the multi-year impact of decisions.³

SECTION 2 - REVENUE POLICIES

- 2.1 **Property Tax** - Mill levies shall be certified at the 1992 mill levy rate. A temporary mill levy credit shall also be certified whenever the calculated revenue forecast exceeds the calculated revenue limitation by more than 1/10th of a mill.⁴
- 2.2 **Revenue Review and Projection** - The City reviews estimated revenue and fee schedules as part of the budget process. Estimated revenue is projected in a "most likely" scenario for five years and updated annually. Proposed rate increases are based upon Citywide Pricing Policy Guidelines that were adopted by Council in 1994. User fees shall be aligned with these guidelines over a five-year period.
- 2.3 **User Fee Guidelines** - The general guidelines of the City of Boulder regarding user fees are based upon the following considerations:
 - A. Full Cost Recovery
 1. The individual or group using the service is the primary beneficiary.
 2. The level of service use attributed to a user is known.
 3. Administrative cost of imposing and collecting the fee is not excessive.
 4. Imposing a full cost fee would not place the City at a competitive disadvantage.
 5. The service is usually provided by the private sector, but may also be provided by the public sector.
 - B. Partial Cost Recovery
 1. Services benefit those who participate but the community at large also benefits.
 2. The level of service use attributed to a user is known.
 3. Administrative costs of imposing and collecting the fee is not excessive.
 4. Imposing a full cost fee would place the City at a competitive disadvantage.
 5. The service is usually provided by the public sector, but may also be provided by the private sector.

C. No-cost Recovery:

(a service does not have to meet every criterion)

1. The service is equally available to everyone in the community and should benefit everyone.
2. Because the service is basic, it is difficult to determine benefits received by one user.
3. The level of service attributable to a user is not known.
4. Administrative costs of imposing and collecting a fee exceed revenue expected from the fee.
5. Imposing the fee would place the City at a serious competitive disadvantage.
6. The service is primarily provided by the public sector.
7. Charging a fee would result in undesirable behavior.

D. "Enterprise or Profit" Center

(a service does not have to meet every criterion)

1. Individuals or groups benefit from the service and there is little community benefit.
2. The level of service use attributable to a user is known.
3. There is excess demand for the service; therefore, allocation of limited services is required.
4. Administrative cost of imposing and collecting the fee is not excessive.
5. The service is provided at market price by the private sector.

E. Other Considerations

1. Nonresidents do not pay the full level of City taxes. Therefore, nonresidents will usually pay a premium of 25% above the standard fee for the service.
2. The City currently defines "Direct Costs" as costs that are all the specific, identifiable expenses associated with the actual provision of a service.
3. "Indirect Costs" can include departmental overhead costs such as administrative costs and operating reserve account as well as city overhead costs. City overhead costs include the costs of all the City's general support services.
4. Departments when establishing fees should identify whether a fee recovers the full cost, (sum of direct and indirect costs), partial cost or is a market rate fee.

2.3a User Fee Subsidies - After a fee has been set at either a full, partial or market level, any subsidy or reduced rate user fee offered by the City of Boulder will be based primarily on economic or financial need. The basis for determining financial need will be 50% of the average median income (AMI) for Boulder County. In addition, programs that include a subsidy or reduced rate component are available to City of Boulder residents only.

Recreation services in Parks and Recreation offer reduced rate user fees based on age only rather than on economic or financial need. As part of its 5-year User Fee Alignment Plan, this department is moving away from age-based discounting, but has not yet determined if it should be completely eliminated.

2.4 Asset Forfeiture Revenue - To create a long-term funding source from limited and uncertain revenue, asset forfeiture/seizure revenue resulting from crime prevention/apprehension activities by the Police Department shall be conceptually considered as "endowment" funds and the principal shall be held in reserve. With the exception of occasional exceptional unanticipated unfunded needs, only interest earnings on the principal shall be allocated for expenditures.

- 2.5 Accrued Interest -Earmarked Funds -** The determination of whether earmarked funds shall accrue interest income is whether the General Fund costs required to collect and administer such funds are allocated to the subject funds. Interest income shall not be distributed to funds unless they are bearing their appropriate allocation of administrative costs.
- 2.6 Unspent Revenues -** On an annual basis, any unspent revenues subject to and in compliance with the associated limitations of Amendment #1 revenue and spending constraints shall be "reserved" and therefore will be considered "spending" in the current fiscal year.
- 2.7 Excise Taxes -** In November 1998, the electorate approved a ballot issue that increased the current excise tax rates by an inflationary factor. The rate will be adjusted annually by an inflation factor until the maximum amount included in the ballot issue is reached. ⁵

- 2.7 a Education Excise Tax-** In June 2003, City Council approved the following policy guidelines pertaining to Education Excise Tax:

Education Excise Tax revenues shall be used for capital expenditures only, and not for operational expenditures. Education Excise Tax revenues may be used to:

- Help fund facilities needed to serve new growth
- Improve or renovate existing facilities
- Enhance the viability of existing facilities , including recreational facilities
- Fund tax refunds or set-offs relating to education purposes
- Purchase properties to preserve them for future educational purposes.

Education Excise Tax revenues shall be expended in a manner that supports both Boulder Valley School District and city of Boulder needs and objectives.

Education Excise Tax revenues shall be programmed for expenditure as part of the city's Capital Improvement Programming process. The intent is that funds will be used for large capital expenditures that exceed \$1,000,000 and will be programmed for expenditure on an infrequent basis.

- 2.8 Utility Charges -** The City reviews estimated revenues and fee schedules as part of the budget process. Estimated revenue and expenditures are projected for five years and updated annually. Proposed rate increases to monthly user fees are developed using a cost-of-service methodology which includes the following:

- Determination of the Utility's revenue requirements for operations, maintenance, and capital construction;
- Ability of the Utility to maintain adequate reserves and meet debt service coverage requirements;
- Analysis of customer demands and usage characteristics;
- Allocation of revenue requirements to customer service characteristics;
- Development and design of rates schedules.

Other charges for specific services are designed to recover costs and follow the guidelines of the Citywide Pricing Policy adopted by Council in 1994.

Plant Investment Fees are one-time charges to customers connecting to the utility system are based on the replacement value of the utility assets and are reviewed every 3-5 years.

SECTION 3 - FINANCIAL ADMINISTRATION

- 3.1 General Information** - The city's fiscal year shall be the calendar year. The Department of Finance and Record shall collect taxes and maintain financial records.⁶
- 3.2 Administrative Charges** - The City shall employ a cost allocation system to identify the full cost of providing services to the public and recover certain costs incurred by various funds in providing support services to other City departments. The system shall accomplish the following objectives:
- a. Complete recovery of costs incurred with the exception of the costs of "general governance".
 - b. Equitable allocation of costs to users.
 - c. Provision of incentives for service providers to deliver products and services efficiently and effectively.
 - d. Provision of a stable cost allocation system to facilitate the organization's budgeting for charges and revenues.
 - e. Promotion of customer confidence in and acceptance of the accuracy, reasonableness, and fairness of the charges they incur.

Charges for "general governance" (City Council, City Manager's Office, City Clerk Council support and elections, etc.) shall not be cost allocated to restricted funds but instead shall be totally funded out of the General Fund. The "general governance" category shall not include election costs for ballot issues related to funds with earmarked revenue sources. Costs for non-General Fund ballot issues shall be charged to the appropriate fund.

The Housing Authority shall not be charged for services provided by General Fund Departments. Such costs will be born by the General Fund.

- 3.3 Building Maintenance/Renovation** - To protect City investment in facilities, funds shall be budgeted annually for maintenance of such facilities. To extend the life of these assets, the goal shall be to increase the funds budgeted annually for maintenance of facilities to approximately 2 percent of the replacement cost (with the exception of debt financed facilities). These funds may be utilized for facility maintenance, reserved for facility replacement, or utilized for debt service payments for facility related projects pursuant to a long term plan based upon the condition of each facility. If the 2 percent funding goal cannot be reached in any given year due to funding constraints, the expected result will be an increase in the maintenance backlog equal to the funding shortfall. The Facilities and Asset Manager will prioritize maintenance/renovation needs to ensure that critical systems are properly maintained so that facility safety and operations continue without interruption. Lower priority work will be postponed until funding is available to complete these tasks. The Facilities & Asset Manager will report the amount of maintenance backlog and any impacts on facility safety and operations annually during the budget process. If/when the revenue base permits, facility maintenance funding shall be given a high priority before consideration of other service restorations or additions.
- 3.4 Building Replacement Costs** - Where debt payments are being made for city buildings, if the revenue source(s) do not sunset when the debt is retired, the on-going revenue will be allocated to a building replacement fund. If the funding source does sunset, replacement resources for the building shall usually come from new or extended revenue leveraged by bonding.
- 3.5 Equipment Replacement Costs** - Funds shall be reserved annually for replacement of City equipment and these costs will be reflected in the operating expenditures of the activity using the equipment, to facilitate accurate costing of service delivery.
- 3.6 Vehicle Replacement Costs** - Vehicles shall normally be purchased rather than leased and a vehicle replacement fund shall be maintained for replacement of vehicles at the end of their useful life. In the limited situations where vehicles may be leased (temporary vehicles, fire apparatus, etc.) specific approval by the City Manager is required.

- 3.6a Vehicle Changes** - It is the expectation of the City Manager's Office that all departments will meet the objectives of the Fleet Evaluation Study. These objectives are: no increase in miles driven in the conduct of City business, and no net increase in the number of fleet units.
- 3.7 Computer Replacement Costs** - Computer replacement funds shall be created to level out spending for microcomputer and network related hardware and software and ensure that adequate replacement funds are available when equipment reaches the end of its useful life. This fund is expected to cover 80% of the General Fund replacement costs. The remaining 20% costs will be covered in individual departmental budgets. Restricted funds are expected to reserve funds necessary to cover 100% of their microcomputer and network related hardware and software.
- 3.8 Technology Improvements** - Recognizing the contribution of technology in efficient and effective service provision, improvements in technology shall be important considerations in resource allocations.
- 3.9 General Fund Annual Savings** - The General Fund emergency/stabilization reserve shall be maintained at a 10% minimum and a 15% maximum, as conditions allow.
- 3.10 Grant Expenditures** - Expenditures related to grants shall continue only during the period of time they are funded by the grant. Any grant employees will be considered fixed-term. The City Manager shall review applications for new grants before they are submitted to the granting agency.
- 3.11 Property & Casualty and Workers Compensation Funds** - Both Property and Casualty and Workers Compensation liability will be self-insured. The goal of the Property & Casualty Fund is to fully fund an actuarially calculated liability as of the end of the prior year at the 50% certainty level plus \$500,000 for current and future claims. The Workers Comp Fund's goal is to fully fund case loss reserves at the 50% confidence level and rate stabilization reserves at the industry standard reserve/retention of eight-to-one. At least every five years, an analysis comparing the cost and effectiveness of self insurance compared to purchase outside insurance will be conducted to determine whether self-insurance in one or both of these liability categories continues to be the best alternative.
- 3.12 Accumulated Sick, Vacation Time, & Appreciation Bonus** - To facilitate the long-term financial sustainability of the city, liabilities associated with accumulated sick time, vacation time, appreciation bonuses, and/or any other employee benefits that would result in liability upon termination or retirement shall be fully funded based on TABOR requirements. This may be accomplished, subject to Council review and approval, by a combination of modifying benefits and/or setting aside reserves.
- 3.13 Compensation Policy** - The City of Boulder is committed to recruiting and retaining highly productive employees through a competitive total compensation package, which strives to:
- Provide favorable salary relationships when compared to appropriate labor markets, while recognizing the City's ability to pay;
 - Maintain internal job relationships according to the responsibilities and customer service requirements found in all jobs;
 - Recognize and reward employees for their efforts as demonstrated through specific performance achievements; and
 - Acknowledge the unique contributions and potential sacrifices of our Police and Fire Protective Services by continuing to offer enriched benefit programs for them.

SECTION 4 - CAPITAL IMPROVEMENT PLANS

- 4.1 Capital Improvement Plan Submission** - While the Charter establishes time limits and the essential content of the City Manager's proposed CIP budget, the budget preparation process is not prescribed. The preparation process is developed by the City Manager with input from the City Council.⁷
- 4.2 Inclusion of Operating Costs** - Prior to approval of capital projects, associated operating costs must be included in balanced multi-year operating budgets.

- 4.3 Capital Improvement Project Contingency Funds** - Capital Improvement Project contingency funds may be expended by the Project Manager, with Director approval, for unanticipated needs or changes that are within the original scope of the project. The "scope of the project" is defined as the description of the project presented with the CIP that clearly defines the parameters, objectives, and budget of the project. Requested modifications exceeding the original scope of the project shall be presented to Council for approval.
- 4.4 CIP Arts Funding** - Where feasible, Project Managers, when designing capital projects should incorporate public art into the design.

SECTION 5 - RESERVE POLICIES

- 5.1 Please refer to separate section defining individual reserve goals by fund.**
- 5.2** In the case of a declared emergency within the City, applicable insurance coverage (subject to the related deductibles) would be the first funding source utilized. Reserve funds established for other purposes may also be utilized for needs related to emergency situations. The following reserve categories could be utilized if required (as prioritized based upon the importance of the needs related to the emergency versus the negative impact of the steps necessary to replenish reserves in the future).

General Fund (no legal restrictions):

- Emergency/stabilization reserve
- Computer replacement reserve
- Facility renovation and replacement reserve
- Workers compensation reserve (would have to "book" any unfunded liability)
- Property & casualty self-ins reserve (would have to "book" any unfunded liability)
- Insurance stabilization reserve

Restricted funds (only for emergency purposes within the function of each fund)

- Emergency/stabilization reserves
- Various replacement reserves

SECTION 6 - PENSION PLAN POLICIES

- 6.1 Authorization to Expend Funds for Administrative Costs** - If budgetary conditions permit, the City may authorize defined contribution (money purchase) pension plans to expend certain forfeiture funds for administrative costs. The plan board(s) may submit a request annually to the City Manager to be considered in the context of the City's annual budget process.
- 6.2 Increase for "Old Hire" Police and Fire Pension Plans** - "Ad hoc"/cost of living increases for retirees of the Old Hire Police and Old Hire Fire Pension Plans will be funded only if adequate funds are available, on an actuarially sound basis, from existing plan assets.

SECTION 7 - DEBT POLICIES

- 7.1 Policy Statement** - Debt shall be considered only for capital purchases/projects and the term of the debt shall not exceed the useful life of the financed asset. Municipal bonds, Interfund loans, equipment leases (with the exception of vehicles) and sale/leaseback agreements are approved methods for financing capital projects.

END NOTES

1. Charter Requirements Sec 93. Not later than three months before the end of each fiscal year, the city manager shall prepare and submit to the council an annual budget for the ensuing fiscal year, based upon detailed estimates furnished by the several departments and other divisions of the city government, according to a classification as nearly uniform as possible. The budget shall present the following information:

(A) An itemized statement of the appropriations recommended by the city manager for estimated expenses and for permanent improvements for each department and each division thereof for the ensuing fiscal year, with comparative statements in parallel columns of the appropriations and the expenditures for the current and last preceding fiscal year and the increases or decreases in the appropriations recommended;

(B) An itemized statement of the taxes required and of the estimated revenues of the city from all other sources for the ensuing fiscal year with comparative statements in parallel columns of the taxes and other revenues for the current and last preceding fiscal year and of the increases or decrease estimated or proposed;

(C) A statement of the financial condition of the city; and

(D) Such other information as may be required by the council.

2. Charter Requirement Sec. 95. Upon the basis of the budget as adopted and filed, and including the levies required to be made by the charter, the several sums shall forthwith be appropriated by ordinance to the several purposes therein named for the ensuing fiscal year. Said ordinance shall be adopted not later than the first day of December in each year and shall be entitled "The Annual Appropriation Ordinance."

3. Charter Requirement Sec. 102. At any time after the passage of the annual appropriation ordinance and after at least one week's public notice, the council may transfer unused balances appropriated for one purpose to another purpose and may by ordinance appropriate available revenues not included in the annual budget. This provision shall not apply to the water, park and library funds.

4. Charter Requirements. Sec 94. Upon said estimate the council shall forthwith proceed to make by ordinance the proper levy in mills upon each dollar of the assessed valuation of all taxable property within the city,... The levy shall never exceed thirteen mills on the dollar for all general city purposes upon the total assessed valuation of said taxable property with the city. The foregoing limitation of thirteen mills shall not apply to taxes levied by the council for the payment of any interest, sinking fund, or principals of any bonded indebtedness of the city now existing or hereafter created nor to special assessments for local improvements.

Sec. 135. The city council shall make an annual appropriation, which shall amount to not less than the return of one-third of a mill tax levied upon each dollar of assessed valuation of all taxable property in the City of Boulder.

Sec. 161. There shall be a permanent park and recreation fund. This fund shall consist of the following:

(a) An annual levy of nine-tenths of one mill on each dollar of assessed valuation of all taxable within the city.

5. Code Requirement. Sec. 3-8-1. Development Excise Tax; Sec. 3-9-1, Housing Excise Tax; Sec. 8-3-18, and Park Land Acquisition and Development Fees, B.R.C. 1981.

6. Charter Requirements

Sec. 88. The fiscal year of the city shall commence on the first day of January and end on the last day of December of each year.

Sec. 89. Collection and custody of public moneys. The Director of Finance and Record shall have charge of the revenues and records of the city except as otherwise provided by this charter or by ordinance. All taxes, special assessments, and license fees accruing to the city shall be received or collected by officers of the department of finance and record. All moneys received by any officer or employee of the city or in connection with the business of the city shall be paid promptly into the city treasury.

The council shall by ordinance provide a system for prompt collection and regular payment, custody, and deposit of all city moneys; shall require surety bonds of all depositors of city moneys. Deposits shall be made daily and in the name of the city.

Sec. 90. System of accounting

The council shall by ordinance provide a system of accounting for the city, not inconsistent with the provisions of this charter, which may be recommended by the city manager, to conform as nearly as possible with the uniform system of municipal accounting.

7. Charter Requirements. Sec 78. The Planning Department shall.....

(C)Submit annually to the city manager, not less than sixty days prior to the date for submission of the city manager's proposed budget to the city council, a list of recommended capital improvements to be undertaken during the forthcoming six-year period;

The list shall be arranged in order of preference, with recommendations as to which projects shall be completed each year. Each list of capital improvements shall be accompanied by a six-year capital budget indicating estimated costs and methods of financing all improvements.

**2008-09 BUDGET
Reserve Policies**

| Fund | Category | Reserve | Purpose | Current Reserve Policy | Projected Year-End Balance (2008) | Balance to Comply w/Budget Policy | Variance | Comments |
|--------------------------|-------------------------|--|---|---|-----------------------------------|-----------------------------------|-----------|---|
| General | Emergency/Stabilization | Emergency Reserve | Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities. | Based upon GF expenditures less grants: proposed goal is to have a 10% reserve. | 11,059,000 | 9,342,000 | 1,717,000 | Current reserve policy is being met. |
| | Liability | Compensated Absences | The fund was established for liabilities assoc. with accumulated sick and vacation time, appreciation bonuses, and/or other employee benefits that result in liabilities. | To facilitate the long-term financial sustainability for the city the sick/vac/app. bonus liability shall be a fully funded reserve based on TABOR requirements. | 2,692,742 | 2,612,784 | 79,958 | Current reserve policy is being met. |
| | | Workers Comp. Reserve | The Workers Comp fund is self-insured. The fund was developed to enhance the management of program costs. | To fully fund case loss reserves at the 50% confidence level and rate stabilization reserves at the industry standard reserve/retention of 8 to 1. | 3,551,568 | 3,619,228 | (67,660) | Current reserve policy is not being met; an 2008 rate increase was deferred based on the "cascading" funding approach to fund the Boulder Mobile Manor and the Economic Vitality program; rate increases will be considered for 2009. |
| | Liability | Workers Comp: Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013. | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g. 2013). | (67,660) | 2,780 | (70,440) | Current reserve policy is not being met. |
| | | Property & Casualty Reserve | The Property & Casualty Reserve will be self-insured. The fund was set up when insurance costs were expected to increase significantly. | Goal is to fully fund an actuarially calculated liability as of end of the prior year at the 50% certainty level plus \$537,500 for current & future year claims. | 3,828,625 | 1,497,411 | 2,331,214 | Current Reserve policy is being met |
| | Replacement | General Fund-Computer Replacement Reserve | Reserve was created to level out spending for micro-computer related hardware and software. | Goal is that this fund will cover the replacement of existing computer systems and keep software maintenance up to date. | 3,232,518 | 1,903,966 | 1,328,552 | Current reserve policy is being met. |
| | | Telecommunications Replacement Reserve | Reserve was created to level out spending for Telecommunications system replacement and upgrades | Goal is that this fund will fund the City's phone service equipment replacement and fiber network needs. | 510,154 | 510,154 | 0 | Current reserve policy is being met. |
| | | Facility Renovation & Replacement Reserve | Fund was created to protect the City investment in facilities. | To protect City investment in buildings, funds shall be budgeted annually for maintenance of such buildings. To extend the life of these assets, the goal over a 20 year period shall be to increase the funds budgeted annually for maintenance of buildings to approximately 2% of the replacement cost. | 1,632,692 | 1,632,112 | 580 | Current reserve policy is being met. |
| | Liability | Facility Renovation & Replacement: Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013. | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g., 2013). | 580 | 580 | 0 | Current reserve policy is being met. |
| | | Equipment Replacement | Reserve was created to level out spending for replacement of City's equipment. Includes contributions annually from general & non-general funds. | It is the policy of the City of Boulder that all equipment users shall fund the replacement of equipment through contributions to the Equipment Replacement Fund (ERF). Annual contributions by unit shall be calculated by Facilities & Asset Management (FAM) and distributed to users during the budget process. | 2,477,776 | 2,477,521 | 255 | Current reserve policy is being met. |
| | Liability | Equipment Replacement: Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013. | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g., 2013). | 255 | 255 | 0 | Current reserve policy is being met. |
| Capital Development Fund | Emergency/Stabilization | Emergency Reserve | Reserve was established to cover emergencies and revenue fluctuations. | Current reserve policy designates \$500,000 to cover the purposes of the fund. | 4,188,104 | 500,000 | 3,688,104 | Current reserve policy is being met. |

**2008-09 BUDGET
Reserve Policies**

| Fund | Category | Reserve | Purpose | Current Reserve Policy | Projected Year-End Balance (2008) | Balance to Comply w/Budget Policy | Variance | Comments |
|--|--------------------------|--|--|--|-----------------------------------|-----------------------------------|-----------|--|
| Planning and Development Services | Emergency /Stabilization | Emergency Reserve | This is an appropriated reserve to fund unanticipated operating emergencies. | Reserve is currently set at \$25,000. | 25,000 | 25,000 | 0 | Current reserve policy is being met. |
| | Emergency /Stabilization | Operating Reserve | This is an unappropriated reserve which was established to cover revenue fluctuations and operating emergencies. | 10% of the operating budget that is funded by fees and permit revenue | 3,165,737 | 541,510 | 2,624,227 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013 | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g. 2013). | 2,624,227 | 69,150 | 2,555,077 | Current reserve policy is being met. |
| | Liability | Sick/Vac/App. Bonus Liability Reserve | The fund was established for liabilities assoc with accumulated sick & vacation time, appreciation bonuses, and/or other employee benefits that result in liabilities upon termination or retirement. | To facilitate the long-term financial sustainability for the city the sick/vac/app bonus liability shall be fully funded by or before 2010. Interim goal is to fully fund reserve based on TABOR requirements. | 2,555,077 | 420,413 | 2,134,664 | Current reserve policy is being met; this reserve is to be fully funded by 2010. |
| Affordable Housing Fund | Liability | Sick/Vac/ App. Bonus Liability Reserve | Reserve was established to fund sick/vac/app. bonus liability. | Reserve is to fully cover sick/vac/app. bonus liability. | 28,064 | 26,409 | 1,655 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013. | Reserve is to cover 100% of cash payment for the 27th pay period for year in which it occurs (e.g. 2013). | 1,655 | 1,655 | 0 | Current reserve policy is being met. |
| CHAP Fund | Liability | Sick/Vac/ App. Bonus Liability Reserve | Reserve was established to fund sick/vac/app. bonus liability. | Reserve is to fully cover sick/vac/app. bonus liability. | 25,317 | 22,307 | 3,010 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013. | Reserve is to cover 100% of cash payment for the 27th pay period for year in which it occurs (e.g. 2013). | 3,010 | 3,010 | 0 | Current reserve policy is being met. |
| .25 Cent Sales Tax Fund | Liability | Sick/Vac/App Bonus Liability Reserve | Reserve was established to fund sick/vac/app. bonus liability. | Reserve is to fully cover sick/vac/app. bonus liability. | 1,422,478 | 191,318 | 1,231,160 | Current reserve policy is being met. |
| | Liability | 27th Payperiod | Reserve was established to fund 27th payperiod which occurs every 11 years | Reserve was established to fund 27th payperiod which occurs every 11 years | 1,231,160 | 21,790 | 1,209,370 | Current reserve policy is being met. |
| Library Fund | Emergency/ Stabilization | Emergency | Reserve was established to cover emergencies. | Current reserve policy designates 10% of annual Library revenues for emergencies. | 206,912 | 69,745 | 137,167 | Current reserve policy is being met. |
| Recreation Activity Fund | Emergency/ Stabilization | Emergency Reserve | Reserve is to provide a cushion for revenue shortfalls, emergencies, and for expenditure opportunities. | Policy is to allow a rolling fund balance to provide stability to annual operations that may otherwise be affected by shortfalls in revenue. | 881,299 | 50,000 | 831,299 | Current reserve policy is being met. |
| | Liability | 27th Payperiod | Reserve was established to fund 27th payperiod which occurs every 11 years | Reserve was established to fund 27th payperiod which occurs every 11 years | 831,299 | 66,670 | 764,629 | Current reserve policy is being met. |
| Open Space Fund | Emergency /Stabilization | OSBT Contingency Reserve | Reserve was established to cover revenue fluctuations which might impact the Fund's ability to make debt service payments, as well as emergencies related to acquisitions. | Reserve per OSBT is to cover an amount based on outstanding General Obligation and BMPA debt totals supported by sales tax revenues. | 7,637,117 | 5,475,000 | 2,162,117 | Current reserve policy is being met. |
| | Liability | Sick/Vac/App. Bonus Liability Reserve | The fund was established for liabilities assoc with accumulated sick and vacation time, appreciation bonuses, and/or other employee benefits that result in liabilities upon termination or retirement | Reserve is to cover 100% of accrued costs as determined by Finance Department. | 2,162,117 | 490,000 | 1,672,117 | Current reserve policy is being met. |

**2008-09 BUDGET
Reserve Policies**

| Fund | Category | Reserve | Purpose | Current Reserve Policy | Projected Year-End Balance (2008) | Balance to Comply w/Budget Policy | Variance | Comments |
|--|--------------------------|--|---|---|-----------------------------------|-----------------------------------|------------|--|
| | | Property & Casualty Reserve | Reserve was established to cover retained insurance exposure. | Reserve is to cover 100% of retained loss not covered by City's insurance policy. | 1,672,117 | 400,000 | 1,272,117 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 Pay Periods. First one occurs in 2013. | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g. 2013). | 1,272,117 | 68,270 | 1,203,847 | Current reserve policy is being met. |
| Airport Fund | Emergency /Stabilization | Operating Reserve | This is an appropriated reserve to fund unanticipated operating emergencies. | 3% of Fund's operating budget. | 10,000 | 10,000 | 0 | Current reserve policy is being met. |
| | | Designated Reserve | This is an unappropriated reserve for operating and capital emergencies and revenue shortfalls. | 25% of Fund's operating budget. | 469,529 | 117,018 | 352,511 | Current reserve policy is being met. |
| | Liability | Sick/Vac/App. Bonus Liability Reserve | The fund was established for liabilities assoc with accumulated sick and vacation time, appreciation bonuses, and/or other employee benefits that result in liabilities upon termination or retirement | Reserve is to cover 100% of accrued costs as determined by Finance Department. | 352,511 | 2,240 | 350,271 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013 | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g. 2013). | 350,271 | 1,760 | 348,511 | Current reserve policy is being met. |
| Transportation Fund | Emergency /Stabilization | Operating Reserve | This is an appropriated reserve to fund unanticipated operating emergencies. | Reserve is set at \$100,000. | 100,000 | 100,000 | 0 | Current reserve policy is being met. |
| | Liability | Sick/Vac/App. Bonus Liability Reserve & Designated Reserve | The fund was established for liabilities assoc with accumulated sick and vacation time, appreciation bonuses, and/or other employee benefits that result in liabilities upon termination or retirement and includes allocation for designated reserves. | Reserve is to cover 100% of accrued costs as determined by Finance Department. | 1,698,641 | 652,752 | 1,045,889 | Current reserve policy is being met; adjusted annually to reflect most recent estimates. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013 | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g. 2013). | 1,045,889 | 32,630 | 1,013,259 | Current reserve policy is being met. |
| Transportation Development | | Designated Reserve | This is an unappropriated reserve for operating and capital emergencies and revenue shortfalls. | Reserve is set at \$25,000 | 108,727 | 25,000 | 83,727 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013 | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g. 2013). | 83,727 | 1,530 | 82,197 | Current reserve policy is being met. |
| Permanent Parks & Recreation Fund | Liability | Sick/Vac/ App. Bonus Liability Reserve | Reserve was established to fund sick/vac/app. bonus liability. | Reserve is to fully cover sick/vac/app. bonus liability. | 1,589,691 | 58,796 | 1,530,895 | Current reserve policy is being met. |
| | Liability | 27th Payperiod | Reserve was established to fund 27th payperiod which occurs every 11 years | Reserve was established to fund 27th payperiod which occurs every 11 years | 1,530,895 | 5,120 | 1,525,775 | Current reserve policy is being met. |
| Water Utility | Emergency/ Stabilization | Emergency Reserve | This is an appropriated reserve to fund unanticipated operating emergencies. | 3% of Fund's operating budget. | 304,000 | 304,000 | 0 | Current reserve policy is being met. |
| | Bond | Bond Reserve | These reserves are established in accordance with bond covenant requirements for revenue bonds. | Reserve amount defined individually for each bond issuance, equal to approximately one year's annual debt payment. | 33,518,250 | 3,068,830 | 30,449,420 | Current reserve policy is being met. |
| | Special Purpose | Lakewood Pipeline Remediation Reserve | This is an unappropriated reserve to be used for inspections and improvements for Lakewood Pipeline. | The 2006 Lakewood Pipeline Settlement resulted in \$15 million to the City. This money and related interest reside in this reserve until it is needed for the pipeline. | 30,449,420 | 15,473,648 | 14,975,772 | Current reserve policy is being met |

**2008-09 BUDGET
Reserve Policies**

| Fund | Category | Reserve | Purpose | Current Reserve Policy | Projected Year-End Balance (2008) | Balance to Comply w/Budget Policy | Variance | Comments |
|---|-----------------------------|---|--|---|-----------------------------------|-----------------------------------|------------|--------------------------------------|
| | Emergency/ Stabilization | Lakewood/ USFS Damage Claims Reserve | This is an unappropriated reserve to be used for damages to Forest Service Land outside the construction corridor for Lakewood Pipeline. | Per the Resource Damage Claims Plan | 14,975,772 | 100,000 | 14,875,772 | Current reserve policy is being met |
| | Liability | Sick/Vac/App. Bonus Liability Reserve | The fund was established for liabilities assoc with accumulated sick and vacation time, appreciation bonuses, and/or other employee benefits that result in liabilities upon termination or retirement | Reserve is to cover 100% of accrued costs as determined by Finance Department. | 14,875,772 | 624,843 | 14,250,929 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013. | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g. 2013). | 14,250,929 | 80,560 | 14,170,369 | Current reserve policy is being met. |
| | Emergency/ Stabilization | Operating Reserve | This is an unappropriated reserve for operating emergencies and/or revenue shortfalls. | 25% of Fund's operating budget (including transfers) . | 14,170,369 | 3,986,607 | 10,183,762 | Current reserve policy is being met. |
| | Emergency/ Stabilization | Capital Reserve | This is an unappropriated reserve for capital expenditures due to emergencies and/or revenue shortfalls. | Minimum annual capital costs for renewal and replacement of utility infrastructure. | 10,183,762 | 2,000,000 | 8,183,762 | Current reserve policy is being met |
| Wastewater Utility | Emergency/ Stabilization | Emergency Reserve | This is an appropriated reserve to fund unanticipated operating emergencies. | 3% of Fund's operating budget. | 250,000 | 250,000 | 0 | Current reserve policy is being met. |
| | Bond | Fund Bond Reserve | These reserves are established in accordance with bond covenant requirements for revenue bonds. | Reserve amount defined individually for each bond issuance, equal to approximately one- year's annual debt payment. | 9,644,066 | 170,250 | 9,473,816 | Current reserve policy is being met. |
| | Liability | Sick/Vac/App Bonus Liability Reserve | The fund was established for liabilities assoc with accumulated sick and vacation time, appreciation bonuses, and/or other employee benefits that result in liabilities upon termination or retirement | Reserve is to cover 100% of accrued costs as determined by Finance Department. | 9,473,816 | 661,625 | 8,812,191 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013. | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g. 2013). | 8,812,191 | 59,160 | 8,753,031 | Current reserve policy is being met. |
| | Emergency/ Stabilization | Operating Reserve | This is an unappropriated reserve for operating emergencies and/or revenue shortfalls. | 25% of Fund's operating budget (including transfers) . | 8,753,031 | 2,448,820 | 6,304,211 | Current reserve policy is being met. |
| | Emergency/ Stabilization | Capital Reserve | This is an unappropriated reserve for capital expenditures due to emergencies and/or revenue shortfalls. | Minimum annual capital costs for renewal and replacement of utility infrastructure. | 6,304,211 | 500,000 | 5,804,211 | Current reserve policy is being met |
| Stormwater/ Flood Management Utility | Emergency/ Stabilization | Emergency Reserve | This is an appropriated reserve to fund unanticipated operating emergencies. | 3% of Fund's operating budget. | 90,000 | 90,000 | 0 | Current reserve policy is being met. |
| | Bond | Bond Reserve | These reserves are established in accordance with bond covenant requirements for revenue bonds. | Reserve amount defined individually for each bond issuance, equal to approximately one year's annual debt payment. | 3,434,930 | 824,715 | 2,610,215 | Current reserve policy is being met. |
| | Emergency/ Stabilization | Post-Flood Property Acquisition | Reserve is for post - flood property acquisition in the event of a flood. | Reserve is increased by \$150,000 a year such that the fund will accumulate and maintain a level of \$1,000,000. | 2,610,215 | 1,050,000 | 1,560,215 | Current reserve policy is being met. |

**2008-09 BUDGET
Reserve Policies**

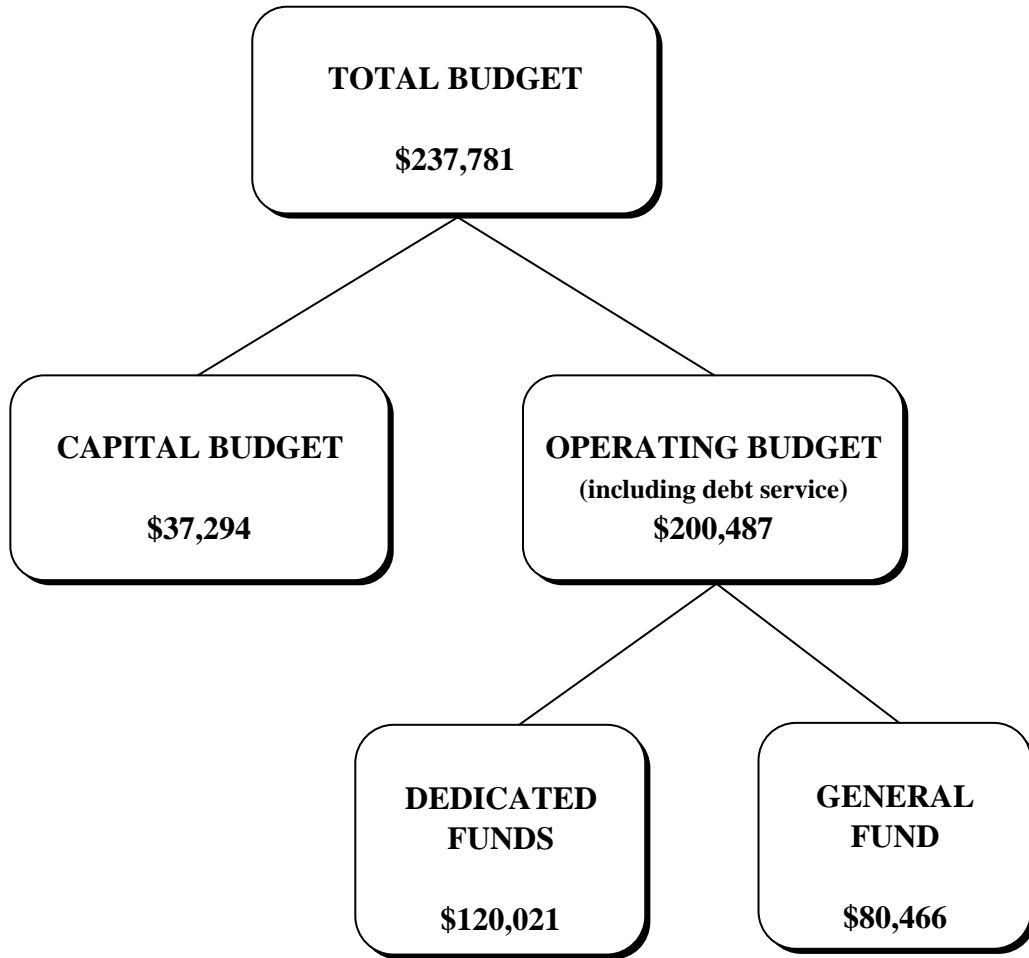
| Fund | Category | Reserve | Purpose | Current Reserve Policy | Projected Year-End Balance (2008) | Balance to Comply w/Budget Policy | Variance | Comments |
|---|-------------------------|--------------------------------------|---|---|-----------------------------------|-----------------------------------|-----------|---|
| | Liability | Sick/Vac/App Bonus Liability Reserve | The fund was established for liabilities assoc with accumulated sick and vacation time, appreciation bonuses, and/or other employee benefits that result in liabilities upon termination or retirement | Reserve is to cover 100% of accrued costs as determined by Finance Department. | 1,560,215 | 134,786 | 1,425,429 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013. | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g. 2013). | 1,425,429 | 18,460 | 1,406,969 | Current reserve policy is being met. |
| | Emergency/Stabilization | Operating Reserve | This is an unappropriated reserve for operating emergencies and/or revenue shortfalls. | 25% of Fund's operating budget (including transfers) . | 1,406,969 | 860,578 | 546,391 | Current reserve policy is being met. |
| | Emergency/Stabilization | Capital Reserve | This is an unappropriated reserve for capital expenditures due to emergencies and/or revenue shortfalls. | Minimum annual capital costs for renewal and replacement of utility infrastructure. | 546,391 | 200,000 | 346,391 | Current reserve policy is being met |
| Downtown Commercial District (formerly CAGID) | Emergency/Stabilization | Emergency Reserve | This is an unappropriated reserve to fund unanticipated operating emergencies. | 10% of Fund's total operating uses. | 567,250 | 293,954 | 273,296 | Current reserve policy is being met. |
| | | Natural Disaster Reserve | This reserve is required under TABOR. | 3% of Fund's total sources as required by TABOR. | 273,296 | 197,682 | 75,614 | Current reserve policy is being met. |
| | Liability | Sick/Vac/App Bonus Liability Reserve | The fund was established for liabilities assoc with accumulated sick and vacation time, appreciation bonuses, and/or other employee benefits that result in liabilities upon termination or retirement. | Reserve is to cover 100% of accrued costs as determined by Finance Department. | 75,614 | 113,464 | -37,850 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013. | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g. 2013). | -37,850 | 14,000 | -51,850 | Current reserve policy is not being met for 2008; it is projected that the reserve policies will be met for 2009. |
| University Hill Commercial District (formerly UHGID) | Emergency/Stabilization | Emergency Reserve | This is an unappropriated reserve to fund unanticipated operating emergencies. | 25% of Fund's total uses. | 577,994 | 176,743 | 401,251 | Current reserve policy is being met. |
| | | Natural Disaster Reserve | This reserve is required under TABOR. | 3% of Fund's total sources as required by TABOR. | 401,251 | 6,128 | 395,123 | Current reserve policy is being met. |
| | Liability | Sick/Vac/App Bonus Liability Reserve | The fund was established for liabilities assoc with accumulated sick and vacation time, appreciation bonuses, and/or other employee benefits that result in liabilities upon termination or retirement | Reserve is to cover 100% of accrued costs as determined by Finance Department. | 395,123 | 15,581 | 379,542 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013 | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g. 2013). | 379,542 | 2,365 | 377,177 | Current reserve policy is being met. |
| Fleet Operations | Emergency/Stabilization | Emergency Reserve | This is an appropriated reserve to fund unanticipated operating emergencies. | 1% of Fund's operating budget. | 26,772 | 26,772 | 0 | Current reserve policy is being met. |
| | Emergency/Stabilization | Operating Reserve | This is an unappropriated reserve for operating emergencies | 2% of Fund's operating budget | 355,649 | 156,465 | 199,184 | Current reserve policy is being met. |

**2008-09 BUDGET
Reserve Policies**

| Fund | Category | Reserve | Purpose | Current Reserve Policy | Projected Year-End Balance (2008) | Balance to Comply w/Budget Policy | Variance | Comments |
|--------------------------|-------------|---------------------------------------|--|---|-----------------------------------|-----------------------------------|----------|--------------------------------------|
| | Liability | Sick/Vac/App. Bonus Liability Reserve | The fund was established for liabilities assoc with accumulated sick and vacation time, appreciation bonuses, and/or other employee benefits that result in liabilities upon termination or retirement | Reserve is to cover 100% of accrued costs as determined by Finance Department. | 199,184 | 184,617 | 14,567 | Current reserve policy is being met. |
| | Liability | Pay Period 27 Reserve | Reserve established to provide funding for years in which there are 27 pay periods. First one occurs in 2013. | Reserve is to cover 100% of cash payment for 27th pay period for year in which it occurs (e.g., 2013). | 14,567 | 11,760 | 2,807 | Current reserve policy is being met. |
| Fleet Replacement | Replacement | Fleet Replacement Reserve | Reserve was established to level out the spending for the replacement of the City's vehicles | Policy is to collect sufficient funds from the departments to replace vehicles as identified in replacement schedule. | 4,621,343 | 4,621,343 | 0 | Current reserve policy is being met. |

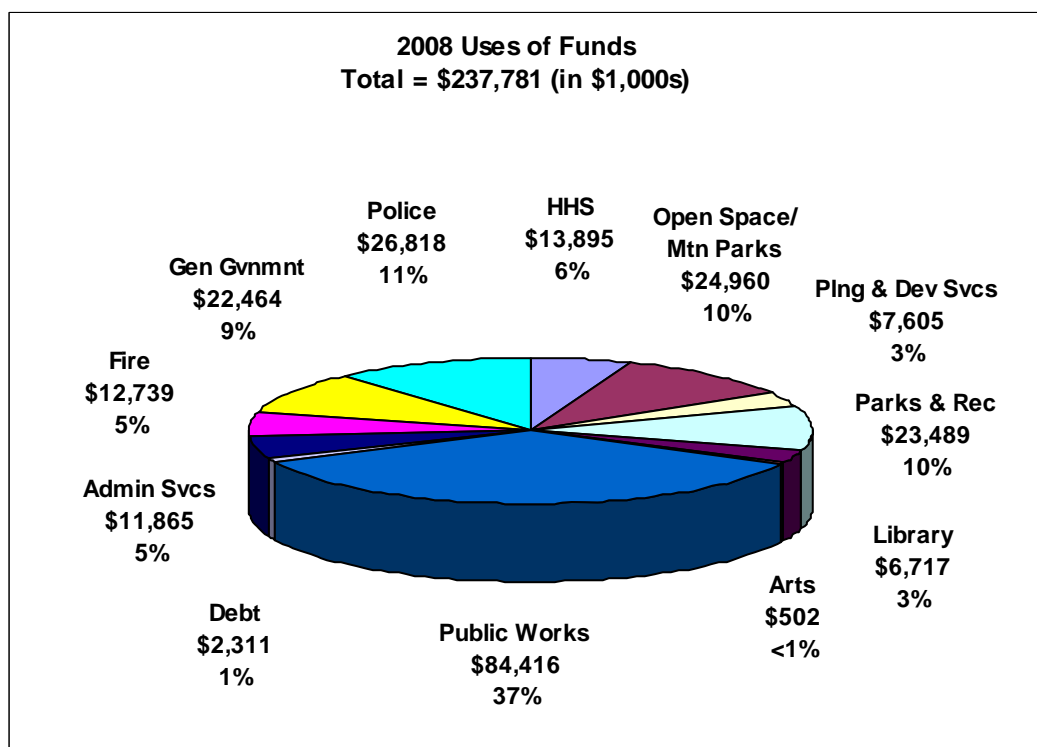
CITYWIDE SUMMARIES

CITY OF BOULDER
2008 BUDGET
(in \$1,000s)



City of Boulder Budget Summary 2008-09 Budget

Citywide Overview



The total 2008 approved budget for the City of Boulder is \$237,781,000. Overall, the 2008 budget is 6.0% greater than the 2007 approved budget of \$224,336,000¹. This total increase reflects a 8.7% increase in operating budgets, a 5.0% increase in the capital improvement program (CIP) and a 6.0% decrease in debt service. The increase in operating expenses is due in part to the recommended Action Plan items (reflected in Attachment B to the 2008-09 Budget Message) in the General, Planning & Development Services, Open Space, Transportation, Water Utility, Wastewater Utility and Downtown Commercial District (formerly titled CAGID) Funds.

As described in the section of this document titled "City Council Direction on the Recommended Budget", a cascading funding approach has been implemented as part of the approved 2008 budget to provide funding for both the Boulder Mobile Manor project and the Economic Vitality program. As a result, the \$870,000 allocated in the General Fund for one-time funding in 2008 are being held in a contingency until 2007 year-end

¹ Please note that the 2007 approved amount has been restated to include the Internal Service Funds (ISFs). Beginning with the 2008-09 budget process, all ISFs will be included in the annual budget process. This change is being made for purposes of enhanced transparency and improved accountability across the organization. The ISFs, such as Fleet Replacement, Computer Replacement and the self-insurance funds, provide services to all city departments and receive funding directly from the departments. Funding is reflected as an expense (or "charge to") in each department and a revenue (or "charge from") in the applicable ISF. When an expenditure is made in the ISF, a second counting of the same money (the expense) has occurred. As a result, the actual revenues and expenses from departmental charges in each ISF are reduced from the total city budget to avoid the "double counting" that occurs.

results have been finalized and these two programs have received their targeted funding allocation. These items are categorized in the chart above as General Government.

Citywide Expenses (Uses)

Basic Assumptions

Personnel Factors/General Salary Increases:

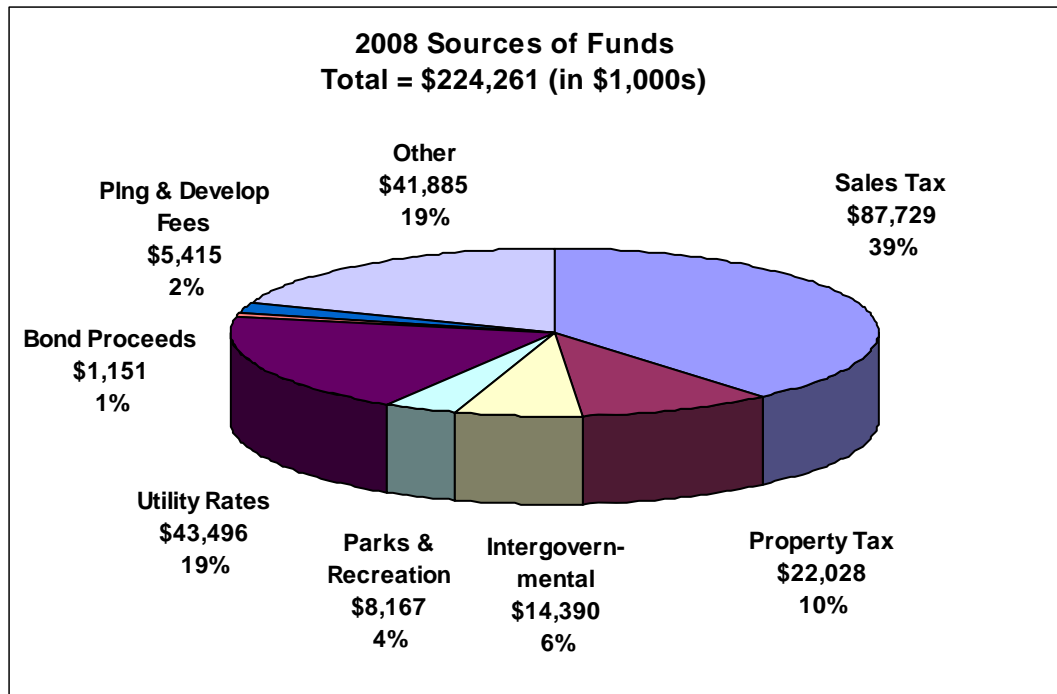
| | |
|---|-------|
| Management/Non-union | 1.50% |
| Boulder Municipal Employees Association | 2.00% |
| Fire * | 4.00% |
| Police | 1.50% |

* In addition, Fire received a 3.0% increase as of July 1, 2007 based on sales/use tax collections over the amount projected for 2006.

Non-Personnel Factors:

Non-personnel budgets were increased by 2.0% for 2008.

Citywide Revenue (Sources)



The city has several revenue sources, each representing a different percentage of total revenues. Citywide revenues are projected to be \$224,261,000, an increase of 4.40% from 2007 estimated revenues of \$214,878,000.

Sales Tax

Sales Tax represents 39% of the city's total revenue. Sales tax is a transaction tax levied upon all sales, purchases, and leases of tangible personal property and taxable services sold or leased by persons engaged in business in the city and is collected by the vendor or lessor and remitted to the city. The 2008 sales and use tax rate consists of several components. The following is a list of the specific funds that have sales tax as a component of their revenue.

| <u>Fund</u> | <u>Rate</u> | <u>Start Date</u> | <u>Expiration Date</u> |
|---|--------------|-------------------|------------------------|
| General | 1.00% | 1/1/1964 | None |
| General | 0.38% | 1/1/1988 | 12/31/2011 |
| General (designated) | 0.15% | 1/1/1993 | 12/31/2012 |
| General (formerly designated for public safety purposes) | 0.15% | 1/1/2005 | 12/31/2024 |
| Open Space | 0.40% | 1/1/1967 | None |
| Open Space | 0.33% | 1/1/1990 | 12/31/2018 |
| Open Space | 0.15% | 1/1/2004 | 12/31/2019 |
| Transportation | 0.60% | 1/1/1967 | None |
| Parks | <u>0.25%</u> | 1/1/1996 | 12/31/2015 |
| Total for 2008 | <u>3.41%</u> | | |

Basic Assumptions:

Inflation – Projected CPI for the Denver-Boulder-Greeley area is 2.6% for 2008. This information based on projections from the Colorado Office of State Planning and Budgeting (OSPB).

Overall Sales Tax Growth – The overall growth in sales & use tax for the city is expected to be 3.9% in 2008.

Property Tax

Property Tax represents 10% of the city's total revenue. Property tax revenue is based on the city's mill levy to the current assessed value. All property tax revenue growth (except the 2 mil for public safety services) is restricted under the Taxpayer Bill of Rights Amendment to the Colorado Constitution (TABOR) to the Denver-Boulder Consumer Price Index (CPI) and a local growth factor. The following rates were approved as part of the 2008 budget:

Property Tax Rate from 2007 Approved Budget:

| | |
|--|--------------|
| General City Operations | 8.748 |
| Permanent Parks Fund (Charter Sec. 161) | 0.900 |
| Library Fund (Charter Sec. 165) | <u>0.333</u> |
| TOTAL | 9.981 |
| Less Mill Levy Credit | <u>2.780</u> |
| TOTAL (Mills subject to Article X, Section 20 Of the Colorado Constitution) | 7.201 |
| General City Operations (Public Safety) | <u>2.000</u> |
| NET MILL LEVY | <u>9.201</u> |

| City of Boulder - Net Mill Levy | | | | | | | |
|---------------------------------|-------|-------|-------|--------|-------|-------|-------|
| Revenue Year | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 |
| Mill Levy | 9.301 | 9.640 | 9.860 | 10.005 | 9.643 | 9.889 | 9.201 |

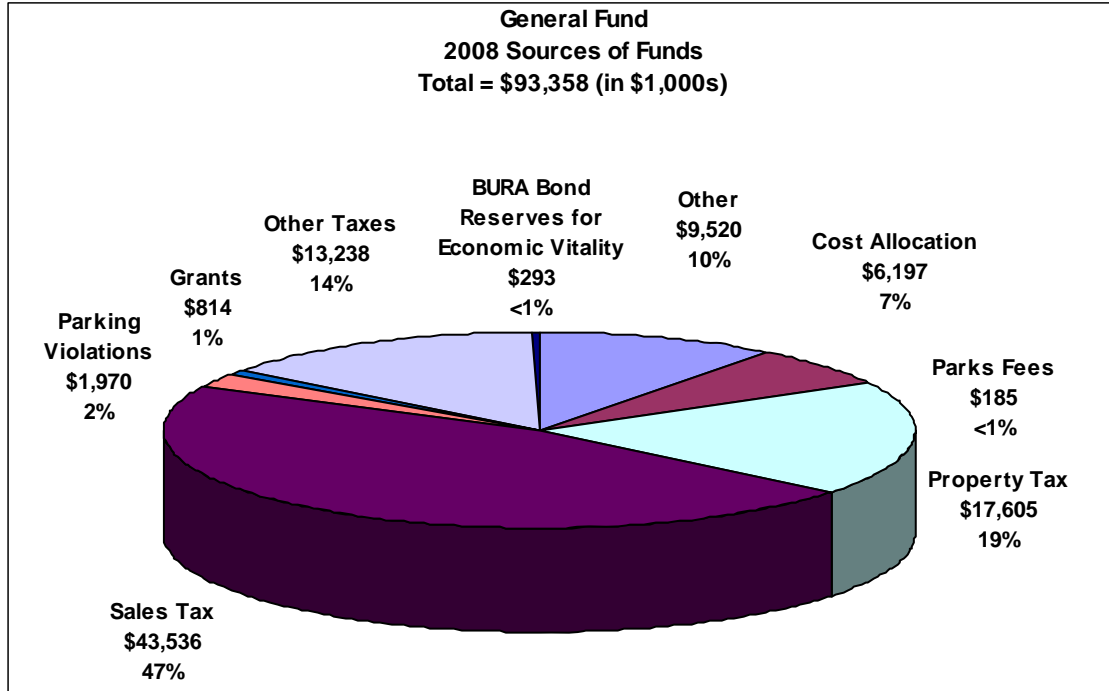
Impact on Fund Balance

For the 2008 budget year, there is \$13,520,000 being used from fund balance to fund anticipated expenses. The use of fund balance is typically for one-time only expenses or for capital projects. Most funds that are using fund balance have built up reserves especially for the purpose of funding capital projects; for example, the Open Space, Transportation and Utility Funds.

For a complete look at the five year position of the city's funds, please refer to the "Fund Financial" section of the budget document. In addition, each fund's reserve policies are summarized in the "Budget Policies" section of the document and their current status relative to those policies.

General Fund Revenues (Sources)

Total sources for the General Fund for the 2008 budget year are \$93,358,000. This represents a 5.5% increase over the 2007 approved budget for estimated revenues of \$88,520,000.



Sales Tax

Sales tax collections of \$43,536,000 represent 47% of the General Fund annual revenue.

Property Tax

Based on the mill levy in place for the 2007 budget, property tax collections for 2008 are projected to be \$17,605,000 or 19% of General Fund revenues for 2008.

Other Taxes

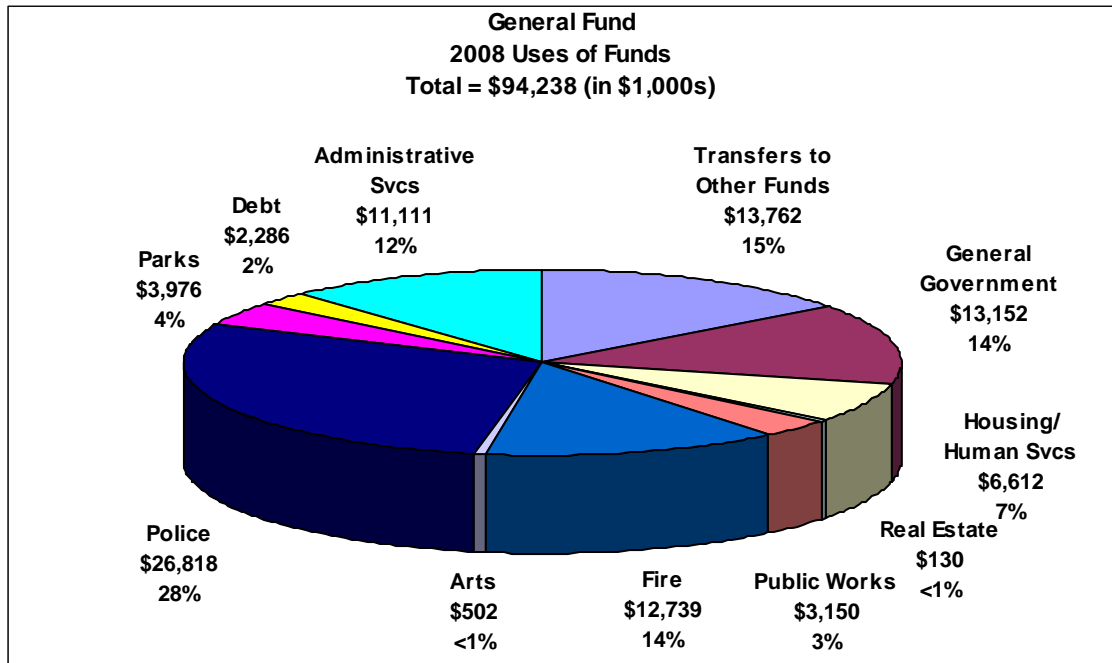
Other taxes include admission tax, accommodation tax, liquor occupation tax, telephone occupation tax, cable franchise tax, electric franchise tax, specific ownership tax, tobacco tax and trash tax. Estimates for these taxes are based on historical trends, inflation and economic growth in the respective areas.

Cost Allocation

The General Fund provides various support services to the restricted funds. The costs to provide these services are determined and allocated to the various restricted funds based on their utilization of these services. The estimated reimbursement amount to the General Fund in 2008 is \$6,197,000, a 4.4% increase from the 2007 approved budget.

General Fund Expenses (Uses)

The 2008 General Fund budget is \$94,238,000. This represents a 5.1% increase over the 2007 approved budget of \$89,650,000.



CITY OF BOULDER
SUMMARY OF SOURCES OF FUNDS
(in \$1,000s)

| 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|----------------|------------------|------------------|-------------------|
|----------------|------------------|------------------|-------------------|

UNRESTRICTED FUNDS:

General (includes Public Safety Fund)

| | | | | |
|--|------------------|------------------|------------------|------------------|
| Sales and Use Taxes | \$ 35,708 | \$ 36,509 | \$ 39,014 | \$ 40,291 |
| Add'l Sales/Use Tax from Add'l Auditor | 0 | 0 | 90 | 93 |
| Tax Increment (10th & Walnut) | 245 | 0 | 597 | 651 |
| .15 Cent Sales Tax | 3,610 | 3,741 | 3,835 | 3,960 |
| Food Service Tax | 443 | 433 | 473 | 490 |
| BURA Bond Reserves | 0 | 380 | 111 | 0 |
| BURA Bond Reserves for EV thru 2008 | 0 | 0 | 293 | 0 |
| Accommodation Tax | 2,467 | 2,525 | 2,655 | 2,787 |
| Admission Tax | 406 | 682 | 644 | 660 |
| Property Tax | 12,526 | 12,896 | 13,218 | 13,549 |
| Property Tax (Public Safety) | 4,116 | 4,280 | 4,387 | 4,519 |
| Trash Hauler/Recycling Occ.Tx. | 1,590 | 1,230 | 1,152 | 1,164 |
| Liquor Occupation Tax | 568 | 586 | 601 | 619 |
| Telephone Occupation Tax | 768 | 768 | 768 | 768 |
| Cable Television Franchise Tax | 937 | 925 | 999 | 1,009 |
| Cable Access Fee | 143 | 72 | 0 | 0 |
| Xcel Franchise Tax | 3,910 | 3,900 | 4,090 | 4,212 |
| Specific Ownership Tax | 1,435 | 1,527 | 1,471 | 1,500 |
| Tobacco Tax | 395 | 385 | 385 | 385 |
| Misc. Charges for Services | 103 | 186 | 191 | 194 |
| NPP & Other Parking Revenue | 159 | 72 | 74 | 74 |
| Meters - Out of Parking Districts | 311 | 307 | 311 | 311 |
| Meters - Within Parking Districts | 1,416 | 1,446 | 2,210 | 2,483 |
| Sale of Goods | 50 | 56 | 57 | 59 |
| Misc. Fines & Administr. Penal | 4 | 2 | 2 | 2 |
| Municipal Crt Charges & Fines | 1,705 | 1,600 | 1,648 | 1,648 |
| Parking Violations | 1,804 | 1,970 | 1,970 | 1,970 |
| Photo Enforcement | 1,034 | 1,338 | 1,842 | 1,888 |
| Business Licenses | 210 | 186 | 191 | 196 |
| Misc. Intergovernmental Chg. | 0 | 0 | 0 | 0 |
| Court Awards | 499 | 106 | 109 | 112 |
| Grants | 1,758 | 1,307 | 814 | 833 |
| Interest & Investment Earnings | 866 | 557 | 989 | 1,007 |
| Leases, Rents & Royalties | 148 | 147 | 151 | 155 |
| Miscellaneous Revenues | 478 | 696 | 637 | 662 |
| Education Excise Tax (To Reserve) | 425 | 0 | 0 | 0 |
| Parks Fees | 168 | 184 | 185 | 187 |
| Housing/Human Services Fees | 252 | 247 | 250 | 254 |
| Recommended Parking Meter & Hour Inc | 0 | 0 | 0 | 0 |
| Recommended Photo Enforcement Expansion | 0 | 793 | 0 | 0 |
| Action Plan frm Add'l Rev (Parking Meter Increase) | 0 | 77 | 164 | 169 |
| Carryovers from Add'l Revenue | 962 | 0 | 0 | 0 |
| SUB-TOTAL REVENUE | \$ 81,619 | \$ 82,116 | \$ 86,578 | \$ 88,861 |

Transfers In

| | | | | |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|
| Cost Allocation - All Funds | \$ 5,985 | \$ 5,855 | \$ 6,197 | \$ 6,345 |
| CAGID - Reimb for Mall Improvements | 500 | 500 | 500 | 500 |
| Other | 174 | 49 | 83 | 53 |
| SUB-TOTAL TRANSFERS IN | \$ 6,659 | \$ 6,404 | \$ 6,780 | \$ 6,898 |

CITY OF BOULDER
SUMMARY OF SOURCES OF FUNDS
(in \$1,000s)

| | 2006 | 2007 | 2008 | 2009 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| | ACTUAL | APPROVED | APPROVED | PROJECTED |
| TOTAL General Fund | \$ 88,278 | \$ 88,520 | \$ 93,358 | \$ 95,759 |
| Community Housing Assistance (CHAP) | | | | |
| Property Tax | \$ 1,261 | \$ 1,311 | \$ 1,350 | \$ 1,391 |
| Development Excise Tax | 117 | 350 | 250 | 250 |
| Interest & Investment Earnings | 104 | 35 | 35 | 35 |
| Loan Repayment | 0 | 0 | 0 | 964 |
| Transfers In | 24 | 0 | 0 | 0 |
| Proceeds from Sale of Units | 192 | 0 | 0 | 0 |
| Other | 4 | 0 | 0 | 0 |
| TOTAL CHAP | \$ <u>1,702</u> | \$ <u>1,696</u> | \$ <u>1,635</u> | \$ <u>2,640</u> |
| NET TOTAL UNRESTRICTED FUNDS | \$ <u><u>89,980</u></u> | \$ <u><u>90,216</u></u> | \$ <u><u>94,993</u></u> | \$ <u><u>98,399</u></u> |

CITY OF BOULDER
SUMMARY OF SOURCES OF FUNDS
(in \$1,000s)

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|--|----------------|------------------|------------------|-------------------|
| RESTRICTED FUNDS: | | | | |
| Capital Development | | | | |
| Development Excise Tax | \$ 211 | \$ 434 | \$ 250 | \$ 250 |
| Interest & Investment Earnings | <u>141</u> | <u>77</u> | <u>178</u> | <u>195</u> |
| | \$ 352 | \$ 511 | \$ 428 | \$ 445 |
| Lottery | | | | |
| Lottery Funds | \$ 1,074 | \$ 904 | \$ 926 | \$ 931 |
| Interest & Investment Earnings | <u>59</u> | <u>61</u> | <u>60</u> | <u>52</u> |
| | \$ 1,133 | \$ 965 | \$ 986 | \$ 983 |
| Planning & Development Svcs | | | | |
| Misc. Development Fees | \$ 6,284 | \$ 5,114 | \$ 5,415 | \$ 5,551 |
| Interest & Investment Earnings | 145 | 86 | 170 | 147 |
| Transfers In | <u>2,606</u> | <u>2,736</u> | <u>2,850</u> | <u>2,873</u> |
| | \$ 9,035 | \$ 7,936 | \$ 8,435 | \$ 8,571 |
| Affordable Housing Fund | | | | |
| Cash In Lieu of Affordable Units | \$ 1,113 | \$ 1,500 | \$ 2,900 | \$ 3,100 |
| Interest & Investment Earnings | 72 | 35 | 35 | 35 |
| Transfers In | 391 | 398 | 406 | 414 |
| Sale of Goods and Capital Assets | 57 | 64 | 0 | 0 |
| Other | <u>156</u> | <u>756</u> | <u>156</u> | <u>295</u> |
| | \$ 1,789 | \$ 2,753 | \$ 3,497 | \$ 3,844 |
| .25 Cent Sales Tax | | | | |
| Sales and Use Taxes | \$ 5,840 | \$ 5,976 | \$ 6,392 | \$ 6,601 |
| Interest & Investment Earnings | 157 | 140 | 155 | 159 |
| Intergovernmental | 20 | 0 | 0 | 0 |
| Grants | 18 | 80 | 0 | 0 |
| Other | <u>13</u> | <u>12</u> | <u>12</u> | <u>12</u> |
| | \$ 6,048 | \$ 6,208 | \$ 6,559 | \$ 6,772 |
| Library | | | | |
| Property Tax | \$ 525 | \$ 545 | \$ 551 | \$ 561 |
| Misc. Charges for Services | 141 | 99 | 102 | 115 |
| Interest & Investment Earnings | 23 | 11 | 15 | 15 |
| Leases, Rents & Royalties | 8 | 5 | 6 | 6 |
| Transfers In | 5,302 | 5,605 | 6,019 | 6,048 |
| Other | <u>35</u> | <u>24</u> | <u>24</u> | <u>24</u> |
| | \$ 6,034 | \$ 6,289 | \$ 6,717 | \$ 6,769 |

CITY OF BOULDER
SUMMARY OF SOURCES OF FUNDS
(in \$1,000s)

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|--------------------------------|------------------|------------------|------------------|-------------------|
| Recreation Activity | | | | |
| Admission & Activity Charges | \$ 7,748 | \$ 7,663 | \$ 7,982 | \$ 8,222 |
| Interest & Investment Earnings | 30 | 0 | 0 | 0 |
| Transfers In | 1,429 | 2,057 | 1,878 | 1,940 |
| | <u>\$ 9,207</u> | <u>\$ 9,720</u> | <u>\$ 9,860</u> | <u>\$ 10,162</u> |
| Climate Action Plan | | | | |
| Climate Action Plan Tax | \$ 0 | \$ 0 | \$ 875 | \$ 879 |
| Transfer In | 0 | 0 | 0 | 0 |
| | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 875</u> | <u>\$ 879</u> |
| Open Space | | | | |
| Sales and Use Taxes | \$ 20,569 | \$ 21,037 | \$ 22,498 | \$ 23,234 |
| Sale of Capital Assets | 223 | 0 | 0 | 0 |
| Grants | 38 | 0 | 0 | 0 |
| Interest & Investment Earnings | 831 | 325 | 325 | 325 |
| Leases, Rents & Royalties | 470 | 325 | 486 | 486 |
| Bond Proceeds | 20,481 | 0 | 0 | 0 |
| Transfers In | 958 | 1,013 | 1,057 | 1,068 |
| | <u>\$ 43,570</u> | <u>\$ 22,700</u> | <u>\$ 24,366</u> | <u>\$ 25,113</u> |
| Airport | | | | |
| Misc. Charges for Services | \$ 11 | 10 | \$ 11 | \$ 11 |
| Grants | 36 | 1,412 | 616 | 0 |
| Interest & Investment Earnings | 26 | 27 | 27 | 27 |
| Leases, Rents & Royalties | 310 | 344 | 412 | 420 |
| | <u>\$ 383</u> | <u>\$ 1,793</u> | <u>\$ 1,066</u> | <u>\$ 458</u> |
| Transportation | | | | |
| Sales and Use Taxes | \$ 13,992 | \$ 14,304 | \$ 15,303 | \$ 15,804 |
| Highway Revenues | 4,637 | 3,211 | 3,544 | 3,543 |
| HOP Reimbursement | 0 | 0 | 1,207 | 1,244 |
| Grants | 42 | 0 | 0 | 0 |
| Interest & Investment Earnings | 388 | 368 | 420 | 420 |
| Miscellaneous Revenues | 122 | 199 | 199 | 199 |
| Special Assessments | 142 | 70 | 140 | 140 |
| External Funding | 2,983 | 5,911 | 2,921 | 2,545 |
| Transfers In | 170 | 150 | 100 | 125 |
| | <u>\$ 22,476</u> | <u>\$ 24,213</u> | <u>\$ 23,834</u> | <u>\$ 24,020</u> |

CITY OF BOULDER
SUMMARY OF SOURCES OF FUNDS
(in \$1,000s)

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|--|-----------------|------------------|------------------|-------------------|
| Transportation Development | | | | |
| Development Excise Tax | \$ 384 | \$ 600 | \$ 600 | \$ 600 |
| Interest & Investment Earnings | 182 | 140 | 120 | 62 |
| External Funding | 1,226 | 3,078 | 0 | 0 |
| Third Party Reimbursements | <u>3</u> | <u>100</u> | <u>100</u> | <u>100</u> |
| | \$ 1,795 | \$ 3,918 | \$ 820 | \$ 762 |
| Transit Pass General Improvement District | | | | |
| Property Tax | \$ 7 | \$ 7 | \$ 8 | \$ 8 |
| Transfers In | <u>5</u> | <u>3</u> | <u>3</u> | <u>3</u> |
| | \$ 12 | \$ 10 | \$ 11 | \$ 11 |
| CommDvlpmnt Block Grnt (CDBG) | | | | |
| Sale of Capital Assets | \$ 24 | \$ 0 | \$ 0 | \$ 0 |
| Federal - Direct Grants | 1,142 | 914 | 909 | 873 |
| Third Party Reimbursements | 18 | 0 | 0 | 0 |
| Transfers In | <u>63</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| | \$ 1,247 | \$ 914 | \$ 909 | \$ 873 |
| HOME | | | | |
| Federal - Direct Grants | <u>\$ 1,006</u> | <u>\$ 1,500</u> | <u>\$ 1,300</u> | <u>\$ 1,400</u> |
| | \$ 1,006 | \$ 1,500 | \$ 1,300 | \$ 1,400 |
| Permanent Parks and Recreation | | | | |
| Property Tax | \$ 1,418 | \$ 1,460 | \$ 1,497 | \$ 1,534 |
| Development Excise Tax | 300 | 300 | 475 | 281 |
| Interest & Investment Earnings | 198 | 217 | 221 | 212 |
| Miscellaneous Revenues | <u>8</u> | <u>14</u> | <u>14</u> | <u>14</u> |
| | \$ 1,924 | \$ 1,991 | \$ 2,207 | \$ 2,041 |
| Water Utility | | | | |
| Utility Service Charges | 23,517 | 20,936 | 21,185 | 21,885 |
| Recommended Rate Increase | 0 | 0 | 763 | 1,989 |
| Misc. Charges for Services | \$ 31 | \$ 33 | \$ 25 | \$ 25 |
| Utility Plant Invest. Fee Summ | 2,743 | 2,500 | 2,500 | 2,500 |
| Utility Connection | 180 | 150 | 165 | 165 |
| Interest & Investment Earnings | 2,011 | 850 | 1,756 | 1,347 |
| Leases, Rents & Royalties | 14 | 16 | 17 | 17 |
| Special Assessments | 6 | 10 | 5 | 5 |
| State and Federal Grants | 4 | 0 | 0 | 0 |
| Lakewood Settlement | 19,500 | 0 | 0 | 0 |
| Transfers In | <u>0</u> | <u>130</u> | <u>130</u> | <u>130</u> |
| | \$ 48,006 | \$ 24,625 | \$ 26,546 | \$ 28,063 |

CITY OF BOULDER
SUMMARY OF SOURCES OF FUNDS
(in \$1,000s)

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|--|------------------|------------------|------------------|-------------------|
| Wastewater Utility | | | | |
| Utility Service Charges | \$ 12,092 | \$ 12,681 | \$ 12,718 | \$ 13,119 |
| Recommended Rate Increase | 0 | 0 | 375 | 387 |
| Utility Plant Invest. Fee Summ | 491 | 420 | 450 | 450 |
| Utility Connection | 16 | 12 | 12 | 12 |
| Interest & Investment Earnings | 2,254 | 380 | 511 | 385 |
| Miscellaneous Revenues | 27 | 28 | 28 | 29 |
| Special Assessments | 4 | 20 | 5 | 5 |
| | <u>\$ 14,884</u> | <u>\$ 13,541</u> | <u>\$ 14,099</u> | <u>\$ 14,387</u> |
| Stormwater/Flood Mgmt Utility | | | | |
| Utility Service Charges | \$ 4,589 | \$ 4,654 | \$ 4,663 | \$ 4,813 |
| Recommended Rate Increase | 0 | 0 | 140 | 144 |
| Utility Plant Invest. Fee Summ | 498 | 500 | 500 | 500 |
| Urban Drng & Fld Contr Dist | 860 | 485 | 500 | 500 |
| Colorado Dept of Transportation Funds | 0 | 0 | 1,529 | 0 |
| State and Federal Grants | 10 | 0 | 0 | 0 |
| Interest & Investment Earnings | 404 | 225 | 240 | 137 |
| Misc. Intergovernmental Chg. | 126 | 109 | 124 | 127 |
| Miscellaneous Revenues | 50 | 17 | 31 | 31 |
| | <u>\$ 6,537</u> | <u>\$ 5,990</u> | <u>\$ 7,727</u> | <u>\$ 6,252</u> |
| Downtown Commercial District | | | | |
| Property & Spec Ownership Tx | \$ 922 | \$ 960 | \$ 988 | \$ 1,018 |
| Parking Charges | 3,443 | 3,381 | 3,846 | 3,846 |
| Interest & Investment Earnings | 51 | 47 | 42 | 18 |
| Leases, Rents & Royalties | 210 | 421 | 366 | 366 |
| Miscellaneous Revenues | 57 | 42 | 19 | 19 |
| Transfers In | 1,241 | 1,271 | 1,942 | 1,942 |
| 10th & Walnut Bonds and Revenue | 1,186 | 1,080 | 1,151 | 1,186 |
| | <u>\$ 7,110</u> | <u>\$ 7,202</u> | <u>\$ 8,354</u> | <u>\$ 8,395</u> |
| University Hill Commercial District | | | | |
| Property & Spec Ownership Tx | \$ 25 | \$ 28 | \$ 29 | \$ 28 |
| Parking Charges | 150 | 161 | 231 | 324 |
| Interest & Investment Earnings | 30 | 23 | 34 | 21 |
| Transfers In | 175 | 175 | 258 | 175 |
| | <u>\$ 380</u> | <u>\$ 387</u> | <u>\$ 552</u> | <u>\$ 548</u> |
| Telecommunications | | | | |
| Charges to Departments | \$ 581 | \$ 571 | \$ 584 | \$ 591 |
| Interest & Investment Earnings | 54 | 32 | 27 | 10 |
| Miscellaneous Revenues | 120 | 139 | 144 | 143 |
| | <u>\$ 755</u> | <u>\$ 742</u> | <u>\$ 755</u> | <u>\$ 744</u> |

CITY OF BOULDER
SUMMARY OF SOURCES OF FUNDS
(in \$1,000s)

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|--|----------------|------------------|------------------|-------------------|
| Property & Casualty Insurance | | | | |
| Charges to Departments | \$ 1,609 | \$ 1,767 | \$ 1,974 | \$ 1,974 |
| Interest & Investment Earnings | 121 | 125 | 153 | 124 |
| Miscellaneous Revenues | <u>268</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| | \$ 1,998 | \$ 1,892 | \$ 2,127 | \$ 2,098 |
| Worker Compensation Insurance | | | | |
| Charges to Departments | \$ 1,161 | \$ 1,442 | \$ 1,429 | \$ 1,472 |
| Interest & Investment Earnings | 146 | 149 | 166 | 142 |
| Miscellaneous Revenues | <u>2</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| | \$ 1,309 | \$ 1,591 | \$ 1,595 | \$ 1,614 |
| Compensated Absences | | | | |
| Charges to Departments | \$ 661 | \$ 311 | \$ 311 | \$ 311 |
| Interest & Investment Earnings | <u>103</u> | <u>123</u> | <u>107</u> | <u>108</u> |
| | \$ 764 | \$ 434 | \$ 418 | \$ 419 |
| Fleet Operations | | | | |
| Charges to Departments | \$ 2,755 | \$ 2,779 | \$ 3,015 | \$ 3,236 |
| Interest & Investment Earnings | 2 | 25 | 13 | 16 |
| Miscellaneous Revenues | <u>211</u> | <u>50</u> | <u>50</u> | <u>50</u> |
| | \$ 2,968 | \$ 2,854 | \$ 3,078 | \$ 3,302 |
| Fleet Replacement | | | | |
| Charges to Departments | \$ 3,057 | \$ 3,401 | \$ 3,556 | \$ 3,616 |
| Interest & Investment Earnings | 186 | 156 | 190 | 215 |
| Miscellaneous Revenues | <u>289</u> | <u>162</u> | <u>152</u> | <u>136</u> |
| | \$ 3,532 | \$ 3,719 | \$ 3,898 | \$ 3,967 |
| Computer Replacement | | | | |
| Charges to Departments | \$ 1,625 | \$ 1,441 | \$ 1,459 | \$ 1,475 |
| Interest & Investment Earnings | 119 | 142 | 154 | 128 |
| Miscellaneous Revenues | <u>4</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| | \$ 1,748 | \$ 1,583 | \$ 1,613 | \$ 1,603 |
| Equipment Replacement | | | | |
| Charges to Departments | \$ 619 | \$ 479 | \$ 373 | \$ 376 |
| Interest & Investment Earnings | <u>158</u> | <u>164</u> | <u>117</u> | <u>115</u> |
| | \$ 777 | \$ 643 | \$ 490 | \$ 491 |
| Facility Renovation & Replace | | | | |
| Charges to Departments | \$ 1,246 | \$ 752 | \$ 775 | \$ 787 |
| Interest & Investment Earnings | <u>101</u> | <u>97</u> | <u>90</u> | <u>76</u> |
| | \$ 1,347 | \$ 849 | \$ 865 | \$ 863 |

CITY OF BOULDER
SUMMARY OF SOURCES OF FUNDS
(in \$1,000s)

| | 2006 | | 2007 | | 2008 | | 2009 |
|---------------------------------------|-------------------|----|-----------------|----|-----------------|----|------------------|
| | ACTUAL | | APPROVED | | APPROVED | | PROJECTED |
| TOTAL RESTRICTED FUNDS SOURCES | \$ 198,126 | \$ | 157,473 | \$ | 163,987 | \$ | 165,849 |
| TOTAL CITY SOURCES OF FUNDS | \$ 288,106 | \$ | 247,689 | \$ | 258,980 | \$ | 264,248 |
| Less: Transfers from Other Funds | \$ 19,078 | \$ | 19,868 | \$ | 21,243 | \$ | 22,045 |
| Less: Current Yr ISF Charges (1.) | 13,314 | | 12,943 | | 13,476 | | 13,838 |
| NET TOTAL SOURCES OF FUNDS | <u>\$ 255,714</u> | \$ | <u>214,878</u> | \$ | <u>224,261</u> | \$ | <u>228,365</u> |

FOOTNOTE:

(1.) Please note that the 2007 approved amount has been restated to include the Internal Service Funds (ISFs). Beginning with the 2008-09 budget process, all ISFs will be included in the annual budget process. This change is being made for purposes of enhanced transparency and improved accountability across the organization. The ISFs, such as Fleet Replacement, Computer Replacement and the self-insurance funds, provide services to all city departments and receive funding directly from the departments. Funding is reflected as an expense (or "charge to") in each department and a revenue (or "charge from") in each applicable ISF. When an expenditure is made in the ISF, a second counting of the same money (the expense) has occurred. As a result, the actual revenues and expenses from departmental charges in each ISF are reduced from the total city budget to avoid the "double counting" that occurs.

CITY OF BOULDER
SUMMARY OF USES OF FUNDS
(in \$1,000s)

| 2006 | 2007 | 2008 | 2009 |
|--------|----------|----------|-----------|
| ACTUAL | APPROVED | APPROVED | PROJECTED |

UNRESTRICTED FUNDS:

General (includes Public Safety Fund)

| | | | | |
|--|--------|--------|--------|--------|
| City Council | \$ 281 | \$ 295 | \$ 300 | \$ 307 |
| Municipal Court | 1,328 | 1,526 | 1,605 | 1,642 |
| City Attorney | 1,736 | 1,793 | 1,819 | 1,861 |
| Contingency | 21 | 115 | 118 | 121 |
| Contingency-Univ Hill Meter Rev | 0 | 0 | 10 | 0 |
| Utility Contingency | 0 | 250 | 145 | 0 |
| Economic Vitality Program | 486 | 361 | 111 | 0 |
| Economic Vitality Prgm thru 2008 | 0 | 0 | 293 | 0 |
| Extraordinary Personnel Expense | 22 | 115 | 118 | 121 |
| Non-Departmental | 711 | 779 | 814 | 838 |
| Boulder Television | 134 | 150 | 70 | 0 |
| Wildlife Management Plan | 0 | 0 | 0 | 0 |
| Washington School Project | 37 | 0 | 0 | 0 |
| Public Power Project | 91 | 0 | 0 | 0 |
| Environmental Affairs | 1,406 | 1,230 | 1,152 | 1,164 |
| Communications | 592 | 658 | 633 | 648 |
| Downtown/University Hill Mgmt Div | 859 | 935 | 1,142 | 1,169 |
| BID | 248 | 0 | 0 | 0 |
| City Manager's Office/Support Svcs | 1,396 | 1,413 | 1,691 | 1,730 |
| West Nile Virus Program | 211 | 300 | 300 | 300 |
| Human Resources | 1,223 | 1,296 | 1,627 | 1,665 |
| Finance | 2,448 | 2,585 | 2,501 | 2,526 |
| Information Technology | 4,516 | 4,501 | 4,659 | 4,767 |
| Volunteer and Unemployment Ins | 77 | 107 | 107 | 109 |
| Property and Casualty Ins | 1,609 | 1,767 | 1,974 | 1,974 |
| Compensated Absences | 661 | 311 | 311 | 311 |
| Police | 23,835 | 25,456 | 26,818 | 27,444 |
| Fire | 11,662 | 12,427 | 12,739 | 13,036 |
| Police/Fire Pensions | 497 | 773 | 773 | 773 |
| Public Works | 3,103 | 3,401 | 3,150 | 3,224 |
| Parks | 3,980 | 3,845 | 3,976 | 4,069 |
| Arts | 187 | 199 | 204 | 209 |
| Open Space (Real Estate) | 113 | 121 | 130 | 133 |
| Housing/Human Services | 5,304 | 5,209 | 4,824 | 4,937 |
| Annual Merit Added to Base | 0 | 0 | 0 | 900 |
| Campaign Financing | 0 | 43 | 0 | 46 |
| Humane Society Bldg Loan | 114 | 114 | 114 | 112 |
| Carryovers & Supplementals | 2,270 | 0 | 0 | 0 |
| Carryovers & Supplementals frm Add'l Rev | 962 | 0 | 0 | 0 |
| Encumbrance Carryovers | 652 | 0 | 0 | 0 |
| Community Sustainability Plan | 10 | 74 | 0 | 0 |

CITY OF BOULDER
SUMMARY OF USES OF FUNDS
(in \$1,000s)

| | 2006 | 2007 | 2008 | 2009 |
|---|------------------|------------------|------------------|------------------|
| | ACTUAL | APPROVED | APPROVED | PROJECTED |
| Special Purpose Reserve | 0 | 301 | 301 | 301 |
| Recommended Ongoing Funding | 0 | 0 | 0 | 0 |
| Recommended One-time Funding | 0 | 0 | 980 | 0 |
| Action Plan Items frm Add'l Rev | 0 | 0 | 0 | 0 |
| Debt | <u>1,731</u> | <u>1,728</u> | <u>1,724</u> | <u>1,679</u> |
| Total General Fund Expenditures | \$ 74,513 | \$ 74,178 | \$ 77,233 | \$ 78,116 |
| Transfers Out | <u>11,621</u> | <u>12,337</u> | <u>13,772</u> | <u>14,324</u> |
| Subtotal General Fund | \$ 86,134 | \$ 86,515 | \$ 91,005 | \$ 92,440 |
| .15% Sales Tax Allocation | | | | |
| Environment | \$ 206 | \$ 287 | \$ 298 | \$ 317 |
| Arts | 276 | 287 | 298 | 317 |
| Human Services | 1,457 | 1,434 | 1,490 | 1,584 |
| Youth Opportunity | 286 | 287 | 298 | 317 |
| Four-Mile Soccer Complex | 203 | 276 | 287 | 350 |
| Debt | <u>561</u> | <u>564</u> | <u>562</u> | <u>558</u> |
| Subtotal .15% Sales Tax | \$ 2,989 | \$ 3,135 | \$ 3,233 | \$ 3,443 |
| Total General Fund Uses | \$ 89,123 | \$ 89,650 | \$ 94,238 | \$ 95,883 |
| Community Housing Assistance | | | | |
| Operating | \$ 270 | \$ 364 | \$ 359 | \$ 370 |
| Community Housing Funds | 2,480 | 1,324 | 1,253 | 2,245 |
| Transfers Out | <u>84</u> | <u>22</u> | <u>22</u> | <u>23</u> |
| Total Community Housing Assistance | \$ 2,834 | \$ 1,710 | \$ 1,634 | \$ 2,638 |
| TOTAL UNRESTRICTED FUNDS | <u>\$ 91,957</u> | <u>\$ 91,360</u> | <u>\$ 95,872</u> | <u>\$ 98,521</u> |

CITY OF BOULDER
SUMMARY OF USES OF FUNDS
(in \$1,000s)

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|--|-----------------|------------------|------------------|-------------------|
| RESTRICTED FUNDS: | | | | |
| Capital Development | | | | |
| Transfers Out | \$ 29 | \$ 31 | \$ 33 | \$ 34 |
| Capital | <u>758</u> | <u>80</u> | <u>80</u> | <u>80</u> |
| | \$ 787 | \$ 111 | \$ 113 | \$ 114 |
| Lottery | | | | |
| Operating | \$ 238 | \$ 746 | \$ 480 | \$ 375 |
| Debt | 304 | 304 | 170 | 0 |
| Capital | <u>545</u> | <u>50</u> | <u>350</u> | <u>625</u> |
| | \$ 1,087 | \$ 1,100 | \$ 1,000 | \$ 1,000 |
| Planning & Development Svcs | | | | |
| Operating | \$ 6,309 | \$ 6,849 | \$ 7,201 | \$ 7,303 |
| Transfers Out | 1,224 | 1,038 | 1,080 | 1,123 |
| Recommended Action Plan | <u>0</u> | <u>0</u> | <u>404</u> | <u>210</u> |
| | \$ 7,533 | \$ 7,887 | \$ 8,685 | \$ 8,636 |
| Affordable Housing Fund | | | | |
| Operating | \$ 176 | \$ 295 | \$ 391 | \$ 403 |
| Transfers Out | 25 | 10 | 11 | 11 |
| Debt | 872 | 1,009 | 1,823 | 229 |
| Community Housing Funds | <u>1,402</u> | <u>1,412</u> | <u>1,270</u> | <u>3,199</u> |
| | \$ 2,475 | \$ 2,726 | \$ 3,495 | \$ 3,842 |
| .25 Cent Sales Tax | | | | |
| Operating | \$ 2,639 | \$ 3,072 | \$ 3,116 | \$ 3,247 |
| Debt | 2,385 | 2,429 | 2,421 | 2,385 |
| Transfers Out | 188 | 449 | 158 | 164 |
| Capital | 471 | 493 | 875 | 750 |
| Recommended Action Plan | <u>0</u> | <u>0</u> | <u>68</u> | <u>71</u> |
| | \$ 5,683 | \$ 6,443 | \$ 6,638 | \$ 6,617 |
| Library | | | | |
| Operating | <u>\$ 6,002</u> | <u>\$ 6,289</u> | <u>\$ 6,717</u> | <u>\$ 6,769</u> |
| | \$ 6,002 | \$ 6,289 | \$ 6,717 | \$ 6,769 |
| Recreation Activity | | | | |
| Operating | \$ 8,885 | \$ 9,533 | \$ 9,917 | \$ 10,214 |
| Transfers Out | <u>30</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| | \$ 8,915 | \$ 9,533 | \$ 9,917 | \$ 10,214 |
| Climate Action Plan | | | | |
| Operating | \$ 0 | \$ 0 | \$ 875 | \$ 879 |
| Transfers Out | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| | \$ 0 | \$ 0 | \$ 875 | \$ 879 |

CITY OF BOULDER
SUMMARY OF USES OF FUNDS
(in \$1,000s)

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|--|----------------|------------------|------------------|-------------------|
| Open Space | | | | |
| Operating | \$ 8,518 | \$ 8,949 | \$ 9,144 | \$ 10,093 |
| Debt | 9,830 | 11,694 | 10,950 | 10,689 |
| Transfers Out | 726 | 776 | 815 | 815 |
| Capital | 8,924 | 3,980 | 3,980 | 4,150 |
| Recommended Action Plan | <u>0</u> | <u>0</u> | <u>756</u> | <u>0</u> |
| | \$ 27,998 | \$ 25,399 | \$ 25,645 | \$ 25,747 |
| Airport | | | | |
| Operating | \$ 338 | \$ 350 | \$ 362 | \$ 372 |
| Transfers Out | 53 | 59 | 61 | 64 |
| Capital | 0 | 1,448 | 632 | 0 |
| Recommended Action Plan | <u>0</u> | <u>0</u> | <u>55</u> | <u>0</u> |
| | \$ 391 | \$ 1,857 | \$ 1,110 | \$ 436 |
| Transportation | | | | |
| Operating | \$ 13,952 | \$ 14,139 | \$ 15,689 | \$ 16,272 |
| Transfers Out | 1,337 | 1,292 | 1,302 | 1,350 |
| Debt | 273 | 124 | 293 | 123 |
| Capital | 5,875 | 10,602 | 8,530 | 6,745 |
| Recommended Action Plan | <u>0</u> | <u>0</u> | <u>956</u> | <u>673</u> |
| | \$ 21,437 | \$ 26,157 | \$ 26,770 | \$ 25,163 |
| Transportation Development | | | | |
| Operating | \$ 302 | \$ 321 | \$ 226 | \$ 226 |
| Transfers Out | 11 | 12 | 12 | 13 |
| Capital | <u>1,885</u> | <u>3,910</u> | <u>660</u> | <u>600</u> |
| | \$ 2,198 | \$ 4,243 | \$ 898 | \$ 839 |
| Transit Pass General Improvement District | | | | |
| Operating | <u>10</u> | <u>10</u> | <u>11</u> | <u>11</u> |
| | \$ 10 | \$ 10 | \$ 11 | \$ 11 |
| CommDvlpmnt Block Grnt (CDBG) | | | | |
| Operating | \$ 156 | \$ 165 | \$ 163 | \$ 155 |
| Debt | 1,163 | 0 | 0 | 0 |
| Transfers Out | 41 | 18 | 18 | 19 |
| Community Housing Funds | <u>987</u> | <u>732</u> | <u>728</u> | <u>698</u> |
| | \$ 2,347 | \$ 915 | \$ 909 | \$ 872 |
| HOME | | | | |
| Operating | \$ 69 | \$ 118 | \$ 99 | \$ 107 |
| Transfers Out | 3 | 3 | 4 | 4 |
| Community Housing Funds | <u>933</u> | <u>1,379</u> | <u>1,197</u> | <u>1,289</u> |
| | \$ 1,005 | \$ 1,500 | \$ 1,300 | \$ 1,400 |

CITY OF BOULDER
SUMMARY OF USES OF FUNDS
(in \$1,000s)

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|---------------------------------------|----------------|------------------|------------------|-------------------|
| Permanent Parks and Recreation | | | | |
| Operating | \$ 443 | \$ 924 | \$ 429 | \$ 876 |
| Debt | 50 | 0 | 0 | 0 |
| Transfers Out | 57 | 53 | 55 | 57 |
| Capital | <u>1,295</u> | <u>1,070</u> | <u>1,400</u> | <u>1,828</u> |
| | \$ 1,845 | \$ 2,047 | \$ 1,884 | \$ 2,761 |
| General Obligation Debt Svc | | | | |
| Operating | <u>\$ 11</u> | <u>\$ 25</u> | <u>\$ 25</u> | <u>\$ 25</u> |
| | \$ 11 | \$ 25 | \$ 25 | \$ 25 |
| Water Utility | | | | |
| Operating | \$ 12,121 | \$ 13,750 | \$ 14,258 | \$ 15,003 |
| Debt | 6,543 | 6,544 | 6,296 | 6,282 |
| Transfers Out | 1,221 | 1,288 | 1,342 | 1,394 |
| Capital | 7,283 | 5,950 | 8,775 | 9,980 |
| Recommended Action Plan | <u>0</u> | <u>0</u> | <u>346</u> | <u>0</u> |
| | \$ 27,168 | \$ 27,532 | \$ 31,017 | \$ 32,659 |
| Wastewater Utility | | | | |
| Operating | \$ 6,653 | \$ 7,953 | \$ 8,324 | \$ 9,058 |
| Debt | 3,673 | 3,745 | 3,766 | 3,728 |
| Transfers Out | 904 | 930 | 966 | 1,003 |
| Capital | 17,670 | 950 | 2,210 | 2,475 |
| Recommended Action Plan | <u>0</u> | <u>0</u> | <u>506</u> | <u>36</u> |
| | \$ 28,900 | \$ 13,578 | \$ 15,772 | \$ 16,300 |
| Stormwater/Flood Mgmt Utility | | | | |
| Operating | \$ 2,814 | \$ 2,983 | \$ 3,131 | \$ 3,187 |
| Debt | 920 | 806 | 806 | 810 |
| Transfers Out | 268 | 297 | 312 | 324 |
| Capital | <u>2,732</u> | <u>2,150</u> | <u>5,354</u> | <u>2,100</u> |
| | \$ 6,734 | \$ 6,236 | \$ 9,603 | \$ 6,421 |
| Downtown Commercial District | | | | |
| Operating | \$ 2,444 | \$ 2,964 | \$ 2,944 | \$ 4,645 |
| Debt | 3,536 | 3,645 | 2,005 | 1,998 |
| Transfers Out | 629 | 624 | 629 | 634 |
| Transfer Excess TIF to Gen. Fund | 245 | 285 | 532 | 543 |
| Capital | 0 | 0 | 0 | 0 |
| Recommended Action Plan | <u>0</u> | <u>0</u> | <u>2,578</u> | <u>0</u> |
| | \$ 6,854 | \$ 7,518 | \$ 8,688 | \$ 7,820 |

CITY OF BOULDER
SUMMARY OF USES OF FUNDS
(in \$1,000s)

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|--|----------------|------------------|------------------|-------------------|
| University Hill Commercial District | | | | |
| Operating | \$ 295 | \$ 333 | \$ 331 | \$ 393 |
| Transfers Out | 37 | 31 | 32 | 33 |
| Recommended Action Plan | <u>0</u> | <u>0</u> | <u>344</u> | <u>0</u> |
| | \$ 332 | \$ 364 | \$ 707 | \$ 426 |
| Telecommunications | | | | |
| Operating | \$ 577 | \$ 605 | \$ 1,604 | \$ 790 |
| Transfers Out | <u>11</u> | <u>10</u> | <u>10</u> | <u>10</u> |
| | \$ 588 | \$ 615 | \$ 1,614 | \$ 800 |
| Property & Casualty Insurance | | | | |
| Operating | \$ 1,418 | \$ 1,584 | \$ 1,530 | \$ 1,603 |
| Transfers Out | <u>71</u> | <u>65</u> | <u>68</u> | <u>71</u> |
| | \$ 1,489 | \$ 1,649 | \$ 1,598 | \$ 1,674 |
| Worker Compensation Insurance | | | | |
| Operating | \$ 1,225 | \$ 1,702 | \$ 1,544 | \$ 1,638 |
| Transfers Out | <u>95</u> | <u>111</u> | <u>112</u> | <u>113</u> |
| | \$ 1,320 | \$ 1,813 | \$ 1,656 | \$ 1,751 |
| Compensated Absences | | | | |
| Operating | \$ 827 | \$ 381 | \$ 381 | \$ 381 |
| Transfers Out | <u>12</u> | <u>13</u> | <u>13</u> | <u>14</u> |
| | \$ 839 | \$ 394 | \$ 394 | \$ 395 |
| Fleet Operations | | | | |
| Operating | \$ 2,680 | \$ 2,572 | \$ 2,790 | \$ 2,914 |
| Transfers Out | <u>211</u> | <u>221</u> | <u>215</u> | <u>224</u> |
| | \$ 2,891 | \$ 2,793 | \$ 3,005 | \$ 3,138 |
| Fleet Replacement | | | | |
| Operating | \$ 3,813 | \$ 3,364 | \$ 3,325 | \$ 3,025 |
| Transfers Out | <u>37</u> | <u>55</u> | <u>72</u> | <u>75</u> |
| | \$ 3,850 | \$ 3,419 | \$ 3,397 | \$ 3,100 |
| Computer Replacement | | | | |
| Operating | \$ 1,410 | \$ 1,860 | \$ 1,559 | \$ 1,574 |
| Transfers Out | <u>16</u> | <u>14</u> | <u>15</u> | <u>15</u> |
| | \$ 1,426 | \$ 1,874 | \$ 1,574 | \$ 1,589 |
| Equipment Replacement | | | | |
| Operating | \$ 715 | \$ 1,296 | \$ 531 | \$ 1,156 |
| Transfers Out | <u>27</u> | <u>30</u> | <u>31</u> | <u>32</u> |
| | \$ 742 | \$ 1,326 | \$ 562 | \$ 1,188 |

CITY OF BOULDER
SUMMARY OF USES OF FUNDS
(in \$1,000s)

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|---|-------------------|-------------------|-------------------|-------------------|
| Facility Renovation & Replace | | | | |
| Operating & Capital | \$ 1,819 | \$ 1,175 | \$ 1,110 | \$ 1,093 |
| Transfers Out | 63 | 69 | 72 | 75 |
| | <u>\$ 1,882</u> | <u>\$ 1,244</u> | <u>\$ 1,182</u> | <u>\$ 1,168</u> |
| Police Pension | | | | |
| Transfers Out | \$ 16 | \$ 5 | \$ 5 | \$ 5 |
| | <u>\$ 16</u> | <u>\$ 5</u> | <u>\$ 5</u> | <u>\$ 5</u> |
| Fire Pension | | | | |
| Transfers Out | \$ 16 | \$ 5 | \$ 5 | \$ 5 |
| | <u>\$ 16</u> | <u>\$ 5</u> | <u>\$ 5</u> | <u>\$ 5</u> |
| TOTAL RESTRICTED FUNDS USES | \$ 174,771 | \$ 166,607 | \$ 176,771 | \$ 173,764 |
| TOTAL CITY USES OF FUNDS | \$ 266,728 | \$ 257,967 | \$ 272,643 | \$ 272,285 |
| Less: Transfers to Other Funds | \$ 19,078 | \$ 19,868 | \$ 21,243 | \$ 22,045 |
| Less: Current & Prev Yrs ISF Charges (1.) | 13,143 | 13,763 | 13,619 | 13,540 |
| NET TOTAL USES OF FUNDS | <u>\$ 234,507</u> | <u>\$ 224,336</u> | <u>\$ 237,781</u> | <u>\$ 236,700</u> |
| USES OF FUNDS BY CATEGORY | | | | |
| OPERATING USES OF FUNDS | \$ 149,426 | \$ 156,214 | \$ 169,671 | \$ 171,455 |
| CAPITAL USES OF FUNDS | 53,240 | 35,530 | 37,294 | 36,764 |
| DEBT | <u>31,841</u> | <u>32,592</u> | <u>30,816</u> | <u>28,481</u> |
| TOTAL USES OF FUNDS BY CATEGORY | <u>\$ 234,507</u> | <u>\$ 224,336</u> | <u>\$ 237,781</u> | <u>\$ 236,700</u> |

FOOTNOTE:

(1.) Please note that the 2007 approved amount has been restated to include the Internal Service Funds (ISFs). Beginning with the 2008-09 budget process, all ISFs will be included in the annual budget process. This change is being made for purposes of enhanced transparency and improved accountability across the organization. The ISFs, such as Fleet Replacement, Computer Replacement and the self-insurance funds, provide services to all city departments and receive funding directly from the departments. Funding is reflected as an expense (or "charge to") in each department and a revenue (or "charge from") in each applicable ISF. When an expenditure is made in the ISF, a second counting of the same money (the expense) has occurred. As a result, the actual revenues and expenses from departmental charges in each ISF are reduced from the total city budget to avoid the "double counting" that occurs.

**CITY OF BOULDER
FUND TRANSFERS
SORTED BY ORIGINATING FUND
(in \$1,000s)**

| FROM | TO FUND | FOR | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|--|----------------------------|-------------------|------------------|------------------|------------------|-------------------|
| GENERAL | | | | | | |
| | Plng & Dev Svcs | Subsidy | \$ 1,903 | \$ 2,076 | \$ 2,170 | \$ 2,221 |
| | Plng & Dev Svcs | Excise Tax Admin | 5 | 5 | 5 | 5 |
| | Affordable Hsng | Subsidy | 391 | 398 | 406 | 416 |
| | Recreation Activity | Subsidy | 1,336 | 1,664 | 1,785 | 1,827 |
| | Library Fund | Subsidy | 5,302 | 5,605 | 6,019 | 6,160 |
| | Open Space | Subsidy | 958 | 1,013 | 1,057 | 1,082 |
| | Downtown Commercial | Meter Rev | 1,241 | 1,271 | 1,942 | 2,215 |
| | University Hill Commercial | Meter Rev | 175 | 175 | 258 | 268 |
| | Water Utility Fund | Wells Property | 0 | 130 | 130 | 130 |
| | Transportation | Photo Enforcement | 170 | 0 | 0 | 0 |
| | Misc One-time Transfers | Misc | 140 | 0 | 0 | 0 |
| | | | <u>\$ 11,621</u> | <u>\$ 12,337</u> | <u>\$ 13,772</u> | <u>\$ 14,324</u> |
| CAPITAL DEVELOPMENT | | | | | | |
| | General | Cost Allocation | \$ 24 | \$ 26 | \$ 28 | \$ 29 |
| | Plng & Dev Svcs | Excise Tax Admin | 5 | 5 | 5 | 5 |
| | | | <u>\$ 29</u> | <u>\$ 31</u> | <u>\$ 33</u> | <u>\$ 34</u> |
| PLANNING & DEVELOPMENT SVCS | | | | | | |
| | General | Cost Allocation | \$ 1,224 | \$ 1,038 | \$ 1,080 | \$ 1,123 |
| | | | <u>\$ 1,224</u> | <u>\$ 1,038</u> | <u>\$ 1,080</u> | <u>\$ 1,123</u> |
| AFFORDABLE HOUSING FUND | | | | | | |
| | General | Cost Allocation | \$ 25 | \$ 10 | \$ 11 | \$ 11 |
| | | | <u>\$ 25</u> | <u>\$ 10</u> | <u>\$ 11</u> | <u>\$ 11</u> |
| CMMNTY HSG ASST PRGM (CHAP) | | | | | | |
| | General | Cost Allocation | \$ 16 | \$ 17 | \$ 17 | \$ 18 |
| | Plng & Dev Svcs | Excise Tax Admin | 5 | 5 | 5 | 5 |
| | CDBG | Section 108 Loan | 63 | 0 | 0 | 0 |
| | | | <u>\$ 84</u> | <u>\$ 22</u> | <u>\$ 22</u> | <u>\$ 23</u> |
| .25 CENT SALES TAX | | | | | | |
| | General | Cost Allocation | \$ 188 | \$ 149 | \$ 158 | \$ 164 |
| | Recreation Activity | Bridge Funding | 0 | 300 | 0 | 0 |
| | | | <u>\$ 188</u> | <u>\$ 449</u> | <u>\$ 158</u> | <u>\$ 164</u> |
| RECREATION ACTIVITY | | | | | | |
| | General | Interest Income | \$ 30 | \$ 0 | \$ 0 | \$ 0 |
| | | | <u>\$ 30</u> | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> |
| OPEN SPACE | | | | | | |
| | General | Cost Allocation | \$ 726 | \$ 743 | \$ 784 | \$ 832 |
| | General | Sales Tax System | 0 | 33 | 32 | 0 |
| | | | <u>\$ 726</u> | <u>\$ 776</u> | <u>\$ 816</u> | <u>\$ 832</u> |

**CITY OF BOULDER
FUND TRANSFERS
SORTED BY ORIGINATING FUND
(in \$1,000s)**

| FROM | TO FUND | FOR | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|---------------------------------------|---------------------|------------------------|----------------|------------------|------------------|-------------------|
| AIRPORT | | | | | | |
| | General | Cost Allocation | \$ 53 | \$ 59 | \$ 61 | \$ 64 |
| | | | \$ 53 | \$ 59 | \$ 61 | \$ 64 |
| TRANSPORTATION | | | | | | |
| | General | Cost Allocation | \$ 1,051 | \$ 1,020 | \$ 1,068 | \$ 1,110 |
| | General | Legislative Consultant | 0 | 0 | 0 | 0 |
| | General | Bldr Creek Maint | 0 | 0 | 0 | 0 |
| | General | HHS | 13 | 13 | 13 | 13 |
| | Recreation Activity | Expand Program | 28 | 28 | 28 | 28 |
| | Plng & Dev Svcs | Subsidy | 241 | 184 | 190 | 196 |
| | Forrest Glen GID | Subsidy | 4 | 3 | 3 | 3 |
| | General | Sales Tax System | 0 | 44 | 0 | 0 |
| | | | \$ 1,337 | \$ 1,292 | \$ 1,302 | \$ 1,350 |
| TRANSPORTATION DEVELOPMENT | | | | | | |
| | General | Cost Allocation | \$ 6 | \$ 7 | \$ 7 | \$ 8 |
| | Plng & Dev Svcs | Excise Tax Admin | 5 | 5 | 5 | 5 |
| | | | \$ 11 | \$ 12 | \$ 12 | \$ 13 |
| COMMDVLPMT BLOCK GRNT (CDBG) | | | | | | |
| | General | Cost Allocation | \$ 24 | \$ 18 | \$ 18 | \$ 19 |
| | CHAP | Interest Income | 17 | 0 | 0 | 0 |
| | | | \$ 41 | \$ 18 | \$ 18 | \$ 19 |
| HOME | | | | | | |
| | General | Cost Allocation | \$ 3 | \$ 3 | \$ 4 | \$ 4 |
| | | | \$ 3 | \$ 3 | \$ 4 | \$ 4 |
| PERMANENT PARKS AND RECREATION | | | | | | |
| | General | Cost Allocation | \$ 52 | \$ 48 | \$ 50 | \$ 52 |
| | Plng & Dev Svcs | Excise Tax Admin | 5 | 5 | 5 | 5 |
| | | | \$ 57 | \$ 53 | \$ 55 | \$ 57 |
| WATER UTILITY | | | | | | |
| | General | Cost Allocation | \$ 1,043 | \$ 1,105 | \$ 1,149 | \$ 1,195 |
| | Plng & Dev Svcs | Subsidy | 168 | 173 | 178 | 183 |
| | General | Legislative Consultant | 10 | 10 | 15 | 16 |
| | | | \$ 1,221 | \$ 1,288 | \$ 1,342 | \$ 1,394 |
| WASTEWATER UTILITY | | | | | | |
| | General | Cost Allocation | \$ 736 | \$ 757 | \$ 787 | \$ 819 |
| | Plng & Dev Svcs | Subsidy | 168 | 173 | 179 | 184 |
| | | | \$ 904 | \$ 930 | \$ 966 | \$ 1,003 |

**CITY OF BOULDER
FUND TRANSFERS
SORTED BY ORIGINATING FUND
(in \$1,000s)**

| FROM | TO FUND | FOR | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|--|------------------------|-----|----------------|------------------|------------------|-------------------|
| STORMWATER/FLOOD MGMT UTILITY | | | | | | |
| General | Cost Allocation | \$ | 157 | \$ 183 | \$ 190 | \$ 197 |
| Plng & Dev Svcs | Subsidy | | 101 | 104 | 107 | 111 |
| General | Legislative Consultant | | <u>10</u> | <u>10</u> | <u>15</u> | <u>16</u> |
| | | \$ | 268 | \$ 297 | \$ 312 | \$ 324 |
| DOWNTOWN COMMERCIAL DISTRICT | | | | | | |
| General | Cost Allocation | \$ | 129 | \$ 124 | \$ 129 | \$ 134 |
| General | Mall Improvements | | <u>500</u> | <u>500</u> | <u>500</u> | <u>500</u> |
| | | \$ | 629 | \$ 624 | \$ 629 | \$ 634 |
| UNIVERSITY HILL COMMERCIAL DISTRICT | | | | | | |
| General | Cost Allocation | \$ | <u>37</u> | <u>31</u> | <u>32</u> | <u>33</u> |
| | | \$ | 37 | \$ 31 | \$ 32 | \$ 33 |
| TELECOMMUNICATIONS | | | | | | |
| General | Cost Allocation | \$ | <u>11</u> | <u>10</u> | <u>10</u> | <u>10</u> |
| | | \$ | 11 | \$ 10 | \$ 10 | \$ 10 |
| PROPERTY & CASUALTY INSURANCE | | | | | | |
| General | Cost Allocation | \$ | <u>71</u> | <u>65</u> | <u>68</u> | <u>71</u> |
| | | \$ | 71 | \$ 65 | \$ 68 | \$ 71 |
| WORKER COMPENSATION INSURANCE | | | | | | |
| General | Cost Allocation | \$ | 15 | \$ 31 | \$ 32 | \$ 33 |
| Recreation Activity | Wellness Program | | <u>80</u> | <u>80</u> | <u>80</u> | <u>80</u> |
| | | \$ | 95 | \$ 111 | \$ 112 | \$ 113 |
| COMPENSATED ABSENCES | | | | | | |
| General | Cost Allocation | \$ | <u>12</u> | <u>13</u> | <u>13</u> | <u>14</u> |
| | | \$ | 12 | \$ 13 | \$ 13 | \$ 14 |
| FLEET OPERATIONS | | | | | | |
| General | Cost Allocation | \$ | <u>211</u> | <u>221</u> | <u>215</u> | <u>224</u> |
| | | \$ | 211 | \$ 221 | \$ 215 | \$ 224 |
| FLEET REPLACEMENT | | | | | | |
| General | Cost Allocation | \$ | <u>37</u> | <u>55</u> | <u>72</u> | <u>75</u> |
| | | \$ | 37 | \$ 55 | \$ 72 | \$ 75 |
| COMPUTER REPLACEMENT | | | | | | |
| General | Cost Allocation | \$ | <u>16</u> | <u>14</u> | <u>15</u> | <u>15</u> |
| | | \$ | 16 | \$ 14 | \$ 15 | \$ 15 |

**CITY OF BOULDER
FUND TRANSFERS
SORTED BY ORIGINATING FUND
(in \$1,000s)**

| FROM | TO FUND | FOR | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROJECTED |
|--|---------------------------|-----------------|-------------------------|-------------------------|-------------------------|-------------------------|
| EQUIPMENT REPLACEMENT | | | | | | |
| | General | Cost Allocation | \$ <u>27</u> | \$ <u>30</u> | \$ <u>31</u> | \$ <u>32</u> |
| | | | \$ 27 | \$ 30 | \$ 31 | \$ 32 |
| FACILITY RENOVATION & REPLACE | | | | | | |
| | General | Cost Allocation | \$ <u>63</u> | \$ <u>69</u> | \$ <u>72</u> | \$ <u>75</u> |
| | | | \$ 63 | \$ 69 | \$ 72 | \$ 75 |
| POLICE PENSION | | | | | | |
| | General | Cost Allocation | \$ <u>16</u> | \$ <u>5</u> | \$ <u>5</u> | \$ <u>5</u> |
| | | | \$ 16 | \$ 5 | \$ 5 | \$ 5 |
| FIRE PENSION | | | | | | |
| | General | Cost Allocation | \$ <u>16</u> | \$ <u>5</u> | \$ <u>5</u> | \$ <u>5</u> |
| | | | \$ 16 | \$ 5 | \$ 5 | \$ 5 |
| | SUBTOTAL TRANSFERS | | \$ <u><u>19,078</u></u> | \$ <u><u>19,868</u></u> | \$ <u><u>21,243</u></u> | \$ <u><u>22,045</u></u> |

2008 Fund Activity Summary - Original Budget

The following schedule reflects the impact of the 2008 budget for the City of Boulder, including estimated revenues (including transfers in) and appropriations (including transfers out), on projected unreserved fund balance.

| Projected 01/01/08 Unreserved Fund Balance | Estimated Revenues (Including Transfers In) | Appropriations (Including Transfers Out) | Projected 12/31/08 Unreserved Fund Balance |
|--|--|--|--|
|--|--|--|--|

FUND TITLE

| | | | | |
|---|------------|----------------|------------|------------|
| General Fund | 11,941,000 | 90,124,808 (1) | 91,002,767 | 11,063,041 |
| Capital Development | 3,872,413 | 428,131 | 112,440 | 4,188,104 |
| Lottery | 512,379 | 986,223 | 1,000,000 | 498,602 |
| Planning and Development Services | 3,390,390 | 8,435,446 | 8,685,098 | 3,140,738 |
| Affordable Housing | 26,031 | 3,497,000 | 3,494,967 | 28,064 |
| Community Housing Assistance Program (CHAP) | 24,611 | 1,635,112 | 1,634,406 | 25,317 |
| .15 Cent Sales Tax | 1,351,588 | 2,384,000 | 2,670,726 | 1,064,862 |
| .25 Cent Sales Tax | 1,500,904 | 6,559,142 | 6,637,567 | 1,422,479 |
| Library | 206,912 | 6,716,610 | 6,716,610 | 206,912 |
| Recreation Activity | 937,788 | 9,860,269 | 9,916,758 | 881,299 |
| Climate Action Plan Tax | 0 | 875,000 | 875,000 | 0 |
| Open Space | 8,916,774 | 24,366,330 | 25,645,987 | 7,637,117 |
| Airport | 523,600 | 1,065,581 | 1,109,652 | 479,529 |
| Transportation | 4,534,548 | 23,833,857 | 26,769,762 | 1,598,643 |
| Transportation Development | 186,415 | 820,000 | 897,687 | 108,728 |
| Community Development Block Grant (CDBG) | 0 | 909,313 | 909,313 | 0 |
| HOME | 0 | 1,300,000 | 1,300,000 | 0 |
| Permanent Parks and Recreation | 1,266,824 | 2,207,040 | 1,884,174 | 1,589,690 |
| General Obligation Debt Service | 45,315 | 0 | 25,000 | 20,315 |
| .15 Cent Debt Service | 532,359 | 1,451,000 | 1,163,570 | 819,789 |
| Water Utility | 37,585,448 | 26,546,207 | 31,017,403 | 33,114,252 |
| Wastewater Utility | 10,992,065 | 14,098,864 | 15,771,865 | 9,319,064 |
| Stormwater and Flood Management Utility | 5,170,442 | 7,727,075 | 9,602,585 | 3,294,932 |
| Telecommunications | 1,368,968 | 755,299 | 1,614,113 | 510,154 |
| Property and Casualty Insurance | 3,298,936 | 2,127,401 | 1,597,800 | 3,828,537 |
| Worker Compensation Insurance | 3,612,549 | 1,595,418 | 1,656,399 | 3,551,568 |
| Compensated Absences | 2,669,030 | 418,001 | 394,289 | 2,692,742 |

| Projected 01/01/08 Unreserved Fund Balance | Estimated Revenues (Including Transfers In) | Appropriations (Including Transfers Out) | Projected 12/31/08 Unreserved Fund Balance |
|---|--|---|---|
|---|--|---|---|

FUND TITLE

| | | | | |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Fleet | 4,402,459 | 6,976,072 | 6,401,539 | 4,976,992 |
| Computer Replacement | 3,194,132 | 1,612,777 | 1,574,391 | 3,232,518 |
| Equipment Replacement | 2,550,274 | 489,757 | 562,255 | 2,477,776 |
| Facility Renovation and Replacement | 1,950,012 | 864,962 | 1,182,281 | 1,632,693 |
| Totals | 116,564,166 | 250,666,695 | 263,826,404 | 103,404,457 |

NOTE:

(1) The General Fund estimated revenues include \$403.932 from reserved fund balance for Economic Vitality and Urban Redevelopment.

CITY OF BOULDER
CHANGES IN FUND BALANCE
(in \$1,000s)

| FUND | INCREASE/(DECREASE) TO FUND BALANCE FROM 2008 APPROVED BUDGET |
|--|---|
| General | (880) |
| Community Housing Assistance | 1 |
| Capital Development | 315 |
| Lottery | (14) |
| Planning & Development Services | (250) |
| Affordable Housing | 2 |
| .25 Cent Sales Tax | (79) |
| Library | 0 |
| Recreation Activity | (57) |
| Climate Action Plan | 0 |
| Open Space | (1,279) |
| Airport | (44) |
| Transportation | (2,936) |
| Transportation Development | (78) |
| Transit Pass GID - Forest Glen | 0 |
| Community Development Block Grant (CDBG) | 0 |
| HOME Investment Partnership Grant | 0 |
| Permanent Parks and Recreation | 323 |
| General Obligation Debt Svc | (25) |
| Water Utility | (4,471) |
| Wastewater Utility | (1,673) |
| Stormwater/Flood Mgmt Utility | (1,876) |
| Downtown Commercial District (formerly CAGID) | (334) |
| University Hill Commercial District (formerly UHGID) | (155) |
| Police Pension | (5) |
| Fire Pension | (5) |
| | <hr/> |
| TOTAL | (13,520) |

CITY OF BOULDER
SUMMARY OF STANDARD FTEs (1)
BY CITY DEPARTMENT

| | 2006 APPROVED | 2007 APPROVED | 2008 APPROVED (2.) | VAR '07-'08 | EXPLANATION OF VARIANCE |
|----------------------------|------------------|------------------|--------------------------|----------------|---|
| City Council | 1.00 | 1.00 | 1.00 | 0.00 | |
| City Attorney | 18.75 | 19.70 | 18.65 | -1.05 | -1.00 (Risk Mgmt xfer to Finance); -0.05 (reorganization) |
| Municipal Court | 17.00 | 18.50 | 18.50 | 0.00 | |
| Administrative Services: | | | | | |
| City Manager's Office (3.) | 19.50 | 19.50 | 20.50 | 1.00 | 1.00 (position xfer from Finance) |
| Finance | 27.25 | 28.87 | 29.37 | 0.50 | -3.50 (payroll xfer to HR); 3.00 (Risk Mgmt xfer from CAO & HR); -1.00 (position xfer to City Manager's Ofc); 1.00 (Sales Tax Auditor); 1.00 (reallocation) |
| Human Resources | 14.25 | 14.63 | 16.38 | 1.75 | 3.50 (payroll xfer from Finance); -2.00 (Risk Mgmt xfer to Finance); 0.25 (reallocation) |
| Information Technology | 32.75 | 32.75 | 35.25 | 2.50 | 2.50 (reallocation) |
| Economic Vitality: | | | | | |
| DUHMD/Parking Services | 40.50 | 42.25 | 42.25 | 0.00 | |
| Econ Vit and Urban Redev | 2.00 | 2.00 | 2.00 | 0.00 | |
| Operations: | | | | | |
| Housing/Human Svcs | 53.42 | 56.51 | 56.24 | -0.27 | -0.27 (decrease in grants) |
| Library | 78.95 | 79.45 | 80.20 | 0.75 | 0.75 (Action Plan item) |
| Arts | 1.50 | 1.50 | 1.50 | 0.00 | |
| Office of Environ Affairs | 6.00 | 5.50 | 9.50 | 4.00 | 4.00 (added from Climate Action Plan tax) |
| Open Space/Mtn Parks | 77.58 | 83.25 | 92.00 | 8.75 | -5.17 (fixed term positions); 13.92 (Action Plan items) |
| Parks & Recreation | 145.25 | 144.62 | 145.82 | 1.20 | .07 (reorganization); .25 (Action Plan item); .88 (reallocation) |
| PW/Fleet | 16.90 | 16.87 | 16.87 | 0.00 | |
| PW/Transportation | 62.97 | 65.99 | 68.24 | 2.25 | 1.00 (Action Plan item); 1.25 (reallocation) |
| PW/Utilities | 150.44 | 154.93 | 155.18 | 0.25 | 0.25 (reallocation) |
| PW/FAM | 13.51 | 13.58 | 14.58 | 1.00 | 1.00 (reorganization) |
| Planning & Dvlpmnt Svcs | 64.74 | 69.36 | 72.56 | 3.20 | -2.00 (ending fixed term positions); 0.20 (reorganization); 3.00 (Action Plan items); 2.00 (reallocation) |
| Public Safety: | | | | | |
| Police | 263.25 | 269.25 | 273.25 | 4.00 | 4.00 (Fire dispatch moved from Bldr Co to COB Police) |
| Fire | 111.33 | 111.33 | 111.33 | 0.00 | |
| TOTALS | 1,218.84 | 1,251.34 | 1,281.17 | 29.83 | |

NOTES:

(1) The FTE counts include standard Management, BMEA, Fire and Police positions; they also include capital and grant-funded standard positions

(2.) The FTEs for 2008 do not reflect the FTEs on Attachment A to the Budget Message (those FTEs related to the recommended Action Plan items)

(3.) The areas included in the City Manager's FTE count are:

- City Manager's Office/Support Services
- Internal Audit
- Communications

DEBT POLICY AND ADMINISTRATION

Debt Policy

As stated in Section 7 of the Citywide Financial and Management Policies, debt shall be considered only for capital purchases/projects and the term of the debt shall not exceed the useful life of the financed asset. Municipal bonds, Interfund loans, equipment leases (with the exception of vehicles) and sale/leaseback agreements are approved methods for financing capital projects.

Debt Administration

At December 31, 2007, the City had a number of debt issues outstanding made up of (amounts in 000's):

| | |
|-----------|--|
| \$ 88,185 | General Obligation Bonds Payable (Includes \$20,431 of General Improvement District Bonds which are a debt of the Central Area General Improvement District) |
| 110,603 | Revenue Bonds Payable |
| 2,065 | Certificates of Participation (which are a debt of the Boulder Municipal Property Authority) |

In addition, there were \$16,878,000 of Lease Purchase Revenue Notes Payable and \$1,560,000 payable under a Revolving Credit Facility Agreement outstanding at December 31, 2007.

The Combined Schedule of Long-Term Debt Payable and the current debt schedules by fund for 2008-2013 present more detailed information about the debt position of the city.

The city's general obligation credit rating has been established as Aa1 by Moody's Investors Service and AA+ by Standard & Poor's. The city's revenue bond credit rating has been established as Aa2 by Moody's Investors Service and AA+ by Standard and Poors. The primary reasons for these high rating levels are the general strength and diversity of the Boulder economy anchored by a major university; above average income indicators; strong financial performance and reserve policies; and affordable debt levels.

Under the City Charter, the city's general obligation bonded debt issuances are subject to a legal limitation based on 3% of total assessed value of real and personal property. None of the city's outstanding debt is supported by property taxes. As a result, all bonded debt is considered to be self-supporting and the ratio of net bonded debt to assessed valuation is zero. The actual calculation of the debt margin is presented in the Computation of Legal Debt Margin schedule.

As of November 30, 2007, the City does not anticipate issuing additional debt in 2008.

Supplementary Schedule

Combined Schedule of Long-Term Debt Payable

December 31, 2007

(Amounts in 000's)

| | Interest rates | Dates | | Authorized and issued | Outstanding | Current portion |
|---|-------------------|---------------|-----------------|--------------------------|------------------|--------------------|
| | | <u>Issued</u> | <u>Maturity</u> | | | |
| Governmental Activities: | | | | | | |
| Supported by sales tax revenues and other financing sources: | | | | | | |
| General Obligation Bonds: | | | | | | |
| Open Space Acquisition Refunding | 4.35 - 4.55 % | 8/11/98 | 8/15/10 | \$ 10,185 | \$ 3,055 | \$ 980 |
| Open Space Acquisition Refunding | 3.50 - 5.00 | 7/06/99 | 8/15/13 | 17,485 | 9,050 | 1,305 |
| Parks Acquisition Refunding | 4.50-5.375 | 9/07/99 | 12/15/15 | 22,385 | 15,375 | 1,620 |
| Open Space Acquisition | 5.00 - 7.50 | 4/25/00 | 8/15/10 | 8,535 | 3,210 | 1,015 |
| Open Space Acquisition | 4.00 - 5.50 | 6/20/06 | 8/15/19 | 20,115 | 18,905 | 1,255 |
| Premium on Bonds | | | | | 324 | |
| Open Space Acquisition Refunding | 3.50 - 4.00 | 6/26/07 | 8/15/18 | 12,345 | 12,175 | 100 |
| Premium on Bonds | | | | | 67 | |
| Refunding Bond Charges | | | | | (716) | |
| Parks, Recreation, Muni., Cap., Imp., Ref. | 4.00 - 4.30 | 9/11/01 | 12/1/12 | 5,255 | 2,480 | 460 |
| Premium on Refunding Bonds | | | | - | 9 | - |
| Refunding Bond Charges | | | | - | (63) | - |
| Library Capital Improvement Refunding | 3.50 - 4.20 | 1/08/02 | 10/01/11 | 9,250 | 3,975 | 970 |
| Premium on Refunding Bonds | | | | - | 9 | - |
| Refunding Bond Charges | | | | - | (101) | - |
| | | | | <u>105,555</u> | <u>67,754</u> | <u>7,705</u> |
| Sales Tax Revenue Bonds: | | | | | | |
| Open Space Acquisition Sales Tax Revenue Refunding Bonds | 4.75 - 5.25 | 7/15/99 | 8/15/14 | <u>15,835</u> | <u>8,810</u> | <u>1,090</u> |
| FNMA Revolving Credit Facility Agreement | variable | | | 3,000 | 1,560 | 1,560 |
| Compensated Absences - estimated | | | | <u>-</u> | <u>9,545</u> | <u>2,679</u> |
| Total Governmental Activities and total supported by sales tax revenues and other financing sources | | | | \$ <u>124,390</u> | \$ <u>87,669</u> | \$ <u>13,034</u> |

(continued)

CITY OF BOULDER, COLORADO

Supplementary Schedule

Combined Schedule of Long-Term Debt Payable,
(continued)

December 31, 2007

(Amounts in 000's)

| | Interest rates | Dates | | Authorized and issued | Outstanding | Current portion |
|--|-------------------|----------|----------|--------------------------|----------------|--------------------|
| | | Issued | Maturity | | | |
| Business-type Activities: | | | | | | |
| Supported by utility revenues: | | | | | | |
| Revenue Bonds: | | | | | | |
| Water and Sewer | 4.00 - 5.50 | 12/19/01 | 12/01/21 | 28,830 | 22,495 | 1,215 |
| Water and Sewer Revenue Refunding Bonds | 3.00 - 3.75 | 5/01/05 | 12/01/16 | 7,900 | 6,460 | 620 |
| Refunding Bond Charges | | | | | (160) | - |
| Water and Sewer Revenue Refunding Bonds | 4.00 - 4.125 | 6/08/07 | 12/01/19 | 25,935 | 24,960 | 2,260 |
| Refunding Bond Charges | | | | | (1,143) | - |
| Water and Sewer | 3.50 - 5.00 | 11/15/05 | 12/01/25 | 45,245 | 42,155 | 1,665 |
| Premium on Bonds | | | | - | 1,026 | - |
| Water and Sewer Revenue Refunding Bonds | 3.00 - 3.50 | 5/01/05 | 12/01/12 | 1,110 | 770 | 145 |
| Storm Water & Flood Mgmt Rev. Rfdg. | 3.65 - 5.10 | 6/09/98 | 12/01/18 | 9,680 | 5,230 | 550 |
| | | | | <u>118,700</u> | <u>101,793</u> | <u>6,455</u> |
| Compensated Absences-estimated | | | | - | 1,340 | 249 |
| Total supported by utility revenues | | | | <u>118,700</u> | <u>103,133</u> | <u>6,704</u> |
| Supported by parking revenues: | | | | | | |
| General Obligation General Improvement District Bonds: | | | | | | |
| Central Area General Improvement District: | | | | | | |
| Parking Facilities | 2.50 - 4.20 | 6/17/03 | 8/15/23 | 12,500 | 11,030 | 520 |
| Premium on Bonds | | | | | 121 | - |
| Parking Facilities | 4.00 - 5.00 | 6/23/98 | 6/15/18 | 13,500 | 9,280 | 645 |
| | | | | <u>26,000</u> | <u>20,431</u> | <u>1,165</u> |
| Compensated Absences - estimated | | | | - | 102 | 19 |
| Total supported by parking revenues | | | | <u>26,000</u> | <u>20,533</u> | <u>1,184</u> |
| Supported by base rentals: | | | | | | |
| Refunding Certificates of Participation Series : | | | | | | |
| Boulder Municipal Property Authority: | | | | | | |
| East Boulder Community Center | 4.125 - 5.00 | 1/08/98 | 12/01/12 | 5,750 | 2,605 | 475 |
| | | | | <u>5,750</u> | <u>2,605</u> | <u>475</u> |
| Lease Purchase Revenue Notes: | | | | | | |
| Boulder Municipal Property Authority: | | | | | | |
| Open space acquisition: | | | | | | |
| Beech | 3.875 - 12.315 | 3/03/88 | 3/02/08 | 1,250 | 171 | 171 |
| Autrey | 6.50 | 7/21/89 | 7/21/07 | 90 | 9 | 9 |
| K-Investments | 7.00 | 4/10/90 | 4/10/10 | 574 | 142 | 44 |

(continued)

CITY OF BOULDER, COLORADO

Supplementary Schedule

Combined Schedule of Long-Term Debt Payable,
(continued)

December 31, 2007

(Amounts in 000's)

| | Interest rates | Dates | | Authorized and issued | Outstanding | Current portion | |
|---|----------------|--------|-----------|-----------------------|-------------------|-------------------|------------------|
| | | Issued | Maturity | | | | |
| Lease Purchase Revenue Notes (continued): | | | | | | | |
| Boulder Municipal Property Authority: | | | | | | | |
| Open space acquisition: | | | | | | | |
| Mardick | Note 1991G | 7.00 | 10/03/91 | 10/03/11 | 225 | 72 | 16 |
| Stepanek | Note 1995A | 6.00 | 6/07/95 | 6/07/10 | 249 | 69 | 22 |
| Joder | Note 1996A | 6.00 | 4/22/96 | 4/22/11 | 1,400 | 499 | 114 |
| Lousberg | Note 1996B | 6.00 | 5/30/96 | 6/01/11 | 850 | 303 | 69 |
| Henrikson | Note 1997C | 6.00 | 6/25/97 | 6/25/12 | 383 | 166 | 29 |
| Foothills | Note 1997G | 7.00 | 7/16/97 | 7/16/17 | 1,095 | 726 | 53 |
| Marshall | Note 1997H-2 | 6.00 | 9/17/97 | 9/17/07 | 300 | 38 | 38 |
| Degge | Note 1998A | 6.00 | 11/12/98 | 11/12/08 | 440 | 56 | 56 |
| Van Vleet | Note 1999B | 6.00 | 3/5/99 | 3/5/14 | 2,500 | 1,437 | 171 |
| Steele | Note 2000A | 6.00 | 2/01/00 | 2/08/08 | 300 | 46 | 46 |
| Wright | Note 2000B | 6.00 | 2/18/00 | 2/18/10 | 450 | 163 | 51 |
| Dexter | Note 2000C | 6.00 | 2/01/00 | 2/01/10 | 750 | 272 | 86 |
| Johnson, Family | Note 2001A-R1 | 6.00 | 1/10/01 | 1/10/11 | 245 | 116 | 26 |
| Johnson, Wife | Note 2001A-R2 | 6.00 | 1/10/01 | 1/10/11 | 300 | 141 | 32 |
| Hester | Note 2001B | 6.00 | 6/01/01 | 6/01/11 | 580 | 273 | 62 |
| Suits | Note 2001C | 6.00 | 10/31/01 | 10/31/11 | 1,675 | 1,675 | - |
| Abbott | Note 2001D | 6.00 | 12/05/01 | 1/14/13 | 430 | 270 | 32 |
| William & Assoc. | Note 2001E-R1 | 6.00 | 11/21/01 | 11/21/11 | 230 | 230 | - |
| Suits, Enterprises | Note 2001E-R2 | 6.00 | 11/21/01 | 11/21/11 | 420 | 420 | - |
| Edward H. Kolb | Note 2002A-R1 | 6.00 | 8/15/02 | 8/15/12 | 242 | 138 | 25 |
| John B. Kolb | Note 2002A-R2 | 6.00 | 8/15/02 | 8/15/12 | 242 | 138 | 25 |
| Frederick M. Kolb | Note 2002A-R3 | 6.00 | 8/15/02 | 8/15/12 | 242 | 139 | 25 |
| Helayne B. Jones | Note 2003A | 6.00 | 6/20/03 | 6/20/13 | 715 | 478 | 68 |
| Dagle | Note 2004A | 4.75 | 12/1/2004 | 12/1/2014 | 770 | 575 | 71 |
| Gisle | Note 2005A | 4.75 | 2/18/05 | 2/18/17 | 1,180 | 1,026 | 83 |
| Hill | Note 2005B | 4.75 | 4/05/05 | 4/05/15 | 910 | 760 | 80 |
| Luchetta | Note 2005C | 5.00 | 8/05/05 | 8/05/20 | 720 | 652 | 37 |
| Boulder Valley Farm, Inc. | Note 2006A | 5.00 | 6/16/06 | 6/16/16 | 3,550 | 3,268 | 296 |
| Joel & Ruth Eisenberg | Note 2006B | 5.00 | 6/07/06 | 6/07/16 | 1,206 | 1,110 | 101 |
| | | | | | <u>24,513</u> | <u>15,578</u> | <u>1,938</u> |
| Parks Land acquisition: | | | | | | | |
| Degge | Note 1998B | 6.00 | 11/12/98 | 11/12/08 | 1,250 | 160 | 160 |
| | | | | | <u>1,250</u> | <u>160</u> | <u>160</u> |
| Boulder Transit Villiage acquisition: | | | | | | | |
| 30th & Pearl, LLC | Note 2004B | 6.50 | 10/14/04 | 1/01/11 | 2,600 | 1,140 | 469 |
| | | | | | <u>28,363</u> | <u>16,878</u> | <u>2,567</u> |
| Total supported by base rentals | | | | | <u>34,113</u> | <u>19,483</u> | <u>3,042</u> |
| Total Business-type Activities | | | | | \$ <u>178,813</u> | \$ <u>143,149</u> | \$ <u>10,930</u> |

**CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)**

GENERAL FUND

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|-----------------------------|----------------|----------------|----------------|----------------|----------|----------|
| DEBT ISSUES | | | | | | |
| I. BONDS | | | | | | |
| Library Capital Improvement | | | | | | |
| Refunding Bonds | | | | | | |
| Series 2002 | <u>\$1,122</u> | <u>\$1,079</u> | <u>\$1,074</u> | <u>\$1,073</u> | <u>-</u> | <u>-</u> |

NOTE: The 2008 General Fund budget also funds base rentals in the amount of \$602k to the Boulder Municipal Property Authority Debt Service Fund for the payment of East Boulder Community Center Certificates of Participation.

Note: This debt service schedule is prepared using the accrual basis of accounting.

CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)

LOTTERY FUND

NOTE: The 2008 Lottery Fund budget funds base rentals in the amount of \$170k to the Boulder Municipal Property Authority Debt Service Fund for the final Degge property payment.

**CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)**

AFFORDABLE HOUSING FUND

DEBT ISSUES

I. REVOLVING LINE OF CREDIT

A revolving credit facility agreement was made on August 29, 2003, between Fannie Mae and the City of Boulder. There is a \$3,000,000 limit on this credit facility agreement. The agreement requires an annual payment of 20% on any outstanding principal and quarterly interest payments. To date, \$3 million has been drawn to finance the Mapleton Mobile Home Park and the Boulder Transit Village. Principal payments of \$600,000, \$480,000 and \$384,000 were made in 2005, 2006 and 2007 respectively, reducing the principal balance to \$1,536,000.00. Housing and Human Services has elected not to draw against the line of credit in the future. Therefore, the Affordable Housing Fund has appropriated \$1,536,000 for the principal payment and \$57,600 for the interest payment in 2008. The interest rate is based on the 90 LIBOR rate plus 1.75%.

NOTE: The 2008 Affordable Housing Fund budget also funds base rentals in the amount of \$229k to the Boulder Municipal Property Authority Debt Service Fund for the Thirtieth and Pearl, LLC property payment.

**CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)**

.15 CENT SALES TAX FUND

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|--|--------------|--------------|--------------|--------------|--------------|----------|
| DEBT ISSUES | | | | | | |
| I. BONDS | | | | | | |
| Parks and Recreation/Municipal Improvement Refunding Bonds Series 2002 | <u>\$560</u> | <u>\$557</u> | <u>\$558</u> | <u>\$563</u> | <u>\$551</u> | <u>-</u> |

Note: This debt service schedule is prepared using the accrual basis of accounting.

**CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)**

.25 CENT SALES TAX FUND

| 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|------|------|------|------|------|------|
|------|------|------|------|------|------|

DEBT ISSUES

I. BONDS

Parks Acquisition Refunding Bonds

Series 1999

| | | | | | |
|----------------|----------------|----------------|----------------|----------------|----------------|
| <u>\$2,421</u> | <u>\$2,385</u> | <u>\$2,386</u> | <u>\$2,387</u> | <u>\$2,402</u> | <u>\$2,402</u> |
|----------------|----------------|----------------|----------------|----------------|----------------|

CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)

BMPA DEBT SERVICE FUND

This debt is paid with base rentals transferred from various funds as indicated in the above debt service schedules.

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|--|------|------|------|------|------|------|
|--|------|------|------|------|------|------|

DEBT ISSUES

I. CERTIFICATES OF PARTICIPATION

| | | | | | | |
|-------------------------------|-------|-------|-------|-------|-------|---|
| East Boulder Community Center | 602 | 600 | 596 | 601 | 604 | - |
| Sub-total | \$602 | \$600 | \$596 | \$601 | \$604 | - |

II. LEASE PURCHASE REVENUE NOTES

| | | | | | | | |
|----------|------------------------------|-------|-----|-----|-------|-----|-----|
| 1988A | Beech | \$192 | - | - | - | - | - |
| 1989B-IV | Autrey | 10 | - | - | - | - | - |
| 1990C | K-Investments | 54 | 54 | 54 | - | - | - |
| 1991G | Mardick | 21 | 21 | 21 | 21 | - | - |
| 1995A | Stepanek | 26 | 26 | 26 | - | - | - |
| 1996A | Joder | 144 | 144 | 144 | 144 | - | - |
| 1996B | Lousberg | 88 | 88 | 88 | 88 | - | - |
| 1997C | Henrickson | 39 | 39 | 39 | 39 | 39 | - |
| 1997G | Foothills Business Park, LLC | 103 | 103 | 103 | 103 | 103 | 103 |
| 1997H-2 | Marshall | 41 | - # | - | - | - | - |
| 1998A | Degge | 60 | - | - | - | - | - |
| 1998B | Degge | 170 | - | - | - | - | - |
| 1999B | Van Vleet | 257 | 257 | 257 | 257 | 257 | 257 |
| 2000A | Steele | 48 | - | - | - | - | - |
| 2000B | Wright | 61 | 61 | 61 | - | - | - |
| 2000C | Dexter | 102 | 102 | 102 | - | - | - |
| 2001AR-1 | F. LaVerne Johnson Family | 33 | 33 | 33 | 33 | - | - |
| 2001AR-2 | F. LaVerne Johnson Wife | 41 | 41 | 41 | 41 | - | - |
| 2001B | Hester | 79 | 79 | 79 | 79 | - | - |
| 2001C | Suits Enterprises, Ltd. | 101 | 101 | 101 | 1,776 | - | - |
| 2001D | Abbott | 47 | 47 | 46 | 46 | 46 | 46 |
| 2001ER-1 | William and Associates | 14 | 14 | 14 | 244 | - | - |

CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)

BMPA DEBT SERVICE FUND

This debt is paid with base rentals transferred from various funds as indicated in the above debt service schedules.

| | | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|--------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| 2001ER-2 | Suits Enterprises, Ltd. | 25 | 25 | 25 | 445 | - | - |
| 2002AR-1 | Edward H. Kolb | 32 | 32 | 32 | 32 | 32 | - |
| 2002AR-2 | John B. Kolb | 32 | 32 | 32 | 32 | 32 | - |
| 2002AR-3 | Frederick M. Kolb | 32 | 32 | 32 | 32 | 32 | - |
| 2003A | Helayne B. Jones | 95 | 95 | 95 | 95 | 94 | 94 |
| 2004A | Waldo R. & Nancy R. Dagle | 98 | 98 | 98 | 98 | 98 | 98 |
| 2004B1 | Thirtieth & Pearl, LLC (Affordable Housing) | 229 | 229 | 219 | - | - | - |
| 2004B2 | Thirtieth & Pearl, LLC (Transportation) | 293 | 123 | 133 | 10 | - | - |
| 2005A | Gary L. & Donna K. Gisle, Trustees | 128 | 128 | 128 | 127 | 127 | 127 |
| 2005B | John G. & Barbara G. Hill, Tenants in Common | 114 | 113 | 113 | 113 | 113 | 113 |
| 2005C | Luchetta Properties, Inc. | 69 | 69 | 69 | 69 | 68 | 68 |
| 2006A | Boulder Valley Farm, Inc. | 452 | 451 | 451 | 450 | 450 | 449 |
| 2006B | Joel and Ruth Eisenberg | 153 | 153 | 153 | 153 | 153 | 153 |
| | Sub-total | <u>\$3,483</u> | <u>2,790</u> | <u>2,789</u> | <u>4,527</u> | <u>1,644</u> | <u>1,508</u> |
| TOTAL | | <u><u>\$4,085</u></u> | <u><u>\$3,390</u></u> | <u><u>\$3,385</u></u> | <u><u>\$5,128</u></u> | <u><u>\$2,248</u></u> | <u><u>1,508</u></u> |

**CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)**

OPEN SPACE FUND

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|----------------|----------------|----------------|--------------|--------------|--------------|
| DEBT ISSUES | | | | | | |
| I. BONDS | | | | | | |
| Open Space Acquisition Refunding Bonds Series 1998 | \$1,116 | \$1,113 | \$1,103 | - | - | - |
| Open Space Acquisition Refunding Bonds Series 1999 | 1,737 | 1,743 | 1,745 | 1,747 | 1,749 | 1,948 |
| Open Space Acquisition Refunding Bonds Series 2000 | 1,176 | 1,180 | 1,182 | - | - | - |
| Open Space Acquisition Bonds Series 2006 | 2,064 | 2,055 | 2,049 | 2,043 | 2,031 | 2,029 |
| Open Space Acquisition Refunding Bonds Series 2007 | 578 | 565 | 566 | 1,737 | 1,739 | 1,740 |
| Sales Tax Revenue Refunding Bonds Series 1999 | 1,540 | 1,535 | 1,533 | 1,525 | 1,522 | 1,525 |
| Total | <u>\$8,211</u> | <u>\$8,191</u> | <u>\$8,178</u> | <u>7,052</u> | <u>7,041</u> | <u>7,242</u> |

NOTE: The 2008 Open Space Fund budget also funds base rentals in the amount of \$2,791k to the Boulder Municipal Property Authority Debt Service Fund for the payment of various open space properties.

NOTE: Debt Service for both the Open Space Acquisition Bonds, Series 2006, and the Open Space Acquisition Refunding Bonds, Series 2007, has been recorded using the accrual basis of accounting. Previous bond issues are recorded using the cash basis of accounting. GASB #34 was implemented in 2002.

**CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)**

TRANSPORTATION FUND

NOTE: The 2008 Transportation Fund budget funds base rentals in the amount of \$293k to the Boulder Municipal Property Authority Debt Service Fund for the Thirtieth & Pearl, LLC property payment.

**CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)**

WATER UTILITY FUND

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| DEBT ISSUES | | | | | | |
| I. BONDS | | | | | | |
| Water and Sewer Revenue Bonds - Series 2001 | 2,179 | 2,180 | 2,174 | 2,172 | 2,172 | 2,176 |
| Water and Sewer Revenue Ref. Bonds - Series 2005B | 845 | 844 | 845 | 849 | 855 | 854 |
| Water and Sewer Revenue Ref. Bonds - Series 2007 | 3,258 | 3,258 | 3,253 | 2,508 | 2,506 | 2,511 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| TOTAL | <u><u>\$6,282</u></u> | <u><u>\$6,282</u></u> | <u><u>\$6,272</u></u> | <u><u>\$5,529</u></u> | <u><u>\$5,533</u></u> | <u><u>\$5,541</u></u> |

Note: This debt service schedule is prepared using the accrual basis of accounting.

**CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)**

WASTEWATER UTILITY FUND

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| DEBT ISSUES | | | | | | |
| I. BONDS | | | | | | |
| Water and Sewer Revenue Refunding Bonds Series 2005A | \$170 | \$170 | \$165 | \$166 | \$176 | - |
| Water and Sewer Revenue Bonds Series 2005C | 3,566 | 3,558 | 3,557 | 3,550 | 3,546 | 3,545 |
| | <u>\$3,736</u> | <u>\$3,728</u> | <u>\$3,722</u> | <u>\$3,716</u> | <u>\$3,722</u> | <u>\$3,545</u> |

Note: This debt service schedule is prepared using the accrual basis of accounting.

CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)

FLOOD CONTROL UTILITY FUND

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|--|--------------|--------------|----------------|--------------|--------------|--------------|
| DEBT ISSUES | | | | | | |
| I. BONDS | | | | | | |
| Storm Water & Flood Refunding Bonds Series 1998 | <u>\$806</u> | <u>\$810</u> | <u>\$1,126</u> | <u>\$494</u> | <u>\$492</u> | <u>\$494</u> |

Note: This debt service schedule is prepared using the accrual basis of accounting.

**CITY OF BOULDER
2008 DEBT SERVICE
(in \$1,000s)**

CAGID FUND

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|-------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| DEBT ISSUES | | | | | | |
| I. BONDS | | | | | | |
| CAGID Bonds Series 1998 | \$1,069 | \$1,073 | \$1,077 | \$1,078 | \$1,083 | \$1,085 |
| CAGID Bonds Series 2003 | 936 | 925 | 917 | 920 | 922 | 928 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| TOTAL | <u>\$2,005</u> | <u>\$1,998</u> | <u>\$1,994</u> | <u>\$1,998</u> | <u>\$2,005</u> | <u>\$2,013</u> |

Note: This debt service schedule is prepared using the accrual basis of accounting.

CITY OF BOULDER
LEASE-PURCHASE OBLIGATIONS IN THIS BUDGET
(in \$1,000s)

| ITEM | ESTIMATED AMOUNT TO BE EXPENDED DURING 2008 | REMAINING LIFETIME OBLIGATION - 2009 AND BEYOND |
|-----------------------------|--|--|
| REAL PROPERTY | | |
| Open Space Properties | \$2,791 | \$13,639 |
| East Community Center | 602 | 2,130 |
| Parks Properties | 170 | - |
| Affordable Housing Property | 229 | 422 |
| Transportation Property | 293 | 249 |
| SUBTOTAL | \$4,085 | \$16,440 |
| TOTAL | \$4,085 | \$16,440 |

Represented are all lease/purchase obligations known or predictable at the time of the production of the 2008 budget.

CITY OF BOULDER, COLORADO

Computation of Legal Debt Margin

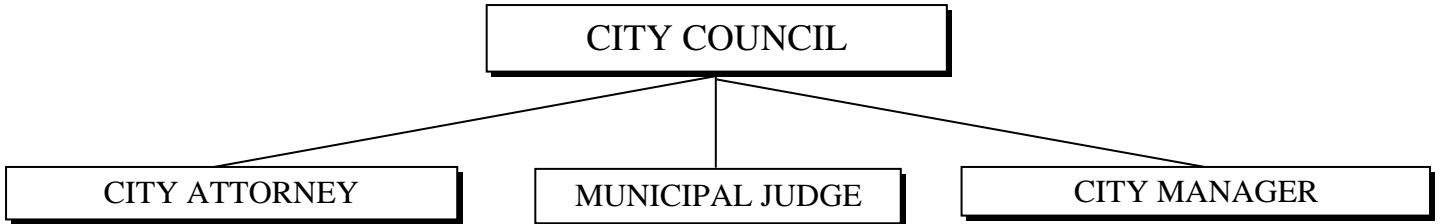
Last Ten Years

(Amounts in 000's)

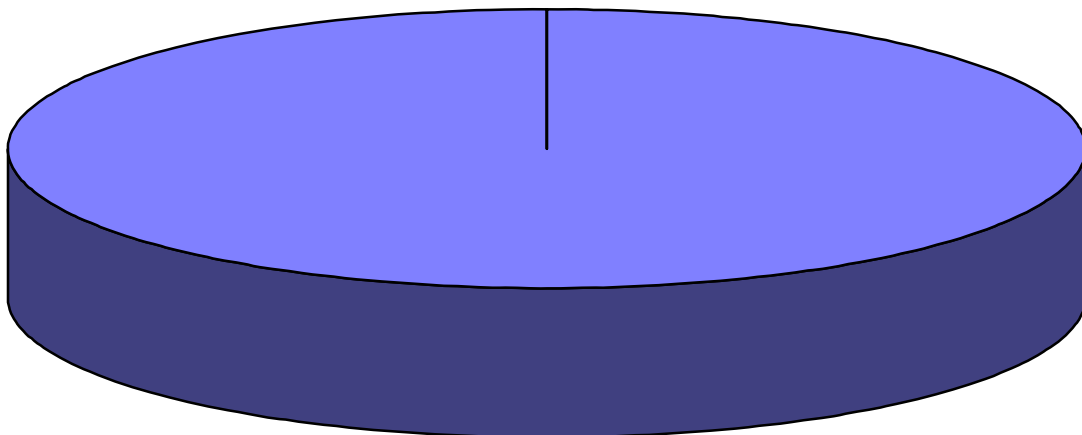
| | 2007 | 2006 | 2005 | 2004 | 2003 | 2002 | 2001 | 2000 | 1999 | 1998 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Total assessed value (prior year assessed value for current year collections - estimated) | \$ <u>2,094,604</u> | \$ <u>2,091,962</u> | \$ <u>1,970,654</u> | \$ <u>1,970,952</u> | \$ <u>1,929,525</u> | \$ <u>1,912,398</u> | \$ <u>1,529,977</u> | \$ <u>1,508,482</u> | \$ <u>1,353,113</u> | \$ <u>1,319,748</u> |
| Debt limit - 3% of total assessed value | \$ <u>62,838</u> | \$ <u>62,759</u> | <u>59,120</u> | <u>59,129</u> | <u>57,886</u> | <u>57,372</u> | <u>45,899</u> | <u>45,254</u> | <u>40,593</u> | <u>39,592</u> |
| Amount of debt applicable to debt margin: | | | | | | | | | | |
| Total bonded debt | 67,754 | 75,081 | 60,375 | 66,294 | 71,929 | 77,620 | 81,310 | 84,350 | 66,925 | 73,225 |
| Less deductions allowed by law: | | | | | | | | | | |
| Self-supporting General Obligation bonds | \$ 67,754 | \$ 75,081 | \$ 60,375 | \$ 65,929 | \$ 71,214 | \$ 76,585 | \$ 79,960 | \$ 82,695 | \$ 64,990 | \$ 71,035 |
| Self-supporting General Obligation Water Utility bonds | <u>-</u> | <u>-</u> | <u>-</u> | <u>365</u> | <u>715</u> | <u>1,035</u> | <u>1,350</u> | <u>1,655</u> | <u>1,935</u> | <u>2,190</u> |
| Total deductions | <u>67,754</u> | <u>75,081</u> | <u>60,375</u> | <u>66,294</u> | <u>71,929</u> | <u>77,620</u> | <u>81,310</u> | <u>84,350</u> | <u>66,925</u> | <u>73,225</u> |
| Amount of debt applicable to debt margin | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Legal debt margin | \$ <u>62,838</u> | \$ <u>62,759</u> | \$ <u>59,120</u> | \$ <u>59,129</u> | \$ <u>57,886</u> | \$ <u>57,372</u> | \$ <u>45,899</u> | \$ <u>45,254</u> | \$ <u>40,593</u> | \$ <u>39,592</u> |

Note: The total indebtedness of the City, payable solely from the proceeds of ad valorem taxes, shall not exceed 3% of assessed value of taxable property in the municipality. Indebtedness payable in whole or in part from other revenue sources, or is subject to annual appropriations by the Boulder City Council, is not included in this limitation. (Charter of the City of Boulder, Sec. 97.)

CITY COUNCIL



2008 BUDGET
\$300,108



City Council
100%

**2008-09 BUDGET
CITY COUNCIL**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| City Council | \$ 281,518 | \$ 294,507 | \$ 300,108 | \$ 307,584 |
| TOTAL | \$ <u>281,518</u> | \$ <u>294,507</u> | \$ <u>300,108</u> | \$ <u>307,584</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 100,005 | \$ 114,853 | \$ 117,882 | \$ 121,713 |
| Operating Expenses | 179,253 | 175,653 | 179,226 | 182,811 |
| Interdepartmental Charges | 2,259 | 4,000 | 3,000 | 3,060 |
| TOTAL | \$ <u>281,518</u> | \$ <u>294,507</u> | \$ <u>300,108</u> | \$ <u>307,584</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 281,518 | \$ 294,507 | \$ 300,108 | \$ 307,584 |
| TOTAL | \$ <u>281,518</u> | \$ <u>294,507</u> | \$ <u>300,108</u> | \$ <u>307,584</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> |
| TOTAL | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> |

2008-09 BUDGET CITY COUNCIL

MISSION STATEMENT

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

BUSINESS PLAN NARRATIVE

Through the establishment of Council Goals, the Boulder City Council sets policy and direction.

During the January 2006 City Council Retreat, the Council restructured its committees and approach around the community sustainability concept. This resulted in three Council Committees with corresponding impact tools: 1) Social; 2) Environmental; and 3) Economic. An outcome of the 2007 City Council Mid-Term Retreat was to meet as a Committee of the Whole each month to review Council initiatives using these tools.

The following are the definitions for providing that information:

Economic: Overall economic impacts on the business community which could impact city revenues; promotes a diverse and sustainable economy that supports needs of all segments of the community; may also include intergovernmental relations or issues.

Environmental: Overall impacts based on environmental concerns such as transportation, climate, energy, greenhouse gas emission, recycling; considers balance of renewable and non-renewable resources; may also include intergovernmental relations or issues.

Social: Overall impacts on the needs of diverse communities, e.g. different ethnicities and cultures, abilities, age, income, family demographics, under-represented residents; engages broad segments of community for input; may also include intergovernmental relations or issues.

The current initiatives that council has identified:

1. Bicycle Summit
2. Executive Sessions
3. Upgrading Green Points Program
4. Increase City Purchasing of Renewable Energy (Purchase improved pricing through partnerships)
5. Small Car Initiative
6. Sister City project for Cyber Café in Dushanbe
7. Redevelop the Boulder Mobile Manor (BPH project)
8. Re-evaluate Floor Area Ratios decision (FAR's)
9. Complementary Currency Consideration
10. CAP Symposium for press and delegates at 2008 Democratic Convention

11. Baseline Reservoir- work on IGA with Lafayette to improve recreational opportunities

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

- 1.) **Essential Services include:** Council salary, a portion of administrative support tied to primary Council functions including agenda preparation, costs associated with legal notifications and boards and commissions. All of the above are mandated by Charter or are essential to conduct the business of Council.

- 2.) **Desirable Services include:** Administration and Intergovernmental Memberships, includes Council administrative support not directly linked to mandated responsibilities, and membership in the following intergovernmental organizations: DRCOG \$31,000, CML \$69,426 and Metro Mayor’s Caucus \$7,120.

- 3.) **Discretionary Services include:** Council meals and travel.

OVERVIEW OF ACTION PLAN

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

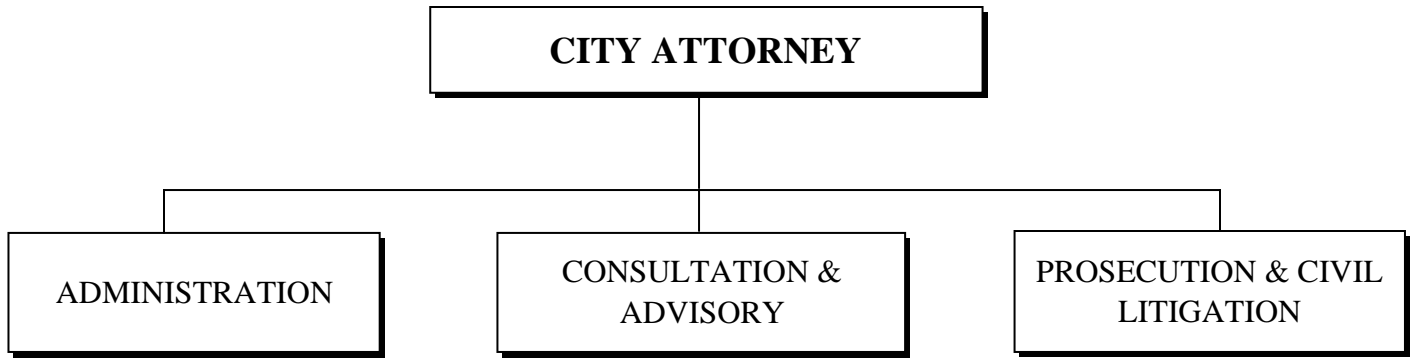
OVERVIEW OF VISION PLAN

To lead a progressive community that fosters quality of life, is a world leader on environmental issues, is economically sustainable, provides equitable housing and is at the forefront of transportation issues while being inclusive of all.

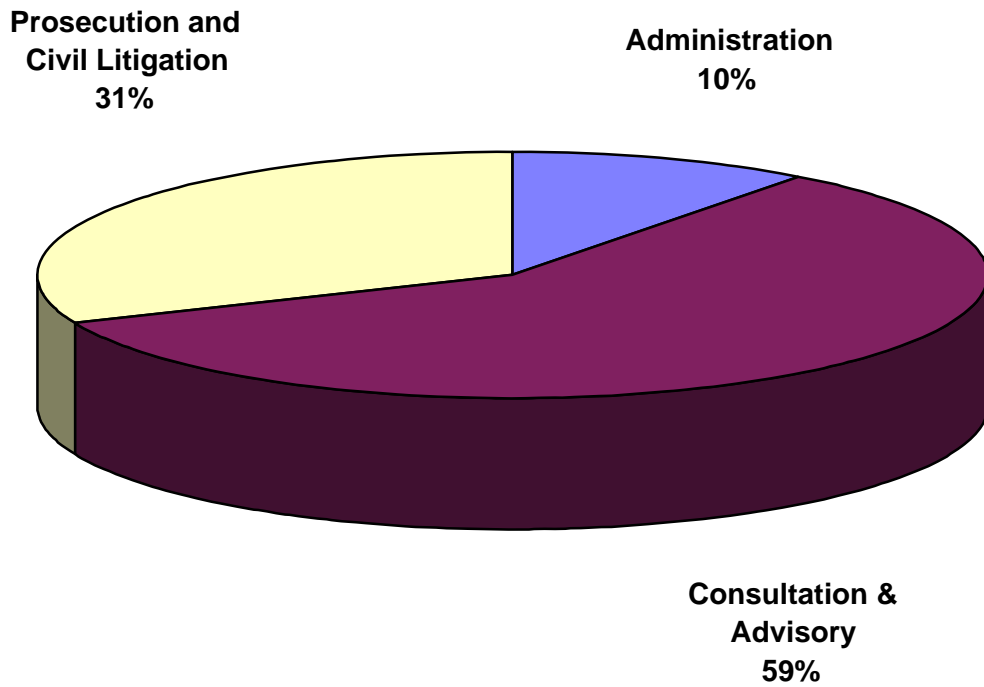
PERFORMANCE MEASURES

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|--|---|--------------------------|--------------------------|--------------------------|
| Number of days to respond to public correspondence when additional response is directed by CAC | 95% 1,891 items of correspondence were received this year. | Within 10 days after CAC | Within 10 days after CAC | Within 10 days after CAC |

CITY ATTORNEY



2008 BUDGET
\$1,819,090



**2008-09 BUDGET
CITY ATTORNEY**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| CITY ATTORNEY | | | | |
| City Attorney | \$ 780 | \$ 0 | \$ 0 | \$ 0 |
| Prosecution | -15 | 0 | 0 | 0 |
| | <u>765</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| ADMINISTRATION | | | | |
| Administration | <u>170,186</u> | <u>175,457</u> | <u>184,570</u> | <u>189,801</u> |
| | 170,186 | 175,457 | 184,570 | 189,801 |
| CONSULTATION & ADVISORY | | | | |
| Consultation & Advisory | <u>920,881</u> | <u>985,157</u> | <u>1,062,078</u> | <u>1,095,973</u> |
| | 920,881 | 985,157 | 1,062,078 | 1,095,973 |
| PROSECUTION AND CIVIL LITIGATION | | | | |
| Prosecution and Civil Litigation | <u>644,336</u> | <u>632,086</u> | <u>572,442</u> | <u>589,944</u> |
| | 644,336 | 632,086 | 572,442 | 589,944 |
| TOTAL | <u>\$ 1,736,169</u> | <u>\$ 1,792,699</u> | <u>\$ 1,819,090</u> | <u>\$ 1,875,718</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 1,532,176 | \$ 1,594,975 | \$ 1,619,741 | \$ 1,672,382 |
| Operating Expenses | 188,029 | 175,494 | 177,119 | 180,661 |
| Interdepartmental Charges | 15,963 | 22,230 | 22,230 | 22,675 |
| Capital | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL | <u>\$ 1,736,169</u> | <u>\$ 1,792,699</u> | <u>\$ 1,819,090</u> | <u>\$ 1,875,718</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ <u>1,736,169</u> | \$ <u>1,792,699</u> | \$ <u>1,819,090</u> | \$ <u>1,875,718</u> |
| TOTAL | <u>\$ 1,736,169</u> | <u>\$ 1,792,699</u> | <u>\$ 1,819,090</u> | <u>\$ 1,875,718</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>18.75</u> | <u>19.70</u> | <u>18.65</u> | <u>18.65</u> |
| TOTAL | <u>18.75</u> | <u>19.70</u> | <u>18.65</u> | <u>18.65</u> |

**2008-09 BUDGET
OFFICE OF THE CITY ATTORNEY**

MISSION STATEMENT

We work for Boulder to deliver the highest quality municipal legal service. We achieve this by providing responsive, creative, and timely advice. We back our advice with cost-effective litigation services when necessary.

BUSINESS PLAN NARRATIVE

The City Attorney's Office has completed many of the reorganization and adaptation measures identified in the January 2005 "Organizational Review and Management Analysis of the City Attorney's Office." Some of the highlights include:

- Implementing a practice management system. This system increases productivity by reducing the time spent on routine tasks such as document production, time keeping and project tracking;
- Dedicating substantially greater staff resources to the Human Resources Department;
- Introducing a customer service feedback program for our public interactions on claims against the city;
- Emphasizing recovery of compensation for damage to city property (usually as the result of car accidents);
- Continued development of our in-house litigation group.

Training, teaching and staff development continue to be emphasis areas for the office. The CAO's management philosophy is built around the use of life long learning techniques, such as internal teaching and training opportunities, to inspire, retain and develop city attorneys.

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

1) Essential Services

A. Administration:

Supporting legally-required continuing legal education for staff attorneys is essential. File maintenance, timekeeping and reporting, and updating the municipal code is also essential.

B. Advisory Services:

Support for the City Council and the City's advisory boards and commissions is essential, as is compliance with the Colorado Open Records Act, elections law, Council agenda support, bond finance and tax matters, water rights defense, and providing conflict of interest advice. In addition, support for operating

departments is essential when that support is part of their efforts to meet their own essential functions or the City Council's goals.

C. Litigation Services:

The CAO is legally obligated to defend the City in civil litigation and to prosecute criminal matters within the Boulder Municipal Court's jurisdiction.

2) Desirable Services

A. Administration:

Providing intra-departmental coordination and training is desirable.

B. Advisory Services:

Support for operating departments is desirable when that support is part of their efforts to provide desirable services. Other desirable services include legal maintenance of the City's extensive real estate and affordable housing portfolio, providing responsive support to public inquiries, and supporting the City's legislative agenda.

C. Litigation Services:

Providing proactive litigation services to challenge the actions of other persons and entities when those actions are contrary to the City's interests is desirable. Pre-prosecution counseling and informal dispute resolution is also desirable. Work done on behalf of the Office of Environmental Affairs is desirable and includes the city's leadership in the key "global warming" lawsuit, *Friends of the Earth v. Peter Watson* (in the United States District Court for the District of Northern California, Docket No. C 02-4106 JSW, see <http://www.climatelawsuit.org>), litigation on implementation of Amendment 37 (renewable energy portfolio requirements), and Xcel Energy cases pending before the Colorado Public Utilities Commission.

3) Discretionary Services

A. Administration:

Administrative time reporting to operating departments is discretionary.

B. Advisory Services:

All other advisory services are discretionary.

C. Litigation Services:

All other litigation is discretionary, such as Amicus Curiae (friend of the court) participation in significant cases.

OVERVIEW OF ACTION PLAN

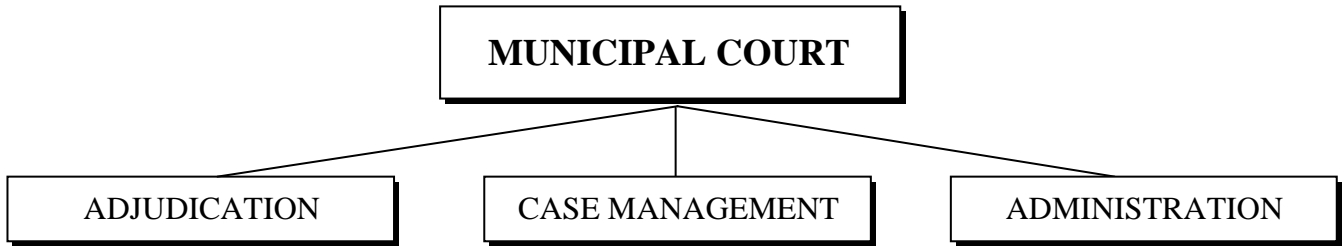
Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

PERFORMANCE MEASURES

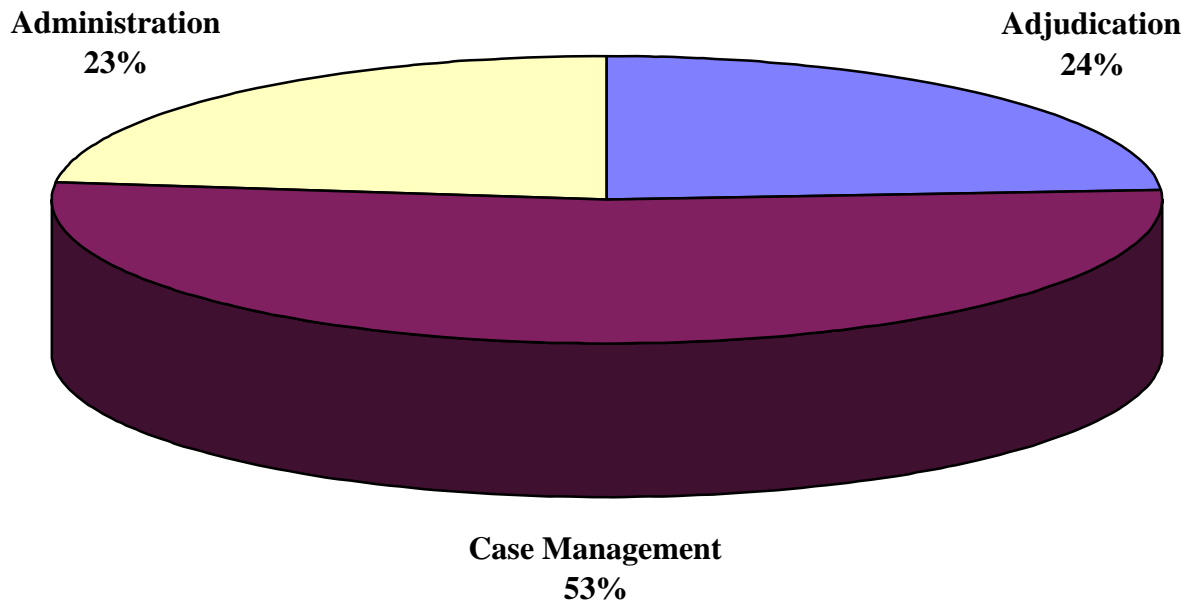
| | | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|--|---|----------------|--|--|--|
| 1. Criminal Prosecution: Maintain the number of Municipal Court matters submitted for alternative dispute resolution and restorative justice resolution. | Victim Offender Reconciliation Program (VORP) - 42 Community Mediation Service (CMS) - 63 Colorado University Restorative Justice (CURJ) - 353 ===== | | One hundred thirty formal referrals and continue to work with municipal court to utilize a variety of community-based justice models and agencies. | One hundred thirty formal referrals and continue to work with municipal court to utilize a variety of community-based justice models and agencies. | One hundred thirty formal referrals and continue to work with municipal court to utilize a variety of community-based justice models and agencies. |
| | Total - | 458 | | | |
| 2. Risk Management: Continue recent efforts to improve systems and efficiencies regarding claims management. | Sent 44 (100%) survey cards to individual claimants from 51 total claims received. _____ | | Claims management was transferred to the Finance Department in 2007. This is no longer a City Attorney Performance Measure | | |
| | Avg. turn around time = 10 days. | | | | |

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|--|--|--|--|
| 3. Outside Lawyers: Standardize the procedures and oversight mechanism for managing the work performed by outside lawyers. | Sr. paralegal assigned task of contract and invoice review and monitoring of procedural and financial contract compliance. | Institute formal procedures for outside counsel contract review/renewal and actively monitor 100% outside counsel invoices by CAO staff. Provide increased accountability for budgeting outside counsel funds. | Institute formal procedures for outside counsel contract review/renewal and actively monitor 100% outside counsel invoices by CAO staff. Provide increased accountability for budgeting outside counsel funds. | Institute formal procedures for outside counsel contract review/renewal and actively monitor 100% outside counsel invoices by CAO staff. Provide increased accountability for budgeting outside counsel funds. |

MUNICIPAL COURT



2008 BUDGET
\$1,604,519



**2008-09 BUDGET
MUNICIPAL COURT**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| ADJUDICATION | | | | |
| Adjudication | \$ 305,431 | \$ 341,989 | \$ 381,681 | \$ 393,418 |
| | <u>305,431</u> | <u>341,989</u> | <u>381,681</u> | <u>393,418</u> |
| CASE MANAGEMENT | | | | |
| Traffic/ General/ Animal | 210,427 | 240,476 | 284,362 | 293,364 |
| Parking Support | 167,002 | 196,835 | 220,124 | 225,991 |
| Photo Enforcement | 96,535 | 192,154 | 164,544 | 169,687 |
| Probation Services | <u>163,133</u> | <u>203,306</u> | <u>183,889</u> | <u>189,604</u> |
| | 637,096 | 832,770 | 852,920 | 878,646 |
| ADMINISTRATION | | | | |
| Administration | <u>385,361</u> | <u>350,895</u> | <u>369,919</u> | <u>381,031</u> |
| | 385,361 | 350,895 | 369,919 | 381,031 |
| TOTAL | \$ <u><u>1,327,889</u></u> | \$ <u><u>1,525,654</u></u> | \$ <u><u>1,604,519</u></u> | \$ <u><u>1,653,095</u></u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 1,039,694 | \$ 1,248,504 | \$ 1,318,866 | \$ 1,361,729 |
| Operating Expenses | 226,144 | 252,012 | 236,836 | 241,572 |
| Interdepartmental Charges | 56,830 | 25,138 | 48,817 | 49,794 |
| Capital | <u>5,221</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL | \$ <u><u>1,327,889</u></u> | \$ <u><u>1,525,654</u></u> | \$ <u><u>1,604,519</u></u> | \$ <u><u>1,653,095</u></u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 1,327,889 | \$ 1,525,654 | \$ 1,604,519 | \$ 1,653,095 |
| TOTAL | \$ <u><u>1,327,889</u></u> | \$ <u><u>1,525,654</u></u> | \$ <u><u>1,604,519</u></u> | \$ <u><u>1,653,095</u></u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>17.00</u> | <u>18.50</u> | <u>18.50</u> | <u>18.50</u> |
| TOTAL | <u><u>17.00</u></u> | <u><u>18.50</u></u> | <u><u>18.50</u></u> | <u><u>18.50</u></u> |

2008-09 BUDGET MUNICIPAL COURT

MISSION STATEMENT

The mission of the Boulder Municipal Court is:

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

BUSINESS PLAN NARRATIVE

The Court has continued to manage service demands through significant changes in operations. Cross-training as well as workload assessments remain key activities used to address delivery of services. Responding to routine procedures by capitalizing on technology is also one of the Court's major objectives.

Initial Strategic Planning efforts clearly identified management of parking violations as the most seriously deficient service standard in the department. Much of the focus of the past three years has involved replacing a twenty-four year old parking system with a state-of-the-art, web-based, industry leading software solution. Completed project phases include the ability to make payments and file appeals on-line through e-commerce. The Court has improved this deficient service area and parking activities now meet minimal acceptable service standards.

While the Court has worked very hard to preserve service standards of core functions; resource reductions inevitably have had a negative impact on some aspects of service delivery. The Court has experienced a lower performance in several service areas including accuracy of data entry, and financial/budgetary reporting and analysis. These service standard reductions have been largely invisible to the public.

Over the past four years the Court has been operating at the absolute minimum staffing and funding level necessary to maintain current functions. Court staff is very challenged by the demands inherent in the performance of their increased level of duties. Administrative personnel are also challenged by the increased oversight and audit trails necessary to manage new technologies used to gather revenue such as e-payment and expanded collection interfaces. Department leaders have taken on additional responsibilities with increased workload in an effort to meet the short-term budget limitations. At current staffing levels, there is no room to further increase the obligations of staff or the department's leadership to manage the Court's workload. The result is that administration service standards have decreased and options are being explored internally to attempt to improve the service delivery without adding additional staff.

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

The guiding principles of the Court are:

- Commitment to simplicity in procedure
 - Fairness in administration
 - Elimination of unjustifiable expense and delay
 - Professional development of employees/employee retention
- 1.) **Essential Services include** activities legally mandated by City Charter and that support adjudication of city ordinances. Judge and support staff roles involve court proceedings including arraignments, trials, and hearings. The Violations Bureau processes traffic, general, animal, and parking violations and collects associated revenue. Probation Services activities include interactions with probationers and monitoring compliance with the integrity of Court orders. Administrative functions encompass financial, project, office management, staff evaluation, and training.
 - 2.) **Desirable Services include** various judicial and probation services activities in alternative sentencing including Restorative Justice and offender education. These activities involve collaboration with the University of Colorado and city Community Mediation Services. Elimination of these partnerships would shift the processing of these cases back to traditional court proceedings and place the activity into our essential services. Additionally, mailing certain parking overdue letters need not occur as often as the Court is currently accomplishing this task. However, the Court believes there is a dual benefit of notifying the public and positive impact to collection efforts that make this activity highly desirable. Lastly, staff attendance at and involvement in various community or inter-departmental meetings are activities which advance desired community values. These meetings include task forces and subcommittees addressing a wide range of subjects such as data sharing, financial security issues, and town-gown relations.
 - 3.) **Discretionary Services include** judicial community outreach including participation in Citizen Police Academy, school programs, collaboration with other courts, university, and city departments.

OVERVIEW OF ACTION PLAN

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

OVERVIEW OF VISION PLAN

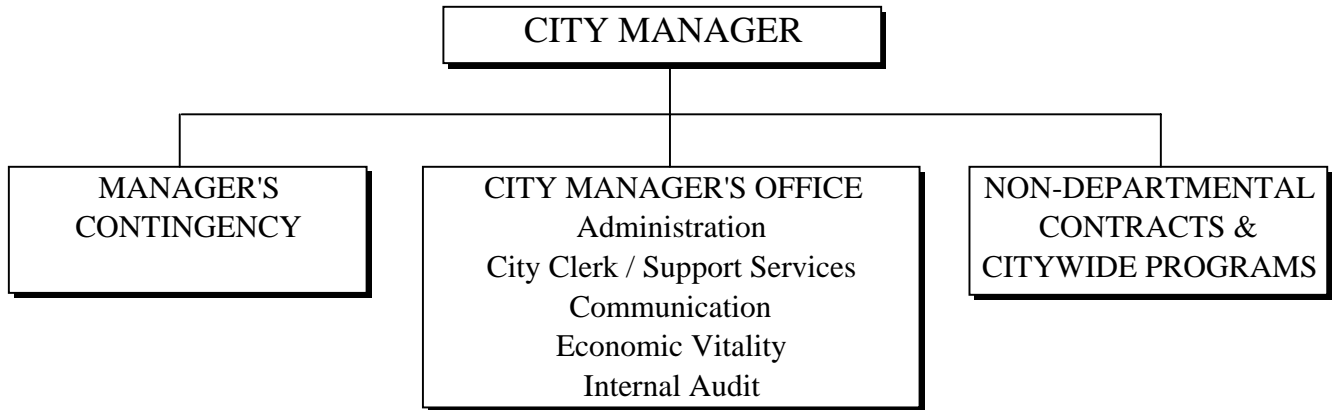
The Municipal Court's vision is to be a leader among all Courts in providing:

- Effective, fair, and responsive justice to all;
- Relevant public outreach and education;
- Non-traditional and/or innovative approaches to adjudication;
- Internal and external customer service that sets the standard for any organization to follow; and
- A positive, inclusive, and respectful environment for all stakeholders.

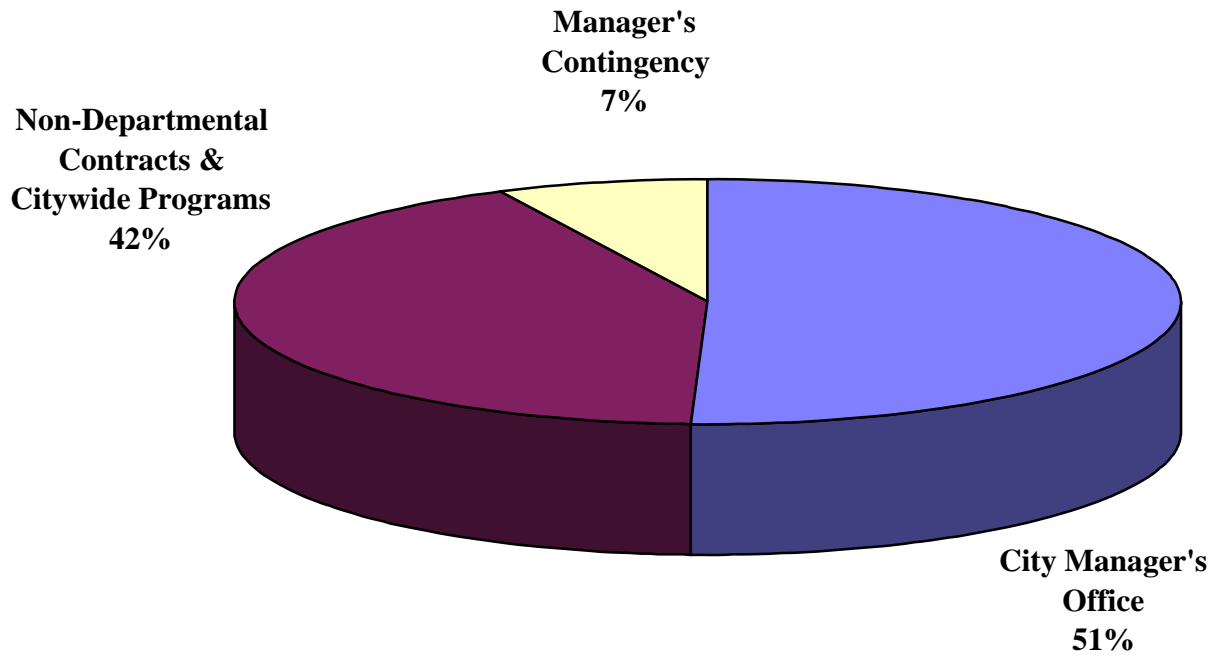
PERFORMANCE MEASURES

| | ACTUAL 2006 | TARGET 2007 | TARGET 2008 | TARGET 2009 |
|--|------------------------|------------------------|------------------------|------------------------|
| 1. Median time for length of an arraignment session (2 – 2 ½ hours) | 2 – 2 ½ hours | 2 – 2 ½ hours | 2 – 2 ½ hours | 2 – 2 ½ hours |

CITY MANAGER



2008 BUDGET
\$5,395,477



**2008-09 BUDGET
CITY MANAGER'S OFFICE**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| CITY MANAGER'S OFFICE | | | | |
| Administration | \$ 689,652 | \$ 759,807 | \$ 850,015 | \$ 876,548 |
| | 689,652 | 759,807 | 850,015 | 876,548 |
| INTERNAL AUDIT | | | | |
| Internal Audit | 128,244 | 136,119 | 149,541 | 154,259 |
| | 128,244 | 136,119 | 149,541 | 154,259 |
| ECONOMIC VITALITY | | | | |
| Economic Vitality Program | 374,766 | 250,000 | 292,900 | 0 |
| Urban Redevelopment Program | 110,583 | 111,032 | 111,032 | 0 |
| | 485,349 | 361,032 | 403,932 | 0 |
| CITY CLERK / SUPPORT SERVICES | | | | |
| City Clerk Administration | 227,078 | 251,537 | 270,264 | 278,605 |
| Elections | 100,669 | 82,236 | 116,020 | 118,850 |
| Licensing | 64,434 | 65,896 | 69,580 | 71,670 |
| Records Management | 180,641 | 206,607 | 235,284 | 242,230 |
| Campaign Financing | 4,976 | 43,000 | 0 | 46,000 |
| | 577,799 | 649,276 | 691,148 | 757,356 |
| COMMUNICATION | | | | |
| Communication Administration | 175,163 | 170,667 | 193,553 | 199,456 |
| Municipal Channel 8 | 347,883 | 287,907 | 318,105 | 327,357 |
| Neighborhood Services | 4,852 | 40,651 | 43,901 | 45,117 |
| University Liaison | 63,719 | 69,976 | 77,609 | 80,125 |
| | 591,618 | 569,201 | 633,168 | 652,055 |
| TOTAL | \$ <u>2,472,662</u> | \$ <u>2,475,436</u> | \$ <u>2,727,803</u> | \$ <u>2,440,218</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 1,927,926 | \$ 1,909,310 | \$ 2,125,936 | \$ 1,971,602 |
| Operating Expenses | 467,025 | 461,548 | 485,124 | 351,781 |
| Interdepartmental Charges | 77,711 | 104,577 | 116,743 | 116,834 |
| Capital | 0 | 0 | 0 | 0 |
| TOTAL | \$ <u>2,472,662</u> | \$ <u>2,475,436</u> | \$ <u>2,727,803</u> | \$ <u>2,440,218</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 2,472,662 | \$ 2,475,436 | \$ 2,727,803 | \$ 2,440,218 |
| TOTAL | \$ <u>2,472,662</u> | \$ <u>2,475,436</u> | \$ <u>2,727,803</u> | \$ <u>2,440,218</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | 21.50 | 21.50 | 22.50 | 22.50 |
| TOTAL | <u>21.50</u> | <u>21.50</u> | <u>22.50</u> | <u>22.50</u> |

**2008-09 BUDGET
CITY MANAGER'S OFFICE**

MISSION STATEMENT

We provide timely, accurate, accessible information and the administration and execution of policies, representing the City of Boulder with integrity, professionalism and progressive leadership.

- The mission of the City Manager's Office is to provide professional leadership in the administration and execution of policies and objectives formulated by City Council, the development and recommendation of alternative solutions to community problems for Council consideration, the planning and development of new programs to meet future needs of the city, and government through excellent customer service.
- The Policy Advisor's Office provides staff representation and communication on intergovernmental matters, and guidance on cross-departmental city policies, on behalf of the City Council and all city departments, in order to further city goals and advance understandings and mutually beneficial alliances with other governmental organizations.
- Internal Audit provides audit and consulting information and analysis for city of Boulder management to promote effective and efficient operations of city departments and programs, to promote effective management controls, to protect the assets of the city of Boulder, and to ensure the integrity of administration and execution of policies.
- Communication provides information, education and resources to the Boulder community, its stakeholders and city staff and policymakers in an effort to support an open government, build a healthy and informed community, and ensure excellent customer service.
- Boulder Channel 8 provides current and accessible community and government information to viewers so they may participate more fully and effectively in the creation and preservation of Boulder's unique quality of life.
- Support Services/City Clerk's Office provides program administration, excellent customer service, guidance and access to information and resources, and various levels of support for our diverse customers to foster informed, open and participatory government while meeting legal requirements.
- Economic Vitality supports an economic environment of partnership, collaboration, innovation and opportunity with the private sector to achieve a vibrant and healthy economy.

BUSINESS PLAN NARRATIVE

City Manager's Office

The City Manager's Office (CMO) provides an array of services and programs to the organization and the community. The ongoing challenge is to maintain quality customer service as we recover from prior year reductions and the ambitious work plan driven by Council goals and complex initiatives.

As part of recovering and working with the business plan to evaluate services in our fiscally constrained budget, the City Clerk/Support Service Division is undertaking an effort to review its services and explore re-structuring/re-organizing where opportunities to maximize effectiveness present themselves. This effort should be complete by October of 2007.

A direct outcome of utilizing the business plan and prioritizing services has led to reallocation of resources and the ability to restore the Assistant to the City Manager position. The Assistant to the City Manager performs a variety of complex assignments including: policy analysis and recommendations, report preparation and drafting correspondence, project research and coordination, management of Hotline and Council Correspondence. This was a transfer of 1 FTE from Finance in 2007.

The City Manager's Office continues to utilize interns for Economic Vitality, Communication, University Liaison and has extended the program to Channel 8. The internship program continues to be invaluable in that we are able to attract talented resources that address issues/work that we would have otherwise had to discontinue.

Internal Audit

An RFP for Fraud Hotline services has been issued and responded to by five vendors. The Fraud Hotline implementation schedule will depend on a vendor selected, contract completion process, and the availability of personnel to implement the hotline. Once implemented an evaluation will be conducted and any on-going issues will be brought forward in the 2009 budget.

Policy Advisor

Having completed the Washington Elementary School project in 2006, the Policy Advisor's Office was able to increase its service level on intergovernmental policy matters. Beyond providing the usual support for effective city participation with its regional partners, this also included specific intergovernmental policy efforts relating to the proposed multi-modal improvements to the US 36 corridor, exploration of regional revenue sharing possibilities, and analyzing and facilitating consideration of requests made of the city's education excise tax fund. While the Policy Advisor's federal legislative lobbying efforts continue at an appropriate service level standard, insufficient resources dedicated toward lobbying at the state legislature continue to account for below service level standards of representation for the city on state legislative matters. This resource deficiency is significantly less problematic during the eight-month

period when the state legislature is not in session and when only limited demands are placed on the Policy Advisor by interim committee work and proactive planning for the next session.

Economic Vitality

The city of Boulder established its Economic Vitality Program in 2003 to reinforce the importance of economic health to our overall quality of life and to demonstrate the city's support of business and economic development. Funding was approved for five years from the Boulder Urban Renewal Authority (BURA) Bond reserves and a base budget of \$250,000 per year for five years was established (with carry over of unused funds each year) *continuing until the end of 2007*. In 2005, the City of Boulder teamed with the Boulder Economic Council and brought forth the Economic Vitality work plan. In 2006 a Business Liaison intern were hired, and a Business Incentive pilot program was implemented.

Over the past few years, the Economic Vitality program has evolved from an account with funds for economic development related needs to an active and visible city program with staff providing customized services to Boulder businesses, ranging from small businesses, to local start ups, to larger companies. Proactive city efforts include a business retention and expansion program, community outreach, and "troubleshooting" assistance with city-related issues. All efforts have received positive feedback from the business community indicating that this is a useful and needed program that is essential to the city's sustainability. Economic Vitality staff is scheduled to update Council at its August 14, 2007 study session on the status of the Economic Vitality Work Program and the business incentives pilot program.

Just as the Economic Vitality Program begins to take shape and gain momentum, the original funding is expiring. On-going funding for this effort is critical in order to grow revenues essential to funding basic and enhanced city services. It is projected that there will be a fund balance of \$542,478 at the end of 2007. This fund balance, if authorized by Council, will extend the program through 2008. Ongoing economic vitality funding past 2008 would require City Council approval of a general fund source in the 2009 budget.

Communication

The Communication division has absorbed the reduction of a Director of Communication, a .5 FTE administrative assistant and three FTE's at Channel 8. In light of this, the Communication team seeks to provide openness, accuracy, consistency and accessibility of local government information, resources and relationships. Key projects this group has been involved with in the last year include: South Platte wells, community dialogue, alcohol issues, diversity issues, CMO internship program, emergency preparedness, crisis communication, prairie dog issues, economic vitality, public meeting notification, West Nile Virus, and ongoing efforts to provide neighborhood services, media relations, communication resources, Channel 8 programming and university relations. The continually growing list of high profile city issues, such as the ones listed

above requiring strategic and coordinated communication to the public, presents an ever growing challenge to an understaffed Communication division.

With limited resources and an ever-changing media landscape, the CMO communication team has used creativity and ingenuity to increase opportunities for getting out the city's messages. By using existing formats and re-engineering current tools using the city's Web site, Municipal Channel 8 and the local media, city departments have been able to send their messages about their programs consistently, frequently and effectively. Examples of this include upgrading Channel 8's Update Boulder program to include interviews with City Council; using the city's weekly News Briefs to create Channel 8's What's Happening Boulder program and to enhance the city's electronic bulletin board on Channel 8; hiring non-paid interns to track media coverage, work on special research projects (including researching community newsletters across the Front Range), and assist in producing some of the Channel 8 programs as listed above; and working more closely with local reporters (through twice-monthly Manager Media Meetings) and public information staff (through monthly or quarterly meetings between PIOs) across the organization to create communication plans and strategies in a more proactive, less reactive way. The ability to provide more direct city-to-resident communication through webstreaming, podcasting, print and television will be limited by the corresponding staff increase necessary to accomplish this.

Licensing

The Licensing Clerk, in addition to day-to-day operations, continues to work with the various committees on the on-going effort to support Council Resolution No. 960. With one full year of the implementation of the new Beverages Licensing Authority (BLA) rules and the information sharing effort between departments, the work of the liquor licensing office increased approximately 18 percent with no additional funding or increase in FTE.

The increase is directly related to an increase in the number of applications and the changes brought forward by the new BLA rules. Overall, the rules call for a higher level of investigation and information sharing when preparing New, Transfer, Change-Alter-Modification and Renewals for approval.

Following are examples of volume and time demand to administer liquor licensing: In 2000 there were 8 new licenses, in 2006 that number increased to 20. In 2000, the estimated time to handle a new application over a three month timeline was 20 hours. In 2006, this increased to 27 hours due to the additional investigation detail that is now presented to the BLA to consider when approving or denying a license. In 2000, the licensing office handled a total of 31 applications; 19 Show Cause Hearings and 0 Renewal Hearings. In 2006, this increased to 32 applications, 25 Show Cause Hearings and 11 Renewal Hearings or a 26% increase in volume. In 2000, this office handled 33 Special Event Liquor licenses; this increased to 51 in 2006 and continues to grow in 2007.

Elections

The cost of elections continues to grow as a direct outcome of the requirements outlined in the Help America Vote Act (HAVA). Our election costs have doubled in the last year as HAVA requires additional levels of outreach to voters and improved security provisions.

Even with the progress we have made there are still areas that continue to be impacted by the reductions from previous years. The organization has managed to address as much as it can by strategic planning, leveraging technology and reallocating resources in the context of the business of the day with marginal decrease in service standards. At this time any additional funding in operating goes to the growing cost to provide service at the current level vs. being able to apply it to improving service standards.

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

In support of our community, open government and the city of Boulder municipal organization with progressive leadership.

The City Manager's Prioritization is as follows:

- 1.) City Administration (Essential):** Management and administration to the municipal organization and support to City Council, as well as items mandated by local charter or state and federal law. These include the City Manager, Primary City Clerk responsibilities, Elections, Records Management, and Liquor and miscellaneous licensing.
- 2.) Administration & Programs (Desirable):** Whereas these services are not essential to the safety, health and welfare of the city, they are highly desirable in the underlying value that they bring to the community, indirect cost savings to the organization and effectiveness of the City Manager. These include Deputy City Managers, City Manager Support, Policy Advisor, Communication, Municipal Channel 8, Internal Audit and Economic Vitality.
- 3.) Additional Administration (Discretionary):** This area includes additional administration that is not tied to charter or local and state law. This area of the budget has sustained a 100 percent reduction.

OVERVIEW OF ACTION PLAN

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OVERVIEW OF VISION PLAN

Policy Advisor:

The Policy Advisor is the city's primary staff resource for outstanding representation and communication on intergovernmental matters, and guidance on cross-departmental policies.

The action steps necessary in order to achieve this vision are as follows:

- Identifying options for regular administrative support for correspondence, meeting planning, Website updates, editing and document production. Formalize roles and expectations.
- Restructuring federal lobbying contracts to increase departmental commitments and intergovernmental partnerships, thus potentially lowering contract costs to the city and increasing overall financial return to the city.
- Increasing resources devoted to state lobbying efforts as deemed necessary. Options to consider include contracting with full-time lobbyist and/or hiring an intern to assist with the legislative monitoring and reporting during the legislative session.

Internal Audit:

Provide world-class internal audit and consulting services to city of Boulder management in support of achieving City Council Goals. This is accomplished by implementing best practices appropriate for small audit shops (one to three auditors) described in the most recent National Association of Local Government Auditors Benchmarking and Best Practices Survey.

These Best Practices include:

- Audit Committee reviews audit work plan, and strongly supports early involvement of the audit department.
- Audit department has developed a marketing product (in our case Audit Report Summary), which encourages management to see audit as an advisor/consultant and supports the audit mission.
- Audit asks customers to value audit after engagement completed.
- Audit response action items date logged and tracked and non-compliance reported to Audit Committee.
- Audit Committee / Senior Management actively supports the audit resolution process and takes corrective action in a reasonable period of time.
- Audits focus on business process (economy and efficiency and effectiveness) in addition to management controls.
- Audit Department educates/facilitates/equips operating department for self-assessment of organizational risks.
- Use computer-assisted audit techniques and tools to assist in audit analysis and testing.

- Provide a hotline for employees to report suspected fraud, waste and abuse for independent analysis by Internal Audit.

Communication:

The city’s Communication team seeks to provide openness, accuracy and accessibility to local government information, resources and relationships by employing skilled and experienced professionals; fostering a work environment of empowerment, authority and balance; and encouraging personal and professional growth, collaborative approaches to projects, and clear, concise and truthful communication with each other and the public. To provide this, the city’s Communication team needs to be fully-staffed, fully-funded and fully-supported.

This could be best accomplished by:

- The transfer of Neighborhood services to the city’s community sustainability effort
- Shifting in resources to provide outreach to underserved, under participating groups in the community
- Increasing staffing to provide additional outreach, communications tools and programming
- Funding for Channel 8 operating so efforts can return inward to provide unfiltered government message.

Boulder Municipal Channel 8:

The Boulder Channel 8 vision provides world-class, timely information with a unified voice of the city organization to the people of Boulder, city of Boulder employees and to anyone in the world with an interest in Boulder. This information will accurately portray and reflect city goals such as affordable housing, community sustainability, and retention and expansion of business investment and opportunities in Boulder.

This could be best accomplished by:

- Incorporating evolving broadcasting technologies such as wireless technology.
- Staffing and funding to meet current and expanding programming requests.
- Capability to broadcast from the Emergency Operations Center.

Support Services/City Clerk’s Office:

The city of Boulder Support Services/City Clerk’s Office is a national model of municipal government that encourages active public involvement and is responsive to the needs of its diverse citizens.

The actions to achieve this vision are as follows:

- The transparent and accessible conduct of elections and Campaign Finance Reform.
- Thorough administration and equitable support in Licensing while meeting all legal requirements.
- The provision of comprehensive historic and current records accessible to all.
- Providing excellence to the Boulder City Council and community through timely provision of information in a transparent way, always meeting the current council needs and exceeding standards for customer service by prompt, professional and respectful interaction with all our customers

PERFORMANCE MEASURES

| | Actual 2006 | Target 2007 | Target 2008 | Target 2008 |
|---|--|---|---|---|
| 1. Provide 24 hour response to records requests with a 3 day turn around for information with the exception being extremely large research requests | 98% There were 1058 requests with 17 that were extensive open records requests | 95% | 95% | 95% |
| 2. Number of days to respond to public correspondence when additional response is directed by CAC (*See Note below) | 95% 1891 items of correspondence were received this year | Within 10 days after CAC | Within 10 days after CAC | Within 10 days after CAC |
| 3. To provide better monitoring of "Hotline" communications, we will establish a standard turnaround time for "Hotline" replies. | Handled 172 Hotlines 62.5% of the questions requiring a response received a reply within five working days. | 80 percent of "Hotline" questions requiring a response receive replies within five working days | 80 percent of "Hotline" questions requiring a response receive replies within five working days | 80 percent of "Hotline" questions requiring a response receive replies within five working days |

(* Performance Measure No. 2 is cross-referenced here (Council's Performance Measure), as it is CMO/Support Services that administers this measure and provides this service.

**2008-09 BUDGET
MANAGER'S CONTINGENCY**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|------------------|-------------------|-------------------|-------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| Extraordinary Personnel | \$ 21,733 | \$ 115,260 | \$ 117,565 | \$ 121,386 |
| Utility Contingency | 0 | 250,000 | 145,000 | 147,900 |
| Manager's Contingency | <u>20,785</u> | <u>115,260</u> | <u>127,565</u> | <u>130,116</u> |
| TOTAL | <u>\$ 42,518</u> | <u>\$ 480,520</u> | <u>\$ 390,130</u> | <u>\$ 399,402</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 21,733 | \$ 115,260 | \$ 117,565 | \$ 121,386 |
| Operating Expenses | 20,785 | 365,260 | 272,565 | 278,016 |
| Interdepartmental Charges | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL | <u>\$ 42,518</u> | <u>\$ 480,520</u> | <u>\$ 390,130</u> | <u>\$ 399,402</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ <u>42,518</u> | \$ <u>480,520</u> | \$ <u>390,130</u> | \$ <u>399,402</u> |
| TOTAL | <u>\$ 42,518</u> | <u>\$ 480,520</u> | <u>\$ 390,130</u> | <u>\$ 399,402</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> |
| TOTAL | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> |

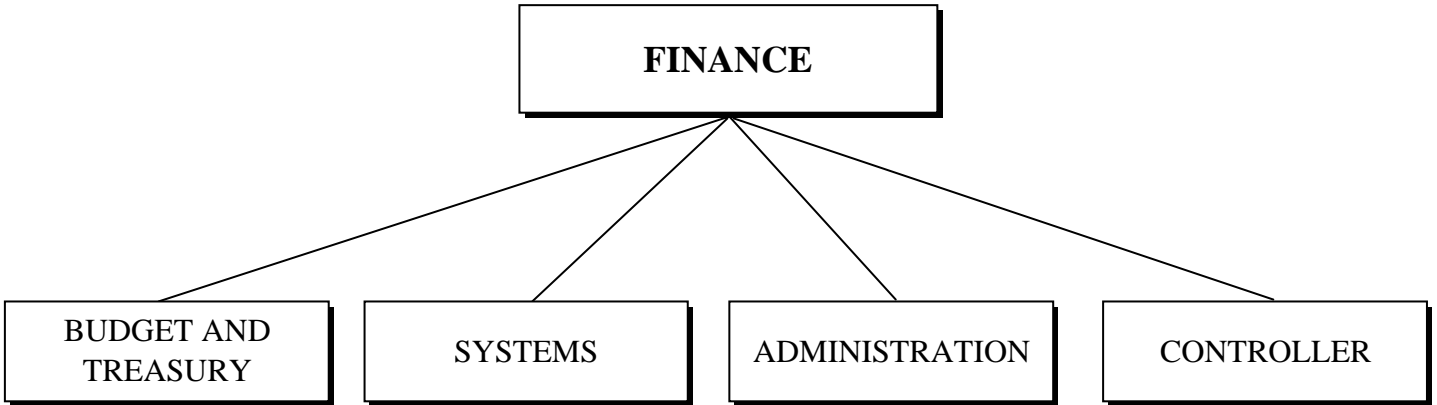
2008-09 BUDGET
NON-DEPARTMENTAL CONTRACTS AND CITYWIDE PROGRAMS

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--|---------------------|---------------------|---------------------|---------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| NON-DEPARTMENTAL CONTRACTS | | | | |
| Convention & Visitors Bureau | \$ 621,091 | \$ 642,000 | \$ 693,455 | \$ 707,324 |
| Museum of History | 22,246 | 22,692 | 23,146 | 23,609 |
| Chamber of Commerce | 8,130 | 8,174 | 8,337 | 8,504 |
| Negotiations Support | 0 | 44,592 | 45,484 | 46,394 |
| Humane Society Building Loan | 114,063 | 114,474 | 114,474 | 116,763 |
| Downtown Boulder Improvement District | 247,753 | 0 | 0 | 0 |
| Federal Legislative Consultant | 60,490 | 61,812 | 42,648 | 43,501 |
| Boulder Television | 134,493 | 150,000 | 70,000 | 0 |
| | <u>1,208,266</u> | <u>1,043,744</u> | <u>997,544</u> | <u>946,095</u> |
| CITYWIDE PROGRAMS | | | | |
| West Nile Virus Program | 210,865 | 300,000 | 300,000 | 306,000 |
| Community Sustainability Plan | 9,938 | 74,000 | 0 | 0 |
| Washington School | 37,424 | 0 | 0 | 0 |
| Public Power Project | 90,845 | 0 | 0 | 0 |
| Wildlife Management Plan | 300 | 0 | 0 | 0 |
| | <u>349,372</u> | <u>374,000</u> | <u>300,000</u> | <u>306,000</u> |
| CONTINGENCY- 2008 ONE-TIME ALLOCATIONS | | | | |
| Contingency- 2008 One-time Allocations * | 0 | 0 | 980,000 | 0 |
| | <u>0</u> | <u>0</u> | <u>980,000</u> | <u>0</u> |
| | | | | |
| TOTAL | <u>\$ 1,557,638</u> | <u>\$ 1,417,744</u> | <u>\$ 2,277,544</u> | <u>\$ 1,252,095</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Operating Expenses | 1,557,638 | 1,417,744 | 2,277,544 | 1,252,095 |
| Interdepartmental Charges | 0 | 0 | 0 | 0 |
| TOTAL | <u>\$ 1,557,638</u> | <u>\$ 1,417,744</u> | <u>\$ 2,277,544</u> | <u>\$ 1,252,095</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 1,557,638 | \$ 1,417,744 | \$ 2,277,544 | \$ 1,252,095 |
| TOTAL | <u>\$ 1,557,638</u> | <u>\$ 1,417,744</u> | <u>\$ 2,277,544</u> | <u>\$ 1,252,095</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> |
| TOTAL | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> |

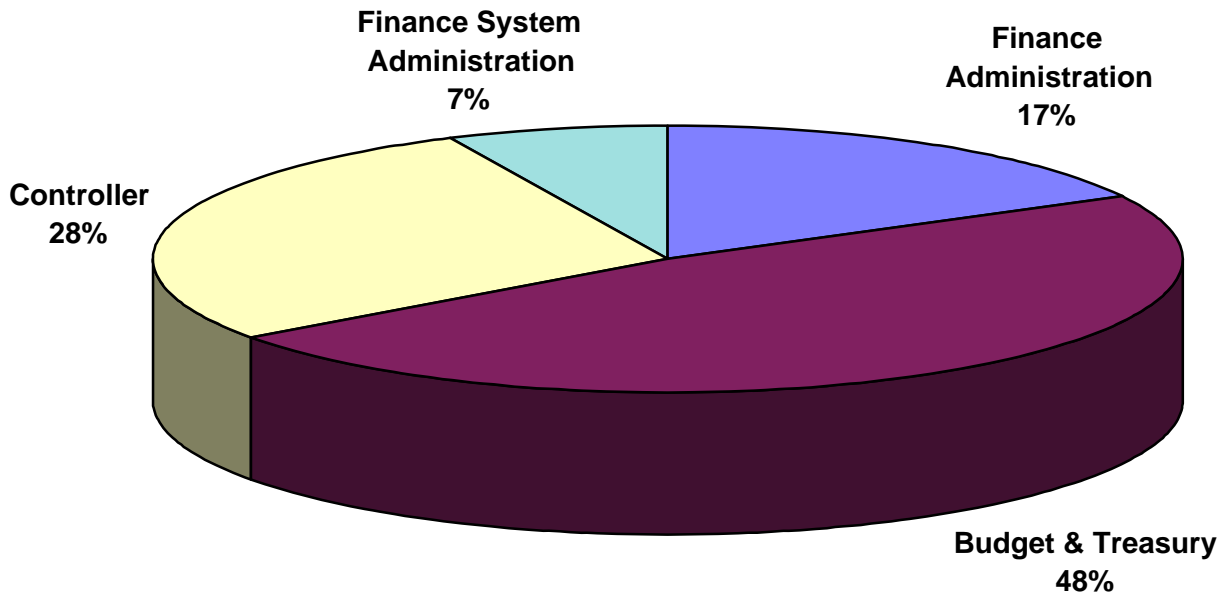
NOTES:

* As described in the section of this document titled "City Council Direction on the Recommended Budget", a cascading funding approach has been implemented as part of the approved 2008 budget to provide funding for both the Boulder Mobile Manor project and the Economic Vitality program. As a result, \$980,000 in one-time funding allocations for the General Fund are being held in a contingency until 2007 year-end results have been finalized and these two programs have received their targeted funding allocations. Please note that \$110,000 of the \$980,000 was generated as a result of delaying the rate increase for Workers Compensation; this amount will be allocated to the Boulder Mobile Major project (as described in step #2 of the "cascading" funding approach).

FINANCE



2008 BUDGET
\$2,500,655



The citywide Risk Management function is also managed in the Finance Department. Funding for this program is provided by two Internal Service Funds; the Property & Casualty Insurance Fund and the Workers Compensation Insurance Fund. Funding for this program totals \$3,176,972 and includes 4.00 of the positions in the Finance Department.

**2008-09 BUDGET
FINANCE**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| FINANCE ADMINISTRATION | | | | |
| Finance Administration | \$ 448,513 | \$ 461,519 | \$ 429,982 | \$ 441,973 |
| | 448,513 | 461,519 | 429,982 | 441,973 |
| BUDGET & TREASURY | | | | |
| Budget | 196,850 | 288,051 | 305,243 | 314,887 |
| Treasury | 213,385 | 252,831 | 277,527 | 285,904 |
| Sales Tax | 516,064 | 513,189 | 614,358 | 634,091 |
| Support Services | 36,590 | 0 | 0 | 0 |
| | <u>962,889</u> | <u>1,054,071</u> | <u>1,197,128</u> | <u>1,234,882</u> |
| CONTROLLER | | | | |
| Financial Operations | 229,970 | 299,756 | 309,395 | 319,347 |
| Payroll/Mail | 356,130 | 366,277 | 136,640 | 140,899 |
| Financial Reporting | 306,983 | 244,244 | 256,598 | 264,237 |
| | <u>893,083</u> | <u>910,277</u> | <u>702,633</u> | <u>724,483</u> |
| FINANCE SYSTEM ADMINISTRATION | | | | |
| Finance System Administration | 143,470 | 158,704 | 170,912 | 176,441 |
| | <u>143,470</u> | <u>158,704</u> | <u>170,912</u> | <u>176,441</u> |
| TOTAL | \$ <u>2,447,954</u> | \$ <u>2,584,572</u> | \$ <u>2,500,655</u> | \$ <u>2,577,779</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 1,969,231 | \$ 2,182,718 | \$ 2,168,818 | \$ 2,239,304 |
| Operating Expenses | 394,497 | 354,730 | 285,709 | 291,423 |
| Interdepartmental Charges | 84,226 | 36,924 | 35,725 | 36,439 |
| Capital | 0 | 10,200 | 10,404 | 10,612 |
| TOTAL | \$ <u>2,447,954</u> | \$ <u>2,584,572</u> | \$ <u>2,500,655</u> | \$ <u>2,577,779</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 2,447,954 | \$ 2,584,572 | \$ 2,500,655 | \$ 2,577,779 |
| TOTAL | \$ <u>2,447,954</u> | \$ <u>2,584,572</u> | \$ <u>2,500,655</u> | \$ <u>2,577,779</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>27.25</u> | <u>28.87</u> | <u>29.37</u> | <u>29.37</u> |
| TOTAL | <u>27.25</u> | <u>28.87</u> | <u>29.37</u> | <u>29.37</u> |

2008-09 BUDGET FINANCE DEPARTMENT

MISSION STATEMENT

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

Specific services provided by the Finance Department include: long-range financial planning and budgeting, accounting/auditing, financial reporting, risk management, accounts payable, accounts receivable, investment and cash management, debt issuance and management, purchasing, assessments, revenue collection, tax enforcement, and financial analyses.

BUSINESS PLAN NARRATIVE

The Finance Department provides central financial services necessary for the financial operations of the city of Boulder. We provide these services for all departments in the city while also carrying out specific responsibilities assigned in the City Charter and state or federal laws. The Finance Department has a history of minimizing discretionary costs while meeting legal requirements. Over the years, processes have been modified and new computer systems implemented to add efficiency both within the Finance Department and for users in the other city departments.

Beginning with the 2006 budget, the business plan was used to categorize and prioritize services. As a result, it became apparent that some of the essential and all of the desirable services in the department were bordering on inadequate. To address this, it was determined that all remaining discretionary services should be eliminated and the resources should be reallocated to essential and desirable services. As a result, essential and desirable services now meet standards. For example, resources in Finance were reallocated to provide support for the old hire fire and police pension programs, the debt management programs, staffing of the governmental accounting functions, staffing of long-range financial planning, additional quantitative and qualitative analysis, and improving the operations area of the department.

During 2007, an organizational evaluation resulted in a restructuring of the citywide payroll and risk management functions. The payroll function was transferred to the Human Resources Department from Finance in order to provide a better alignment of all employment services. All aspects of the citywide Risk Management function were consolidated in the Finance Department to provide a more comprehensive and coordinated approach. This included reclassifying a vacant position to hire the city's first Risk Manager who is responsible for coordinating a variety of programs for all city departments including insurance administration, liability and risk mitigation, workers' compensation, property and casualty administration, safety training, Americans with

Disabilities Act (ADA), loss prevention programs and the employee wellness program. The risk management division also has responsibility for the day to day management of both the property and casualty and worker's compensation funds.

GUIDING PRINCIPLES AND/OR INVESTMENT STRATEGY

- 1.) **Essential Services** include those financial/budgetary functions that are legally mandated by federal or state law, City Charter or generally accepted accounting requirements for governmental agencies. Specifically, this service category reflects those processes which ensure the sound fiscal management of the municipal organization, such as strategic planning and budgeting, debt issuance and management, financial reporting and accounting, purchasing, assessments, treasury management, and collections. These programs represent 92% of the appropriation and 87% of the staffing in the general fund portion of Finance.
- 2.) **Desirable Services** reflect services that provide positive interaction with the public, efficient and effective business practices, provide financial information so departments can make sound fiscal decisions, enhance internal customer service, increase citywide efficiency and effectiveness, or generate cost savings due to centralization. Services in this category include Property and Casualty Insurance Fund Management, financial inquiry and query reporting, the information center in the municipal building, and central mail services. This category currently represents 8% of the appropriations and 13% of the staff in general fund portion of Finance.
- 3.) **Discretionary Services** on an ongoing basis have been eliminated in Finance. Resources were consolidated and transferred to meet acceptable service levels in the essential and desirable programs of the department. Project work that is requested that falls into this category is accomplished by either assigning finance staff members on an ad hoc basis or asking the requesting department to outsource the project.

OVERVIEW OF ACTION PLAN

The Finance Department is in the process of developing a Strategic Plan which is projected to be completed by the end of 2007 or early in 2008. In the interim, the Action Plan includes those immediate needs that are above the personnel and nonpersonnel expense (NPE) increase for the 2007-2012 budget planning period. This includes one-time expenses to overfill for the Accounting Manager's position since she will be retiring at the end of 2008. This is a crucial position and will allow time for adequate training and succession planning. The Finance Department has recommended that an additional sales/use tax auditor be hired in 2008 in order to meet standard practices for a municipality the same size as the City of Boulder.

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

OVERVIEW OF VISION PLAN

The vision for the department is to be the best Finance Department in the state of Colorado. This will be based on the implementation of a set of “the best of the best practices” as defined by local, state and national authorities that focus on public financial organizations. The identification of these “best practices” will take place over the next two years as the department completes and begins implementation of its strategic plan.

PERFORMANCE MEASURES

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|--|---|---|---|---|
| 1. Annual attainment of Government Finance Officers Association award for excellence in financial reporting. | Award was received | Award is received | Award is received | Award is received |
| 2. Annual attainment of Government Finance Officers Association award for excellence in budgeting. | Award was received for budget years 2006-07 | Award is received | Award is received | Award is received |
| 3. Achievement of a rate earnings on city investments that exceeds (on an amortized basis) the six month trailing average US Govt. 2 yr. Treasury Note rate. | Actual rate of return was 4.71%, which was less than the six month trailing average rate of 4.75% | Actual rate exceeds 2 year Treasury Note rate | Actual rate exceeds 2 year Treasury Note rate | Actual rate exceeds 2 year Treasury Note rate |

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|--|---|---------------------------------------|---------------------------------------|---------------------------------------|
| 4. Achievement of reserves, which include <u>minimum</u> fund balance of 5% of operating expenses (excluding grants, internal service, and special revenue funds) in all city funds. * | Target reserve balances were achieved for all funds but the Workers Compensation Ins. Fund; recommended rate increases in this fund will bring it into compliance by 2008 | Target reserve balances are achieved. | Target reserve balances are achieved. | Target reserve balances are achieved. |

* *Depending upon perceived risk, certain funds may be required to maintain fund balances higher than 5%.*

Performance measure number three indicates that the target was missed for 2006 by .04%. The following discussion helps to put investment performance into perspective.

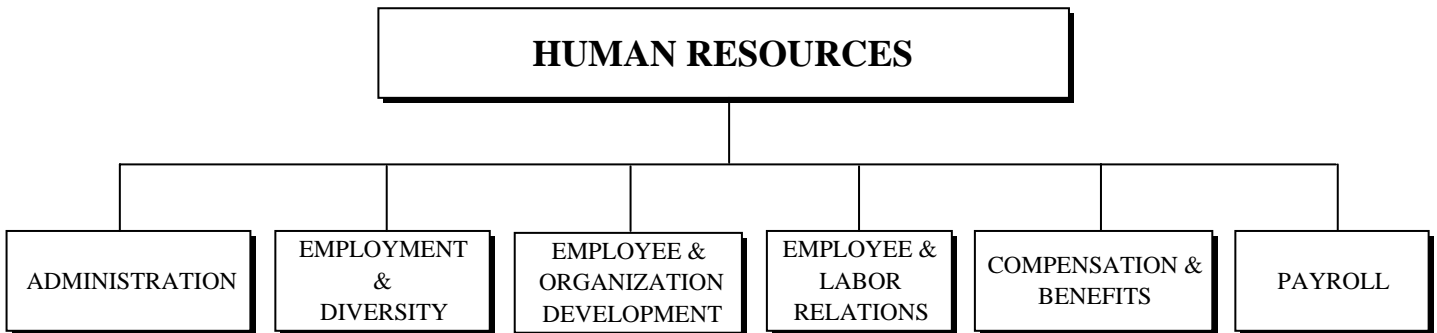
With every meeting from June 2004 to June 2006, the Federal Open Market Committee of the Federal Reserve Board raised interest rates, eventually going from 1.0% to 5.25%.

As interest rates rise, the market value of a fixed rate bond decreases. Investors will pay less for bonds with lower interest rates than they would for bonds with higher interest rates. This loss in value of fixed rate bonds is called an unrealized loss and it only becomes a real loss if the bonds are sold before maturity. As a bond moves closer to maturity, the difference in the lower interest earned on the bond compared to the interest earned at new higher rates decreases and the unrealized loss on the bond decreases.

As a general investment practice, the city holds its bonds until maturity. However, under accounting requirements, the yield on the city's portfolio assumes that the bonds will be sold at the current market values instead of held until maturity, resulting in the unrealized loss being recognized as a reduction in the interest earnings.

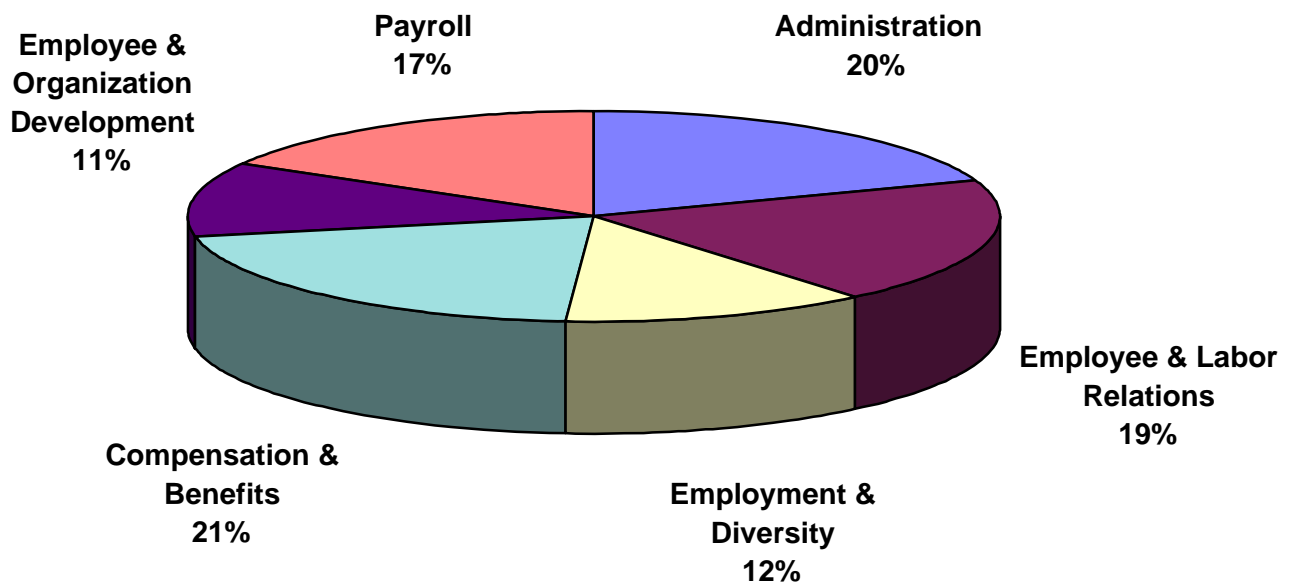
The result of all of this is that the effective yield of a fixed income portfolio will trail the market rates when interest rates are rising. As noted above, with no interest rate increases by the Federal Reserve Board since June 2006, the yield on the city's portfolio is recovering, only missing the target by .04% on December 31, 2006.

HUMAN RESOURCES



2008 BUDGET

\$1,627,330



**2008-09 BUDGET
HUMAN RESOURCES**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--|------------------------|--------------------------|--------------------------|--------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| Administration | \$ 456,521 | \$ 303,350 | \$ 315,622 | \$ 325,056 |
| Employee Relations & Org Effectiveness | 217,471 | 0 | 0 | 0 |
| Employment & Diversity | 107,601 | 203,362 | 202,559 | 208,896 |
| Compensation & Benefits | 291,608 | 329,046 | 337,462 | 346,589 |
| Employee & Labor Relations | 18,176 | 306,657 | 315,416 | 325,568 |
| Employee & Organization Development | 131,437 | 153,333 | 184,267 | 189,919 |
| Payroll | 0 | 0 | 272,003 | 280,458 |
| TOTAL | \$ <u>1,222,815</u> | \$ <u>1,295,749</u> | \$ <u>1,627,330</u> | \$ <u>1,676,486</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 982,313 | \$ 1,027,286 | \$ 1,328,765 | \$ 1,371,950 |
| Operating Expenses | 219,787 | 248,863 | 276,023 | 281,543 |
| Interdepartmental Charges | <u>20,714</u> | <u>19,600</u> | <u>22,542</u> | <u>22,993</u> |
| TOTAL | \$ <u>1,222,815</u> | \$ <u>1,295,749</u> | \$ <u>1,627,330</u> | \$ <u>1,676,486</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ <u>1,222,815</u> | \$ <u>1,295,749</u> | \$ <u>1,627,330</u> | \$ <u>1,676,486</u> |
| TOTAL | \$ <u>1,222,815</u> | \$ <u>1,295,749</u> | \$ <u>1,627,330</u> | \$ <u>1,676,486</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>14.25</u> | <u>14.63</u> | <u>16.38</u> | <u>16.38</u> |
| TOTAL | <u>14.25</u> | <u>14.63</u> | <u>16.38</u> | <u>16.38</u> |

2008-09 BUDGET HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT

Our mission simply put is “*Caring Accountability*”. Human Resources traditional mission is to recruit and retain talent for the organization. Our purpose is two-fold:

- As enforcers, we provide a safe working environment for employees and protect the City from liability.
- As coaches and trainers, we provide tools to the workforce for accomplishing their goals.

BUSINESS PLAN NARRATIVE

Since the inception of the business plan, our focus has been on rebuilding the department, which has included assessing customer needs, improving efficiencies and ensuring the department has employees who are aligned with department values and trained to deliver needed services. For example, in 2006 work re-design resulted in service level improvements in the areas of compliance and our compensation philosophy.

In 2007 we experienced a lot of change through turnover and the movement of Workers’ Compensation to the Finance department and the shift of Payroll from Finance to Human Resources. We took advantage of these changes and saw them as an opportunity to do some internal work re-design and training. Once the department is fully staffed and experiences a full year with the job re-design, we anticipate service levels to increase in additional areas.

Diversity became a Council and City Manager focus in 2007 with a commitment to begin diversity training for all employees. As a result, a city-wide employee Diversity Planning Group was created and a Leadership Conference for all managers was held. In coordination with these efforts and supporting the City Manager’s commitment to diversity, we have added an area to the Business Plan on diversity training and oversight to the city-wide diversity plan.

As we updated our Action Plan, we referred to our guiding principles to determine priorities among the programs and services. Our top 1% priorities, both essential services, are based on retaining and developing operational knowledge.

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

- 1.) **Essential Services include** those that are required by law as well as those services relative to compensation and benefits that help us maintain our competitive place in the market as an employer. Examples include:
 - a. Complying with the Family & Medical Leave Act of 1993, which includes notifying employees of their rights to take leave as well as administering the leave.

- b. Developing policies that help provide a safe working environment for employees and protect the City from liability.
- 2.) **Desirable Services include** those that improve our competitive place in the market and those that help us to be more efficient. Examples include:
 - a. Ecopasses for employees are a competitive benefit that provides a more economic means of commuting, fits in with the Boulder mission and also prevents congestion and additional construction for parking.
 - b. A training program helps us work and manage more efficiently. Sharing policies, standards and templates, not only results in consistency, but also time savings.
- 3.) **Discretionary Services include** those that help us to be a “best practices” employer. Examples include:
 - a. Having a leadership course that brings public sector and private sector employers together to solve regional issues.
 - b. Creatively designing incentive pay as a way to continue to show employees’ value while controlling costs.

OVERVIEW OF ACTION PLAN

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

OVERVIEW OF VISION PLAN

The HR Department’s vision is to be a World Class HR Department. We are in the process of continuing development of a Strategic Plan.

The types of services, programs, benefits and pay we provide to employees is indicative of the type of culture we have. As we strive to maintain Boulder’s status as one of the great cities, the employee characteristics of the culture that will support this goal include high performing, service-oriented, partnership, proactive, forward and big-picture thinking.

We want to model and support that culture in our behavior and the types of service we provide.

A World Class HR department consists of valued strategic partners who:

- have simplified and standardized processes,
- are innovators in the field,
- provide just-in-time high quality service and
- meet cost/effectiveness metrics

There are many metrics that can be used to determine HR's value to the organization. The ones we will focus on in our Vision Plan include:

- Turnover ratio
- Absenteeism
- Retention and Succession Plans for at risk talent

As the culture and the work evolve, we will review the metrics and shift to ones appropriate for the culture at that time.

In 2007, as part of our strategic planning process, we met with our customers. In these meetings we reviewed their department's business plan and identified services HR could provide that are critical for their future success. As a result, we developed a multi-year work plan that included some of these items, i.e. succession planning, a compensation system review, ongoing benefits modernization, and expanding the leadership academy.

We will continue to partner with our customers as we develop the services and/or tools to meet their needs.

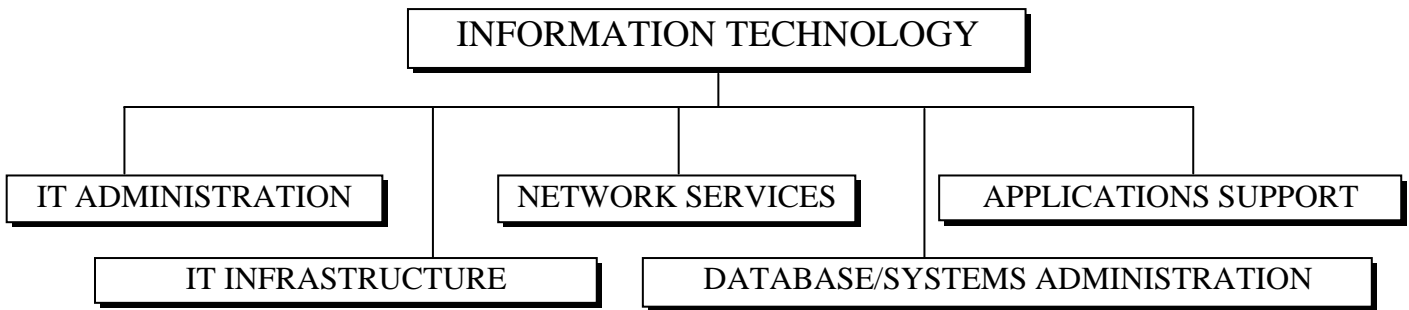
PERFORMANCE MEASURES

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|------------------------------------|---|--|--|--|
| 1. Compliance/mgmt training | Goal: Revise/update/consolidate 20% of the policies. Complete Sexual Harassment training for the Police Department by Summer 2006 and conduct make-up sessions for those that missed the initial round of Sexual Harassment and FMLA training. Conduct New Supervisor training in Summer/Fall 2006. Finish Policy Review training for all managers. | Goal: Revise/update/consolidate 20% of the policies. Complete required training to be identified year end 2006. | Goal: Revise/update/consolidate 20% of the policies. Complete required training to be identified year end 2007. | Goal: Revise/update/consolidate 20% of the policies. Complete required training to be identified year end 2008. |

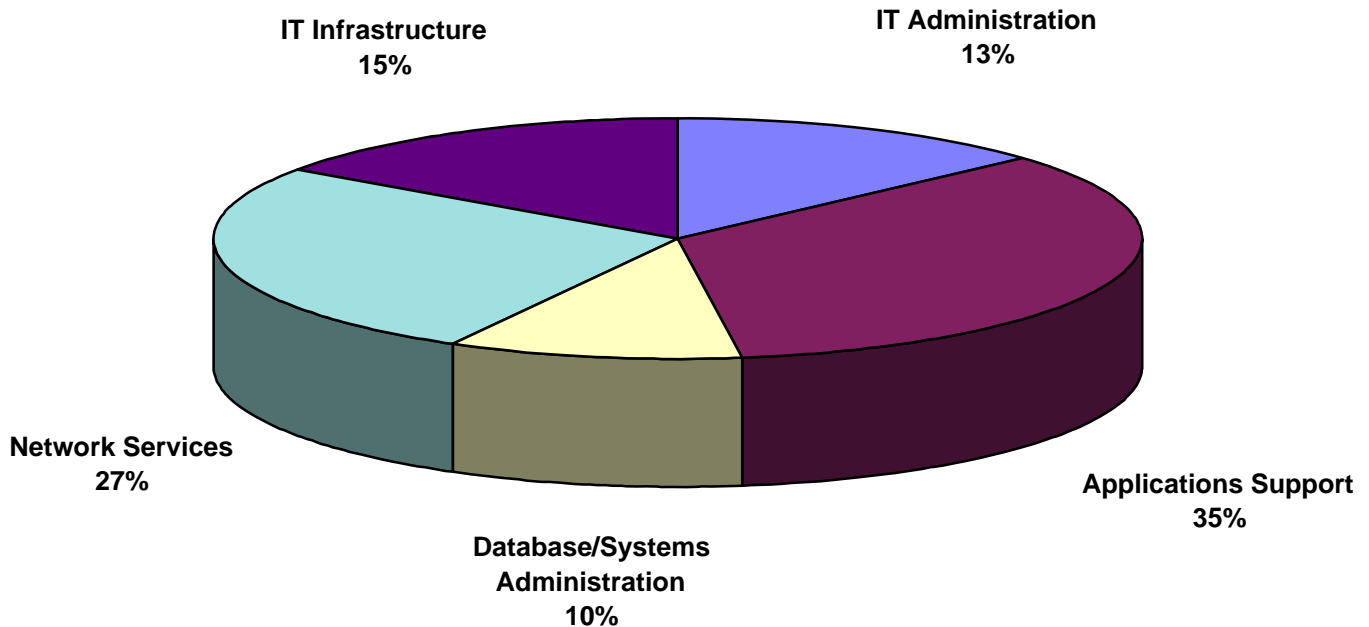
| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|--|------------------------|------------------------|------------------------|
| Compliance/mgmt training (cont'd) Protect city liability: Consolidate and update city policies. Conduct all regulatory-driven training. | Results: Six policies updated, began revisions on three policies and created three new policies. A committee of department heads was formed to review the recommendations of an employee committee for updates/drafts for up to 10 leave policies. Sexual Harassment training for the Police and Fire Departments was completed 8/2006 and one make-up session for other city employees in 12/2006. FMLA training took place 11/2006. Conducted New Supervisor training in the Fall of 2006. Two Policy Review make up sessions were conducted. | | | |

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|--|--|---|--|--|
| <p>2. Performance Management Focus on performance: improve the timeliness of reviews. 100% within 30 days of due date. Applying accountability measures and establishing standards.</p> | <p>Goal: 85% will be within 30 days of due date. Results: 741 reviews were completed within 30 days of due date or 58% (1282 employees). Director “norming” conversations now held twice a year. The transition to an on-line form is final on July 1, 2007.</p> | <p>Goal: 100% will be within 30 days of due date. 100% of performance plans and evaluations will be on-line.</p> | <p>Goal: Apply accountability measures to ensure timeliness of reviews – 100% within 30 days of due date. All managers will complete performance management training.</p> | <p>Goal: Establishing standards for what is considered Exceptional, Competent and Needs Improvement and ensuring the consistent application of these standards throughout the organization.</p> |

INFORMATION TECHNOLOGY



2008 BUDGET
\$4,658,806



The city phone system and the citywide replacement programs are also managed in Information Technology. Funding for these programs are provided by two Internal Service Funds; the Telecommunications Fund and the Computer Replacement Fund. Funding for these programs total \$3,188,504 and includes 2.50 of the positions in Information Technology.

**2008-09 BUDGET
INFORMATION TECHNOLOGY**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| IT ADMINISTRATION | | | | |
| Administration - IT | \$ 354,858 | \$ 637,390 | \$ 620,275 | \$ 636,567 |
| TOTAL | 354,858 | 637,390 | 620,275 | 636,567 |
| IT APPLICATIONS | | | | |
| Applications Support | 1,516,509 | 1,502,304 | 1,607,092 | 1,655,888 |
| Public Safety Applications | 149,120 | 0 | 0 | 0 |
| TOTAL | 1,665,629 | 1,502,304 | 1,607,092 | 1,655,888 |
| DATABASE/SYSTEM ADMINISTRATION | | | | |
| Operations/System Administration | 383,005 | 425,414 | 471,437 | 485,777 |
| TOTAL | 383,005 | 425,414 | 471,437 | 485,777 |
| IT MICROCOMPUTER SUPPORT | | | | |
| Microcomputer/LAN Support | 1,346,614 | 1,237,810 | 1,249,002 | 1,288,894 |
| TOTAL | 1,346,614 | 1,237,810 | 1,249,002 | 1,288,894 |
| IT INFRASTRUCTURE | | | | |
| Computer Replacement | 590,000 | 601,000 | 613,000 | 625,260 |
| IT Technology Funds | 0 | 51,000 | 52,000 | 53,040 |
| Telecommunications Fund | 45,000 | 46,000 | 46,000 | 46,920 |
| TOTAL | 635,000 | 698,000 | 711,000 | 725,220 |
| IT PROJECTS | | | | |
| IT Projects - Applications | 111,274 | 0 | 0 | 0 |
| IT Projects - Network Services | 19,989 | 0 | 0 | 0 |
| | 131,263 | 0 | 0 | 0 |
| TOTAL | <u>4,516,369</u> | <u>4,500,917</u> | <u>4,658,806</u> | <u>4,792,345</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 3,134,157 | \$ 3,098,261 | \$ 3,229,057 | \$ 3,334,001 |
| Operating Expenses | 429,572 | 360,562 | 391,202 | 399,026 |
| Interdepartmental Charges | 936,105 | 160,782 | 772,368 | 787,815 |
| Capital | 16,534 | 881,312 | 266,179 | 271,503 |
| TOTAL | <u>\$ 4,516,369</u> | <u>\$ 4,500,917</u> | <u>\$ 4,658,806</u> | <u>\$ 4,792,345</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 4,516,369 | \$ 4,500,917 | \$ 4,658,806 | \$ 4,792,345 |
| TOTAL | <u>\$ 4,516,369</u> | <u>\$ 4,500,917</u> | <u>\$ 4,658,806</u> | <u>\$ 4,792,345</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>32.75</u> | <u>32.75</u> | <u>35.25</u> | <u>35.25</u> |
| TOTAL | <u>32.75</u> | <u>32.75</u> | <u>35.25</u> | <u>35.25</u> |

**2008-09 BUDGET
INFORMATION TECHNOLOGY DEPARTMENT**

MISSION STATEMENT

We leverage technology to improve city services.

BUSINESS PLAN NARRATIVE

The IT Department's budget for 2008 continues to focus on accomplishing our mission in a fiscally constrained environment, which means meeting the demand for more sophisticated services and providing quality secure infrastructure services, with only minor compromises to long term technical strategies and goals.

Throughout the past few years, the IT Department has continued to benefit and grow from an increasing citywide demand for technology services. This is mostly a result of executive management understanding the value and benefits of technology as a strategy to offset citywide budget and staffing reductions. With this understanding comes the demand for more sophisticated services, an increasing number of secure "self service" web-based systems, as well as more rapid software development cycles. An ongoing tightly constrained IT budget without new citywide investment in IT will continue to limit our ability to meet the appetite for new services while also maintaining the reliability and performance of existing system.

However, the demand on IT for new and increasingly sophisticated services is only part of our responsibility. We must continue to be proactive in implementing industry standard "best practices" that are necessary, yet not requested from the enterprise. Examples are security improvements, project management and improved repeatability of processes and procedures. With this, IT Management must also manage one of the most challenging aspects of technology... constant change within a fiscally constrained environment.

A continued limit in new technology investments, offset with a never-ending appetite for new technology services continues to force IT to look inward for creative funding and management approaches. We have had success with this in past budget years as an attempt to balance increasing demand without new organizational investment. Open source software development, server virtualizations, aggressive contract renegotiations, increased investment in IT staff training, and technology standards are a few examples of our ongoing internal IT investments.

However, the opportunities for new and significant cost and staff savings within IT are becoming scarce. IT must have additional investment from the organization to continue its current pace of new development and maintenance responsibilities.

GUIDING PRINCIPLES AND/OR INVESTMENT STRATEGY

The following points embrace the long term strategic direction of the IT Department, support our mission and follow IT industry best practices:

- Align IT services with the current and future needs of the city organization and its customers,
- Improve the quality and delivery of IT services to the organization, and
- Reduce the long term costs of IT services

Based on this, the following guiding principles have been used to prioritize the IT Department 2008 budget:

1. **Maintenance and support of existing systems (essential):** These are highly critical services that ensure existing systems function and perform as designed. This includes maintenance of the network and server infrastructure, software applications, databases, and workstations; Help Desk services for customer support; data backup and recovery; business continuity planning and disaster recovery; and security. Essential services also include technology asset management, centralized purchasing, planning, quality control, IT/client relationships, and staff training and development. A portion of our essential work includes application modifications in order to meet changing requirements, such as changes in the law, city charter or codes. As software reaches the end of its life cycle, it is essential that systems be replaced. Examples of software that lived beyond its useful life includes utility billing system, the police records management system, and the sales tax application. We also consider the ongoing work to update our software standards and web services development as essential.
2. **Improvements of Systems (desirable):** These services are performed if any improvements to existing software applications are needed based on changing business needs. If an existing application no longer meets the business needs of the city or its departments, the application must be changed or replaced. These services ensure that the city stays current in its use of technology, therefore avoiding costly major replacements of out dated technology. Some examples of major upgrades to existing systems include the transition from mainframe to client-server, which has now shifted to web services technology used today.
3. **Implement New Systems (discretionary):** These are a portion of the projects that have been requested by or are specifically designed for City departments. These services or elements do not exist in the current environment. These projects are new investments in technology to improve services, reduce overhead, and save staff time. Expected financial returns are documented and approved prior to implementing the project. Even still, a portion of these projects can be postponed in the short term without significant impact. As the city's economy recovers and discretionary projects are identified, these project investments must occur to continue to advance the city's use of technology.

OVERVIEW OF ACTION PLAN

The Information Technology Department is in the process of revising the city's Strategic Technology Plan (STP). This document will outline business valued strategies for 2008 – 2010, in part, for our ongoing advancement of enhancing the city's business processes through open source technologies, web services, and mobile government services.

In the interim, the Action Plan includes those immediate needs that are above the personnel and non-personnel expense (NPE) increase for the 2008 – 2012 budget planning period. This includes expenses associated with the following:

1. maintaining Help Desk and PC/End user support
2. citywide wireless network contract funding
3. increasing the general fund subsidy to the CRF (one time)
4. improving business continuity planning and disaster recovery preparedness (mostly one time cost)
5. establishing an enterprise Software Replacement Fund
6. implementing application development QA/QC testing
7. pursuing "yellow list" master plan projects
8. performing annual security audits and mitigation
9. acquiring consulting services for negotiating the citywide wireless network contract (one time cost)
10. establishing a citywide Business Intelligence system
11. restoring the IT training program.
12. funding for the upgrade of the city's phone system

During the year 2008 the city's telephone system will be converted from a PBX system to VoIP technology. This project is being funded from the city's telecommunications fund and has been planned for several years.

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled "City Council Direction on the Recommended Budget" for any changes from Attachment B.

OVERVIEW OF VISION PLAN

The City of Boulder's vision is to use information technology to increase the capacity of the organization by improving Service Delivery, supporting Policy Development, and enabling Information Access.

Improving Service Delivery -

The City organization is about delivering quality services to the public. We must use information technologies to improve how efficiently and conveniently those services are delivered.

Supporting Policy Development -

The City organization is about developing and implementing sound public policies. To do that, we need quality information. We must use information technologies to improve the quality, timeliness and cost effectiveness of the City's information.

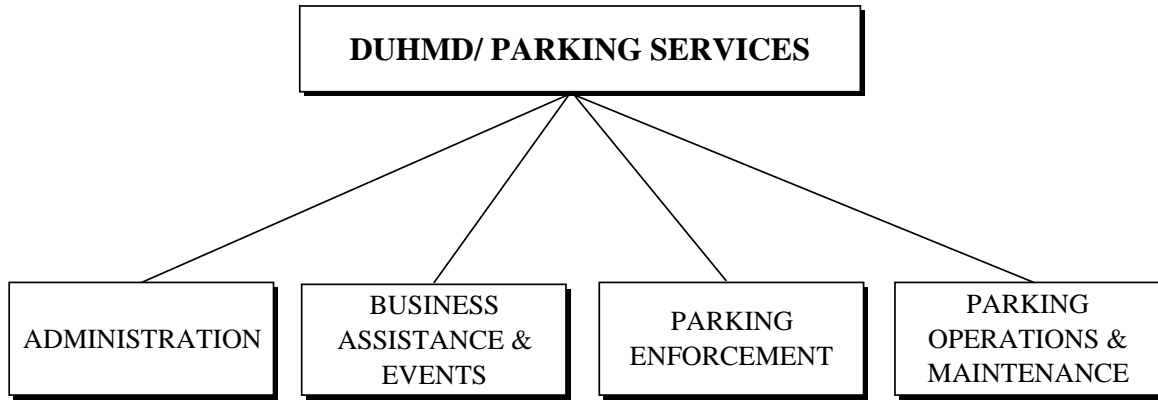
Enabling Information Access -

The City organization is "the keeper" of a vast amount of public information. The public has a "right to know and access" that information. We must use information technologies to enable that access. We are also part of a knowledge-based economy. We must use information technologies to make information available to support and enhance that economy.

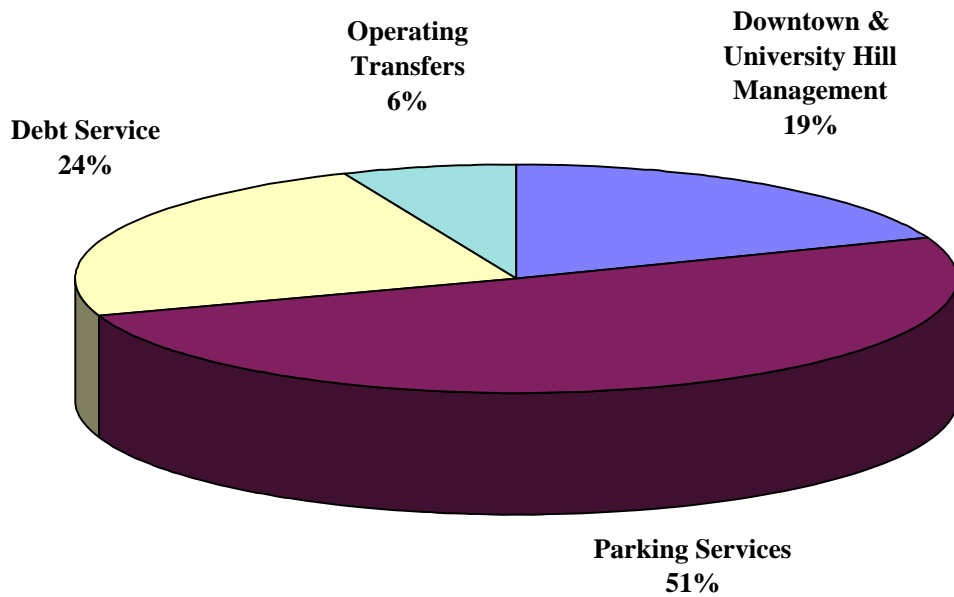
PERFORMANCE MEASURES

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|--|------------------------|------------------------|------------------------|------------------------|
| 1. Percentage of City cost to Market cost (Outside consultant cost) for the following: | | | | |
| a) Applications Support | 69.50% | <100% | <100% | <100% |
| b) Network Services | 70.12% | <100% | <100% | <100% |
| c) System Admin Support | 53.15% | <100% | <100% | <100% |
| 2. Number of help desk calls per PC | 6.73 | 6.0 | 5.0 | 4.0 |

DOWNTOWN UNIVERSITY HILL MANAGEMENT DIVISION/PARKING SERVICES



2008 BUDGET
\$10,537,501



2008-09 BUDGET
DOWNTOWN UNIVERSITY HILL MANAGEMENT DIVISION/PARKING SERVICES

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|-------------------------------------|---------------------|---------------------|----------------------|----------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| GID Administration | \$ 1,205,840 | \$ 870,533 | \$ 867,595 | \$ 891,094 |
| Operations & Public Information | 86,226 | 123,428 | 129,327 | 132,965 |
| Public Events | 86,149 | 86,766 | 89,701 | 92,122 |
| Community Improvements | 15,800 | 10,200 | 235,404 | 240,112 |
| Economic Vitality | 36,846 | 17,646 | 17,999 | 18,359 |
| Transportation | 573,364 | 600,211 | 650,918 | 664,783 |
| Parking | 5,000 | 70,000 | 1,240,000 | 1,264,800 |
| Debt Service | 3,536,097 | 3,929,830 | 2,537,265 | 2,540,645 |
| Operating Transfers | 666,470 | 654,599 | 660,795 | 667,227 |
| Parking Enforcement | 614,885 | 704,574 | 745,899 | 768,831 |
| Parking Maintenance/Operations | 959,304 | 1,395,729 | 1,678,971 | 1,723,307 |
| Meter Program | 196,102 | 259,048 | 1,573,030 | 1,606,318 |
| Neighborhood Permit Parking | 56,088 | 63,481 | 79,384 | 81,711 |
| Public Information | 7,688 | 30,600 | 31,212 | 31,836 |
| TOTAL | <u>\$ 8,045,859</u> | <u>\$ 8,816,645</u> | <u>\$ 10,537,501</u> | <u>\$ 10,724,110</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 1,957,447 | \$ 2,336,102 | \$ 2,400,688 | \$ 2,478,710 |
| Operating Expenses | 1,716,885 | 1,672,670 | 2,208,861 | 2,253,038 |
| Interdepartmental Charges | 163,527 | 174,115 | 343,090 | 349,951 |
| Capital | 5,433 | 49,329 | 2,386,802 | 2,434,538 |
| Debt Service | 3,536,097 | 3,645,363 | 2,005,029 | 1,997,765 |
| Non-Recurring Expenditures | 0 | 284,467 | 532,236 | 542,881 |
| Other Financing Uses | 666,470 | 654,599 | 660,795 | 667,227 |
| TOTAL | <u>\$ 8,045,859</u> | <u>\$ 8,816,645</u> | <u>\$ 10,537,501</u> | <u>\$ 10,724,110</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 859,179 | \$ 934,904 | \$ 1,142,324 | \$ 1,175,503 |
| Downtown Commercial District | 6,854,552 | 7,517,663 | 8,688,205 | 8,824,083 |
| University Hill Commercial District | 332,129 | 364,079 | 706,972 | 724,524 |
| TOTAL | <u>\$ 8,045,859</u> | <u>\$ 8,816,645</u> | <u>\$ 10,537,501</u> | <u>\$ 10,724,110</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>40.50</u> | <u>42.25</u> | <u>42.25</u> | <u>42.25</u> |
| TOTAL | <u>40.50</u> | <u>42.25</u> | <u>42.25</u> | <u>42.25</u> |

**2008-09 BUDGET
DOWNTOWN AND UNIVERSITY HILL MANAGEMENT DIVISION/
PARKING SERVICES**

MISSION STATEMENT

We serve the Downtown, University Hill and affected communities by providing quality programs, parking, enforcement, maintenance, and alternative modes services through the highest level of customer service, efficient management, and effective problem solving.

BUSINESS PLAN NARRATIVE

The Downtown and University Hill Management Division and Parking Services represents an unusual bundling of municipal services – downtown management, travel demand management, parking operations (on and off street and neighborhood permits), parking enforcement, citywide event permitting, and economic vitality initiatives. This integrated management strategy incorporating these diverse services enables a comprehensive approach to supporting Boulder’s historic commercial centers – downtown and the University Hill commercial areas. The funding mechanism for DUHMD/PS is almost exclusively parking revenues from the commercial districts which are reinvested back into the parking systems and commercial areas. Strong and thriving commercial areas generate sales tax for the city as well as drawing residents and visitors, increasing parking revenues. These revenues in turn are used to reinvest in programs and strategies that keep the downtown and the hill vital, competitive and appealing. It is this reinvestment strategy that is at the core of the business plan approach that benefits University Hill and downtown as well as the city as a whole – both in terms of assuring revenues for city services but also creating vibrant public spaces that are a source of community benefit and pride, and an asset for tourism.

Downtown Commercial District Fund (formerly CAGID Fund)

A key priority for the Downtown Commercial District Fund in 2008 is to reinvest in the long term economic sustainability of the downtown in several areas –

- Renovations and repairs in downtown parking garages
- Long-term economic vitality of the downtown and the city as a whole through further studies and refinement of a potential citywide conference/convention center
- Assessment and design of ongoing downtown public right of way streetscape improvements to maintain a vital and competitive commercial area.

University Hill Commercial District Fund (formerly UHGID Fund)

A key priority for the University Hill Commercial District Fund in 2008 is to reinvest in the long-term economic sustainability of the University Hill commercial area by:

- Replacement of on-street parking with new customer friendly parking technology,
- Support and potential partnerships for redevelopment on the hill.

General Fund

In the DUHMD/PS's General Fund services, priorities are:

- Support neighborhood livability through the reinstatement of the Neighborhood Parking Permit program
- Enhance the goals of the Transportation Master Plan by expanding the free, downtown Eco Pass program to include additional downtown employees who work in the Business Improvement District (BID) boundary but outside of CAGID.

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

- 1.) **Essential Services include:** Services that ensure the basic qualities of a healthy, efficient, accessible, and economically viable downtown and University Hill commercial districts are essential to maintaining the commercial infrastructure and fiscally responsible funds. These include parking operations and maintenance, EcoPass program for downtown employees and parking enforcement.
- 2.) **Desirable Services include:** Services that enhance and promote the quality of life of the commercial centers, bolster economic vitality efforts and encourage economic recovery, and contribute to neighborhood quality of life. These include mall permitting and operations, travel demand management programs other than the Eco Pass program, contract services with the Business Improvement District, parking marketing activities, the NPP program, and proactive measures to stimulate economic recovery and redevelopment such as the Hill Redevelopment workshops, Downtown Strategic Plan, and the conference/convention center.
- 3.) **Discretionary Services include:** Services that enhance the quality of life but can be provided by other entities. This includes school crossings.

OVERVIEW OF ACTION PLAN

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

OVERVIEW OF VISION PLAN

DUHMD/PS does not yet have an overall departmental strategic plan and efforts are underway to develop one. A draft vision statement: “World class organization focusing on integrated transportation, economic development and public space management for urban areas through best practices analysis, progressive technology use, and robust partnerships and collaboration” will be reviewed and commented upon by internal staff and our customer stakeholder groups.

However, area strategies and plans have been developed over the years for both the University Hill (the Hill Business Plan, the Hill Marketing Study and the council-approved Hill Sub Area Plan) and the downtown (the Downtown Alliance plan and regular development updates, the Downtown Economic Strategic Plan, Best Practices in Parking, and annual downtown user surveys). Strategies and polices for specific issues and projects, such as Eco Pass funding, major maintenance and improvements plan for CAGID parking garages, social issues on the mall and parking enforcement, are implemented on a case by case basis through special task forces and studies. All of these past efforts will be integrated into the development of the DUHMD/PS Strategic Plan.

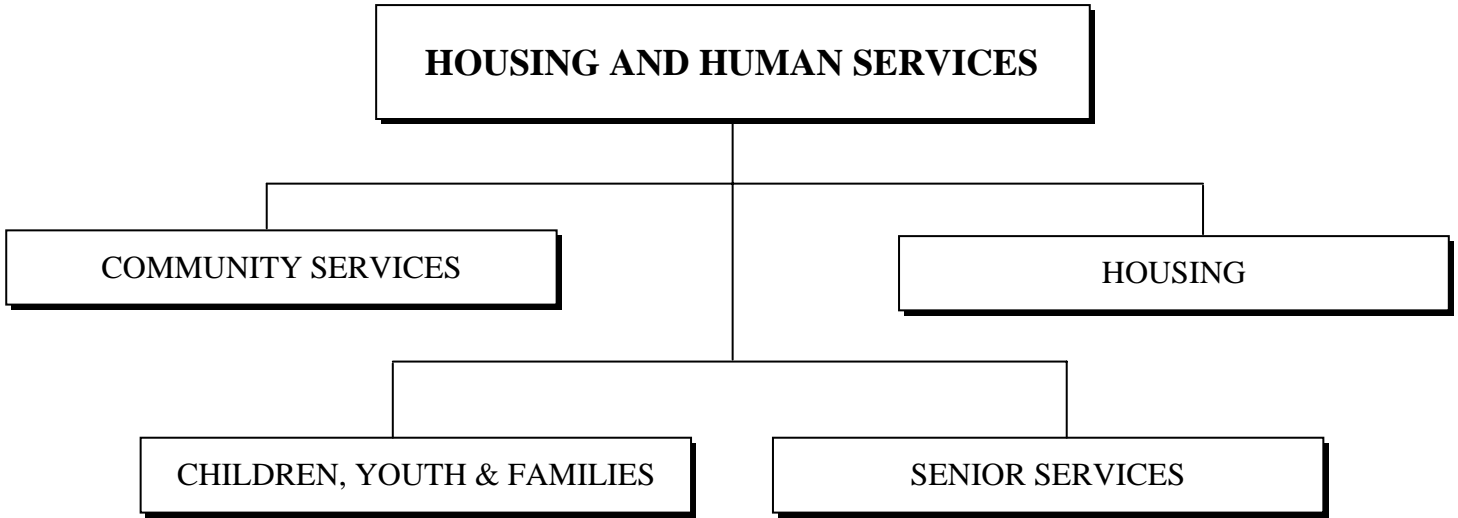
In the interim prior to the adoption of a strategic plan, DUHMD/PS has identified key programs and initiatives for initial funding under an Action Plan including activities rated below standard as well as initiatives to enhance the vitality of the commercial districts and meet Council goals.

PERFORMANCE MEASURES

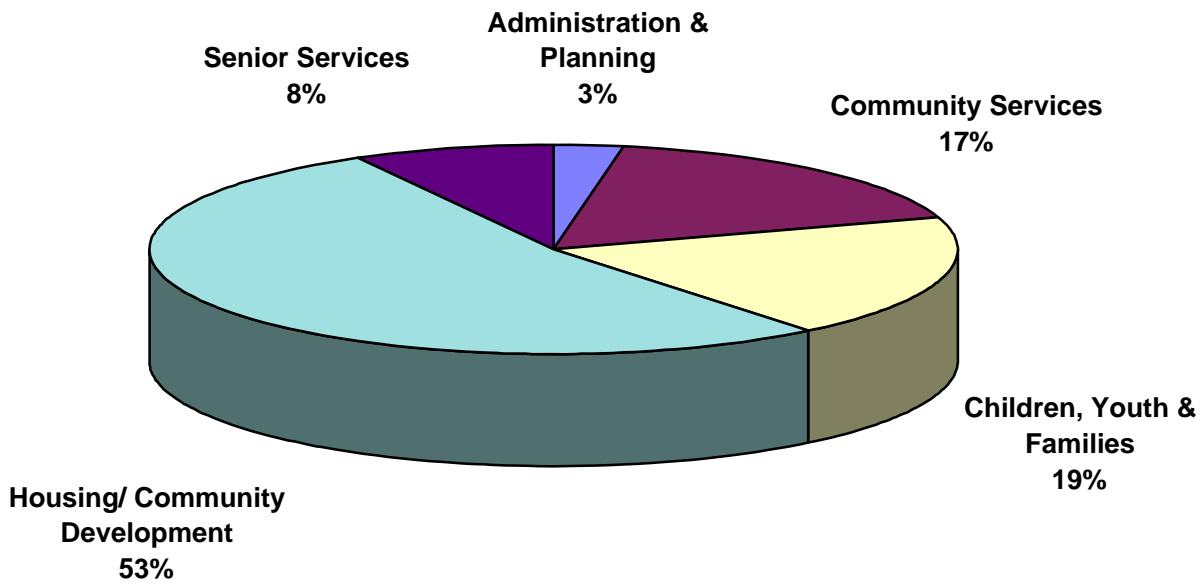
In 2004, DUHMD/PS initiated a survey form for customers to complete and submit at our front desk. We ask questions that will help us evaluate our products, our customer service, our advertising and to determine the impact of our education and outreach programs. We will continue to monitor and update our survey. Results from a few sample questions are included below.

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| 1. Do you know that the City Parking garages are FREE on Saturday and Sunday? | 86% | 91% | 92% | 93% |
| 2. Are you aware that many downtown businesses validate parking? | 75% | 80% | 82% | 83% |
| 3. Were you satisfied with the service you received? | 98% | 98% | 98% | 98% |
| 4. Are you aware of prepaid parking products? (cash pass, meter key, etc.) | 75% | 75% | 80% | 80% |

HOUSING AND HUMAN SERVICES



2008 BUDGET
\$13,950,624



**2008-09 BUDGET
HOUSING AND HUMAN SERVICES**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---|------------------|------------------|------------------|------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| ADMINISTRATION & PLANNING | | | | |
| Administration & Planning | \$ 0 | \$ 376,318 | \$ 375,141 | \$ 386,208 |
| | 0 | 376,318 | 375,141 | 386,208 |
| COMMUNITY SERVICES | | | | |
| Community Services | | | | |
| Social Planning & Administration | 363,548 | 0 | 0 | 0 |
| Human Services Contract Programs | 2,174,725 | 2,156,659 | 2,230,200 | 2,276,849 |
| Human Rights & Human Relations | 172,426 | 176,625 | 198,392 | 204,020 |
| TOTAL | <u>2,710,699</u> | <u>2,333,284</u> | <u>2,428,592</u> | <u>2,480,869</u> |
| CHILDREN, YOUTH & FAMILIES (CYF) | | | | |
| CYF Division Administration | | | | |
| CYF Division Administration | 199,841 | 265,989 | 272,631 | 281,143 |
| TOTAL | <u>199,841</u> | <u>265,989</u> | <u>272,631</u> | <u>281,143</u> |
| Community Based Services | | | | |
| Community Based Services Admin | 145,125 | 151,100 | 160,386 | 165,414 |
| Child Care Resource & Referral | 131,960 | 147,524 | 142,135 | 147,578 |
| Child Care Assistance Programs | 353,759 | 362,167 | 356,813 | 368,410 |
| Child Care Recruitment & Training | 169,895 | 73,884 | 104,371 | 113,913 |
| Mediation Services | 148,084 | 139,861 | 144,474 | 148,997 |
| Youth Opportunities | 286,020 | 287,000 | 298,000 | 305,376 |
| TOTAL | <u>1,234,842</u> | <u>1,161,536</u> | <u>1,206,179</u> | <u>1,249,688</u> |
| School Based Services | | | | |
| School Based Services Admin | 74,457 | 83,421 | 84,688 | 87,343 |
| Prevention & Intervention Program | 398,941 | 391,809 | 382,652 | 390,251 |
| Family Resource Schools | 478,353 | 463,253 | 465,071 | 478,437 |
| TOTAL | <u>951,750</u> | <u>938,483</u> | <u>932,411</u> | <u>956,030</u> |
| Early Care & Education Council Programs | | | | |
| Early Care & Education Council Programs | 859,087 | 741,824 | 259,924 | 267,274 |
| TOTAL | <u>859,087</u> | <u>741,824</u> | <u>259,924</u> | <u>267,274</u> |
| TOTAL | <u>3,245,520</u> | <u>3,107,833</u> | <u>2,671,145</u> | <u>2,754,135</u> |
| SENIOR SERVICES | | | | |
| Senior Services | | | | |
| Senior Services Administration | 171,104 | 171,753 | 171,911 | 177,462 |
| Facilities Management | 373,693 | 402,151 | 432,754 | 445,015 |
| Nutrition Programs | 96,431 | 75,757 | 76,357 | 77,884 |
| Senior Resource & Referral | 153,138 | 157,815 | 173,123 | 178,688 |
| Senior Recreation Programs | 262,420 | 295,922 | 269,649 | 277,444 |
| TOTAL | <u>1,056,785</u> | <u>1,103,397</u> | <u>1,123,794</u> | <u>1,156,493</u> |
| HOUSING/COMMUNITY DEVELOPMENT | | | | |
| Housing/Community Development/Administration | | | | |
| Funding & Administration | 429,358 | 432,685 | 444,350 | 457,544 |
| Planning & Development Review | 122,655 | 223,127 | 164,697 | 170,049 |
| Asset Management | 73,710 | 80,197 | 135,453 | 139,856 |
| Home Ownership Programs | 99,545 | 88,310 | 84,982 | 87,744 |
| Tenant Services | 8,379 | 8,763 | 8,998 | 9,291 |
| Support for Housing Authority | 21,139 | 71,667 | 123,230 | 125,695 |
| Operating Transfers | 130,275 | 52,978 | 55,052 | 57,203 |
| TOTAL | <u>885,060</u> | <u>957,728</u> | <u>1,016,762</u> | <u>1,047,382</u> |

**2008-09 BUDGET
HOUSING AND HUMAN SERVICES**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--|------------------------|--------------------------|--------------------------|--------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| Housing/Community Development/Direct Services | | | | |
| Asset Management | 34,385 | 103,530 | 0 | 0 |
| Home Ownership Programs | 58,934 | 79,952 | 199,981 | 206,480 |
| TOTAL | <u>93,319</u> | <u>183,482</u> | <u>199,981</u> | <u>206,480</u> |
| CHAP/HOME/CDBG/AHF Projects | | | | |
| CHAP/HOME/CDBG/AHF Projects | 7,719,220 | 5,719,744 | 6,135,209 | 7,511,504 |
| TOTAL | <u>7,719,220</u> | <u>5,719,744</u> | <u>6,135,209</u> | <u>7,511,504</u> |
| TOTAL | <u>8,697,599</u> | <u>6,860,954</u> | <u>7,351,952</u> | <u>8,765,366</u> |
| TOTAL | <u>15,710,604</u> | <u>13,781,786</u> | <u>13,950,624</u> | <u>15,543,072</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 3,549,113 | \$ 4,006,322 | \$ 4,076,894 | \$ 4,209,393 |
| Operating Expenses | 9,781,268 | 8,501,783 | 7,782,562 | 10,829,765 |
| Interdepartmental Charges | 190,548 | 209,423 | 211,301 | 215,527 |
| Capital | 0 | 2,000 | 2,000 | 2,040 |
| Debt Service | 2,035,873 | 1,009,281 | 1,822,814 | 229,143 |
| Other Financing | 153,802 | 52,978 | 55,052 | 57,203 |
| TOTAL | <u>\$ 15,710,604</u> | <u>\$ 13,781,786</u> | <u>\$ 13,950,624</u> | <u>\$ 15,543,072</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 5,303,754 | \$ 5,209,156 | \$ 4,823,937 * | \$ 4,961,714 ** |
| Affordable Housing Fund | 2,475,929 | 2,726,969 | 3,494,967 | 3,841,665 |
| Community Hsg Asst Prgm (CHAP) | 2,834,689 | 1,710,243 | 1,634,406 | 2,637,831 |
| .15 Cent Sales Tax Fund | 1,743,143 | 1,721,000 | 1,788,000 | 1,828,921 |
| Comm Dvlpmnt Block Grant (CDBG) | 2,347,095 | 914,418 | 909,313 | 872,941 |
| HOME | 1,005,994 | 1,500,000 | 1,300,000 *** | 1,400,000 |
| TOTAL | <u>\$ 15,710,604</u> | <u>\$ 13,781,786</u> | <u>\$ 13,950,624</u> | <u>\$ 15,543,072</u> |
| * \$813,674 of this comes from outside grants to the Children, Youth and Families Division | | | | |
| ** \$843,620 of this comes from outside grants to the Children, Youth and Families Division | | | | |
| *** The City entered into a County-wide HOME consortium in 2007. In 2008, of the approximately \$1.3 million HOME grant, \$598,520 will pass through the City directly to other communities in the consortium. In 2009, \$645,475 will pass through. | | | | |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | 53.42 | 56.51 | 56.24 | 56.24 |
| Seasonal Temporary FTE's | 4.25 | 4.25 | 4.25 | 4.25 |
| TOTAL | <u>57.67</u> | <u>60.76</u> | <u>60.49</u> | <u>60.49</u> |

2008-09 BUDGET
HOUSING AND HUMAN SERVICES DEPARTMENT

MISSION STATEMENT

To create a healthy community by providing and supporting diverse housing and human services to Boulder residents in need.

BUSINESS PLAN NARRATIVE

In preparing the 2008 Housing and Human Services (HHS) Business Plan (BP), we first looked closely at the programs and services contained in the Fiscally Constrained Plan. Over the past two years, we have created efficiencies and reallocated funds, where feasible, from non-essential services to essential services, in recognition of the priority of these programs and the level of service provided to the community. We have also considered the importance to the community of a balanced mix of services and programs in the essential, desirable and discretionary categories of the BP and the HHS Master Plan (HHSMP). Although the BP allows for Fiscally Constrained Erosion (FCE), the unique circumstances of funding streams (General Fund, dedicated sales tax, restricted funds and grants) create additional erosion, particularly with regard to personnel costs. Due to changing demographics and other factors, there is an increasing demand for HHS services and programs in the community. All of this presents important challenges to the Department, especially with declining resources, which we have addressed in our Action Plan.

The City Council approved Social Sustainability Strategic Plan has relevance to HHS in all eight goal areas in the Plan. Some strategies and action items identified in the Plan as priorities are already included in the HHSMP. Other strategies and action items are new initiatives, without additional funding, and will be prioritized in the department's Action Plan. Other strategies and action items are currently being implemented within the fiscally constrained plan. These are activities which are low cost to the department or activities which could take advantage of available funding and partnerships to strategically leverage resources. Workplan activities which have been implemented within the fiscally constrained plan are: 1) Development of Social Impact Assessment Tool; 2) Implementation of Immigrant Advisory Committee; 3) Scoping and on-going work for Community Dialogue Initiative; 4) Participation in development of a regional county-wide human services strategic plan; 5) Coordination of National League of Cities Inclusive Communities Partnership; 6) Coordination of community collaboration in the development of a community-wide comprehensive plan for early care and education; 7) Coordination of community process for development of recommendations to address issues in the Youth Risk Behavior Survey; 8) Partnering with Public Works in implementing utility bill fact sheets on youth issues; 9) Partnering with Economic Vitality Office on expanding youth and family friendly policies; 10) Participation in development of a county-wide Senior Services Strategic Plan, and; 11) Implementation of CU/City

Oversight Group Sub-Committee on Inclusiveness and Diversity. This has increased the workload of the department and reduced the ability of the department to minimize erosion in programs and services in the fiscally constrained plan.

The City Council Action Plan Budget identifies two housing items that inter-face with the HHS budget: 1) subsidy to Boulder Housing Partners (BHP) toward capital investment in the redevelopment of Boulder Mobile Manor (BMM) and 2) operating subsidy to support BHP efforts to provide rental assistance to vulnerable residents.

As of July 2007, the city has expended and/or obligated approximately \$410,000 of subsidy to BHP for BMM. This includes \$307,000 in 1996 toward the acquisition of the property. Given the type of redevelopment that has been proposed, it is reasonable to expect that additional funding in the range of \$500,000 - \$1,000,000 could be provided through allocation of existing Housing Funds. This funding would be subject to review and analysis by HHS staff and the community's Technical Review Group (TRG) and to approval of this expenditure by the City Manager. In addition, one-time funding of approximately \$500,000 could provide substantive support for some of the goals for the property that have been identified by City Council.

Regarding on-going BHP operating subsidy, HHS proposes a reallocation of up to \$50,000 toward this initiative out of the Affordable Housing Fund. It should be recognized that shifting funds to operations will diminish progress on increasing the community's affordable housing inventory. To the extent that General Fund is used to match this reallocation, additional support could be provided to this initiative.

As of mid-2007, the city had secured approximately 2,800 permanently affordable housing units. Currently the city is on track to reach the goal of 4,500 units by 2019, in the Fiscally Constrained Plan. The Action Plan shortens the time to achieve the goal to 2015 and the Vision Plan to 2013. A combination of factors, such as reduced funding and shifting funding from acquisition to redevelopment, could push the date of achieving the goal out beyond 2019.

GUIDING PRINCIPLES AND/OR INVESTMENT STRATEGY

Guiding Principles:

- Maintain the integrity of the City's Human Services infrastructure by providing and/or supporting programs and services which meet community needs in the following areas:
 - ⇒ Safety net – health and safety
 - ⇒ Prevention and intervention
 - ⇒ Social equity, diversity and human rights
 - ⇒ Services and programs that promote self-sufficiency
 - ⇒ Quality of life enhancement
- Seek out efficiency improvements

- Capitalize on leverage opportunities
- Fulfill current financial obligations

Investment Strategy:

The ten-year update to the HHSMP was completed and accepted in 2005 and is being implemented. It provides direction regarding investment strategies for the department and is the basis for the Department’s Business Plan, including the 2008 Action Plan. This includes operational and organizational strategies that may impact investment. The strategies are consistent with the city-wide business plan. In addition to the HHSMP, the approved Social Sustainability Strategic Plan provides further direction regarding investment priorities.

Only 29% of the HHS budget comes from the General Fund. The remaining 71% comes from restricted or dedicated funds, including Federal, State, other local government and private grants. Some of these funds are received in support of specific programs and cannot be used for any other purpose. HHS strives to maximize leveraged funding, as a way to increase the community benefit of COB dollars.

HHS serves primarily vulnerable (at risk and/or low income) populations through all of its services and programs, including those that have been listed as desirable or discretionary. HHS also recognizes, as per direction from Council and in support of community values, the importance of having a range and mix of services that contribute to a balanced and diverse community.

HHS Categorization is based on the following:

Essential

- ⇒ Safety net services and programs - meeting basic needs of mental and physical health, food and shelter, crisis intervention and containment - With a priority focus of residents at 40% AMI or less, residents at 200% national poverty level or less, disabled residents, at risk residents (e.g. of domestic violence, suicide, teen pregnancy, social isolation), etc.
- ⇒ Financial obligations
- ⇒ Barebones maintenance of existing, essential facilities
- ⇒ Core services not provided by any other entity

Desirable

- ⇒ Prevention and intervention services and programs that avoid future social and economic cost to the City and the community – counseling, outreach, education, training, family support - With a priority focus of meeting the needs of residents up to 70% AMI
- ⇒ Services and programs reflecting community values and supported by ballot initiatives or legislative action of City Council
- ⇒ Services and programs that advance and/or support Council goals and/or Council directed initiatives

Discretionary

- ⇒ Services and programs that enhance quality of life – social, cultural and recreational support that improves the social fabric of the community
- ⇒ Services available through other means
- ⇒ Other community desired programs and services not specifically supported through legislative action or election

HHS Prioritization is based on the following criteria:

Safety net services
Services not available elsewhere
Services available elsewhere but not affordable
Support of legislative action and/or code
Support of Council goals
Council directed initiatives
Consistency with Boulder Valley Comprehensive Plan
Support of regional initiatives or goals

Cost per client served and/or cost/benefit
Efficiency of providing service or program
Available funding and/or leveraged funding

Breadth of community population served
Community capacity building
Court-ordered or referred services
Geographic population served

OVERVIEW OF ACTION PLAN

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

OVERVIEW OF VISION PLAN

The HHS Vision Plan, as detailed in the HHS Master Plan, is a vision of the future, based on what is desirable for the community and could be accomplished if sufficient funds were available. Through the Vision Plan, the basic needs of residents are more fully met and programs are supported to ensure families and individuals at all stages of life have the tools necessary to reduce dependencies and be successful, contributing members of the community.

Services contained in the Vision Plan are designed to address changing demographics, needs and service trends and enhance Boulder’s position as a leader in the housing and human services fields. When compared with the Action Plan, these services are viewed as longer-term, visionary needs within the 10-year planning period.

The Vision plan proposes additional areas of emphasis including: 10% affordable housing goal by 2013; senior services analysis and plan for future services; increase nutritional, dental and hearing aid needs for seniors; expand human services fund to better meet community health needs; increase community engagement efforts; expand mediation services; expand services related to early care and education for children; and address needs of middle and high school youth.

BUDGET POLICY ISSUES

The Food Tax Rebate Program was transferred to HHS from the City Clerk’s Office in 2004 without funds to administer the program. The Food Tax Rebate Program is administratively costly and burdensome for applicants due to the eligibility and certification criteria. The Program has been streamlined and changed to be as efficient and effective as possible, within the constraints of the ordinance. This is still currently an unfunded program with funds diverted from other programs to support the Food Tax Rebate Program. We are requesting that funding the Food Tax Rebate Program be considered during the 2008 budget process.

REVENUE ISSUES -none

PERFORMANCE MEASURES

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| 1. The number of permanently affordable housing units added to the City of Boulder’s housing stock on an annual basis ¹ | 117 | 120 | 125 | 125 |
| 2. The average percentage of goal attainment on performance objectives set for agencies & projects funded by the HSF & YOP ² | 91% | 85% | 85% | 85% |

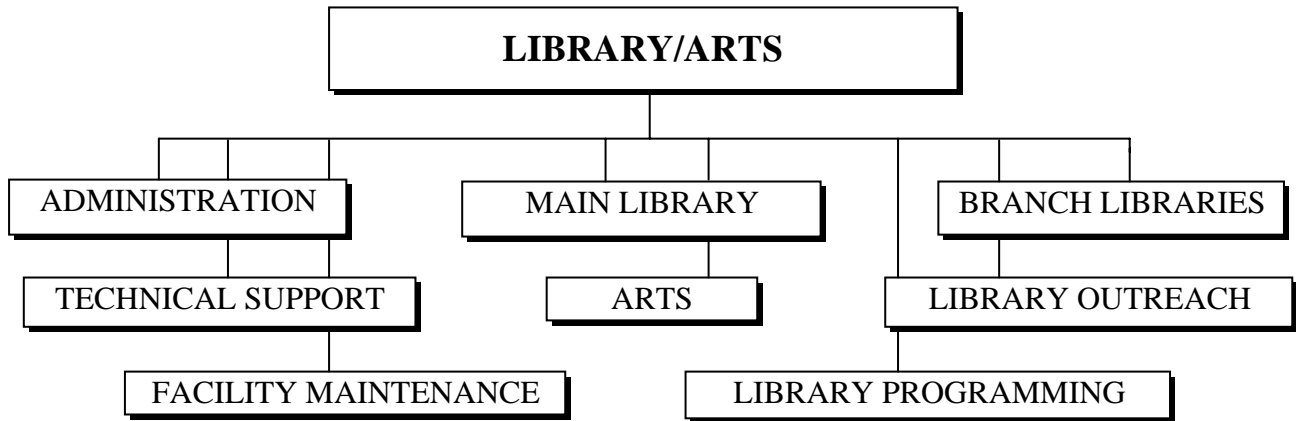
| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| 3. The percent of self-reported customer satisfaction surveys rating HHS services as “satisfactory” or “very satisfactory” ³ | 91% | 85% | 85% | 85% |

¹ The 3-year average of permanently affordable housing units added to the COB’s housing stock from 2004-2006 was 127/yr, which was just under the average target for those years of 133/yr. The lower numbers in 2005 and 2006 were primarily due to variability from year to year in the timing of closings and requests for building permits, though some slippage is a result of rising costs in a time of reduced subsidy from the City to the Affordable Housing Fund and reduced Federal funding.

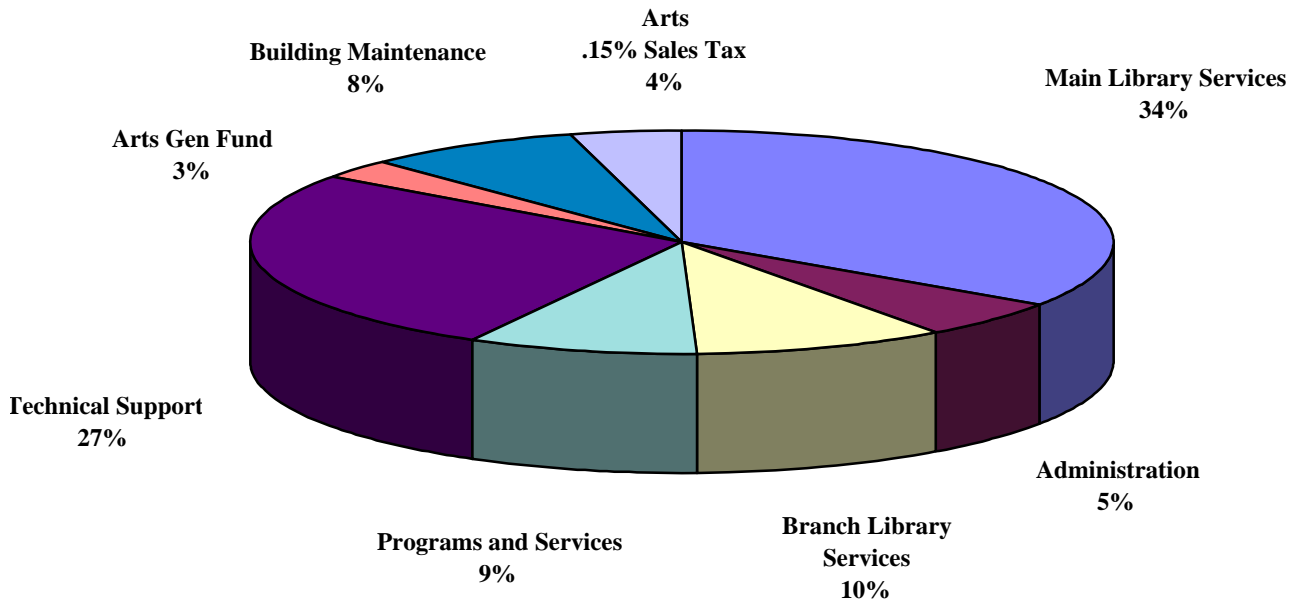
² HSF (Human Services Fund); YOP (Youth Opportunities Program)

³ 2006 target for goal attainment on performance objectives (2) and for customer satisfaction surveys (3) was 85%.

LIBRARY/ARTS



2008 LIBRARY/ARTS BUDGET \$7,218,611



**2008-09 BUDGET
LIBRARY**

| | | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---------------------------------|-------|------------------|------------------|------------------|------------------|
| <u>BUDGET BY PROGRAM</u> | | | | | |
| ADMINISTRATION | | | | | |
| Administration | | \$ 344,296 | \$ 399,866 | \$ 387,458 | \$ 399,890 |
| | TOTAL | <u>344,296</u> | <u>399,866</u> | <u>387,458</u> | <u>399,890</u> |
| MAIN LIBRARY SERVICES | | | | | |
| Adult Services | | | | | |
| Adult | | 1,202,637 | 1,120,143 | 1,290,750 | 1,246,421 |
| Young Adult | | 25,174 | 19,554 | 32,285 | 33,334 |
| | TOTAL | <u>1,227,811</u> | <u>1,139,697</u> | <u>1,323,035</u> | <u>1,279,755</u> |
| Childrens Services | | | | | |
| Childrens Services | | 249,435 | 297,237 | 299,711 | 309,433 |
| | TOTAL | <u>249,435</u> | <u>297,237</u> | <u>299,711</u> | <u>309,433</u> |
| Information Services | | | | | |
| Information Services | | 792,254 | 832,930 | 870,794 | 898,942 |
| | TOTAL | <u>792,254</u> | <u>832,930</u> | <u>870,794</u> | <u>898,942</u> |
| | TOTAL | <u>2,269,501</u> | <u>2,269,864</u> | <u>2,493,540</u> | <u>2,488,130</u> |
| BRANCH LIBRARY SERVICES | | | | | |
| Meadows Branch Library | | | | | |
| Meadows Branch Library | | 257,013 | 248,361 | 275,110 | 283,698 |
| | TOTAL | <u>257,013</u> | <u>248,361</u> | <u>275,110</u> | <u>283,698</u> |
| Reynolds Branch Library | | | | | |
| Reynolds Branch Library | | 253,083 | 252,436 | 271,032 | 279,681 |
| | TOTAL | <u>253,083</u> | <u>252,436</u> | <u>271,032</u> | <u>279,681</u> |
| Carnegie Branch Library | | | | | |
| Carnegie Branch Library | | 141,358 | 141,298 | 147,165 | 151,732 |
| | TOTAL | <u>141,358</u> | <u>141,298</u> | <u>147,165</u> | <u>151,732</u> |
| | TOTAL | <u>651,454</u> | <u>642,095</u> | <u>693,307</u> | <u>715,110</u> |
| PROGRAMS AND SERVICES | | | | | |
| Adult Programming | | | | | |
| Film Program | | 32,680 | 33,705 | 36,538 | 37,690 |
| Concert series | | 25,340 | 27,927 | 28,292 | 29,195 |
| Lectures, Exhibits | | 15,129 | 23,257 | 23,534 | 24,218 |
| Public Information | | 149,803 | 161,996 | 171,177 | 175,915 |
| | TOTAL | <u>222,953</u> | <u>246,884</u> | <u>259,540</u> | <u>267,017</u> |
| Childrens Programming | | | | | |
| Childrens Programming | | 45,522 | 55,297 | 58,421 | 60,313 |
| | TOTAL | <u>45,522</u> | <u>55,297</u> | <u>58,421</u> | <u>60,313</u> |
| Volunteer Services | | | | | |
| Volunteer Services | | 30,549 | 32,657 | 34,923 | 36,044 |
| | TOTAL | <u>30,549</u> | <u>32,657</u> | <u>34,923</u> | <u>36,044</u> |
| Literacy Program | | | | | |
| Literacy Program | | 143,013 | 148,548 | 148,152 | 152,895 |
| | TOTAL | <u>143,013</u> | <u>148,548</u> | <u>148,152</u> | <u>152,895</u> |

**2008-09 BUDGET
LIBRARY**

| | | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|-------|---------------------|---------------------|---------------------|---------------------|
| <u>BUDGET BY PROGRAM</u> | | | | | |
| Special Services | | | | | |
| Special Services | | 35,899 | 39,776 | 42,353 | 43,717 |
| Library Outreach | | 68,530 | 71,255 | 74,117 | 76,513 |
| | TOTAL | <u>104,429</u> | <u>111,031</u> | <u>116,470</u> | <u>120,230</u> |
| | TOTAL | 546,466 | 594,417 | 617,505 | 636,500 |
| TECHNICAL SUPPORT | | | | | |
| Technical Support Services | | | | | |
| Acquisitions | | 728,529 | 659,566 | 675,114 | 688,867 |
| Collection Org. and Maintenance | | 365,091 | 437,899 | 505,790 | 521,600 |
| | TOTAL | <u>1,093,620</u> | <u>1,097,465</u> | <u>1,180,905</u> | <u>1,210,468</u> |
| Computer Services | | | | | |
| Computer Services | | 482,067 | 509,123 | 523,874 | 539,294 |
| | TOTAL | <u>482,067</u> | <u>509,123</u> | <u>523,874</u> | <u>539,294</u> |
| Database Services | | | | | |
| Database Services | | 119,211 | 229,745 | 235,680 | 242,029 |
| | TOTAL | <u>119,211</u> | <u>229,745</u> | <u>235,680</u> | <u>242,029</u> |
| | TOTAL | 1,694,898 | 1,836,332 | 1,940,458 | 1,991,792 |
| BUILDING MAINTENANCE | | | | | |
| Building Maintenance | | 495,852 | 546,900 | 584,342 | 598,644 |
| | TOTAL | <u>495,852</u> | <u>546,900</u> | <u>584,342</u> | <u>598,644</u> |
| | TOTAL | <u>\$ 6,002,467</u> | <u>\$ 6,289,475</u> | <u>\$ 6,716,610</u> | <u>\$ 6,830,065</u> |
| <u>BUDGET BY CATEGORY</u> | | | | | |
| Personnel Expenses | | \$ 4,243,846 | \$ 4,561,176 | \$ 4,857,845 | \$ 5,015,725 |
| Operating Expenses | | 1,484,119 | 1,652,540 | 1,702,499 | 1,654,949 |
| Interdepartmental Charges | | 274,502 | 72,259 | 156,266 | 159,391 |
| Capital | | 0 | 3,500 | 0 | 0 |
| | TOTAL | <u>\$ 6,002,467</u> | <u>\$ 6,289,475</u> | <u>\$ 6,716,610</u> | <u>\$ 6,830,065</u> |
| <u>BUDGET BY FUND</u> | | | | | |
| Library | | \$ 6,002,467 | \$ 6,289,475 | \$ 6,716,610 | \$ 6,830,065 |
| | TOTAL | <u>\$ 6,002,467</u> | <u>\$ 6,289,475</u> | <u>\$ 6,716,610</u> | <u>\$ 6,830,065</u> |
| <u>AUTHORIZED FTE's</u> | | | | | |
| Standard FTE's | | 78.95 | 79.45 | 80.20 | 80.20 |
| | TOTAL | <u>78.95</u> | <u>79.45</u> | <u>80.20</u> | <u>80.20</u> |

**2008-09 BUDGET
ARTS**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| Arts Administration | \$ 47,966 | \$ 49,864 | \$ 51,553 | \$ 53,134 |
| Arts .15% Allocation | 276,022 | 287,000 | 297,945 | 304,791 |
| Major Arts Grants | 70,535 | 74,485 | 75,975 | 77,495 |
| Arts Mini-Grants | 7,735 | 8,160 | 8,323 | 8,489 |
| Theater Guild Assistance | 4,067 | 22,278 | 0 | 0 |
| Boulder Arts Center Assistance | 43,716 | 44,591 | 45,483 | 46,393 |
| Space for Dance Assistance | <u>12,698</u> | <u>0</u> | <u>22,722</u> | <u>23,176</u> |
| TOTAL | \$ <u>462,739</u> | \$ <u>486,378</u> | \$ <u>502,001</u> | \$ <u>513,479</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 106,716 | \$ 110,022 | \$ 114,984 | \$ 118,721 |
| Operating Expenses | 287,352 | 376,356 | 387,017 | 394,757 |
| Interdepartmental Charges | 30,971 | 0 | 0 | 0 |
| Other Financing Uses | <u>37,700</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL | \$ <u>462,739</u> | \$ <u>486,378</u> | \$ <u>502,001</u> | \$ <u>513,479</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 186,716 | \$ 199,378 | \$ 204,056 | \$ 208,687 |
| .15 Cent Sales Tax Fund | <u>276,022</u> | <u>287,000</u> | <u>297,945</u> | <u>304,791</u> |
| TOTAL | \$ <u>462,739</u> | \$ <u>486,378</u> | \$ <u>502,001</u> | \$ <u>513,479</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>1.50</u> | <u>1.50</u> | <u>1.50</u> | <u>1.50</u> |
| TOTAL | <u>1.50</u> | <u>1.50</u> | <u>1.50</u> | <u>1.50</u> |

2008-09 BUDGET LIBRARY DEPARTMENT

MISSION STATEMENT

The mission of the Boulder Public Library is to enhance the personal and professional growth of Boulder residents and contribute to the development and sustainability of an engaged community through free access to ideas, information, cultural experiences and educational opportunities.

BUSINESS PLAN NARRATIVE

The business plan model continues to provide a framework for library budget development and has been integral to the development of the 2007 Library Master Plan recommendations. Like many city departments, the library has been challenged to rethink how it can best offer services of sustainable quality in an environment of limited resources. The business plan offers a clearly defined system of priorities to guide these decisions.

The 2008 library business plan has evolved from the 2006 and 2007 business plans, to include fully developed fiscally constrained, action and vision plans. The 2008 Fiscally Constrained Plan presents a number of challenges, as analysis of the library's financial position and services show that the quality of several core services cannot be sustained at current levels without new funding or reallocations that would result in service reductions. Even with an ongoing, dedicated focus on efficiencies and cost savings, the General Fund reductions sustained during the 2003-2005 budget retrenchment are proving to have a long-term impact on service quality. The areas most affected by this service quality erosion include building maintenance and security, energy costs, the library collection, children's services, technology equipment and services, materials handling and shelving, and replacement funding for critical library equipment.

GUIDING PRINCIPLES AND/OR INVESTMENT STRATEGY

The business plan categorizes services as follows:

1.) Essential Services include basic adult and children information services found in all public libraries, and a central main library facility to house these services. Included are children's and adult fiction and non-fiction materials, reference materials and reference assistance, and basic children's literacy programming such as story time.

Support services for these direct public services are also categorized as essential. Examples include the technology and staffing to select, purchase, catalog,

process, and shelve materials, technology and staffing to allow the public to use and check out materials, and resources to clean and maintain the facility.

2.) Desirable Services are enhancements to essential services and provide additional service points and facilities to accommodate population growth and/or convenience, outreach programs to ensure equal information access by all community members, and programs that enable the library to offer access to information in alternative forms and contribute to the community's economic vitality by functioning as an important local arts venue.

3.) Discretionary Services enhance desirable library services. Currently funded discretionary services include Books-by-Mail and branch library cultural programming.

Funding recommendations are guided by the library's business plan, with essential services being given priority over desired or discretionary services. In addition to the business plan framework, the library's investment strategy is based on the following guiding principles:

- The library's mission and vision statements guide program and policy decisions.
- Priority consideration is given to programs and services that:
 - serve significant numbers of people,
 - help BPL keep pace with advancements in the delivery of library services,
 - reach groups that cannot easily access library services or are under-served in the community,
 - generate or leverage additional funding, and/or
 - foster community involvement through volunteerism.
- Facilities must be safe, clean and well maintained.

OVERVIEW OF ACTION PLAN

The 2008 Action Plan identifies two types of improvements. Highest priority funding needs are focused on essential services which at present are inadequately funded to provide sustainable service quality in the Fiscally Constrained Plan, as described above. Lower priorities are assigned to other strategies identified in the Action Plan, but remain important if the library is to provide quality services that stay current with the changes occurring in the world of information services, and also address the needs of changing community demographics. Included among these is the change most frequently requested by library patrons - restoring hours that were reduced in 2004 and 2005.

The Action Plan also proposes relatively modest improvements to meeting areas, and reconfiguration of library space to better meet the needs of library users. In the technology area, the plan addresses the growing demand for online information services

by recommending additional resources to develop information portals, expansion of remotely accessed services and simplified access to content available on the BPL Web site. In the area of outreach and services to diverse populations, the plan addresses the needs of Boulder's growing Latino population by proposing expansion of the Spanish language collection and translation of portions of the Web site.

Finally, the Action Plan recommends that library furnishings and fixtures be replaced on a 25-year cycle, and that a program plan be developed to address the long-term needs and services of the Carnegie branch facility.

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled "City Council Direction on the Recommended Budget" for any changes from Attachment B.

OVERVIEW OF VISION PLAN

The Boulder Public Library vision of excellence is intended to create physical and virtual crossroads to connect patrons to past and present information and provide them with the tools and facilities to create new knowledge, to interact with others, to read and reflect on their own, and to enjoy and be inspired by the arts.

Much of the vision plan is dependent upon a comprehensive study of current functions and uses of space within the library system. In order to achieve the objectives of becoming a leading edge center for access to information technology and to provide flexible, state-of-the-art multimedia meeting and community spaces, the library staff will engage the services of a qualified consultant to evaluate the current use of space and propose recommendations for future uses.

The space study will also be used to evaluate the necessity for an expanded main library facility, as well as additional branch and/or mobile facilities to serve other needs of the community, including robust collaboration with area educational, business and non-profit institutions, and a world-class technology/homework center for teens and children.

Finally, the vision plan will provide the citizens of Boulder with the materials collection befitting a progressive, highly educated community, by developing and implementing a sustainable financial method to endow such a collection.

PERFORMANCE MEASURES

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|------------------------|----------------------------------|------------------------|------------------------|
| 1. Probability that materials or information sought by patrons can be obtained through Boulder Public library services. | N/A* | N/A* | .90 | N/A |
| 2. (a) Conventional use of information sources (books, videos, tapes) | 1,109,619 | 1,132,000 items circulated | 1,155,000 | 1,178,000 |
| (b) Remote use of library resources (remote access to library webpage) | 1,630,945 | 1,665,000 remote visits | 1,700,000 | 1,734,000 |
| 3. Percent of users who perceive that Boulder Public Library staff provide competent, courteous service | 94% | 95% | 95% | 95% |
| 4. Number participating in the Library's cultural and educational programming. | 53,564 | 54,000 | 55,000 | 56,100 |
| 5. Attendance at Diversity Outreach Programs | 8,647 | 8,800 | 9,000 | 9,200 |

* Question not included in 2006 patron survey. Will be included in 2008 patron survey. Surveys administered every other year.

2008-09 BUDGET ARTS DEPARTMENT

MISSION STATEMENT

The mission of the Boulder Arts Commission is to further the development of a dynamic arts community through encouraging artistic innovation, collaboration, public art and organizational stability; to increase awareness of, participation in, and access to the arts as a community-wide resource; to promote multicultural expression and participation in the arts through support of diverse ethnic cultures and artistic aesthetics; to create opportunities for Boulder artists and arts organizations to participate successfully in their communities; to act as an advocate on behalf of the arts in the public and private sectors; and to foster a creative cultural climate in the community.

BUSINESS PLAN NARRATIVE

The quality of life implications of a thriving arts community are apparent, but the financial reasons for supporting the arts are less obvious. The latest Arts Commission/Americans for the Arts economic study completed in May 2007 show the arts generated \$27.58 million in local economic activity. This results from arts audiences' event-related expenditures in local restaurants, hotels, retail stores and services and artist/organizational expenditures to produce events. The arts are a clean industry that attracts audiences, spurs business development, supports jobs and generates revenue for government services.

Recognizing the arts' role in economic vitality, the Arts Commission continues to focus grant funding on efforts which will position Boulder as a major center known for quality arts offerings. In addition to supporting diverse and professional arts performances, exhibits and works, funding has also included organizational training and resource development for arts groups to enhance business and management skills, with a strong focus on mentorship. Local and regional partnerships with the business community and other arts organizations have been focused on marketing, promotion and coordinated support of the arts.

Implementation of the Cultural Master Plan, a joint effort of the Boulder Arts Commission, community arts organizations and artists is complete and community arts objectives have been initiated.

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

The arts program seeks to strategically support and promote the development of Boulder's fine and performing arts in alignment with the Arts Department mission.

Current arts services and programs are categorized using the following investment strategy model:

1. Essential Services: There are no arts services meeting the essential services definition as presented in the City Business Plan.

2. Desirable Services: Desirable arts services and programs contribute to the local economic vitality, help shape the identity of the community, attract creative talent and enhance the community's quality of life.

3. Discretionary Services: Discretionary arts services and programs enhance or expand desirable arts programs or are programs that benefit a limited population or group.

OVERVIEW OF ACTION PLAN

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled "City Council Direction on the Recommended Budget" for any changes from Attachment B.

OVERVIEW OF VISION PLAN

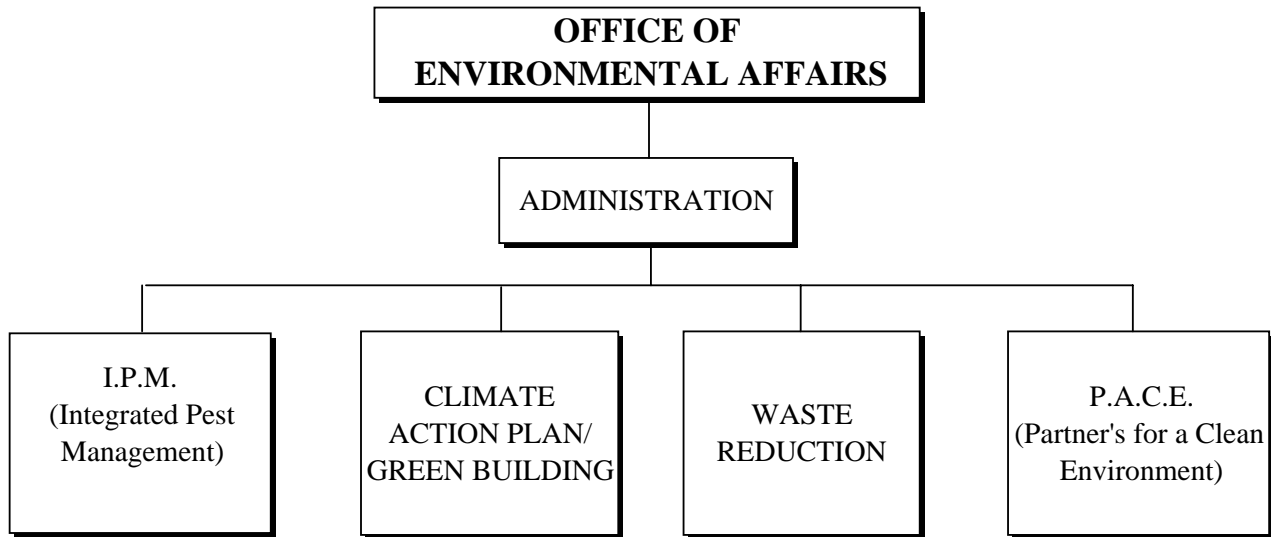
With the completion of the Cultural Master Plan, the Boulder Arts Commission is committed to position Boulder as an important and thriving year-round center for the arts. The BAC's role in implementing the Cultural Master Plan includes strategic funding to support the following goals:

- **Positioning, Marketing and Promoting:** Raise the profile of the arts through more aggressive marketing and education. The BAC will support these efforts through innovative grant making, facilitating the sharing of resources, pursuing publicity and public relations and bringing arts leaders together to keep the arts community focused on the plan's goals and objectives.
- **Community and Arts Partnerships:** Develop greater resources within public and private sectors to support the arts. Create partnerships with the business community that yield returns for both entities.
- **Organizational Development:** Coordinate the cultural development efforts of arts organizations and individual artists. Sponsor professional workshops to develop skills and provide networking opportunities for the arts.
- **Increase public awareness of the value of arts and culture:** Create opportunities for joint programming and marketing among cultural organizations. Advance arts promotion strategies designed to education and inform the community.

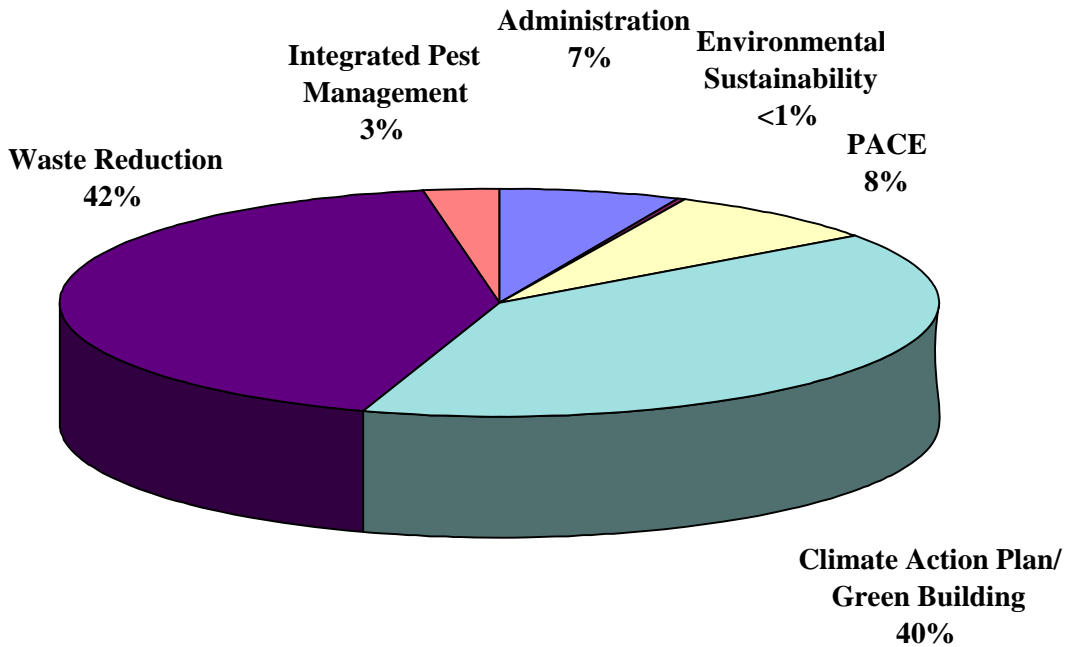
PERFORMANCE MEASURES

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|--|------------------------|------------------------|------------------------|------------------------|
| 1. Increase the number of participants registered in the Boulder Arts Resource. | 525 | 550 | 575 | 600 |
| 2. Increase the number of new public art pieces incorporated into City projects. | 2 | 2 | 2 | 2 |

OFFICE OF ENVIRONMENTAL AFFAIRS



2008 BUDGET
\$2,324,973



**2008-09 BUDGET
ENVIRONMENTAL AFFAIRS**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| Administration | \$ 36,758 | \$ 188,342 | \$ 152,600 | \$ 156,784 |
| PACE | 193,791 | 183,324 | 186,776 | 191,703 |
| Climate Action Plan/ Green Building | 257,034 | 52,626 | 927,626 | 933,054 |
| Environmental Sustainability | 10,320 | 10,000 | 10,000 | 10,200 |
| Waste Reduction | 1,054,966 | 1,062,284 | 984,224 | 1,007,003 |
| Integrated Pest Management (IPM) | <u>59,139</u> | <u>20,423</u> | <u>63,748</u> | <u>65,523</u> |
| TOTAL | <u>\$ 1,612,007</u> | <u>\$ 1,517,000</u> | <u>\$ 2,324,973</u> | <u>\$ 2,364,266</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 431,305 | \$ 473,255 | \$ 741,397 | \$ 765,492 |
| Operating Expenses | 1,173,089 | 1,037,390 | 1,574,976 | 1,590,002 |
| Interdepartmental Charges | <u>7,613</u> | <u>6,355</u> | <u>8,600</u> | <u>8,772</u> |
| TOTAL | <u>\$ 1,612,007</u> | <u>\$ 1,517,000</u> | <u>\$ 2,324,973</u> | <u>\$ 2,364,266</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 1,405,825 | \$ 1,230,000 | \$ 1,152,000 | \$ 1,180,231 |
| .15 Cent Sales Tax Fund | 206,182 | 287,000 | 297,974 | 304,660 |
| Climate Action Plan | 0 | 0 | 875,000 | 879,375 |
| TOTAL | <u>\$ 1,612,007</u> | <u>\$ 1,517,000</u> | <u>\$ 2,324,973</u> | <u>\$ 2,364,266</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>6.00</u> | <u>5.50</u> | <u>9.50</u> | <u>9.50</u> |
| TOTAL | <u>6.00</u> | <u>5.50</u> | <u>9.50</u> | <u>9.50</u> |

**2008-09 BUDGET
CITY MANAGER'S OFFICE
OFFICE OF ENVIRONMENTAL AFFAIRS**

MISSION STATEMENT

To guide the community and city organization in protecting the quality of our environment by reducing pollution, curbing resource consumption and promoting sustainable practices.

BUSINESS PLAN NARRATIVE

The 2008 budget for the Office of Environmental Affairs is comprised of \$1,152,000 from the General Fund - Trash Haulers' Occupation Tax revenues, \$298,000 from a portion of the 0.15% Sales Tax - Dedicated Environment Fund and \$875,000 from the Climate Action Plan tax.

Budget History

As part of the 2005 budget, City Council approved increasing the Trash Tax by \$468,000. A portion of this, \$258,000 had been dedicated to greenhouse gas emissions reduction programs, but expired at the end of 2006. The remaining \$210,000 Trash Tax increase does not expire and is dedicated to carrying out the fiscally constrained portion of the city's Master Plan for Waste Reduction (MPWR).

OEA's 2007 budget target included no funding for greenhouse gas emissions reduction programs, except personnel costs associated with 1.0 FTE still funded by the base Trash Tax. At this level, the fiscally constrained portion of the city's Climate Action Plan was under-funded.

Implementation of the Climate Action Plan (CAP) began in January 2007. Because Xcel Energy began collecting the CAP tax on April 1, 2007, tax revenue is not projected to provide the City Council approved budget of \$860,265. Staff estimated that \$700,000 in CAP tax revenue would be generated in 2007. Of the \$860,265 appropriated in 2007, \$160,265 was carried over from unspent climate & energy program budgets and excess trash tax revenues collected in 2006. If received, excess CAP tax revenues will be used to reimburse the trash tax. If tax revenues are short, programmatic expenses will be reduced.

Full scale implementation of the Climate Action Plan will be phased in during 2007 and 2008. The CAP assumed that programs, strategies and funding levels would be adjusted over time to ensure the emissions reduction goal is met and to respond to actual program results, changes in utility program offerings and other factors. Staff is evaluating the emissions reduction potential associated with existing programs, as well as other more aggressive measures outlined in the CAP. Staff will review their analysis and options with the CAP Advisory Group and City Council during July and August and request

input on options for 2008. Potential changes include increasing the annual budget to expand or add programs, as well as regulatory options that reduce energy use in homes and commercial buildings.

OVERVIEW OF ACTION PLAN

In April 2006, City Council adopted the Master Plan for Waste Reduction (MPWR), which includes a Fiscally Constrained current plan, an Action Plan and a Vision Plan and outlines a roadmap to achieve 85 percent waste reduction by 2017. Funding for the action or vision plans of the MPWR would likely come from future increases to the city Trash Tax.

The MPWR and the Climate Action Plan will be merged into a larger Strategic Plan for the Office of Environmental Affairs, expected by the early part of 2008. In the interim, the Action Plan includes those immediate needs that are above the personnel and non-personnel expense (NPE) increase for the 2007-2012 budget planning period. This includes expenses associated with residential and commercial green building programs.

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

OVERVIEW OF VISION PLAN

OEA’s work program currently encompasses six different focus areas. City Council has accepted master plans for two of these focus areas: waste reduction and greenhouse gas emissions reduction. The MPWR outlines a vision of 85 percent waste diversion by 2017. The Climate Action Plan lays out the plan to get the city to the Kyoto Protocol goal. City Council could set a greenhouse gas emissions reduction goal higher than the Kyoto Protocol target as a Climate Vision Plan.

For the four other program areas: integrated pest management (including West Nile Virus), urban wildlife management, green building and pollution prevention (PACE), no master plans currently exist. The vision for city of Boulder green building programs includes implementation of a comprehensive residential Green Points program, adding green multifamily and affordable housing programs as well. All green building programs will be integrated into Planning and Development Services business processes, and is updated every three years to keep pace with industry norms, technological advances and the standard code adoption process. In addition, a green building vision includes a city of Boulder commercial green building code that results in all new and remodeled commercial construction being designed and built to a LEED (Leadership in Energy & Environmental Design) standard or a predetermined performance measure. The vision

for the program areas without master plans will be clarified in the Environmental Affairs' Strategic Plan.

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

OEA uses its funding to address needs in the community, seeking opportunities for cost-effective and equitable programs and partnerships to achieve City Council objectives and by leveraging outside programs and funds when appropriate. The General Fund - Trash Tax funding is used primarily for waste reduction programs although some personnel expenses have been spent on program management for non-waste reduction related programs in the past (Climate Action Plan, green building and municipalization). The 0.15% Sales Tax - Dedicated Environment funding is used for other environmental programs that do not have a dedicated funding source (e.g., green building, integrated pest management, PACE).

Essential services include financial management, program administration, West Nile Virus administration and education, state Weed Law implementation and residential green building. These services encompass components of programs that address public health, state legal requirements, as well as legal and professional responsibilities within the city organization for employee and financial management.

Desirable services are those which address community values and quality of life improvements and that are not obtainable through other means. The main program areas include: maintaining and expanding community recycling options, reducing greenhouse gas emissions, green building, business assistance and certification through PACE, reducing chemical use and pest problems through integrated pest management and project management for the ongoing municipalization feasibility study and Xcel Energy franchise negotiations.

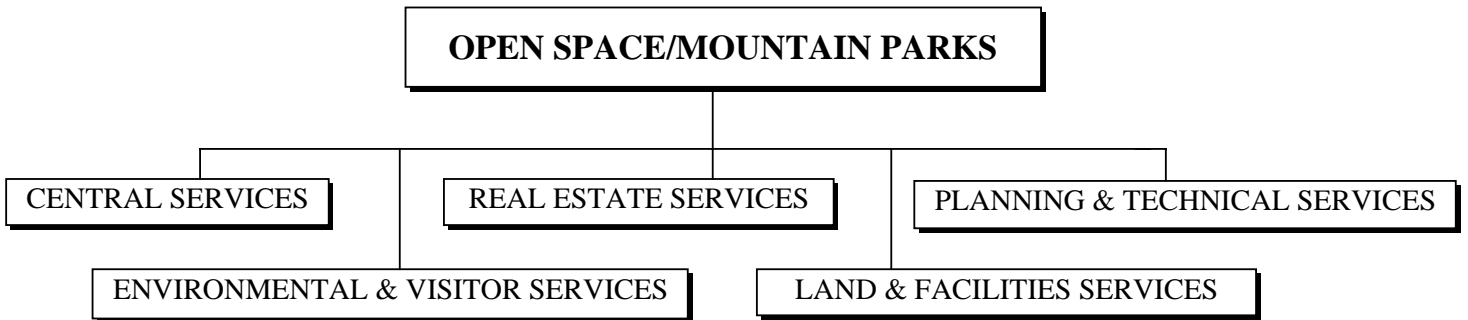
Discretionary services contribute to but are not essential to achieving City Council goals and OEA objectives. Services in this category include electronics and Hard-to-Recycle materials recycling.

PERFORMANCE MEASURES

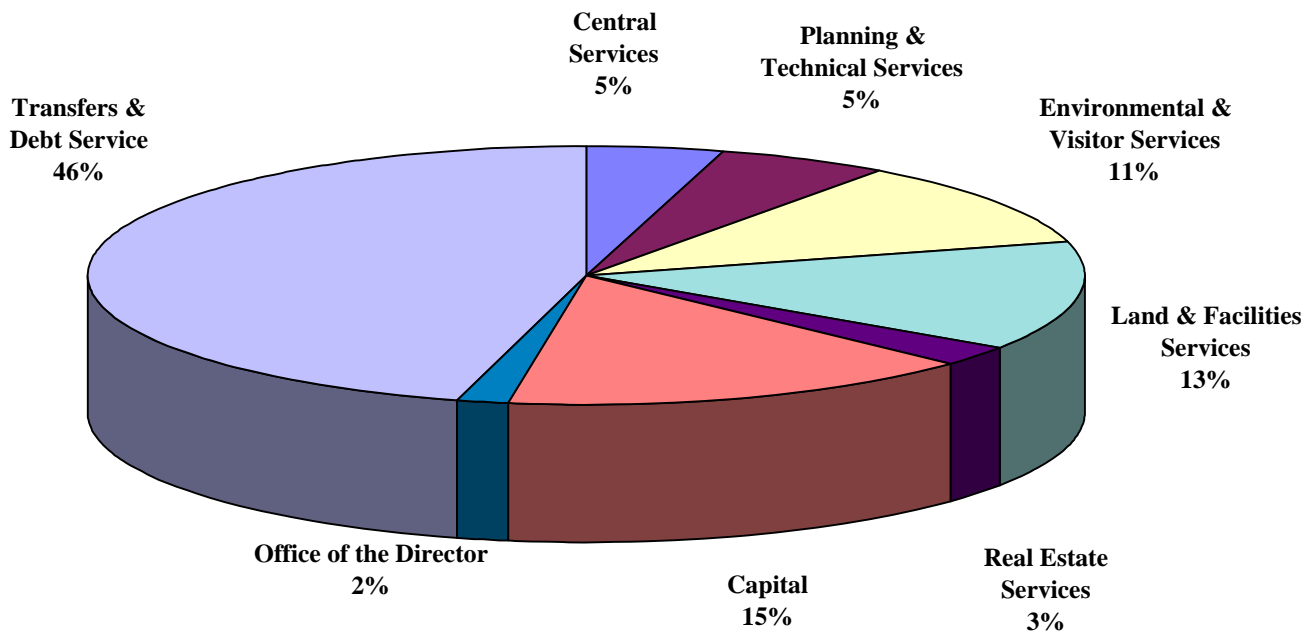
| | ACTUAL 2006 | TARGET 2007 | TARGET 2008 | TARGET 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| 1. Residential waste reduction | 49% | 70% | 60% | 65% |
| 2. Commercial waste reduction | 33% | 50% | 50% | 65% |
| 3. Energy (commercial): Number of commercial energy audits | 7 | 30 | 40 | 40 |

| | ACTUAL 2006 | TARGET 2007 | TARGET 2008 | TARGET 2009 |
|--|------------------------|------------------------|------------------------|------------------------|
| 4. Energy (residential): | | | | |
| Number of residential energy audits | 10 | 280 | 350 | 500 |
| Number of weatherization projects | 10 | 10 | 25 | 30 |

OPEN SPACE/MOUNTAIN PARKS



2008 BUDGET \$25,699,523



**2008-09 BUDGET
OPEN SPACE/MOUNTAIN PARKS**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| OFFICE OF THE DIRECTOR | | | | |
| Office of the Director | \$ 174,786 | \$ 448,615 | \$ 470,466 | \$ 482,676 |
| | <u>174,786</u> | <u>448,615</u> | <u>470,466</u> | <u>482,676</u> |
| CENTRAL SERVICES DIVISION | | | | |
| CSD-Divisional Services | 124,094 | 131,885 | 131,364 | 135,453 |
| Support Services | 649,431 | 577,572 | 693,501 | 713,822 |
| Financial Mgmt Services | 230,284 | 247,847 | 266,027 | 274,384 |
| Media Services | 69,898 | 72,946 | 78,329 | 80,849 |
| | <u>1,073,707</u> | <u>1,030,250</u> | <u>1,169,221</u> | <u>1,204,508</u> |
| REAL ESTATE SERVICES DIVISION | | | | |
| Real Estate Services | 601,114 | 617,971 | 653,338 | 674,079 |
| | <u>601,114</u> | <u>617,971</u> | <u>653,338</u> | <u>674,079</u> |
| PLANNING & TECHNICAL SERVICES DIVISION | | | | |
| PTSD-Divisional Services | 103,187 | 126,981 | 138,330 | 142,538 |
| Planning Services | 537,784 | 632,197 | 811,580 | 836,583 |
| Technical Services | 400,087 | 449,528 | 458,942 | 471,337 |
| | <u>1,041,058</u> | <u>1,208,706</u> | <u>1,408,851</u> | <u>1,450,459</u> |
| ENVIRONMENTAL & VISITOR SRVCS DIVISION | | | | |
| EVSD-Divisional Services | 98,964 | 107,188 | 106,742 | 110,184 |
| Resource Conservation & Education Outreach | 1,193,287 | 1,277,137 | 1,512,452 | 1,559,270 |
| Ranger Naturalist Services | 1,099,376 | 1,125,759 | 1,183,890 | 1,221,444 |
| | <u>2,391,627</u> | <u>2,510,084</u> | <u>2,803,084</u> | <u>2,890,898</u> |
| LAND & FACILITIES SERVICES DIVISION | | | | |
| LFSD-Divisional Services | 96,424 | 104,173 | 109,767 | 113,306 |
| Resource Operations Services | 783,886 | 757,789 | 812,469 | 836,987 |
| Maintenance Operations Services | 1,445,323 | 1,458,237 | 1,520,807 | 1,562,001 |
| Project Management Services | 955,871 | 863,477 | 1,006,096 | 1,032,816 |
| | <u>3,281,504</u> | <u>3,183,675</u> | <u>3,449,139</u> | <u>3,545,110</u> |
| CAPITAL | | | | |
| Capital | 9,000,258 | 3,980,000 | 3,980,000 | 4,059,600 |
| | <u>9,000,258</u> | <u>3,980,000</u> | <u>3,980,000</u> | <u>4,059,600</u> |
| TRANSFERS AND DEBT SERVICE | | | | |
| Operating Transfers | 726,134 | 776,448 | 815,571 | 814,914 |
| Debt Service (BMPA) | 3,069,368 | 3,405,741 | 2,739,715 | 2,438,757 |
| Debt Service (Non-BMPA) | 2,676,280 | 8,288,434 | 8,210,137 | 8,191,182 |
| | <u>6,471,782</u> | <u>12,470,623</u> | <u>11,765,423</u> | <u>11,444,853</u> |
| TOTAL | \$ <u>24,035,837</u> | \$ <u>25,449,926</u> | \$ <u>25,699,523</u> | \$ <u>25,752,182</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 6,246,227 | \$ 6,618,220 | \$ 7,563,778 | \$ 7,809,601 |
| Operating Expenses | 1,733,210 | 1,607,830 | 1,504,788 | 1,534,884 |
| Interdepartmental Charges | 588,446 | 587,613 | 696,181 | 710,104 |
| Capital | 8,996,171 | 4,165,640 | 4,169,353 | 4,252,740 |
| Debt Service | 5,745,648 | 11,694,175 | 10,949,852 | 10,629,939 |
| Other Financing Uses | 726,134 | 776,448 | 815,571 | 814,914 |
| TOTAL | \$ <u>24,035,837</u> | \$ <u>25,449,926</u> | \$ <u>25,699,523</u> | \$ <u>25,752,182</u> |

**2008-09 BUDGET
OPEN SPACE/MOUNTAIN PARKS**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 112,514 | \$ 121,277 | \$ 129,715 | \$ 133,931 |
| Lottery | 76,102 | 0 | 0 | 0 |
| Open Space | 23,847,221 | 25,328,649 | 25,569,808 | 25,618,252 |
| TOTAL | <u>\$ 24,035,837</u> | <u>\$ 25,449,926</u> | <u>\$ 25,699,523</u> | <u>\$ 25,752,182</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | 77.58 | 83.25 | 92.00 | 92.00 |
| Seasonal Temporary FTEs | 13.00 | 24.00 | 24.00 | 24.00 |
| TOTAL | <u>90.58</u> | <u>107.25</u> | <u>116.00</u> | <u>116.00</u> |

**2008-09 BUDGET
OPEN SPACE AND MOUNTAIN PARKS DEPARTMENT**

MISSION STATEMENT

The Open Space and Mountain Parks Department preserves and protects the natural environment and land resources that characterize Boulder. The Department fosters appreciation and use that sustain the natural values of the land for current and future generations.

BUSINESS PLAN NARRATIVE

Council established and clarified two major priorities in 2005 with approval of the Visitor Master Plan and extension of the Acquisitions and Management Plan from 2006 through 2011. The Acquisitions and Management Plan 2000-2006 was first approved by council in 1999 and expanded in 2001. It set the framework for completion of the Open Space acquisitions program, entering its 40th year in 2007, at approximately 51,000 acres extending from Coal Creek Canyon in the south to Table Mountain and the Saint Vrain Creek Drainage to the north. Approximately 6,700 acres remain for acquisition including full fee purchases, purchased and donated conservation easements and Intergovernmental Agreements (IGAs). The staff feels it is on target to complete the plan using the tools available including partnerships with other entities and IGAs, and utilizing the remaining bonding authorities from previous elections, the Boulder Municipal Property Authority (BMPA) notes and annual CIP appropriations from the Open Space Fund fund balance.

The Visitor Master Plan (VMP) will enter its third full year of implementation in 2008. Major capital projects envisioned in the plan were scheduled within a 6 year CIP horizon through 2010 but the plan also acknowledges that it would “require a longer time period to complete all identified capital and non-capital projects”. The Fiscally Constrained Budget (Current Funding Scenario) relied on a combination of Open Space capital funds and Lottery funds. OSMP has nearly doubled its contribution for Visitor Infrastructure to \$450,000 per year and raised the potential for capital implementation toward the Vision Plan (Identified Need) Level when combined with the Lottery Funds. However, the reallocation of the Lottery funds to Parks and Recreation for 2 years, in 2007 and 2008, has put implementation below the Action Plan (Accelerated Funding) level for that time period.

A particularly dynamic aspect of the VMP is the Trails Study Area (TSA) concept. The VMP identified 9 TSAs within the system for further study in order to produce, including extensive public process, a comprehensive and detailed set of recommendations for each area including actions for existing trails, undesignated trails and new trails. Completion of the first two TSAs in the Marshall Mesa/Southern Grasslands and Eldorado Mountain/Doudy Draw areas has resulted in visitor infrastructure plans that are more detailed than the broad brush of the Management Area Designations found in the VMP.

This in turn has driven the need for staffing to implement these plans including construction and maintenance, and education and enforcement as well as monitoring. In 2006, the staff condensed the initial 9 TSAs into 4 TSAs, determined so as to complete a system plan that will address and link together resource management needs not addressed in the VMP or other approved area and resource management plans. In 2006, council also directed staff to complete a Grasslands Plan for its consideration by first quarter of 2008.

Voter approval in 2003 of an additional 0.15 cent sales and use tax for Open Space purposes from 2004 through 2019 made it possible for the department to begin restoration of programs and services starting in 2004. This increase of revenues is the reason that the department has been able to re-program itself to meet the needs of the VMP as aggressively as it has and to continue with the vision of the Acquisitions and Management Plan.

Staff's strategy for accomplishing the goals and strategies of these plans has been to start out with fixed term positions and then evaluate their long term effectiveness and fiscal sustainability. In this way staff is taking gradual steps to achieve the goals of the plans and maintain a balance with all departmental commitments to programs and funding, including maintenance and acquisitions, in the context of actual and projected revenues and expenditures.

The business plan indicates deficiencies in several areas linked to implementation of the VMP including administrative support for all functions, ranger services, education, resource conservation, planning and technical services, trails and related facilities, as well as key operational functions. Fixed term professional staff (10.92 FTEs) and seasonals (2 FTEs) now fill many of these positions. Because the positions now providing services to the community expire at the end of 2007, a number of programs and services would fall well below acceptable service standards without the Action Plan funding requested for 2008.

In 2008, the department proposes a combination of fixed term and ongoing positions across major service areas of the organization to address some of these needs. These include administrative support for new programs, rangers, education, resource conservation, monitoring and coordination of VMP, construction and maintenance of trails and related facilities, including signs, and resource operations, as well as a currently unfunded cultural resources program. Approximately 18% of the funding would come directly from reallocations. Additionally, existing fleet will be more actively pooled, and staff will continue to explore cost savings that might be realized by using smaller vehicles, extending replacement cycles and sharing equipment.

GUIDING PRINCIPLES AND/OR INVESTMENT STRATEGY

- 1.) **Essential Services** include the Charter goals of land acquisition for open space and mountain parks; preservation and restoration of open space and mountain parks land to protect unusual, spectacular, historically important and valuable terrain, geologic formations, flora and fauna. Other Charter goals include preservation of water resources by purchase of water rights; shaping the development of the City; limiting urban sprawl through land acquisitions; and preserving land for its aesthetic or passive recreational value and its contribution to the quality of life of the community. In addition to attaining Charter goals, the Department must comply with local, state and federal laws and regulations; for example, state weed laws and dam safety regulations.
- 2.) **Desirable Services** include enforcement of City code requirements including dog management, parking on Flagstaff Mountain and trailhead curfews. In April 2005, the City Council approved the Visitor Master Plan establishing long-term policies and practices designed to improve the visitor experience on OSMP land. Additionally, OSMP is guided by the adopted Boulder Valley Comprehensive Plan, the Open Space Long Range Management Policies and resource management plans including Forest Ecosystem Management Plan and the Grasslands/Black-tailed Prairie Dog Plan. All of the plans require that the Department take specific actions for implementation and management.
- 3.) **Discretionary Services** include certain aspects of facility maintenance, education and enforcement, volunteer management, and monitoring and planning that are important to members of the community as well as management of third tier prairie dog issues which include relocation of prairie dogs from private property in the City to other sites. This relocation is no longer being performed as it is no longer feasible.

OVERVIEW OF ACTION PLAN

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

OVERVIEW OF VISION PLAN

The Open Space and Mountain Parks Vision Plan would include full implementation of the Visitor Master Plan approved by Council in April 2005, including outcomes of the Trails Study Area (TSA) public processes now in development together with the goals of the Acquisition and Management Plan 2005-2011 extended by Council in October 2005.

The Open Space and Mountain Parks' Visitor Master Plan outlines a Fiscally Constrained Plan, an Action Plan and a Vision Plan (identified as Current Funding Investment, Accelerated Funding Investment and Identified Need Investment Programs respectively in the Visitor Master Plan). The Action Plan is the next set of strategic steps that will provide additional resources across the Department including trails construction and maintenance, education and outreach, cultural and recreational resource programs and administrative support.

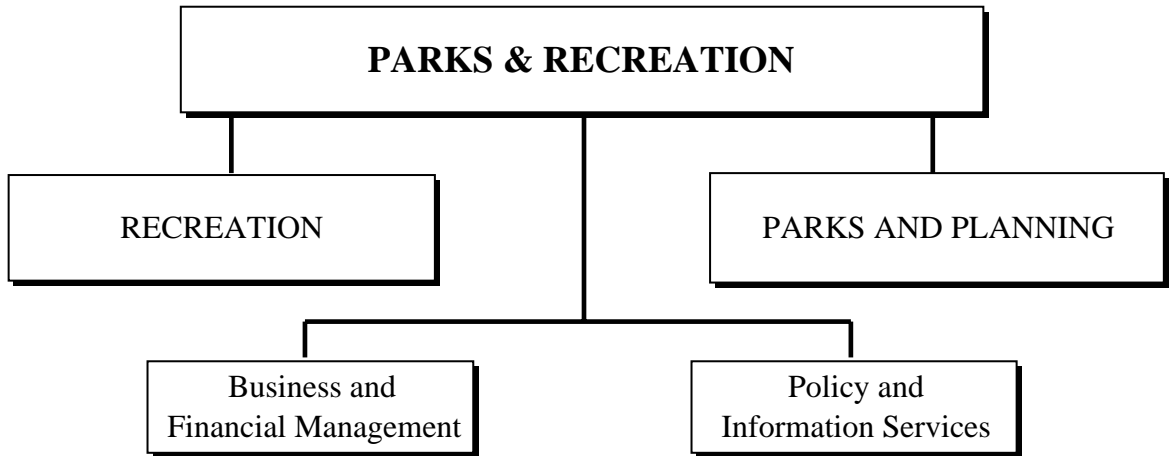
Staffing needs have grown with the commitments from the VMP, a growing trails system, increasing acreage and heightened community expectations for the OSMP program. It is unrealistic for the department to expect to accomplish the aggressive level of VMP implementation it has undertaken without gradually increasing staffing levels. Increased and sustained funding for operations staff starting in 2008 will move the department further toward attainment of these goals.

PERFORMANCE MEASURES

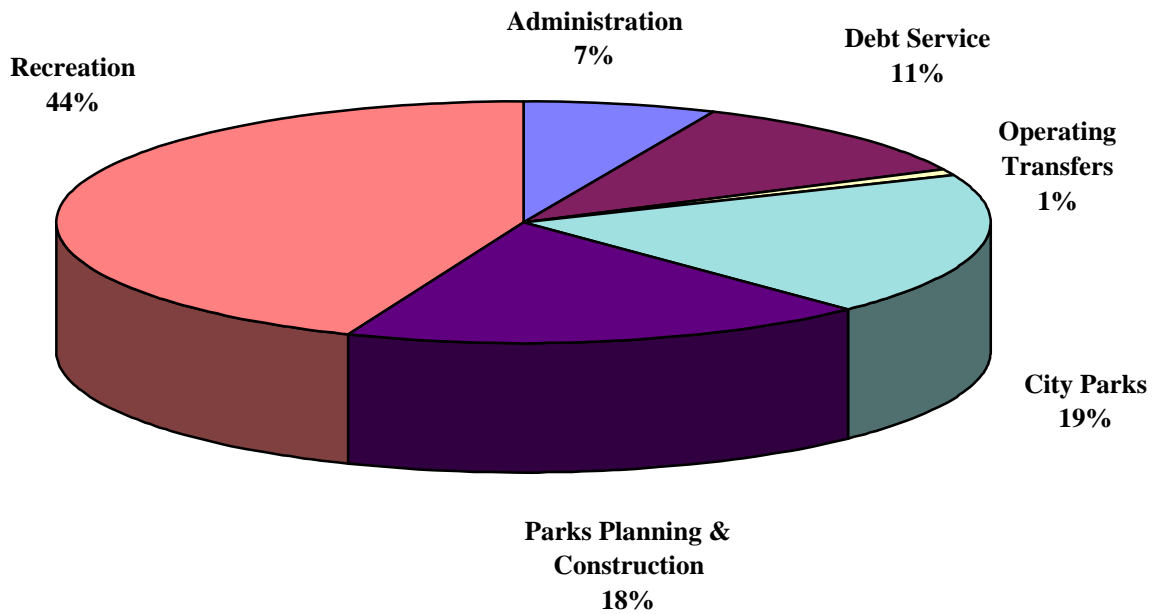
| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| 1. Total acres under Management and Stewardship of Department | 43,797 | 44,800 | 45,800 | 46,800 |
| 2. Number of adopted Trail Study Area Plans | 1 | 2 | 3 | 4 |

Actual acres acquired through 2006 total 43,797.

PARKS AND RECREATION



2008 BUDGET
\$23,259,532



**2008-09 BUDGET
PARKS AND RECREATION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--|----------------------|----------------------|----------------------|----------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| ADMINISTRATION | | | | |
| Administration | \$ 114,880 | \$ 0 | \$ 0 | \$ 0 |
| Business & Financial Management | 0 | 329,238 | 353,223 | 363,415 |
| Support Services | 578,503 | 354,078 | 274,300 | 283,182 |
| Technology Support | 139,337 | 142,771 | 230,065 | 235,588 |
| Recreation Center Front Desk Operations | 155,881 | 0 | 0 | 0 |
| Marketing & Volunteer Coordination | 326,678 | 322,340 | 328,555 | 337,961 |
| Office of the Director | 340,354 | 217,799 | 236,346 | 243,794 |
| Debt Service | 2,739,939 | 2,733,297 | 2,591,287 | 2,385,453 |
| Operating Transfers | 245,908 | 501,836 | 212,809 | 221,270 |
| Policy & Information Services | 0 | 103,133 | 105,697 | 109,132 |
| | <u>4,641,480</u> | <u>4,704,491</u> | <u>4,332,284</u> | <u>4,179,795</u> |
| PARKS PLANNING & CONSTRUCTION | | | | |
| Administration | 236,549 | 582,567 | 598,224 | 614,907 |
| Construction | 169,983 | 156,265 | 150,000 | 153,000 |
| Projects | <u>3,056,508</u> | <u>3,321,673</u> | <u>3,544,705</u> | <u>4,129,208</u> |
| | 3,463,040 | 4,060,505 | 4,292,929 | 4,897,115 |
| CITY PARKS | | | | |
| Administration | 95,786 | 156,682 | 68,291 | 70,358 |
| City Parks | 2,823,505 | 2,965,389 | 3,208,059 | 3,300,265 |
| Forestry | 628,571 | 669,870 | 705,107 | 724,827 |
| Conservation | <u>453,609</u> | <u>470,075</u> | <u>469,051</u> | <u>482,844</u> |
| | 4,001,471 | 4,262,017 | 4,450,507 | 4,578,294 |
| RECREATION | | | | |
| Administration | 170,423 | 369,268 | 333,195 | 344,024 |
| Access & Inclusion | 594,797 | 498,847 | 454,285 | 468,167 |
| NBRC and Programs | 1,904,676 | 0 | 0 | 0 |
| Recreation Centers | 0 | 1,870,227 | 1,978,172 | 2,030,214 |
| EBRC and Programs | 1,250,268 | 0 | 0 | 0 |
| Aquatics and Boulder Reservoir | 0 | 1,637,664 | 1,774,452 | 1,827,424 |
| SBRC and Programs | 1,367,721 | 0 | 0 | 0 |
| Recreation Programs | 0 | 2,105,048 | 2,175,368 | 2,242,855 |
| Sports | 696,945 | 709,264 | 751,254 | 772,663 |
| Sports Turf | 690,423 | 819,799 | 823,438 | 846,296 |
| Golf Course Operations | 1,294,752 | 1,326,114 | 1,367,447 | 1,404,634 |
| Reservoir | 714,586 | 0 | 0 | 0 |
| Youth & Other Recreation Programs | 240,081 | 209,956 | 199,810 | 205,717 |
| Special Projects and Planning | <u>188,680</u> | <u>241,816</u> | <u>326,392</u> | <u>336,865</u> |
| | 9,113,352 | 9,788,003 | 10,183,813 | 10,478,860 |
| TOTAL | <u>\$ 21,219,343</u> | <u>\$ 22,815,016</u> | <u>\$ 23,259,532</u> | <u>\$ 24,134,064</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 10,432,164 | \$ 10,931,532 | \$ 11,933,466 | \$ 12,321,296 |
| Operating Expenses | 4,397,266 | 4,764,629 | 4,698,350 | 4,792,344 |
| Interdepartmental Charges | 1,151,885 | 636,548 | 269,282 | 274,668 |
| Capital | 2,222,549 | 3,247,174 | 3,554,338 | 4,139,034 |
| Debt Service | 2,739,939 | 2,733,297 | 2,591,287 | 2,385,453 |
| Other Financing Uses | 275,541 | 501,836 | 212,809 | 221,270 |
| TOTAL | <u>\$ 21,219,343</u> | <u>\$ 22,815,016</u> | <u>\$ 23,259,532</u> | <u>\$ 24,134,064</u> |

**2008-09 BUDGET
PARKS AND RECREATION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---------------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 3,980,367 | \$ 3,844,839 | \$ 3,975,660 | \$ 4,092,193 |
| Lottery | 1,010,790 | 1,100,000 | 1,000,000 | 525,000 |
| .15 Cent Sales Tax Fund | 203,386 | 276,000 | 286,807 | 294,330 |
| .25 Cent Sales Tax Fund | 5,264,204 | 6,014,254 | 6,196,134 | 6,257,045 |
| Recreation Activity | 8,915,173 | 9,532,961 | 9,916,758 | 10,204,350 |
| Permanent Parks & Recreation | 1,845,423 | 2,046,962 | 1,884,174 | 2,761,148 |
| TOTAL | \$ <u>21,219,343</u> | \$ <u>22,815,016</u> | \$ <u>23,259,532</u> | \$ <u>24,134,064</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | 145.25 | 144.62 | 145.82 | 145.82 |
| Seasonals | <u>79.00</u> | <u>79.00</u> | <u>79.00</u> | <u>79.00</u> |
| TOTAL | <u>224.25</u> | <u>223.62</u> | <u>224.82</u> | <u>224.82</u> |

**2008-09 BUDGET
PARKS AND RECREATION DEPARTMENT**

MISSION STATEMENT

The mission of the city of Boulder Parks and Recreation Department is to provide safe, clean, and beautiful parks and facilities and high-quality leisure activities for the community. These services shall enhance residents' health and well-being and promote economic vitality for long-term community sustainability. We will accomplish this through creative leadership, environmentally sustainable practices, and the responsible use of available resources.

BUSINESS PLAN NARRATIVE

Since 2001, the city of Boulder has been combating the effects of a local and national recession. Competition for retail sales tax, the crux of the city's revenue base, coupled with rising inflation created an ongoing funding challenge for the provision of municipal services. This impacted the department of Parks and Recreation since sales tax revenue directly or indirectly funds 40 percent of its functions. Additionally, the department's General Fund budget was reduced by \$1,100,000 during this period and the general fund subsidy for recreation services was reduced by \$330,000. As a budget strategy, funding for maintenance and renovation of the departments current assets was prioritized over new development in the .25 Cent Sales Tax Fund. The shift in funding for maintenance from the General Fund to the .25 Sales Tax Fund placed more of the burden of ongoing maintenance on the dedicated tax revenue but was insufficient to fully cover increased maintenance costs. As a result of these factors, the park system is being maintained at a decreased level of service; however, the department is committed to resolving and preventing all health, safety and sanitation issues at all sites.

In 2006, the department implemented more strategies to identify efficiencies within the organization and minimize public impact. As a result, a \$415,000 budget reduction was implemented to resolve a Recreation Activity Fund (RAF) imbalance between revenues and expenditures. The RAF is the primary funding source for recreation programs and services including the three recreation centers, Boulder Reservoir, Flatirons Golf Course, and the two outdoor pools. The additional \$415,000 reduction was not related to any General Fund budget reduction, but instead reflects that Recreation Activity Fund revenue sources (e.g. user fees and General Fund transfer) must balance with expenditures (e.g. recreation facility and program costs).

Because departments city-wide have been faced with fiscal constraints on operations, it is necessary to determine what offerings are essential and must be provided at an acceptable service standard level. These priorities are determined through the department's Master Plan and the city's Business Plan. The department's master plan categorizes its recommendations within a fiscally constrained, action and vision plan framework. The

city's Business Plan categorizes all city programs and services into essential, desirable and discretionary categories and determines what will be funded within fiscally constrained, action and vision plans.

A key objective for the department in both the business plan and master plan is to take care of existing assets. Necessary services include: snow removal, sidewalk, parking lot, playground, walkway and path maintenance, basic turf maintenance, trash removal, security lighting, protective fencing, bridge repair, maintenance of retaining walls, precautionary signage; hazardous tree removal, noxious weed mitigation, protective wildlife management (e.g. bear encroachment); general health and safety maintenance and repairs to recreation facilities, restrooms and shelters; ADA requirements (accessibility and inclusion). The department's Fiscally Constrained Plan reflects how the department manages these functional areas.

The department is striving to best serve the community with its available resources. Reallocations in the 2007 budget provided increased ongoing funding for parks maintenance and capital renovations of approximately \$170,000. Beginning in 2006, the department's Capital Improvement Program (CIP) has been increased to reflect stabilizing and improved sales tax collections in the .25 Cent Sales Tax Fund. The Parks and Planning Division is phasing in an organizational restructure to position itself to better allocate current resources and create a more sustainable system.

The department's Action Plan submission includes unfunded priorities necessary to restore and expand programs and services. For 2008, key requests include: increased park maintenance staffing to meet an acceptable service standard level, expansion of the Youth Services Initiative (YSI) to provide comprehensive services at additional sites city-wide, implementation of a framework to align programs and services with cost-recovery goals/levels. All efforts are currently not viable unless additional funding is provided or new revenues are produced.

The department's long-term outlook for financial sustainability emerged as one of the most critical issues of the master plan. Two expiring sales taxes, the .15 cent and the .25 cent, volatile user fee revenues and increasing costs contribute to an unstable long term financial picture. The department's ability to generate additional revenue through the provision of recreation programs and services is challenged by competition from private providers and local competition. In recent years, many neighboring communities have built new recreation centers and increased the number of programs offered to their residents. Market comparisons indicate that recreation center fees are higher in Boulder than in neighboring communities.

To ensure the solvency of the Recreation Activity Fund (RAF), revenue generation must grow at the same rate as expenditures. RAF expenses are projected to increase in 2007 and beyond based on higher costs related to day-to-day business, including increased staffing, utilities and other operational requirements. Staff assumes personnel expenses will continue to grow annually at approximately 4 percent. Additional seasonal staff will be required to support the department's more popular seasonal program and service

offerings requiring a higher staff-to-participant ratio. Staff also assumes the majority of non-personnel expenditures will generally rise at the rate of the Denver/Boulder Consumer Price Index (CPI) of approximately 3 percent. However, utilities and fuel expenses are projected to remain volatile and it is anticipated that they will continue to rise at a rate higher than the CPI. As a result, the gap between revenues and expenditures will continue to grow.

Similar to the General Fund's reserve policy, the department strives to maintain a 10 percent fund balance reserve in the RAF. This balance would be available to assist in sustaining programs and services in the event of decreased financial performance due to weather-related incidence and/or program and facility attendance.

Even though the Recreation Division continues to be challenged by financial conditions, the department has initiated strategies that have increased revenue production in the RAF. New practices have been adopted including: implementation of a pricing methodology for programs, activities and services; implementation of the annual pass monthly payment option intended to give payment flexibility to users and to make purchasing an annual pass more affordable; implementation of a discount program for the purchase of annual passes aimed at employees of businesses that belong to the Boulder Chamber of Commerce; implementation of special promotional programs that target existing and potential customers; and hiring a Marketing Manager to centralize and evaluate marketing efforts with an interest in effectiveness and increased return on investment. As a result of the new practices, the Recreation Division has experienced increases in attendance, sales volume, and revenues. Although revenues have increased for the past three years, rising costs coupled with the need to maintain adequate reserves will result in a \$675,000 fund balance in 2013.

GUIDING PRINCIPLES AND INVESTMENT STRATEGY

City Council approved the department's master plan in December 2006. The master plan incorporated public feedback from Town Hall Meetings, focus groups, survey data and the recommendations of the Parks and Recreation Advisory Board and city Planning Board. The master plan discussions with the community clearly indicated that Boulder residents place a high value on Parks and Recreation services and programs. Although budgetary conditions remain fiscally constrained, the department is committed to developing long-term sustainability and providing great parks and recreation experiences to the public.

The recently-adopted master plan is being utilized to provide the framework, recommendations and guidance necessary to help the department achieve goals that align with the city's business plan goals. In an effort to integrate the principles of economic, social, and environmental sustainability into operational decision making, the department's goals are as follows:

- Maintain and protect our parks and recreation facilities and programs.
- Become economically sustainable.

- Fill in the gaps in our parks and recreation system.
- Engage a broader range of the community, especially underrepresented populations.
- Be a communitywide leader in environmental sustainability.
- Enhance our quality of life.

The department's investment strategy also aligns with the city's business plan, which all city departments utilize to create funding priorities and recommendations. Services are categorized as essential, desirable, and discretionary.

- 1.) **Essential** services include programs and services that are equally available to all residents for no additional charge and support the operations and maintenance of the existing system for health and safety purposes. These include: snow removal, sidewalk, parking lot, playground, walkway and path maintenance, basic turf maintenance, trash removal, security lighting, protective fencing, bridge repair, maintenance of retaining walls, precautionary signage; hazardous tree removal, noxious weed mitigation, protective wildlife management (e.g. bear encroachment); general health and safety maintenance and repairs to recreation facilities, restrooms and shelters; ADA requirements (accessibility and inclusion); strategic management (financial/budget, crisis communication).
- 2.) **Desirable** services include programs and services that benefit a large portion of the community, are provided to residents at no cost or for an appropriate user fee, and sustain a system derived from significant public investment at parks and recreation industry standards. These include: expansion of the system to meet ballot measure commitments (planning, design, construction); parks and facilities routine and preventative maintenance; capital improvements, replacement and modification to achieve or maintain industry standards; safety net programming (EXPAND, Youth Services Initiative; learn to swim and public open swim programs); societal benefit through recreation, programs for people with financial barriers; administrative services to sustain operations.
- 3.) **Discretionary** services include programs and services that benefit a wide range of targeted interest groups, age groups or ability levels by developing or enhancing the system beyond industry standards and providing programs and services some of which have high cost recovery rates that subsidize desirable programs and services. The benefits associated with discretionary programs typically benefit the individual participant more directly than the community. These include: land acquisition beyond current service level standards; development of currently owned undeveloped land; aesthetic enhancements to land and facilities (flower beds, turf edging); enhanced park maintenance; golf course and reservoir operations; maintenance outside of health and safety reasons; habitat restoration; public youth and adult programs with high cost recovery capability; public education programs.

Additionally, the department is considerate of the community's future needs and prioritizes its efforts and operating funding accordingly. The department's investment priorities are as follows:

Priority 1: Take care of existing assets.

Priority 2: Develop the highest priority park sites.

Priority 3: Invest in revenue-producing facilities.

Priority 4: Increase maintenance funding.

Priority 5: Broaden access to programs and services to meet changing demographics.

Priority 6: Complete the remaining gaps in the park system.

Priority 7: Adapt to changing needs.

Priority 8: Implement vision plans and enhance the system.

OVERVIEW OF ACTION PLAN

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled "City Council Direction on the Recommended Budget" for any changes from Attachment B.

OVERVIEW OF VISION PLAN

Vision Statement

The vision of the department is to strive for excellence in our parks and recreation system to reflect and serve the unique values and qualities of our community.

Vision Narrative

Our vision is to create a world-class parks and recreation system to match Boulder's commitment to fitness, health and recreations. We want to become the destination of choice for parks and recreation facilities in the region.

Our vision calls for transforming our parks and recreation facilities into exceptional public gathering places that are attractive, safe and reflect the community's unique character and natural beauty.

We will connect people and places throughout the city with physical links between parks and recreation facilities and other destinations. Our vision revitalizes parks and recreation facilities near 29th Street and the Transit Village, and connects them to new places for people to live, work, shop, eat and play.

We will complete our park system, including Valmont City Park and community, neighborhood and pocket parks. We intend to pursue opportunities, partnerships and new

funding sources to develop inviting new parks, green spaces, and plazas that will become increasingly important links to nature and places of respite in our urban environment.

We will invest in revenue generating facilities to enhance our recreation opportunities and attract visitors for tournaments and other events. Recreation facilities and programs will promote fitness, healthy lifestyles, and economic vitality through events that capitalize on Boulder’s spectacular setting and passion for recreation.

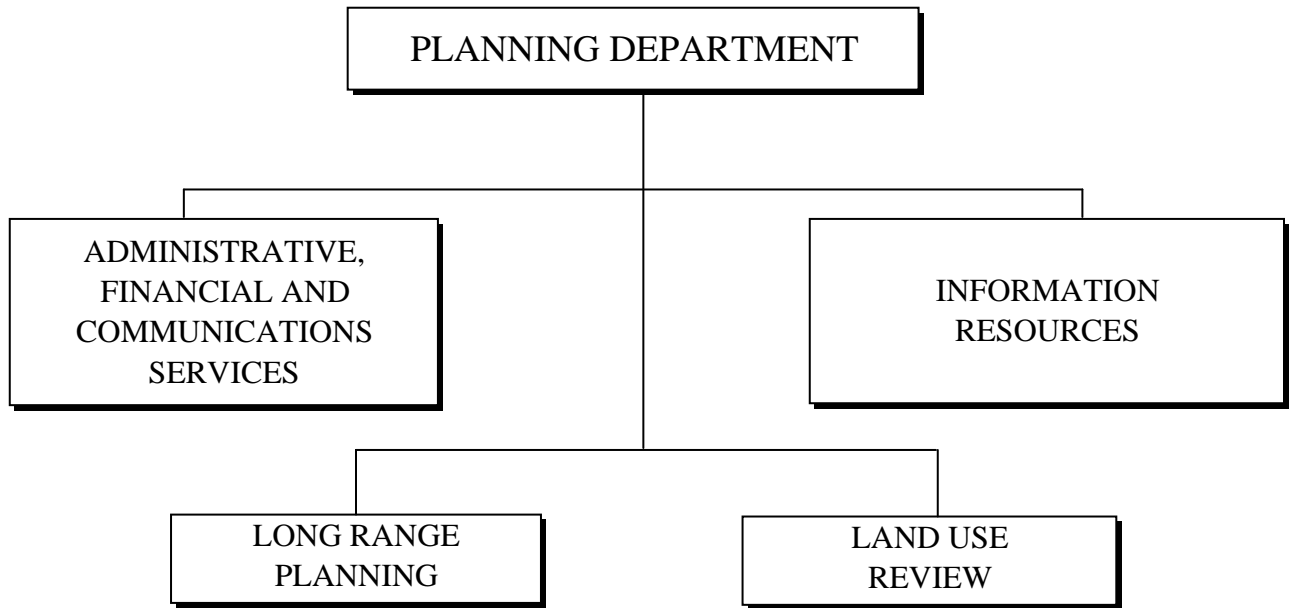
We will adapt programs and services to reflect changing demographics and population growth. We will ensure diversity of programs in the arts, sports and fitness. Working with other agencies, we will improve community connections and provide more inclusive access for the under-served to programs and facilities through scholarships and reduced fees.

The department will be a leader in environmental sustainability. We will use sustainable materials and practices in building and maintaining parks and recreation facilities that are powered by renewable energy sources. Our parks will integrate with surrounding areas, use low-water plants and irrigation systems and be maintained with zero waste and without pesticides.

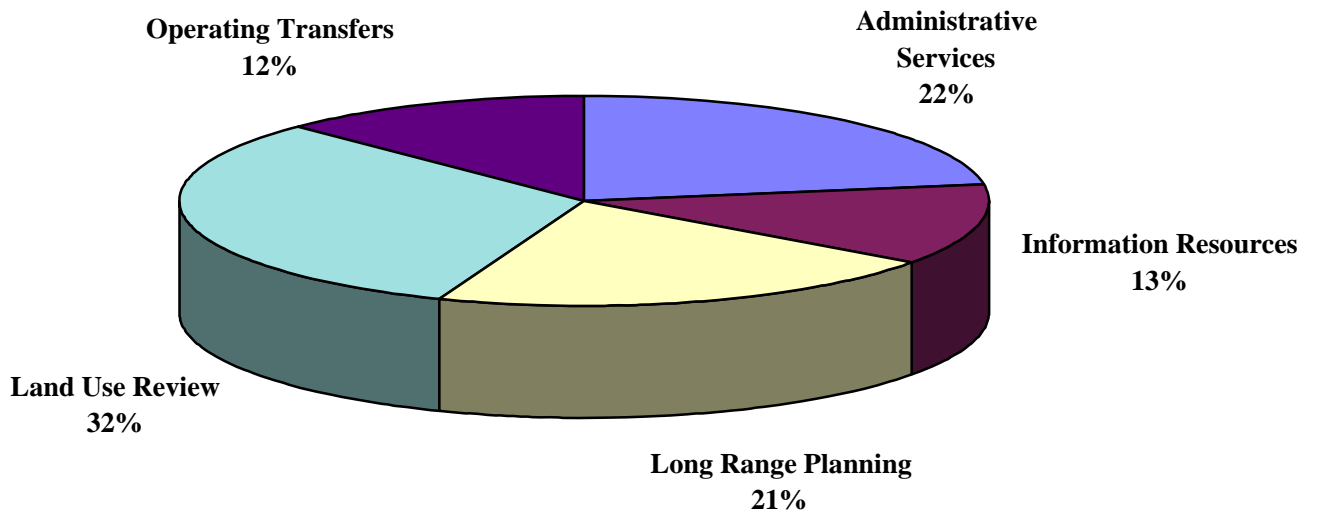
PERFORMANCE MEASURES

| | 2006 ACTUAL | 2007 TARGET | 2008 TARGET | 2009 TARGET |
|---|------------------------|------------------------|------------------------|------------------------|
| Recreation Center attendance | 432,814 | 441,560 | 449,500 | 457,150 |
| Outdoor Pool attendance | 41,558 | 45,000 | 49,000 | 50,000 |
| Adult Sports attendance | 205,681 | 216,000 | 210,000 | 212,000 |
| Recreation Class enrollment | 29,587 | 30,475 | 31,400 | 32,330 |
| Three Urban Park acres per 1,000 population | 3/1,000 | 3/1,000 | 3/1,000 | 3/1,000 |
| Reservoir attendance | 50,899 | 53,440 | 56,110 | 58,915 |
| Rounds of Golf | 48,000 | 48,500 | 49,000 | 49,500 |

PLANNING DEPARTMENT



2008 BUDGET
\$3,470,575



**2008-09 BUDGET
PLANNING**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| ADMINISTRATIVE SERVICES | \$ 662,085 | \$ 660,650 | \$ 777,626 | \$ 719,925 |
| INFORMATION RESOURCES | 402,593 | 382,928 | 439,234 | 452,295 |
| LONG RANGE PLANNING | 749,703 | 620,819 | 719,783 | 742,097 |
| LAND USE REVIEW | 884,600 | 1,011,100 | 1,102,060 | 1,137,117 |
| OPERATING TRANSFERS | 538,479 | 404,847 | 431,872 | 449,147 |
| TOTAL | \$ <u>3,237,460</u> | \$ <u>3,080,343</u> | \$ <u>3,470,575</u> | \$ <u>3,500,581</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 2,275,540 | \$ 2,238,488 | \$ 2,556,570 | \$ 2,639,658 |
| Operating Expenses | 306,249 | 321,188 | 363,121 | 290,383 |
| Interdepartmental Charges | 117,192 | 107,706 | 112,276 | 114,522 |
| Capital | 0 | 8,114 | 6,736 | 6,871 |
| Other Financing Uses | 538,479 | 404,847 | 431,872 | 449,147 |
| TOTAL | \$ <u>3,237,460</u> | \$ <u>3,080,343</u> | \$ <u>3,470,575</u> | \$ <u>3,500,581</u> |
| <u>BUDGET BY FUND</u> | | | | |
| Planning & Development Services | \$ 3,237,460 | \$ 3,080,343 | \$ 3,470,575 | \$ 3,500,581 |
| TOTAL | \$ <u>3,237,460</u> | \$ <u>3,080,343</u> | \$ <u>3,470,575</u> | \$ <u>3,500,581</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>23.58</u> | <u>25.76</u> | <u>28.27</u> | <u>28.27</u> |
| TOTAL | <u>23.58</u> | <u>25.76</u> | <u>28.27</u> | <u>28.27</u> |

**2008-09 BUDGET
PLANNING DEPARTMENT**

MISSION STATEMENT

The mission of the Planning Department is to help create, enhance and preserve a natural, physical and economic environment that fosters a unique quality of life in the City of Boulder.

BUSINESS PLAN NARRATIVE

The business plan narrative can be found in the Planning and Development Services page.

GUIDING PRINCIPLES AND/OR INVESTMENT STRATEGY

The guiding principles and/or investment strategy can be found in the Planning and Development Services page.

OVERVIEW OF ACTION PLAN

The overview of the action plan can be found in the Planning and Development Services page.

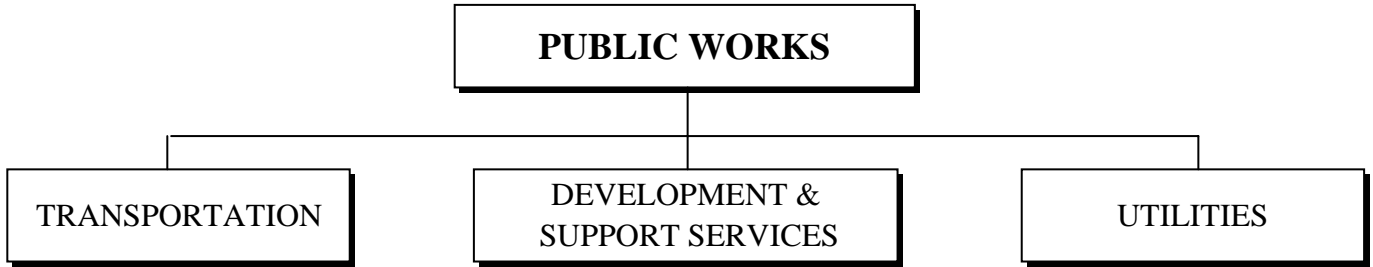
OVERVIEW OF VISION PLAN

The overview of the vision plan can be found in the Planning and Development Services page.

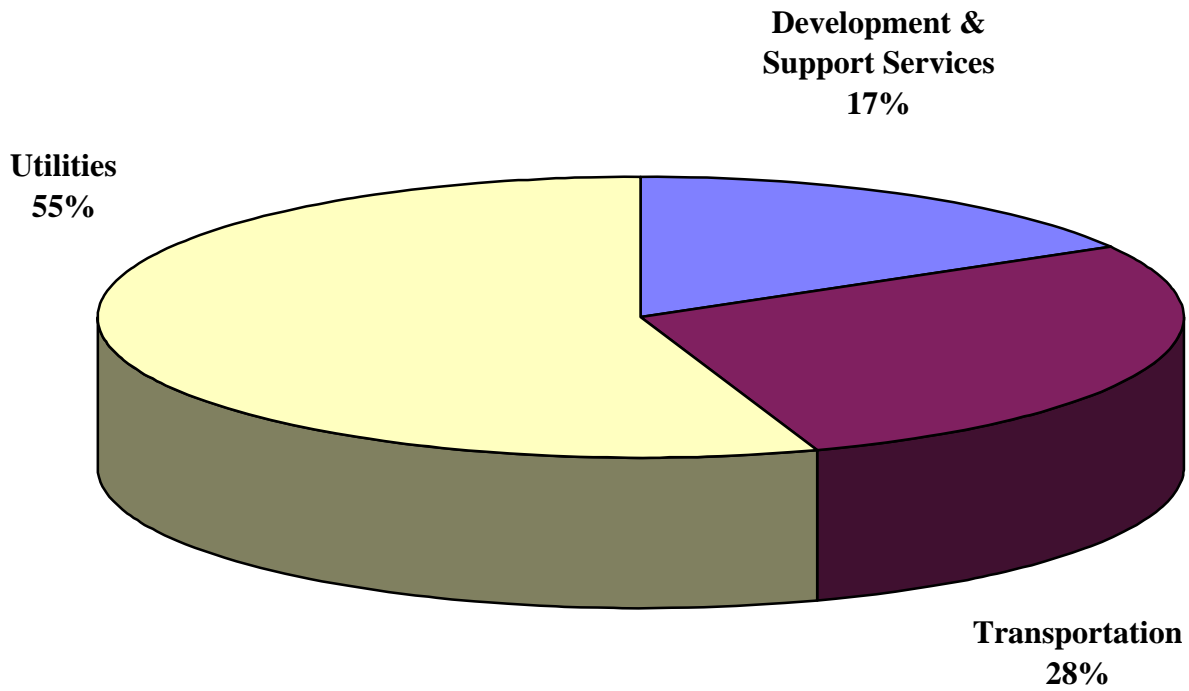
PERFORMANCE MEASURES

Performance measures are reported in the Planning & Development Services page.

PUBLIC WORKS DEPARTMENT



2008 BUDGET
\$102,243,994



**2008-09 BUDGET
PUBLIC WORKS DEPARTMENT**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---|-----------------------|----------------------|-----------------------|----------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| DEVELOPMENT & SUPPORT SERVICES | \$ 16,638,421 | \$ 17,447,928 | \$ 16,981,305 | \$ 17,235,089 |
| TRANSPORTATION | 23,979,001 | 32,167,928 | 28,684,685 | 26,494,043 |
| UTILITIES | 62,977,542 | 47,526,264 | 56,578,004 | 55,501,039 |
| TOTAL | <u>103,594,965</u> | <u>97,142,121</u> | <u>102,243,994</u> | <u>99,230,171</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 20,439,148 | \$ 21,724,929 | \$ 23,386,748 | \$ 24,146,816 |
| Operating Expenses | 27,067,885 | 21,081,432 | 23,814,959 | 24,073,860 |
| Interdepartmental Charges | 4,270,103 | 4,198,153 | 4,633,331 | 4,725,997 |
| Capital | 34,318,790 | 34,001,494 | 34,181,711 | 30,081,555 |
| Debt Service | 11,408,963 | 11,218,823 | 11,117,413 | 10,943,008 |
| Non-Recurring Expenditures | 1,242,367 | 0 | 43,935 | 0 |
| Other Financing Uses | 4,847,710 | 4,917,291 | 5,065,897 | 5,258,934 |
| TOTAL | <u>\$ 103,594,965</u> | <u>\$ 97,142,121</u> | <u>\$ 102,243,994</u> | <u>\$ 99,230,171</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 3,103,451 | \$ 3,400,717 | \$ 3,149,999 | \$ 3,223,212 |
| Capital Development | 786,960 | 111,238 | 112,440 | 115,287 |
| Planning & Development Services | 4,295,065 | 4,806,640 | 5,214,523 | 5,196,877 |
| .25 Cent Sales Tax | 419,630 | 428,576 | 441,433 | 450,262 |
| Airport | 391,082 | 1,857,283 | 1,109,652 | 490,174 |
| Transportation | 21,437,468 | 26,156,646 | 26,769,762 | 25,256,017 |
| Transportation Development | 2,198,600 | 4,242,623 | 897,687 | 842,952 |
| Transit Pass General Improvement District | 10,212 | 9,476 | 10,570 | 10,570 |
| Water Utility | 27,169,286 | 27,532,464 | 31,017,403 | 32,597,092 |
| Wastewater Utility | 28,901,318 | 13,578,041 | 15,771,865 | 16,268,002 |
| Stormwater and Flood Mgmt Utility | 6,734,377 | 6,236,126 | 9,602,585 | 6,445,447 |
| Fleet | 5,523,920 | 6,212,687 | 6,401,538 | 6,550,675 |
| Equipment Replacement | 741,931 | 1,326,102 | 562,255 | 574,510 |
| Facility Renovation & Replacement | 1,881,665 | 1,243,502 | 1,182,281 | 1,209,093 |
| TOTAL | <u>\$ 103,594,965</u> | <u>\$ 97,142,121</u> | <u>\$ 102,243,994</u> | <u>\$ 99,230,171</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | 284.98 | 294.97 | 299.16 | 299.16 |
| Seasonal Temporary FTE's | 11.50 | 11.50 | 11.50 | 11.50 |
| TOTAL | <u>296.48</u> | <u>306.47</u> | <u>310.66</u> | <u>310.66</u> |

**2008-09 BUDGET
PUBLIC WORKS DEPARTMENT**

DEPARTMENT OVERVIEW

The Public Works Department continues to work toward building a “sustainable organization” by focusing on operational efficiencies and improvements. These efforts are consistent with ongoing budget themes supported by council for the 2008-09 budget process. These themes are exemplified by the department’s commitment to reevaluate systems and business processes through costing of service analysis, implementing and monitoring performance measures, and analyzing privatization options. Public Works is committed to fiscal sustainability by maintaining reserve goals in each of its special revenue and enterprise funds. These are analyzed and adjusted accordingly based on operational and fund balance goals.

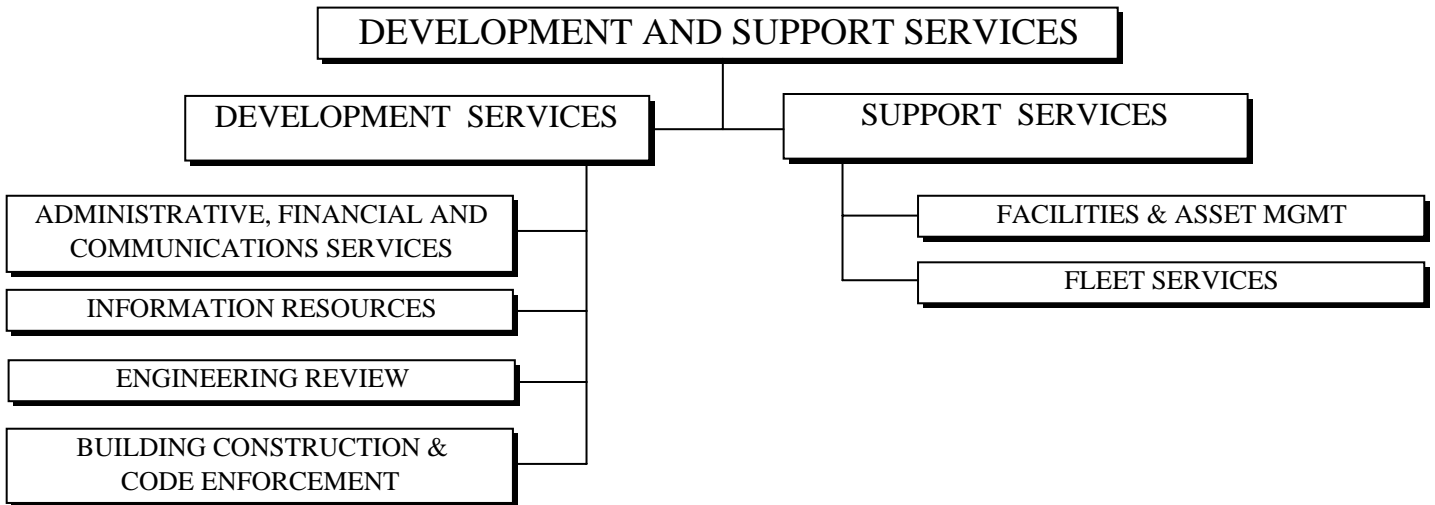
BUSINESS PLAN

Please see the individual Public Works Division sections for a complete discussion of the business plan.

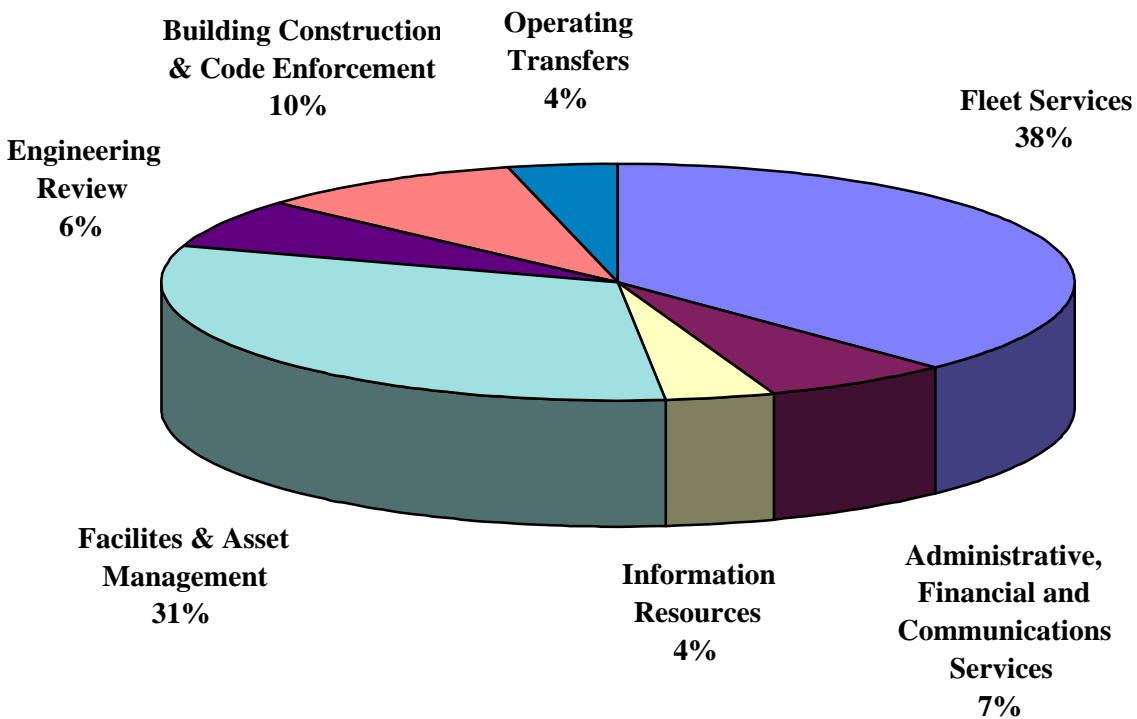
PERFORMANCE MEASURES

Performance measures are reported within the separate Public Works Divisions.

DIVISION OF DEVELOPMENT AND SUPPORT SERVICES



2008 BUDGET \$16,981,305



**2008-09 BUDGET
DEVELOPMENT & SUPPORT SERVICES DIVISION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--|----------------------|----------------------|----------------------|----------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| DEVELOPMENT SERVICES | | | | |
| Engineering Review | \$ 949,803 | \$ 1,044,461 | \$ 1,110,971 | \$ 1,145,427 |
| Building Construction & Code Enforcement | 1,304,880 | 1,496,693 | 1,630,453 | 1,619,399 |
| Administrative Services | 842,653 | 1,033,324 | 1,166,439 | 1,079,888 |
| Information Resources | 512,391 | 598,938 | 658,851 | 678,443 |
| Operating Transfers | 685,338 | 633,222 | 647,808 | 673,720 |
| TOTAL | <u>4,295,064</u> | <u>4,806,639</u> | <u>5,214,523</u> | <u>5,196,877</u> |
| SUPPORT SERVICES | | | | |
| Facilities & Asset Management | 6,819,436 | 6,428,602 | 5,365,243 | 5,487,536 |
| Fleet Services | 5,523,920 | 6,212,687 | 6,401,539 | 6,550,676 |
| TOTAL | <u>12,343,357</u> | <u>12,641,289</u> | <u>11,766,782</u> | <u>12,038,212</u> |
| TOTAL | <u>\$ 16,638,421</u> | <u>\$ 17,447,928</u> | <u>\$ 16,981,305</u> | <u>\$ 17,235,089</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 4,712,588 | \$ 5,451,832 | \$ 5,824,825 | \$ 6,014,133 |
| Operating Expenses | 4,244,646 | 4,042,004 | 4,363,639 | 4,270,912 |
| Interdepartmental Charges | 1,130,905 | 1,051,929 | 1,090,871 | 1,112,688 |
| Capital | 5,497,558 | 5,863,116 | 4,632,118 | 4,724,760 |
| Other Financing Uses | 1,052,725 | 1,039,048 | 1,069,852 | 1,112,596 |
| TOTAL | <u>\$ 16,638,421</u> | <u>\$ 17,447,928</u> | <u>\$ 16,981,305</u> | <u>\$ 17,235,089</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 2,989,251 | \$ 3,319,184 | \$ 3,066,835 | \$ 3,138,385 |
| Capital Development | 786,960 | 111,238 | 112,440 | 115,287 |
| Planning & Development Services | 4,295,065 | 4,806,640 | 5,214,523 | 5,196,877 |
| .25 Cent Sales Tax | 419,630 | 428,576 | 441,433 | 450,262 |
| Fleet | 5,523,920 | 6,212,687 | 6,401,538 | 6,550,675 |
| Equipment Replacement | 741,931 | 1,326,102 | 562,255 | 574,510 |
| Facility Renovation & Replacement | 1,881,665 | 1,243,502 | 1,182,281 | 1,209,093 |
| TOTAL | <u>\$ 16,638,421</u> | <u>\$ 17,447,928</u> | <u>\$ 16,981,305</u> | <u>\$ 17,235,089</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | 71.57 | 74.05 | 75.74 | 75.74 |
| Seasonal Temporary FTE's | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | <u>71.57</u> | <u>74.05</u> | <u>75.74</u> | <u>75.74</u> |

**2008-09 BUDGET
PUBLIC WORKS DEPARTMENT
DEVELOPMENT AND SUPPORT SERVICES DIVISION**

MISSION STATEMENT

The mission of Development and Support Services is

- to effectively assist customers in a regulatory environment while preserving public health, safety and environmental quality for our community overall, through the efficient administration of codes and standards,
- to provide quality facilities and asset management (FAM) services to City departments for the design, construction and maintenance of facilities,
- to effectively maintain the City's fleet while balancing customer and community values.

BUSINESS PLAN NARRATIVE

Since 2004, FAM has reduced its operating budget by \$695,000 and has eliminated three standard positions. FAM continues to focus its resources on preserving programs and activities central to its mission. Reductions have been in non-essential maintenance, outsourcing custodial services, and postponing non-essential projects.

Operations and Maintenance (O&M) funding levels for General Fund facilities are projected to be 2.13 percent of the Current Replacement Value (CRV) by the end of 2007. The recommended service standard is 2.5 percent of the CRV. O&M needs will continue to be prioritized based upon the most essential needs. Under the Current Funding Program, all preventative and corrective maintenance will be performed on essential systems in all FAM maintained buildings. However, maintenance on non-essential systems will be done in the 26 essential buildings only. These essential buildings provide core community services such as Police, Fire, and Public Works.

Major Maintenance/Facility Renovation and Replacement (MM/FR&R) funding levels are projected to be 1.62 percent CRV by the end of 2007. This percentage would have been even lower except in 2006 FAM reallocated \$107,165 from desirable and discretionary services in operating accounts to essential projects in MM/FR&R and in 2007, FAM received one-time funding of \$290,000. The recommended service standard is 2.0 percent CRV. Without additional funding in MM/FR&R, the maintenance backlog¹ is projected to increase from approximately \$4.6 million in 2007 to \$5.2 million by the

¹ Backlog is an industry standard term used to define the accumulation of uncorrected or deferred deficiencies that represent a liability (in both physical and financial terms) for a facility. These items include maintenance deficiencies, equipment or systems overdue for replacement, etc. Future maintenance items, planned replacements and efficiency improvements are not part of the backlog.

end of 2008; \$4 million is the point at which the overall condition rating for General Fund facilities changes from “good” to “fair” and is the maximum desired maintenance backlog amount.

The focus of Fleet Services’ fiscally constrained plan is to continue to effectively maintain the city’s fleet while balancing customer and community values. Fleet Services is in the process of finalizing its strategic plan with a completion date in 2007.

In 2006, Fleet Services retained the services of a consulting firm, Mercury Associates Inc., to assist in the development of the strategic plan. Mercury Associates reviewed the methodology used by Fleet Services to establish chargeback costs to customers for the purpose of recovering the operating and maintenance (O&M) cost of Fleet Services. As a result of Mercury Associates’ analysis of fleet operating costs and input received from fleet customers, a new rate structure was implemented in 2007.

OVERVIEW OF ACTION PLAN

The FAM Master Plan Update was accepted by City Council on July 19, 2005. The plan recommends industry standard levels of service at all General Fund facilities. The plan also recognizes the city’s current economic climate and the need to prioritize services such that the 26 essential facilities will receive industry standard levels of service and the remaining facilities will receive services commensurate with available funding. The plan also presents an Action Plan that identifies additional funding so that the recommended service standard goal of 2.5 percent CRV for O&M and the recommended service standard goal of 2.0 percent CRV for MM/FR&R are realized by 2014. In May 2006, the Action Plan was updated in order to reflect additions to FAM’s maintenance backlog. In 2007, the total additional amount needed to meet industry service standards is \$684,115 per year; \$225,862 for O&M and \$458,253 for MM/FR&R.

In addition, FAM’s 2008 Action Plan includes requests to return the reallocation of \$107,165 to major maintenance, return the reallocation of \$156,049 to Facility Maintenance (352235) “desirable” services which includes 0.5 FTE (Building Maintenance Person II), return the reallocation of \$83,794 to P & R: O & M (352237) “desirable” services which includes 0.5 FTE (Building Maintenance Person II). The Action Plan also includes a request for \$186,513 which is the “fiscally constrained erosion” amount related to construction and contractual; these costs have been rising at a rate of 5 percent per year. These funding increases would:

- Restore surface refurbishments from minimal standards (greater than ten years) to a ten year schedule,
- Allow implementation of energy improvements with a longer payback period - all projects with less than a five year payback; the Fiscally Constrained Plan includes all projects with less than a three year payback, and
- Maintain the maintenance backlog below \$4 million.

Business Plan implementation, including the development and updating of associated departmental Master Plans, continues to inform investment priorities for capital expenditures and the FAM action plan. As an example, the Library Master Plan effort has illustrated that with over 800,000 customer visits per year, the HVAC system at the Main library has been challenged to perform adequately for a building of its size and design. Patrons are increasingly concerned about the heat, humidity and lack of air flow in this essential facility. As a result, FAM is currently working with the Library Department to evaluate possible improvements to the existing evaporative cooling system installed at the Main Library in 1992. Short-term actions include:

- Conducting an Indoor Air Quality sample at key areas of the building to determine actual temperature, humidity, carbon monoxide and carbon dioxide levels over a period of several days.
- Contracting with an engineering firm to re-commission the heating, ventilating, and air conditioning (HVAC) systems to determine if improvements to the existing system are possible.

These assessment steps will help determine the longer-term needs. Should replacement of the air conditioning system be warranted, a system that is designed to meet current needs at the Main Library would cost approximately \$1 million.

The Fleet Services Action Plan will include purchasing hybrid and alternative fuel vehicles (HAFV) 75 percent of the time they are offered by manufacturers. The current goal of 65 percent was set by the (staff) Fleet Policy Advisory Board. The city Fleet's Green House Targets (GHG) for the implementation of the Kyoto Protocol has been met; the city's fleet produces a total of seven percent less emissions than in 1990. As funds become available, high priority operational and facility needs for Fleet Services will be completed such as upgrading the fuel delivery system, purchasing a test set for digital radios, and installing a sound-dampening system for the Radio Shop in order to help to reduce noise levels caused by being located next to the heavy equipment maintenance area at Fleet Services. The need to replace the fleet facilities roof has been identified and is scheduled to be replaced in 2009 as part of the Facilities Renovation and Replacement Fund (fund 650) CIP program.

Please refer to the Planning and Development Services' Business Plan Narrative.

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled "City Council Direction on the Recommended Budget" for any changes from Attachment B.

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

1.) Maintenance of City Assets (Essential):

FAM: Provides industry standard levels of O&M for 26 essential buildings assigned to the General Fund (GF). Essential services also include providing preventive and corrective maintenance on only essential building systems in the remaining GF facilities assigned to FAM, security and access control systems, energy payments and essential MM/FR&R projects. Implements energy-saving projects with a payback of three years or less.

Fleet Services: Includes all vehicle and equipment maintenance and acquisition services directly related to vehicle safety. Also includes the Fleet Replacement Fund (FRF) which replaces existing vehicles classified as “emergency” such as police patrol cars and heavy trucks used for snow and ice control. Provides preventive and corrective maintenance on all mobile and stationary communications equipment.

2.) Maintenance of City Assets (Desirable):

FAM: Provides O&M service levels in “Non-Essential Buildings” to industry standards for all buildings assigned to FAM, periodic surface finish replacements on a ten year cycle, administrative services, staff training and includes the Equipment Replacement Fund (ERP) payments for capital equipment assigned to FAM. Implements energy-saving projects with a payback of five years or less.

Fleet Services: Includes all non-essential customer requested services such as providing a self-service car wash facility, increased implementation of HAFV technologies, and includes the Fleet Replacement Fund (FRF) which replaces existing vehicles classified as “non-emergency” such as non-patrol sedans and pickup trucks.

3.) Maintenance of City Assets (Discretionary):

FAM: Includes funding for furnishing GF common areas such as conference areas and outdoor furniture and administrative services associated with investigating renewable energy technologies such as solar and wind, where cost effective. Implements energy-saving projects with a payback of ten years or less.

Fleet Services: Includes a one percent Emergency Reserve and a two percent Operating Reserve which are annually appropriated to fund unanticipated emergency and operating needs. Also includes funding for lower priority facility needs and construction of a separate Radio Shop facility.

Please refer to Planning and Development Services’ Guiding Principles or Investment Strategy.

OVERVIEW OF VISION PLAN

The Vision Plan for FAM identifies additional funding so that the recommended service goal of 2.0 percent CRV for MM/FR&R is realized by 2014. In 2007, the additional amount needed to meet this industry service standard is \$458,523 per year. For O&M, the Vision Plan increases the service standard from 2.5 percent CRV to 3.0 percent CRV. In 2007, the additional amount needed to meet this higher service standard is \$506,211 per year. This level of funding would:

- Restore surface refurbishments to a seven year schedule rather than a ten year schedule,
- Allow implementation of energy improvements with a longer payback period – all projects with less than a ten year payback,
- Exploration of new energy technologies,
- Improve security systems
- Maintain the maintenance backlog below \$4 million
- Implement a long term replacement program for city facilities, and
- Implement planned maintenance and replacement strategy for land improvements that are currently done on an as-needed basis.

The Vision Plan for Fleet Services is currently being developed as part of the Fleet Strategic Plan. It will include:

- Implementation of HAFV technologies to the maximum extent possible which will result in further exceeding the city’s GHG targets and Kyoto Protocol goals,
- Construction of a separate Radio Shop facility at the City Yards, and
- Completion of facility changes at the City Yards in coordination with other divisions of Public Works Department Yards as detailed in the FAM Master Plan.

PERFORMANCE MEASURES

| | ACTUAL 2006 | TARGET 2007 | TARGET 2008 | TARGET 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| Fleet Services | | | | |
| 1. Repairs returned for rework | 0.26% | <2% | <1% | <1% |
| 2. Increase miles traveled between road calls | 91,469 miles | >40,000 miles | >60,000 miles | >60,000 miles |

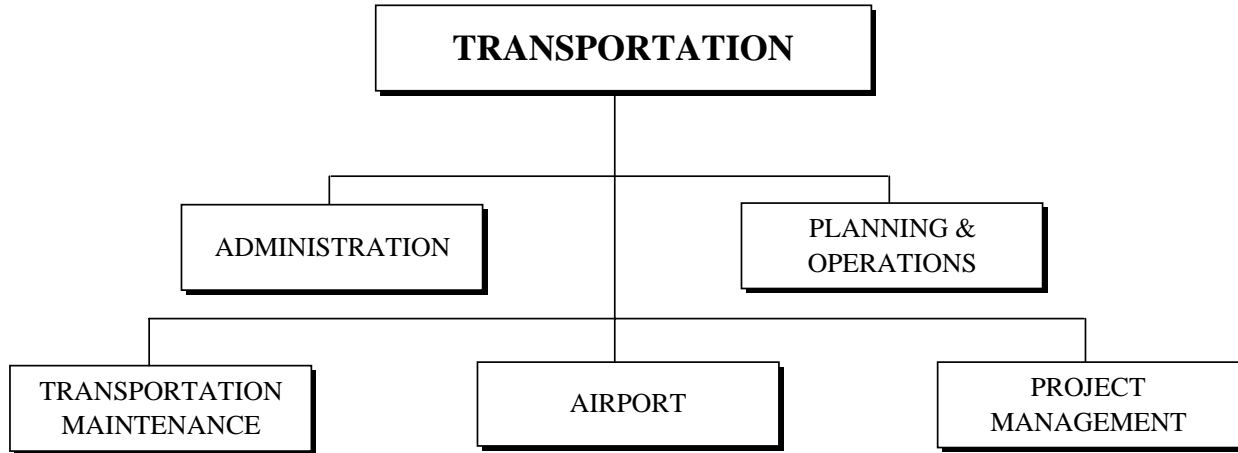
| | ACTUAL 2006 | TARGET 2007 | TARGET 2008 | TARGET 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| FAM | | | | |
| 1. Maintenance Backlog ² | \$4,538,175 | \$4,000,000 | \$4,000,000 | \$4,000,000 |
| 2. Funding Level for Major Maintenance / Facility Renovation & Replacement ³ | 1.7% CRV | 2% CRV | 2% CRV | 2% CRV |
| 3. Funding Level for Operations & Maintenance ⁴ | 2.2% CRV | 2.5% CRV | 2.5% CRV | 2.5% CRV |

² A Maintenance backlog of \$4 million corresponds to the transition point where overall condition rating of General Fund facilities goes from “good” to “fair.” A maintenance backlog of \$8 million corresponds to the transition point where the overall condition rating of General Fund facilities goes from “fair” to “poor.”

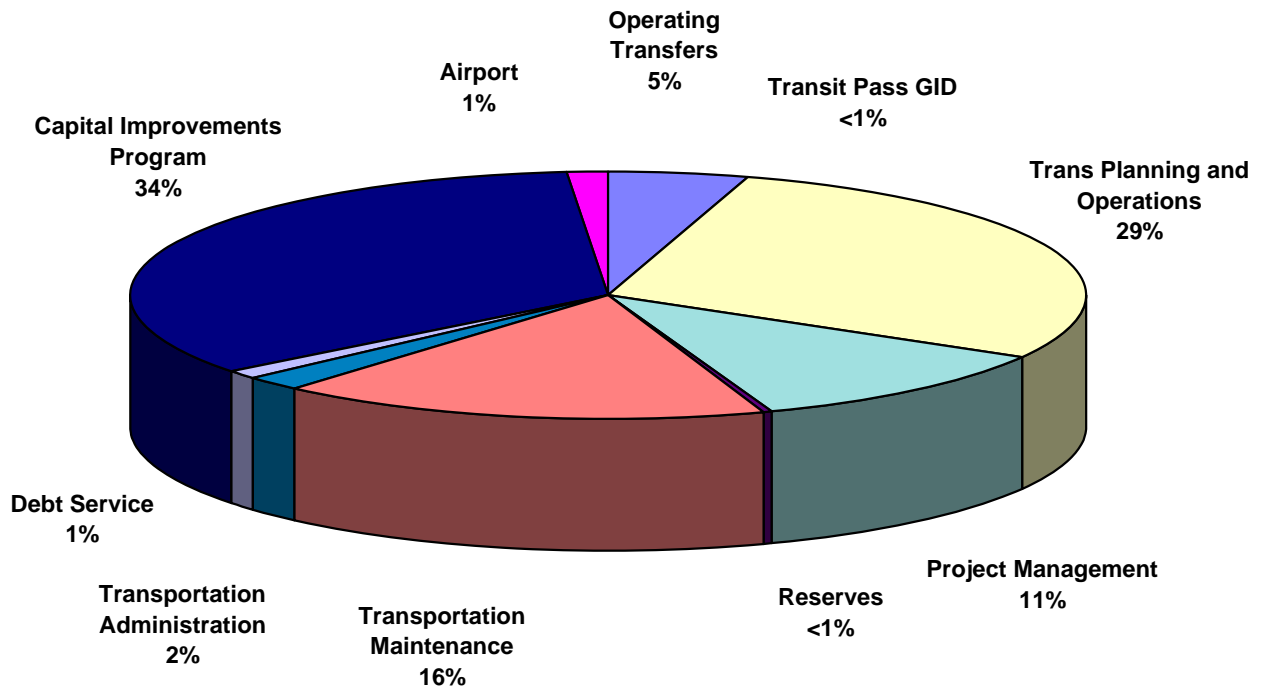
³ The industry standard funding level for Major Maintenance (MM) / Facility Renovation and Replacement (FR&R) is 2% current replacement value (CRV).

⁴ The industry standard funding level for Operations and Maintenance (O&M) is 2.5% of the current replacement value (CRV).

DIVISION OF TRANSPORTATION



2008 BUDGET \$28,684,685



**2008-09 BUDGET
TRANSPORTATION DIVISION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---|----------------|------------------|------------------|------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| TRANSPORTATION DIVISION | | | | |
| Operating Transfers | | | | |
| Cost Allocation/Transfers | \$ 1,401,233 | \$ 1,362,980 | \$ 1,375,305 | \$ 1,426,611 |
| TOTAL | 1,401,233 | 1,362,980 | 1,375,305 | 1,426,611 |
| Capital Payments | | | | |
| Boulder Transit Village - Debt Payments | 272,758 | 123,523 | 292,515 | 123,458 |
| TOTAL | 272,758 | 123,523 | 292,515 | 123,458 |
| Reserves | | | | |
| Operating Reserves | 0 | 110,000 | 110,000 | 110,000 |
| TOTAL | 0 | 110,000 | 110,000 | 110,000 |
| Transportation Planning & Operations | | | | |
| Traffic Engineering | 78,423 | 90,600 | 94,713 | 97,417 |
| Street Lighting & Construction | 876,115 | 1,028,064 | 1,048,625 | 1,069,598 |
| Signs/Markings | 977,037 | 1,052,641 | 1,107,675 | 1,135,565 |
| Signal Maintenance & Upgrade | 897,887 | 972,793 | 1,171,398 | 1,200,638 |
| Transportation Operations | 562,552 | 619,986 | 665,768 | 686,203 |
| Transportation System Management | 214,222 | 149,979 | 202,302 | 206,668 |
| Transportation Planning | | | | |
| Transit Service Operations | 2,372,908 | 1,617,054 | 2,864,509 | 2,922,226 |
| Travel Demand Management (TDM) | 511,459 | 505,632 | 626,050 | 641,610 |
| TDM Grants | 76,655 | 127,492 | 79,739 | 82,049 |
| Facilities/Regional Planning | 207,707 | 123,687 | 128,381 | 131,664 |
| Master/Community Planning | 156,830 | 202,697 | 210,540 | 215,987 |
| Bike/Ped Planning | 52,958 | 0 | 0 | 0 |
| subtotal | 3,378,517 | 2,576,563 | 3,909,217 | 3,993,536 |
| TOTAL | 6,984,754 | 6,490,626 | 8,199,699 | 8,389,625 |
| Project Management | | | | |
| CIP Administration | 312,731 | 331,266 | 359,055 | 369,889 |
| Transportation Rehabilitation | | | | |
| Overlay | 1,165,771 | 1,342,197 | 1,420,460 | 1,449,901 |
| Sidewalk Maintenance | 204,835 | 230,004 | 245,429 | 250,778 |
| Major Street Reconstruction | 457,664 | 317,728 | 338,130 | 345,958 |
| Bikeways Capital Maintenance | 186,280 | 195,658 | 207,491 | 211,868 |
| subtotal | 2,014,550 | 2,085,587 | 2,211,509 | 2,258,505 |
| 3rd Party Construction | | | | |
| TOTAL | 105,109 | 600,000 | 600,000 | 612,000 |
| TOTAL | 2,432,390 | 3,016,852 | 3,170,564 | 3,240,395 |

**2008-09 BUDGET
TRANSPORTATION DIVISION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| Alternative Transportation | | | | |
| Transit Pass GID | 10,212 | 9,476 | 10,570 | 10,570 |
| TOTAL | <u>10,212</u> | <u>9,476</u> | <u>10,570</u> | <u>10,570</u> |
| Transportation Maintenance | | | | |
| Administration | 354,496 | 425,442 | 439,122 | 452,461 |
| Fleet Liaison | 37,814 | 43,812 | 46,134 | 47,576 |
| Bikeway Maintenance | 245,377 | 336,201 | 361,999 | 371,977 |
| Graffiti Maintenance | 72,436 | 80,443 | 89,249 | 91,874 |
| Median Maintenance | 614,953 | 611,080 | 650,505 | 668,873 |
| Street Sweeping | 441,240 | 501,713 | 536,182 | 549,982 |
| Street Snow & Ice Control | 924,256 | 632,480 | 646,406 | 662,452 |
| Repair & Maintenance | 1,571,434 | 1,578,840 | 1,704,759 | 1,746,864 |
| O&M Study Implementation | <u>0</u> | <u>0</u> | <u>250,000</u> | <u>250,000</u> |
| TOTAL | <u>4,262,007</u> | <u>4,210,012</u> | <u>4,724,356</u> | <u>4,842,059</u> |
| Transportation Administration | | | | |
| Division Administration | 429,836 | 456,051 | 482,795 | 496,586 |
| Support Services | <u>108,820</u> | <u>110,299</u> | <u>114,378</u> | <u>117,940</u> |
| TOTAL | <u>538,656</u> | <u>566,350</u> | <u>597,173</u> | <u>614,526</u> |
| Airport | | | | |
| Administration | 130,033 | 143,464 | 149,839 | 154,051 |
| Repair & Maintenance | | | | |
| Lighting Maintenance | 5,758 | 3,500 | 3,900 | 3,978 |
| Runway/Taxiway Maintenance | 17,157 | 41,102 | 18,000 | 18,360 |
| Grounds Maintenance | 52,248 | 55,512 | 70,300 | 71,706 |
| Building Maintenance | <u>72,685</u> | <u>74,320</u> | <u>140,886</u> | <u>143,704</u> |
| subtotal | <u>147,849</u> | <u>174,434</u> | <u>233,086</u> | <u>237,748</u> |
| TOTAL | <u>277,882</u> | <u>317,898</u> | <u>382,925</u> | <u>391,799</u> |
| Capital Improvement Program | | | | |
| Capital Improvement Program | <u>7,799,109</u> | <u>15,960,210</u> | <u>9,821,578</u> | <u>7,345,000</u> |
| TOTAL | <u>7,799,109</u> | <u>15,960,210</u> | <u>9,821,578</u> | <u>7,345,000</u> |
| TOTAL | <u>\$ 23,979,001</u> | <u>\$ 32,167,928</u> | <u>\$ 28,684,685</u> | <u>\$ 26,494,043</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 5,097,409 | \$ 4,897,059 | \$ 5,375,379 | \$ 5,550,078 |
| Operating Expenses | 8,055,501 | 6,034,415 | 7,489,269 | 7,631,644 |
| Interdepartmental Charges | 1,491,677 | 1,583,548 | 1,865,224 | 1,902,528 |
| Capital | 7,660,472 | 18,166,403 | 12,286,993 | 9,859,723 |
| Debt Service | 272,758 | 123,523 | 292,515 | 123,458 |
| Other Financing | <u>1,401,184</u> | <u>1,362,980</u> | <u>1,375,305</u> | <u>1,426,611</u> |
| TOTAL | <u>\$ 23,979,001</u> | <u>\$ 32,167,928</u> | <u>\$ 28,684,685</u> | <u>\$ 26,494,043</u> |

**2008-09 BUDGET
TRANSPORTATION DIVISION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---|----------------------|----------------------|----------------------|----------------------|
| BUDGET BY PROGRAM | | | | |
| BUDGET BY FUND | | | | |
| General | \$ 97,554 | \$ 64,554 | \$ 65,845 | \$ 67,162 |
| Airport | 391,082 | 1,857,283 | 1,109,652 | 490,174 |
| Transportation | 21,281,552 | 25,993,992 | 26,600,930 | 25,083,185 |
| Transportation Development | 2,198,600 | 4,242,623 | 897,687 | 842,952 |
| Transit Pass General Improvement District | 10,212 | 9,476 | 10,570 | 10,570 |
| TOTAL | <u>\$ 23,979,001</u> | <u>\$ 32,167,928</u> | <u>\$ 28,684,685</u> | <u>\$ 26,494,043</u> |
| AUTHORIZED FTE's | | | | |
| Standard FTE's | 62.97 | 65.99 | 68.24 | 68.24 |
| Seasonal Temporary FTE's | 5.00 | 5.00 | 5.00 | 5.00 |
| TOTAL | <u>67.97</u> | <u>70.99</u> | <u>73.24</u> | <u>73.24</u> |

**2008-09 BUDGET
PUBLIC WORKS DEPARTMENT
TRANSPORTATION DIVISION**

MISSION STATEMENT

The Transportation Division provides for the mobility of persons and goods by developing and maintaining a safe, efficient, environmentally sound and balanced transportation system with emphasis on providing travel choice through all modes – transit, pedestrian, bicycle and vehicular transportation; maintains streets and bikeways; and maintains the municipal airport to provide for safe and efficient aircraft operations.

BUSINESS PLAN NARRATIVE

Following a sustained period of reductions in the Transportation Budget from 2002 through 2005, Transportation, like much of the rest of the city organization, is seeing a modest recovery in total revenues. However, during this period Transportation has experienced cost escalation that has significantly outpaced the consumer price index. The erosion of buying power in the transportation industry has been significant, resulting in additional reduction in service levels even during this modest recovery. Throughout this period of deep cuts and modest increases, the Transportation budget has been guided consistently by a set of principles that were created through transportation prioritization analyses and transportation policy as noted below. The analyses and policies were grounded in public involvement and board and Council review and approval and have been reinforced through the City Manager's Business Plan. As revenues continue to modestly rebound and cost escalation continues to be a significant factor, these same guiding principles have been used for prioritizing budget restoration.

In the current budget cycle, Council will note changes to the budget due to:

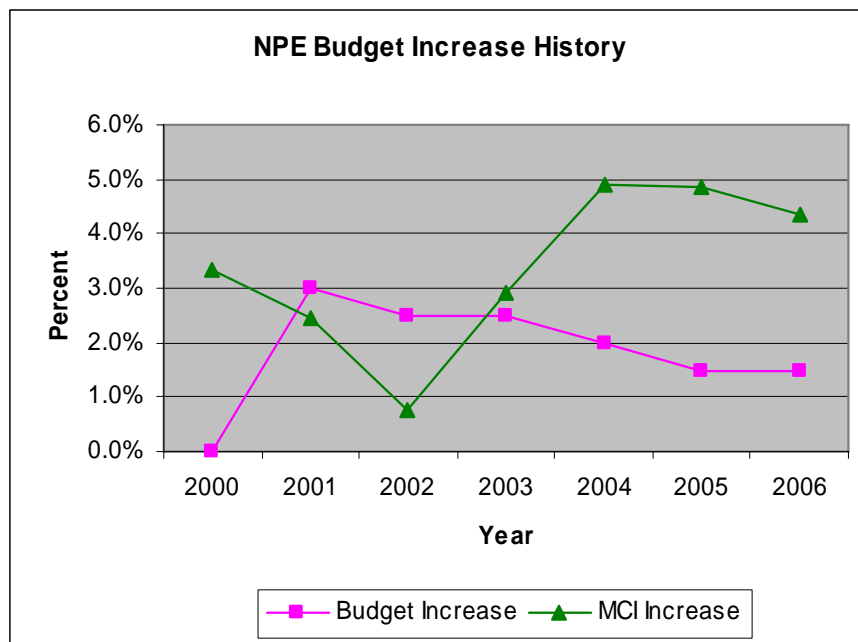
- Lower revenues than previously projected for the Transportation Excise Tax (TET);
- increases in the cost of doing business in the transportation arena;
- catching up operations and maintenance with cumulative additions to the transportation system;
- keeping up with new maintenance requirements as a result of unusual winter conditions and findings from a recent maintenance practice study; and
- keeping up with leveraged funding awarded to the city by state and federal sources, thereby keeping funding secured and avoiding cost escalation due to project delay.

The revenues from Transportation Excise Tax (TET) have dropped significantly in recent years, due to a number of factors. What used to be a revenue source of \$1 million to \$1.1 million annually, dropped to approximately \$400,000 in 2006. As a result of updating projections to be more realistic (a total impact of \$1.3 million over the next 5 years), the TET has been reduced to reflect a more modest cash flow for transportation projects. Projects and programs between the Transportation Fund and the Transportation

Development Fund have been rebalanced accordingly. This development excise tax issue is in play for other departments as well and Transportation staff supports the concept of doing a study to evaluate the effectiveness and potential changes to the excise tax system and policies.

In the past, the city has appropriated non-personnel expense (NPE) increases based on the ability to pay, which typically was less than CPI or even no increase at all. At the same time, construction costs for materials such as asphalt, steel, Portland Cement, fuel, and other materials and supplies have increased at greater rates. For example, during 2004 and 2005 the Colorado Construction Cost Index went up 70% and then stabilized in 2006 at that upper level. We will continue to track these indices and monitor and coordinate with state and regional responses to cost escalation. These costs apply to construction as well as operations and maintenance activities in Transportation. (Note the graphic below illustrating the difference between NPE and the Municipal Cost Index--an additional monitored measure). Material cost increases impact multiple service areas such as the street resurfacing program, day-to-day potholing and patching maintenance programs, and the capital construction program.

Another major impact to the city over the last year has been the particularly punishing winter that we experienced over the end of 2006 and early 2007. The combination of moisture and low temperatures created a freeze-thaw cycle which significantly impacted roadway surfaces, adding to our maintenance needs.



The result of the combination of increased material costs, unusual weather conditions, incremental additions to and requirements of the system is that some elements of the Transportation system continue to not meet minimum acceptable service standards. In order to prudently manage and maintain our community's valuable infrastructure,

Transportation proposes focusing fiscally constrained revenue increases on catching up with the cost of doing business through NPE increases (additional 4% in areas most affected by cost/weather impacts) and catching up operations and maintenance activities.

Finally, Transportation has initial results from an Operations and Maintenance Study which identifies the need to improve data collection and data management for tracking and programming preventative maintenance activities for the transportation system. Two specific activities include finalizing the implementation of an industry-standard pavement management system and updating the rating of the condition of the street/transportation system. This data update and data management system will then allow us to improve our strategic planning and implementation to right-size efforts such as resurfacing, patching, chip and seal, crack sealing and other maintenance practices. Therefore, a line item is proposed to finalize pavement management, contract services to rate the system's condition, and include some flexibility to respond to immediate preventative maintenance efforts.

In the past, Transportation has been successful at seeking leveraged funding opportunities. On a positive note, if Transportation had not been successful at winning "reconstruction" dollars, our need for additional maintenance funding would be even greater than it is now. Also, most projects that have added travel choices, system improvements and safety enhancements have included leveraged funding. For example, Boulder was recently awarded federal funding for transportation connections in the Boulder Transit Village vicinity, stretching our local resources to address a community goal. However, one challenge that staff faces is that the Denver Regional Council of Governments (DRCOG), Colorado Department of Transportation and Federal Government have been simultaneously creating penalties, as severe as losing funding, for delaying project construction and creating more requirements to achieve project approval. Add the city's ethic of thorough and comprehensive public involvement and we face the challenge of implementing the approved CIP in a timely fashion without losing valuable federal and state funding. Also, each year a project is delayed, the more it is impacted by escalating material costs. Overall, it is important to advance the CIP in a timely manner in order to keep valuable leveraged funds. Historically, Transportation has averaged \$2 million annually in leveraged investments in our transportation infrastructure.

As a result of public and private development of the transportation system over time, there have been traffic signals added to the system. The number of signals increased from 122 in 1993 to 144 in 2005. We have reached the threshold of adding enough signals to the system that we are not meeting acceptable service levels for Operations & Maintenance (O & M) of the system with current staffing levels. A guideline in the signal industry is a ratio of 1 technician per 30 or 40 signals. Along with the increase of signals, there are also more other kinds of electronic signs. From 2000 to 2005, the number of flashing pedestrian crossing treatments went from 1 to 11, and the number of radar speed display signs increased from 3 to 23. With these additions to the system and in order to catch up with minimum acceptable service standards, Transportation is proposing one additional FTE for O & M of the signal system. This FTE is consistent with the Budget Guiding Principles since it focuses on day-to-day maintenance and operations of the existing system.

Similar to the previous budget cycle, in out years of the Transportation Fund of the capital program, we are attempting to allow continued flexibility to provide local match for federal funding and/or local implementation to optimize FasTracks and other community objectives. Please note that, while we have had great success in past years in leveraging federal funds, it may be more difficult in the future as federal funds are diminishing. Recent estimates indicate that on its current course, the Highway Users Trust Fund (HUTF) would no longer have funds available to distribute as soon as 2009. Staff also will be monitoring changes at the federal level which would impact funding of DRCOG's Transportation Improvement Program, our primary source of federal funds.

Another item reflected beginning with a supplemental in the 2007 budget and continued with the 2008 budget is a contractual change for the HOP service. The contract change reflects the RTD contribution to the HOP in addition to the City of Boulder's contribution. The HOP service contract change makes it clear that Special Transit is providing the HOP service on behalf of municipal government, which allows Special Transit to pay lower fuel taxes. Since the full amount of this budget increase is reimbursed from RTD, there is no real difference in what the city invests in the HOP, but this administrative and budget tracking change keeps money invested in local transportation.

GUIDING PRINCIPLES AND/OR INVESTMENT STRATEGIES

Aligning with the policies of the Transportation Master Plan is an important aspect of the Transportation Budget's guiding principles. As previously outlined in Council/Board budget processes, the following priorities and strategies have been used to develop the Transportation budget:

- ▶ Maintain Integrity of Transportation Prioritization, in order:
 - Maintenance and Operations (Essential)
 - Multimodal System Expansion (Desirable)
 - Enhancements without system performance benefit (Discretionary)
- ▶ Achieve Sustainable Budget Over Time
- ▶ Continue Efficiency Improvements
- ▶ Maintain Leveraged Funded Projects
- ▶ Reduce Boulder Transit Village (BTV) debt through annual operating savings if available

The essential, desirable, discretionary categories of funding are derived similarly and are described below with examples:

- 1.) **Essential Services include Operation and Maintenance of Existing System to Maintain Public Safety.** Examples include pothole repair, street resurfacing, taking care of signs and signals, addressing safety issues and basic levels of existing direct service for all modes, etc. This area has sustained reductions, but to a much lesser extent than other areas at about 18% reductions on average across Operations and Maintenance. Quality of life is addressed in this area though air quality, quality of experience in travel (e.g.

addressing failing streets, potholes, sidewalk hazards, etc.), and maintaining a reliable system (e.g. traffic signals functioning and in good condition).

2.) Desirable Services include Expansion of Multimodal System - All modal system expansion has been slowed. The expansion of the multimodal system includes roadway, bicycle, pedestrian, transit and travel demand management projects, programs and services. Examples include new sections of path, sidewalk, improved roadway segments and intersections, expanded transit service and increases to Eco Pass enrollment. This area has received cuts over the past several years in excess of 50%. At this point, if a citizen sees a project it is highly likely that it either has leveraged funds, is associated with a capital maintenance project, or both. The quality of life enhancement consists of improving system performance, providing more travel choices, connecting citizens to basic needs and activities, improved air quality, and increasing mobility. Also, a capital improvements program helps support the community's economic vitality efforts.

3.) Discretionary Services include Mitigation Projects – Examples include things like noise walls and Neighborhood Traffic Mitigation such as traffic circles, bulb outs, speed bumps, etc. This area of the budget does not improve system performance or preserve the quality or integrity of the infrastructure and/or system. This area of the budget has sustained a 100% reduction. Until the economy recovers sufficiently, we will not be considering any new mitigation projects.

OVERVIEW OF ACTION PLAN

The Transportation Master Plan outlines a Current Plan (Fiscally Constrained), an Action Plan and a Vision Plan. The Action Plan is the next set of strategic steps that will provide a prioritized increment of multimodal connections, subsequent O & M investments, travel demand management expansion, transit service enhancements, and progress with regional coalitions toward expanding regional travel choices. The Action Plan's estimated cost is \$5.5 million annually. The Action Plan's funding would be dependent upon new revenues above and beyond current funding sources.

However, since the TMP was adopted, FasTracks was created by RTD and approved by the voters. The Transportation Advisory Board (TAB) and staff have been working with a steering committee to better understand how FasTracks will serve our community and which projects and programs the city needs to advance to maximize the benefit of FasTracks. Also, the city needs to adjust costs to reflect a new fiscal reality as a result of cost escalation in the transportation industry. At a May 29, 2007 study session, Council's guidance to staff and TAB included returning to Council with updated project lists for the Fiscally Constrained Plan and Action Plan of the TMP. Staff and TAB are refining those lists and will return to Council for final action. Also, staff and TAB will be coordinating with Blue Ribbon Commission work and outcomes to develop new revenue sources for transportation which Council would consider to advance the Action Plan project list of the TMP.

The Boulder Municipal Airport (BMA) completed its Master Plan and will be implementing Fiscally Constrained and Action Plan elements based on its enterprise status.

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

OVERVIEW OF VISION PLAN

In Transportation, the Vision Plan consists of a completed multimodal system providing travel choice throughout the community. It also includes operating and maintaining that travel choice system to preferred service levels. Complimenting travel choices with a full spectrum of travel demand management programs is included in the plan. Finally, the Vision Plan addresses effectively working with regional coalitions to develop and fund expanded regional travel choices. Please note that the Vision Plan does not consist of a “wish list” of brand new systems and technologies. For example, it does not include expensive monorail, people movers or subways. The Vision Plan is a grounded plan that would complete basic multimodal systems of roadway, transit service and facilities, pedestrian and bicycle systems and travel demand management.

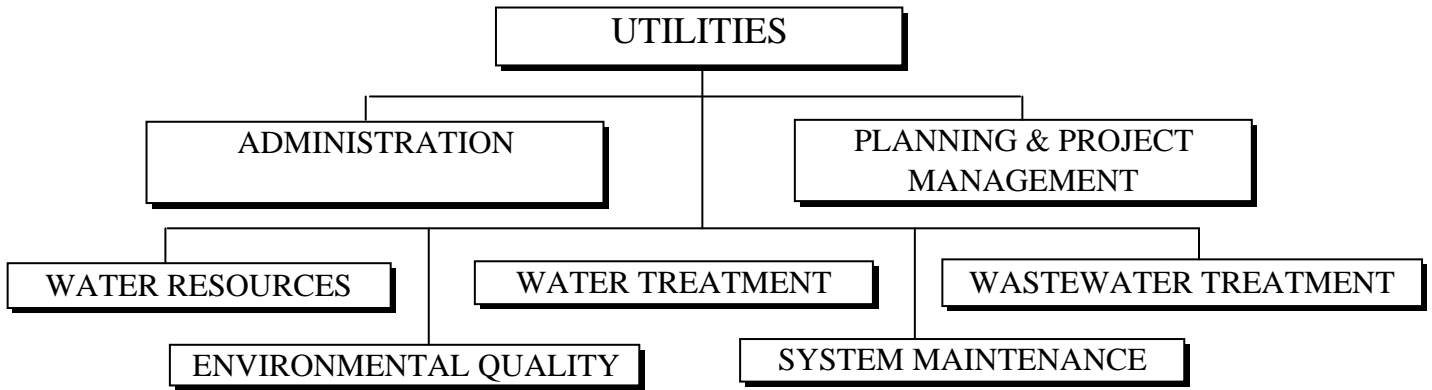
Similar to the Action Plan, funding for the Vision Plan would come from new revenue sources above and beyond existing sources.

PERFORMANCE MEASURES

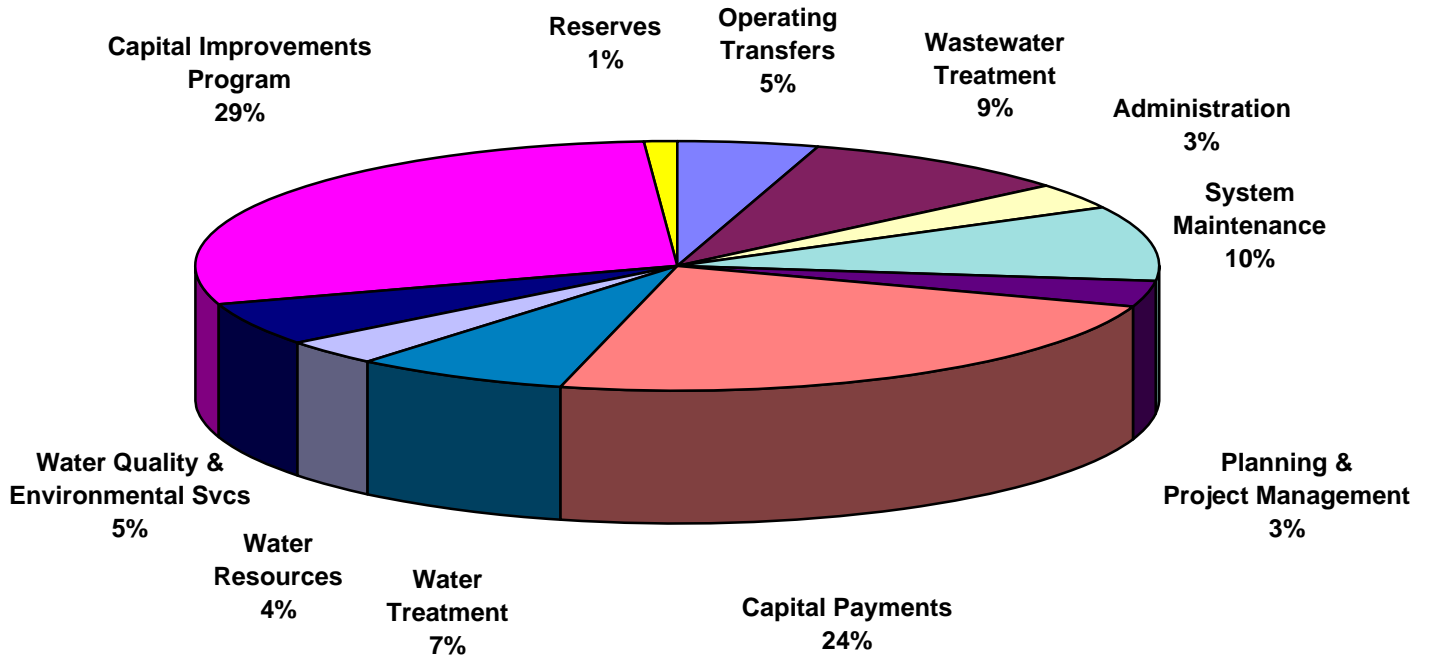
| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| 1. Daily vehicle miles of travel (VMT) in Boulder Valley: maintain at 1994 levels (2.46M). | 2.61 Million | 2.69 Million | 2.68 Million | 2.67 Million |
| 2. Modal shift – Reduce SOV travel to 25% of trips by 2025. | 38.4% | 36% | 35.3% | 34.6% |
| 3. Transportation System Performance: maintain average drive times; maintain congestion at 20% of the system. | 16% | 20% | 20% | 20% |

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| 4. Of total number of potholes reported, the number of potholes filled within one business day. | 82% | 95% | 95% | 95% |
| 5. Of total number of sidewalk trip hazards reported, the number of hazards repaired within one business day. | 75% | 95% | 95% | 95% |

DIVISION OF UTILITIES



2008 BUDGET
\$56,578,004



**2008-09 BUDGET
UTILITIES DIVISION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|------------------------------------|----------------|------------------|------------------|------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| UTILITIES DIVISION | | | | |
| Capital Payments | | | | |
| Windy Gap Payments | \$ 2,118,388 | \$ 2,108,314 | \$ 2,438,779 | \$ 2,457,567 |
| Debt Service Payments | 11,136,205 | 11,095,300 | 10,868,834 | 10,819,549 |
| TOTAL | 13,254,592 | 13,203,614 | 13,307,613 | 13,277,116 |
| Operating Transfers | | | | |
| Transfers/Cost Allocation | 2,393,801 | 2,515,263 | 2,620,740 | 2,719,727 |
| TOTAL | 2,393,801 | 2,515,263 | 2,620,740 | 2,719,727 |
| Reserves | | | | |
| Operating Reserves | 0 | 654,000 | 700,000 | 714,000 |
| TOTAL | 0 | 654,000 | 700,000 | 714,000 |
| Administration | | | | |
| Division Administration | 251,598 | 737,357 | 782,001 | 806,829 |
| Rate Administration | 19 | 195,000 | 35,000 | 35,700 |
| Computer Replacement | 175,101 | 193,000 | 199,000 | 202,980 |
| Billing Services | 479,767 | 683,626 | 721,891 | 740,489 |
| Support Services | 166,898 | 177,334 | 184,403 | 189,767 |
| TOTAL | 1,073,383 | 1,986,318 | 1,922,295 | 1,975,765 |
| Planning & Project Management | | | | |
| Planning & Project Management | 863,834 | 879,100 | 924,250 | 950,536 |
| Unallocated Construction | 595,312 | 500,000 | 500,000 | 510,000 |
| Flood Management | 369,931 | 449,019 | 446,884 | 456,810 |
| TOTAL | 1,829,077 | 1,828,119 | 1,871,134 | 1,917,347 |
| Water Resources | | | | |
| Water Resources Management | 1,215,599 | 1,083,535 | 1,203,880 | 1,230,479 |
| Watershed Operations | 335,485 | 328,024 | 344,826 | 354,650 |
| Hydroelectric Operations | 361,946 | 376,711 | 395,826 | 406,660 |
| Stormwater Contract Management | 53,849 | 46,129 | 47,052 | 47,993 |
| TOTAL | 1,966,879 | 1,834,398 | 1,991,583 | 2,039,782 |
| Water Treatment | | | | |
| Betasso Treatment Plant | 1,979,304 | 1,986,353 | 2,069,562 | 2,125,792 |
| Boulder Reservoir Treatment Plant | 1,588,362 | 1,557,347 | 1,626,224 | 1,669,611 |
| System Controls | 196,227 | 255,671 | 247,291 | 254,891 |
| WTP Residuals Handling | 41,461 | 123,177 | 122,253 | 124,726 |
| TOTAL | 3,805,354 | 3,922,548 | 4,065,329 | 4,175,020 |
| Water Quality Environment Services | | | | |
| Industrial Pretreatment | 322,769 | 325,180 | 337,331 | 347,516 |
| Water Conservation | 376,394 | 446,648 | 455,027 | 466,003 |
| Drinking Water Quality Services | 751,441 | 752,691 | 788,691 | 811,840 |
| Wastewater Quality Services | 487,906 | 508,558 | 528,679 | 543,326 |
| Stormwater Quality Services | 778,190 | 812,929 | 910,925 | 934,917 |
| TOTAL | 2,716,700 | 2,846,006 | 3,020,653 | 3,103,602 |

**2008-09 BUDGET
UTILITIES DIVISION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---|------------------------|--------------------------|--------------------------|--------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| System Maintenance | | | | |
| Distribution System Maintenance | 1,703,801 | 1,785,783 | 1,889,239 | 1,940,740 |
| Collection System Maintenance | 1,224,327 | 1,493,517 | 1,563,807 | 1,606,495 |
| Storm Sewer Maintenance | 524,425 | 609,020 | 638,658 | 656,251 |
| Flood Channel Maintenance | 237,334 | 242,389 | 257,255 | 264,269 |
| Meter Services | <u>582,076</u> | <u>1,109,939</u> | <u>1,157,269</u> | <u>1,186,197</u> |
| TOTAL | 4,271,963 | 5,240,650 | 5,506,227 | 5,653,952 |
| Wastewater Treatment | | | | |
| 75th Street Treatment Plant | 3,202,376 | 3,442,049 | 4,028,058 | 4,134,546 |
| Marshall Landfill Operations | 1,470 | 174,848 | 89,545 | 91,336 |
| Cogeneration | 66,633 | 108,878 | 103,886 | 106,918 |
| Biosolids Operations | <u>709,042</u> | <u>719,575</u> | <u>1,011,940</u> | <u>1,036,928</u> |
| TOTAL | 3,979,521 | 4,445,350 | 5,233,429 | 5,369,728 |
| Capital Improvements Program | | | | |
| Capital Improvements Program | <u>27,686,273</u> | <u>9,050,000</u> | <u>16,339,000</u> | <u>14,555,000</u> |
| TOTAL | 27,686,273 | 9,050,000 | 16,339,000 | 14,555,000 |
| TOTAL | <u>\$ 62,977,542</u> | <u>\$ 47,526,264</u> | <u>\$ 56,578,004</u> | <u>\$ 55,501,039</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 10,629,151 | \$ 11,376,038 | \$ 12,186,543 | \$ 12,582,606 |
| Operating Expenses | 14,767,738 | 11,005,013 | 11,962,051 | 12,171,304 |
| Interdepartmental Charges | 1,647,520 | 1,562,676 | 1,677,236 | 1,710,781 |
| Capital | 21,160,760 | 9,971,975 | 17,262,600 | 15,497,072 |
| Debt Service | 11,136,205 | 11,095,300 | 10,824,899 | 10,819,550 |
| Non-Recurring Expenditures | 1,242,367 | 0 | 43,935 | 0 |
| Other Financing Uses | <u>2,393,801</u> | <u>2,515,263</u> | <u>2,620,740</u> | <u>2,719,727</u> |
| TOTAL | <u>\$ 62,977,542</u> | <u>\$ 47,526,264</u> | <u>\$ 56,578,004</u> | <u>\$ 55,501,039</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 16,646 | \$ 16,979 | \$ 17,319 | \$ 17,665 |
| Transportation | 155,916 | 162,655 | 168,832 | 172,832 |
| Water Utility | 27,169,286 | 27,532,464 | 31,017,403 | 32,597,092 |
| Wastewater Utility | 28,901,318 | 13,578,041 | 15,771,865 | 16,268,002 |
| Stormwater and Flood Management Utility | <u>6,734,377</u> | <u>6,236,126</u> | <u>9,602,585</u> | <u>6,445,447</u> |
| TOTAL | <u>\$ 62,977,542</u> | <u>\$ 47,526,264</u> | <u>\$ 56,578,004</u> | <u>\$ 55,501,039</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | 150.44 | 154.93 | 155.18 | 155.18 |
| Seasonal Temporary FTE's | <u>6.50</u> | <u>6.50</u> | <u>6.50</u> | <u>6.50</u> |
| TOTAL | <u>156.94</u> | <u>161.43</u> | <u>161.68</u> | <u>161.68</u> |

**2008-09 BUDGET
PUBLIC WORKS DEPARTMENT
UTILITIES DIVISION**

MISSION STATEMENT

The Utilities Division's mission is to provide quality water services, as desired by the community, in a manner which protects human and environmental health and emphasizes efficient management of fiscal and natural resources. Our services include:

- ◆ Potable Water Treatment and Distribution
- ◆ Water Resources and Hydroelectric Management
- ◆ Wastewater Collection and Treatment
- ◆ Stormwater Collection and Conveyance
- ◆ Water Quality Protection and Enhancement
- ◆ Infrastructure Planning, Construction and Maintenance
- ◆ Administration and Emergency Planning/Response

BUSINESS PLAN NARRATIVE

Each of the city's three utilities (Water, Wastewater and Stormwater/Flood Management) is a separate enterprise fund established to finance and account for the acquisition, administration, operation and maintenance of each utility's facilities and services. The utility funds receive a majority of their revenues from monthly user charges and utility system development fees.

The implementation of the new water budget rate structure in January 2007 provides a bit of uncertainty as to water revenue projections for the next several years. It was anticipated that the new water budget rate structure overall would be revenue neutral for the water utility although some customers may pay more and some less. Revenue forecasts have been made with the best available information and staff will monitor and evaluate actual revenues on a monthly basis.

Late in 2006, the city had contracted with Red Oak Consulting to conduct a review of the various financial reserves and reserve levels for each of the city's three utilities. This included a survey of the reserve policies of ten other utilities in the Front Range and Southwestern United States. The findings of the study were presented to the Water Resources Advisory Board (WRAB) in January 2007. Based on the study findings, consultant's recommendation and the WRAB's input, staff is proposing to modify the reserve policies of each utility. It is recommended that each utility shows a 25% operating reserve (changed from a range of 20%-25%) and a separate capital reserve. The amount of the capital reserve is based on the minimum annual renewal and replacement costs for capital. Having both an operating and capital reserve will provide the utility with greater financial stability and flexibility should emergencies or revenue

shortfalls occur and will function indirectly as a rate stabilization fund. These changes to the reserves are reflected in both the Reserve Policies and in each utility fund financial.

The fiscally constrained plan for the 2008 budget reflects the administration, operation and maintenance of each utility's facilities and services that can be funded with an annual 2% increase in revenue, beginning in 2008. Since the 2008 Budget Guidelines provide for a 2% nonpersonnel expense (NPE) increase in General Fund activities, the Utilities' Funds have also used this amount as its fiscally constrained base. Programs and projects which exceed this minimum funding level comprise the Utilities' action plan.

All of the Utilities' services and programs meet or exceed the minimum acceptable service standard levels except for maintenance activities for the water distribution system. Prior to 2007, this activity operated at an acceptable standard level, but in reviewing the business plan for 2007, it was revised to below standard. Increases in the costs of materials and fuels in excess of historical nonpersonnel increases have impacted the service level in this area. This situation falls into the "fiscally constrained erosion" category and a reallocation of funds is being proposed for 2008 that would bring this program back to an acceptable service standard level. Energy costs for the water treatment facilities have also increased beyond historical nonpersonnel increases. Even though to date these increases have not negatively impacted the service levels in this area, funds have been diverted from other areas in water treatment to offset the energy costs. This is also an area where fiscal erosion has occurred and is identified in the action plan.

In addition to reallocating dollars to address increased fuel costs in utility maintenance, Utilities is also recommending the following budget reallocations for 2008: reallocating nonpersonnel dollars to fund a 0.50 FTE communications support specialist for 2008 (\$12,500), reallocating funds from Marshall Landfill Operations to offset some of the additional ongoing operating costs related to the recent Wastewater Treatment Plant Improvements (\$150,000) and reallocating dollars from Rate Administration, Stormwater Quality Improvements, and the Capital Improvements Program to fund a one-time data collection effort on Boulder Creek for the Environmental Protection Agency (\$55,000).

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

- 1.) Essential Services include those that ensure highly reliable treatment and delivery systems and those that meet federal and state regulatory criteria.** These services and programs include treatment operations, maintenance of existing facilities, watershed protection of raw water quality, pretreatment program, financial management, utility billing operations, planning and analysis, raw water supply management and emergency response programs.

- 2.) Desirable Services include expansion of treatment and delivery systems.** This includes services and programs that are desired to respond to impacts of future growth, meet federal or state goals, or which support city goals. These services

and programs include conservation and public education programs, hydroelectric operations and household hazardous waste program.

- 3.) Discretionary Services include enhancement of treatment and delivery systems.** This includes services and programs that enhance the existing systems or to help others (but not required) perform their basic business service. These services and programs include the acquisition of new water supplies beyond that needed for build-out projections, treatment optimization programs and some facility maintenance projects.

OVERVIEW OF ACTION PLAN

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

OVERVIEW OF VISION PLAN

The vision plan for each utility reflects services, programs and projects which will complete and sustain the high quality water services, as desired by the community, in a manner which protects human and environmental health and emphasizes efficient management of fiscal and natural resources. This will require, in some cases, going beyond the minimum requirements established by federal and state regulatory agencies.

For example, during the term of the Capital Improvement Program (2008-2013), the Northern Colorado Water Conservancy District Pipeline (Carter Lake to Boulder Reservoir) is a vision plan project which is not required, but which is desirable and would protect Boulder’s water supply from future contamination and pollution, thereby securing Boulder’s water supply for future generations. This project is anticipated to begin construction in 2009. At the July 31st Study Session, City Council expressed concerns about funding this project in 2008 and 2009 and asked for additional information about the project and the potential for federal funding before proceeding with and approving funding for this project. City Council did approve one million dollars in the 2008 Budget for activities related to environmental analysis, design, permitting and property acquisition, but has not approved or committed to construction funds.

The Utilities Division will consolidate its multiple master plans and strategic plans consistent with the city’s Business Plan over the next several years. The Business Plan calls for a separate master plan for each of the Utilities Division three restricted funds. It is anticipated the current Wastewater Treatment Master Plan and Wastewater Collection System Master Plan will be merged as the Wastewater Utility Master Plan and work on this will begin in 2007. The Water Utility Master Plan and Stormwater and Flood Management Utility Master Plan will follow in future years.

REVENUE ISSUES

Utility Rate Increases

Based upon current revenue and expenditure estimates, the following revenue increases for 2008 are being recommended (in bold). The 2007 percentages are currently in effect:

| Year | Water | Wastewater | Stormwater/Flood Management |
|-------------|-----------|------------|-----------------------------|
| 2007 | 4% | 6% | 3% |
| 2008 | 4% | 3% | 3% |
| 2009* | 10% | 3% | 3% |
| 2010* | 10% | 10% | 4% |
| 2011* | 12% | 8% | 3% |
| 2012 | 2% | 6% | 3% |

The proposed increases for 2008 would increase the annual utility bill for a typical residential customer by about \$21.00 or \$1.75 per month. The rate increases for 2008 are primarily needed to cover inflationary increases for personnel and nonpersonnel items. These increases will also fund new costs associated with the improvements at the wastewater treatment plant, new water assessments to both the Northern Colorado Water Conservancy District and the Platte River authority and increased energy costs at the treatment facilities. Any future changes to the water budget rate structure that are considered would also include an analysis of the impact to water revenues and water rates.

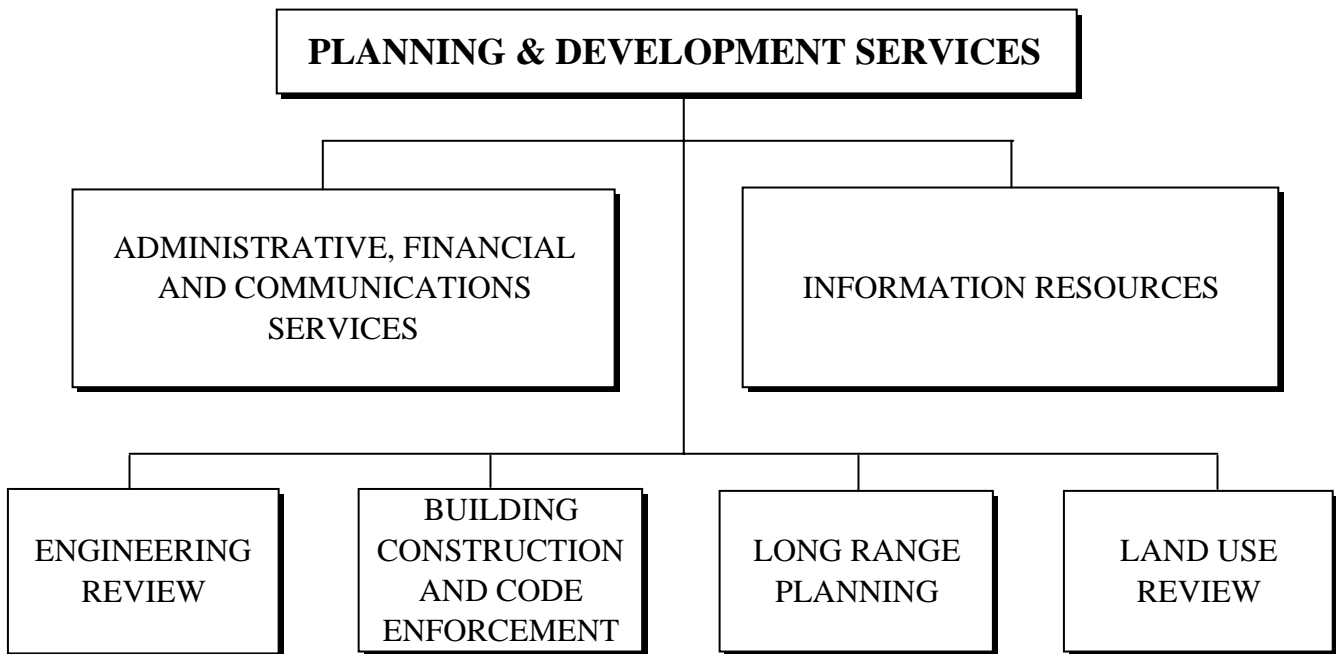
*The projected 2009-2011 increases for water assume the city's participation in the Carter Lake Pipeline Project. If the city does not participate and construct the pipeline, the projected increases for water revenues for 2009-2011 are reduced to 5%, 5% and 6%, respectively. In addition, if the city were to receive federal funding for the project the rate increases would be decreased accordingly.

PERFORMANCE MEASURES

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| 1. Average length of time for an unplanned water service outage - not to exceed 5 hours | 100% less than 5 hours | 100% less than 5 hours | 100% less than 5 hours | 100% less than 5 hours |

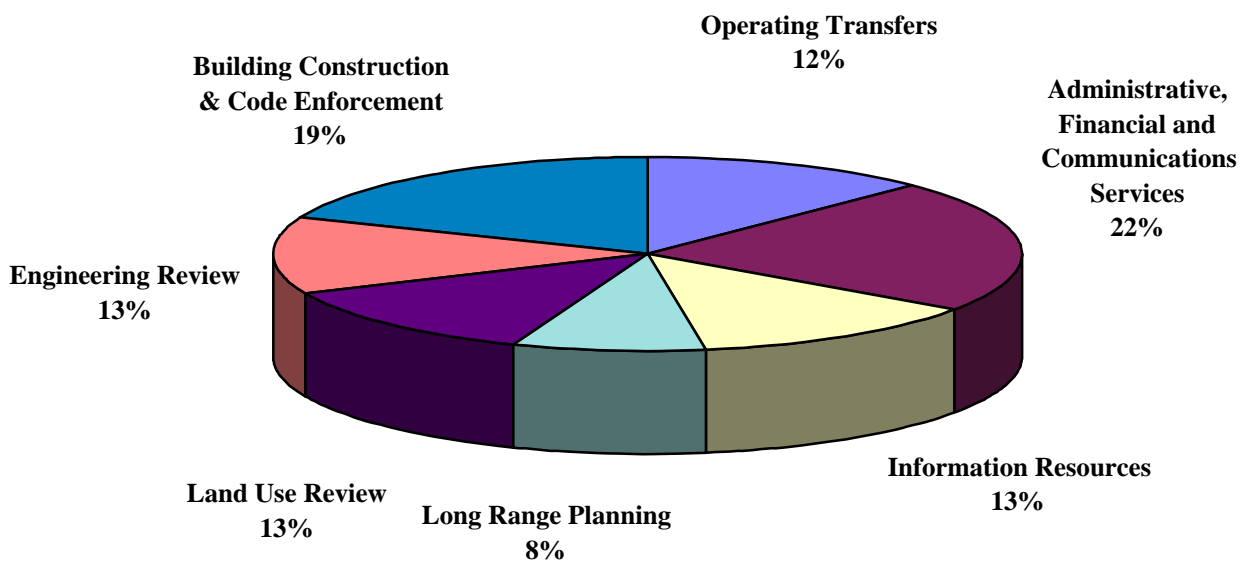
| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|--|------------------------|------------------------|------------------------|------------------------|
| 2. Water Treatment – percent of compliance (based on days per quarter) in which all of the reportable regulatory standards are met. | 100% Compliance | 100% Compliance | 100% Compliance | 100% Compliance |
| 3. Wastewater Treatment – percent of compliance (based on days per quarter) in which all of the reportable regulatory standards are met. | 99.18% Compliance | 100% Compliance | 100% Compliance | 100% Compliance |
| 4. City of Boulder Community Rating System (CRS) for Flood Insurance Purposes. | Rating = 8 | Rating = 8 | Rating = 7 | Rating = 7 |

PLANNING & DEVELOPMENT SERVICES



2008 BUDGET

\$8,685,098



**2008-09 BUDGET
PLANNING & DEVELOPMENT SERVICES**

The information on this page is also displayed on the Public Works Department/Development and Support Services Division page (under Development Services) and on the Planning Department page.

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---|----------------------------|----------------------------|----------------------------|----------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| ADMINISTRATIVE SERVICES | | | | |
| General Administration | \$ 993,775 | \$ 1,303,957 | \$ 1,200,437 | \$ 1,235,388 |
| Planning & Dev Svcs Center | 331,520 | 207,602 | 549,080 | 363,627 |
| Budget & Finance | 179,443 | 182,415 | 194,549 | 200,798 |
| | <u>1,504,738</u> | <u>1,693,974</u> | <u>1,944,066</u> | <u>1,799,813</u> |
| INFORMATION RESOURCES | | | | |
| Information Resources Administration | 130,012 | 159,424 | 166,098 | 170,731 |
| LandLink Administration | 236,794 | 230,479 | 311,506 | 320,734 |
| Records & Research | 97,865 | 132,582 | 141,868 | 145,946 |
| Geographic Information Systems | 450,314 | 459,381 | 478,613 | 493,327 |
| | <u>914,985</u> | <u>981,866</u> | <u>1,098,086</u> | <u>1,130,738</u> |
| LONG RANGE PLANNING | | | | |
| Long Range Planning Administration | 575,147 | 473,265 | 558,324 | 575,734 |
| Historic Preservation | 174,557 | 147,554 | 161,459 | 166,363 |
| | <u>749,703</u> | <u>620,819</u> | <u>719,783</u> | <u>742,097</u> |
| LAND USE REVIEW | | | | |
| Land Use Review | 197,725 | 268,556 | 155,293 | 159,956 |
| Planner Review Services | 422,689 | 371,252 | 573,295 | 591,645 |
| Zoning Administration | 264,185 | 371,291 | 373,471 | 385,516 |
| | <u>884,600</u> | <u>1,011,100</u> | <u>1,102,060</u> | <u>1,137,117</u> |
| ENGINEERING REVIEW | | | | |
| Engineering Review | 143,865 | 168,777 | 177,241 | 182,137 |
| Engineer Review Services | 554,515 | 649,205 | 700,048 | 722,421 |
| Right-of-Way Inspection | 251,423 | 226,479 | 233,682 | 240,869 |
| | <u>949,803</u> | <u>1,044,461</u> | <u>1,110,971</u> | <u>1,145,427</u> |
| BUILDING CONSTRUCTION & CODE ENFORCEMENT | | | | |
| Environmental and Zoning Code Enforcement | 356,810 | 467,851 | 500,393 | 455,910 |
| Building Construction Administration | 111,679 | 123,664 | 130,319 | 133,958 |
| Building Inspection Services | 610,897 | 658,146 | 751,849 | 773,632 |
| Building Code Plan Review Services | 225,494 | 247,033 | 247,892 | 255,899 |
| | <u>1,304,880</u> | <u>1,496,693</u> | <u>1,630,453</u> | <u>1,619,399</u> |
| OPERATING TRANSFERS | | | | |
| Cost Allocation/Transfers | 1,223,817 | 1,038,069 | 1,079,680 | 1,122,867 |
| | <u>1,223,817</u> | <u>1,038,069</u> | <u>1,079,680</u> | <u>1,122,867</u> |
| TOTAL | <u><u>7,532,525</u></u> | <u><u>7,886,983</u></u> | <u><u>8,685,098</u></u> | <u><u>8,697,458</u></u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 5,166,882 | \$ 5,651,208 | \$ 6,165,132 | \$ 6,365,499 |
| Operating Expenses | 769,431 | 811,658 | 1,040,719 | 801,533 |
| Interdepartmental Charges | 372,395 | 365,244 | 382,727 | 390,382 |
| Capital | 0 | 20,804 | 16,840 | 17,177 |
| Other Financing Uses | 1,223,817 | 1,038,069 | 1,079,680 | 1,122,867 |
| TOTAL | <u><u>\$ 7,532,525</u></u> | <u><u>\$ 7,886,983</u></u> | <u><u>\$ 8,685,098</u></u> | <u><u>\$ 8,697,458</u></u> |

2008-09 BUDGET
PLANNING & DEVELOPMENT SERVICES

The information on this page is also displayed on the Public Works Department/Development and Support Services Division page (under Development Services) and on the Planning Department page.

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| <u>BUDGET BY FUND</u> | | | | |
| Planning & Development Services | \$ 7,532,525 | \$ 7,886,983 | \$ 8,685,098 | \$ 8,697,458 |
| TOTAL | <u>\$ 7,532,525</u> | <u>\$ 7,886,983</u> | <u>\$ 8,685,098</u> | <u>\$ 8,697,458</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>64.74</u> | <u>69.36</u> | <u>72.56</u> | <u>72.56</u> |
| TOTAL | <u>64.74</u> | <u>69.36</u> | <u>72.56</u> | <u>72.56</u> |

**2008-09 BUDGET
PLANNING AND DEVELOPMENT SERVICES**

MISSION STATEMENT

Planning and Development Services (P&DS) strives to develop and implement the desired long-term future of the natural and built environment in the city of Boulder by:

- Supporting a community vision and plan that preserves Boulder's high quality of life,
- Protecting the public health and safety,
- Promoting economic, environmental, and social sustainability, and
- Supporting others in carrying out their mission.

BUSINESS PLAN NARRATIVE

P&DS is funded from three primary sources: General Fund transfer, fees, and restricted fund transfers. The approximately \$8.2 million annual operating budget is appropriated across seven different work functions and funds 49 services. Since 2003, P&DS has reduced its operating budget by \$995,000 and has eliminated 9 standard and 7 temporary positions. The reductions have been in areas where resources provided were in excess of the current demand and in activities which may enhance the efficiency and effectiveness of P&DS but were not absolutely essential to its central mission. All but one of our discretionary services have been eliminated through budget reductions or reallocation.

P&DS has been focused on minimizing impacts to services central to the mission, as well as improving the service standards where possible. Of the 49 services provided, 63% of our operating budget is spent on essential services. In 2007, P&DS focused on improving essential services identified as below standard in the Development Review, Building Permit, and Environmental and Zoning Enforcement areas. To improve these services, \$149,500 was added and \$120,500 was reallocated in the 2007 operating budget. Of the total, an on-going amount of \$25,500 and \$60,000 for a fixed-term FTE through 2008 was funded by the General Fund. The remaining \$185,500 was funded by revenue.

The emphasis of the 2008 Fiscally Constrained Plan has been on the reallocation of resources to improve service standards in essential areas. For example, in order to address the below service level standard in the Development Review area, non-personnel dollars are recommended to be shifted to personnel dollars in order to add a fixed-term position to manage development review cases.

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

Essential Services

The essential services category is described as programs, services or facilities essential to ensuring the health and safety of the people and property in the community and municipal corporation, as well as programs or expenses that are legally mandated by federal or state law or City Charter.

Essential services provided by P&DS include health and safety related code compliance such as the review and inspections associated with building, floodplain, right of way and utility permits and the land use and engineering review associated with annexations, rezoning and subdivisions. City Charter mandated services include the coordination of the comprehensive plan, capital improvement program, and department master plans.

Desirable Services

The desirable services category is described as programs that further community goals by protecting cultural and natural resources and by enhancing the quality of the built environment.

Desirable services provided by P&DS include area planning, discretionary review processes, code amendments, and other programs such as historic preservation. Area planning enhances the built environment by bridging the gap between the broad policies of the comprehensive plan and site-specific project review. Discretionary review includes land use review processes that define community standards for development while allowing flexibility in project design which is an example of how the community can enhance the quality of the built environment. Code amendments include changes to the land use regulations to implement Council policy direction, special projects, area plans, and other refinements to update the regulations as needed. The historic preservation program is an example of protecting the cultural resources in the community. The wetland permitting program and environmental planning are examples of activities that protect natural resources. In addition, environmental and zoning enforcement and the rental licensing program enhance the quality of life.

Discretionary Services

The discretionary services category is described as programs and services that further enhance Boulder's quality of life or that provide a special convenience to the customer.

The only discretionary service provided by P&DS is the residential permit allocation system as it serves to enhance Boulder's quality of life. All other discretionary services have been eliminated through either budget reductions or reallocations.

OVERVIEW OF ACTION PLAN

The P&DS Action Plan represents the next step to achieve the service level or restoration that should occur when funding is available within current revenue sources or new approved sources. The 2008 P&DS Action Plan identifies additional resources necessary to improve the service level for essential and desirable services that are currently below the service standard. The Action Plan includes expenses associated with improving or restoring service levels for the following services: building permit and inspection services, development review, comprehensive planning, historic preservation, environmental planning, mapping data maintenance, floodplain permits, right-of-way permit review and inspection, equipment replacement and Service Center.

The total P&DS Action Plan for all services is estimated at \$1,122,000 (\$922,000 annually and \$200,000 one-time) and represents an additional 10.5 FTE. Of the total, \$444,750 including 3.75 FTE is necessary to improve the service level for General Fund services and \$477,250 including 6.75 FTE and \$200,000 one-time is necessary to improve the service level for Revenue services. Each resource identified as necessary to improve the service level has been prioritized based on a critical need due to increased activity level.

For 2008-2009, in the General Fund, P&DS recommends a total resource increase of approximately \$205,000 in on-going funding including a 1.0 FTE to address service level deficiencies and to implement City Council initiated projects that further community sustainability goals. Of the \$205,000, \$75,000 represents our 1% highest priority that focuses on improving service levels as described below and the remaining \$130,000 is to restore consulting services to support Council initiated projects such as the Pops and Scrapes/FAR project.

In the Revenue area, P&DS recommends a total resource increase of \$404,000 (\$204,000 on-going and \$200,000 one-time) including 3.0 FTE to address service level deficiencies as described below.

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

OVERVIEW OF VISION PLAN

The vision for Planning and Development Services is to provide a full range of planning and development services from proactive long range planning to code enforcement in order to protect and enhance Boulder’s quality of life, built environment, environmental quality, and health and safety including:

Provision of comprehensive, area, historic, and environmental planning services that meet community, council, and planning board expectations. This would include the ability to prepare area plans and undertake environmental and other special planning projects as requested by Council, and having the appropriate staff expertise and consultant resources. Staff areas of expertise would expand from environmental, historic and comprehensive planning to include urban design.

The vision for Planning & Development Services includes both a physical and virtual one-stop-shop. Currently, P & DS staff have offices in the Park Central Building, Atrium Building and Municipal Services Center. While the existing customer services center located on the 3rd floor of the Park Central Building has generally centralized access to information and development and permit application intake, customers cannot easily access all staff. Providing a true one-stop-shop with all P & DS staff in the same building remains part of the vision for service delivery.

P & DS continues to provide access to information and e-government services on-line. Providing a “virtual” services center with the full array of existing services on-line is an objective of our action plan, currently under development. The “virtual” service delivery model also includes providing real-time access to information for staff in the field. Ultimately, the vision for the virtual services center is the same as that proposed for the physical services center in that excellent customer service would be delivered through both venues. Further details including key aspects of improved service delivery across P & DS under this vision, are outlined in the draft Strategic Plan included with this proposed budget.

PERFORMANCE MEASURES

| | ACTUAL 2006 | TARGET 2007 | TARGET 2008 | TARGET 2009 |
|---|----------------|----------------|----------------|----------------|
| 1. Total number of applications received annually (projected). | 6087 | 5,700 | 6,000 | 6,000 |
| 2. Administrative Review (ADR) ⁽¹⁾ : Administrative Setback Variances, Minor Modifications, etc. Target = 12 days | 48% | 85% | 85% | 85% |
| Land Use Review (LUR) ⁽¹⁾ : Site Reviews, Use Reviews, Annexations, etc. Target = 19 days | 38% | 85% | 85% | 85% |
| Technical Document Review (TEC) ⁽¹⁾ : Target = 19 days | 56% | 85% | 85% | 85% |

| | ACTUAL 2006 | TARGET 2007 | TARGET 2008 | TARGET 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| Building-related Permits ⁽²⁾: | | | | |
| New Residential - SFD = 40 days | 38% | 85% | 85% | 85% |
| New Residential - MFD = 60 days | 11% | 85% | 85% | 85% |
| New Commercial = 60 days | 13% | 85% | 85% | 85% |
| Commercial Tenant Finish = 60 days | 74% | 85% | 85% | 85% |
| Residential Alt/Add = 20 days | 34% | 85% | 85% | 85% |
| Commercial Alt/Add = 25 days | 35% | 85% | 85% | 85% |
| Commercial Tenant Remodel = 25 days | 50% | 85% | 85% | 85% |
| Single/Stand Alone = 12 days | 70% | 85% | 85% | 85% |
| 3. Percentage of building-related permit applications processed “over-the-counter” (projected). | 61% | 65% | 65% | 65% |
| 4. Number of cases investigated and action taken annually in Zoning and Environmental Code Enforcement. | 3,260 | 4,000 | 4,000 | 4,000 |
| 5. Percent of initial enforcement field inspections performed within three calendar days of receipt of complaint. | 61% | 88% | 90% | 90% |
| 6. Percent of complaints for which all investigation and action by Environmental Enforcement Officers is completed with 30 calendar days. | 68% | 76% | 80% | 80% |
| 7. Percent of complaints for which all investigation and action by Zoning Officers is completed with 60 calendar days. | 72% | 75% | 80% | 80% |
| NEW PERFORMANCE MEASURES ⁽³⁾: | | | | |
| <u>Development Review:</u> | | | | |
| Percent of Business Licenses reviewed within 1 week of application. | | | | |

| | ACTUAL 2006 | TARGET 2007 | TARGET 2008 | TARGET 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| <p><u>Permits:</u></p> <p>Percent of floodplain permits in conveyance and high hazard flood zones reviewed within 3 weeks of application.</p> <p>Percent of Right of Way and Utility permits reviewed within 48 hours of application.</p> <p>Percent of Sign Permits reviewed within 10 days of application.</p> <p>Percent of Wetland Permits reviewed within three weeks of application.</p> <p>Percent of Revocable Permit and Lease applications reviewed within 14 days of application.</p> | | | | |
| <p><u>Inspections:</u></p> <p>Percent of building inspections performed within 24 hours of the request.</p> <p>Percent of Right-of-Way and Utility inspections performed within 24 hours of the request.</p> | | | | |
| <p><u>Licensing:</u></p> <p>Percent of contractor licenses processed within 24 hours of application.</p> <p>Percent of rental housing licenses processed within 3 days of application.</p> | | | | |

| | ACTUAL 2006 | TARGET 2007 | TARGET 2008 | TARGET 2009 |
|--|------------------------|------------------------|------------------------|------------------------|
| <p><u>Historic Preservation:</u></p> <p>Percent of Demolition Permit applications reviewed by the Design Review Committee within one week.</p> <p>Percent of Demolition Permit applications reviewed by the Landmarks Preservation Advisory Board within six weeks.</p> <p>Percent of Landmark Alteration Certificate applications reviewed by staff or Landmarks Design Review Committee within one week.</p> <p>Percent of Landmark Alteration Certificate applications reviewed the full Landmarks Board within six weeks.</p> | | | | |
| <p><u>Service Center Operations:</u></p> <p>Percent of Skip-a-Trip applications processed within 48 hours.</p> <p>Percent of response to Project Specialist telephone inquiries within 24 hours.</p> | | | | |

⁽¹⁾ Performance measures for development review activities are based on the actual time an application is under review. For 2006, a tolerance of +/- 5 calendar days has not been included as in previous years thus providing a possibly more accurate account of these performance measures. Staff will be working toward improving these performance measures in 2007. Another metric we are monitoring is the elapsed time an application is held prior to the start of review. Reviews for approximately 46% of the cases submitted were not started the same week (i.e., on the same "Track") in which they were submitted, but placed on "Hold" for one to two tracks – two to six weeks – until sufficient staff resources became available to initiate review.

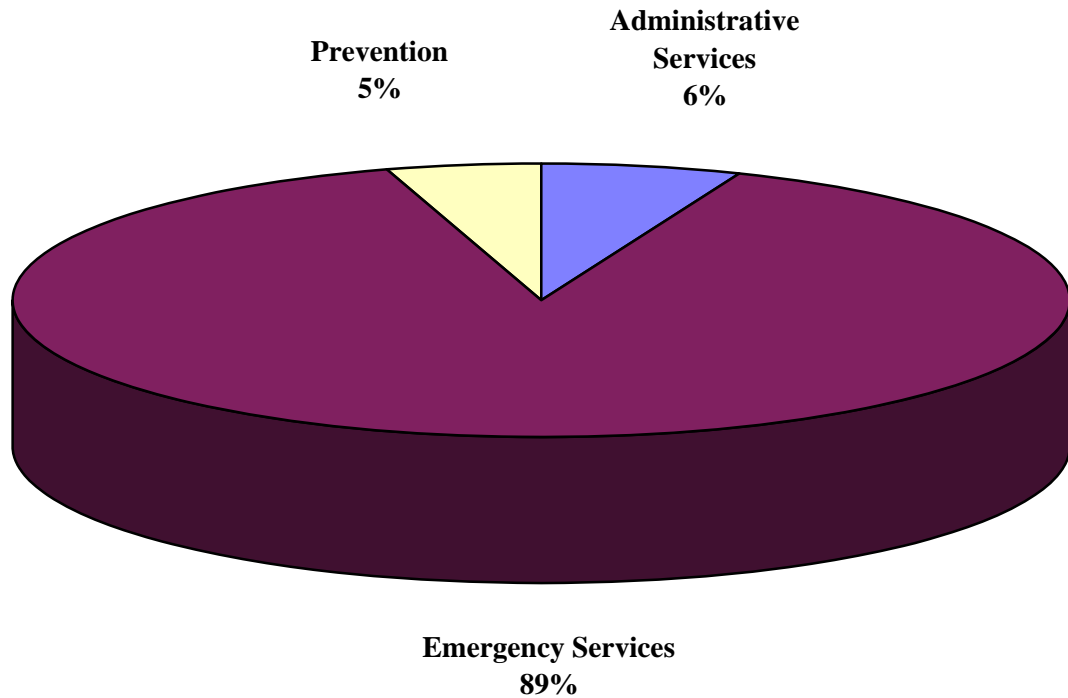
⁽²⁾ For building permits, performance is based on the time an application is under review from the date it's received. In 2006, from January through August, building permits were put on hold for an average of three to four weeks before the review was started. This is reflected in the performance ratings. In September 2006, the time frame for building permit review improved and almost all permits were on-time. Due to the design of the statistical reports this improvement is not reflected in the performance ratings.

⁽³⁾ As part of the Draft P&DS Strategic Plan, sixteen new performance measures have been added. The 2008 and 2009 target information for these performance measures will be included following the compilation of data from peer city surveys anticipated to be completed by the end of 2007.

FIRE



2008 BUDGET
\$12,815,286



**2008-09 BUDGET
FIRE**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| ADMINISTRATIVE SERVICES | | | | |
| General | \$ 524,815 | \$ 610,400 | \$ 663,294 | \$ 683,768 |
| Communication/Contracted Svcs | <u>363,947</u> | <u>358,673</u> | <u>122,258</u> | <u>125,521</u> |
| | 888,762 | 969,073 | 785,553 | 809,290 |
| EMERGENCY SERVICES | | | | |
| General | 9,640,899 | 10,202,107 | 10,581,317 | 10,913,830 |
| Wildland Coordination | 456,163 | 507,725 | 527,771 | 543,627 |
| Specialty Teams | 52,073 | 67,336 | 78,448 | 80,655 |
| Training | <u>248,453</u> | <u>214,389</u> | <u>250,796</u> | <u>258,488</u> |
| | 10,397,588 | 10,991,557 | 11,438,332 | 11,796,599 |
| PREVENTION | | | | |
| Prevention | <u>442,211</u> | <u>536,890</u> | <u>591,401</u> | <u>609,774</u> |
| | 442,211 | 536,890 | 591,401 | 609,774 |
| TOTAL | <u><u>\$ 11,728,561</u></u> | <u><u>\$ 12,497,520</u></u> | <u><u>\$ 12,815,286</u></u> | <u><u>\$ 13,215,663</u></u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 10,169,431 | \$ 10,733,377 | \$ 11,525,744 | \$ 11,900,331 |
| Operating Expenses | 893,697 | 1,101,649 | 519,041 | 529,422 |
| Interdepartmental Charges | <u>665,432</u> | <u>662,494</u> | <u>770,500</u> | <u>785,910</u> |
| TOTAL | <u><u>\$ 11,728,561</u></u> | <u><u>\$ 12,497,520</u></u> | <u><u>\$ 12,815,286</u></u> | <u><u>\$ 13,215,663</u></u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 11,662,047 | \$ 12,426,481 | \$ 12,739,107 | \$ 13,137,208 |
| Open Space | <u>66,514</u> | <u>71,039</u> | <u>76,179</u> | <u>78,455</u> |
| TOTAL | <u><u>\$ 11,728,561</u></u> | <u><u>\$ 12,497,520</u></u> | <u><u>\$ 12,815,286</u></u> | <u><u>\$ 13,215,663</u></u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | 111.33 | 111.33 | 111.33 | 111.33 |
| Seasonal Temporary FTE's | <u>2.50</u> | <u>2.50</u> | <u>2.50</u> | <u>2.50</u> |
| TOTAL | <u><u>113.83</u></u> | <u><u>113.83</u></u> | <u><u>113.83</u></u> | <u><u>113.83</u></u> |

2008-09 BUDGET FIRE DEPARTMENT

MISSION STATEMENT

The Boulder Fire Department strives to make Boulder a safe place to live, work and play. We reduce the human suffering caused by fires, accidents, sudden illness, hazardous material releases, or other disasters.

BUSINESS PLAN NARRATIVE

The Fire Department Business Plan supports the goals, objectives and service standards outlined in the Boulder Valley Comprehensive Plan (BVCP). It identifies areas where the Fire Department does not currently meet goals outlined in the BVCP. It also addresses the needs of the Boulder Fire Department in order to meet national standards and recognized fire industry good practices.

The overall goals outlined in the BVCP call for well trained, well equipped fire fighters strategically located throughout the City who can arrive at emergencies within six minutes.

Actual and anticipated growth and redevelopment coupled with the City economic environment have impacted the Fire Department's ability to meet the BVCP goals. Higher density and more congestion increase calls for service and increased traffic slows emergency response. Relocation of fire stations built decades ago will be necessary. The addition of more fire trucks in existing fire stations and more fire fighters on those fire engines will help meet the BVCP goals and move the Fire Department towards compliance with national standards resulting in a higher level of safety for the community and the fire fighters.

Budget constraints over the past five years have caused the Fire Department to reduce or postpone support activities like outside training and equipment replacement in order to redirect those funds to maintain emergency response services at a consistent level in the community.

The Fire Department Master Plan will be finished in early 2008. This Business Plan is consistent with the draft master plan. It will provide the basis for the Action and Vision Plan for this crucial city service.

GUIDING PRINCIPLES OR INVESTMENT STRATEGY

- 1.) Essential Services** include those that directly provide for the health and safety of the people and property in the community. These services are not provided by another entity. These include response to emergencies within and around the City, and the support activities necessary to safely and efficiently mitigate those emergencies. Examples include; fire and emergency medical response, automobile, technical and water rescues, fire fighter training and fire safety inspections to comply with City and State regulations and ordinances. Replacement of aging fire vehicles is essential.
- 2.) Desirable Services** include those that enhance essential services or improve quality of life in the Boulder community. Examples include wildland fire mitigation and public safety education designed to reduce the demand for emergency responses.
- 3.) Discretionary Services** include those that serve limited special interest. Examples are funding of a regular fire apparatus replacement program and our smoke detector give away program funded through donations.

OVERVIEW OF ACTION PLAN

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled “City Council Direction on the Recommended Budget” for any changes from Attachment B.

OVERVIEW OF VISION PLAN

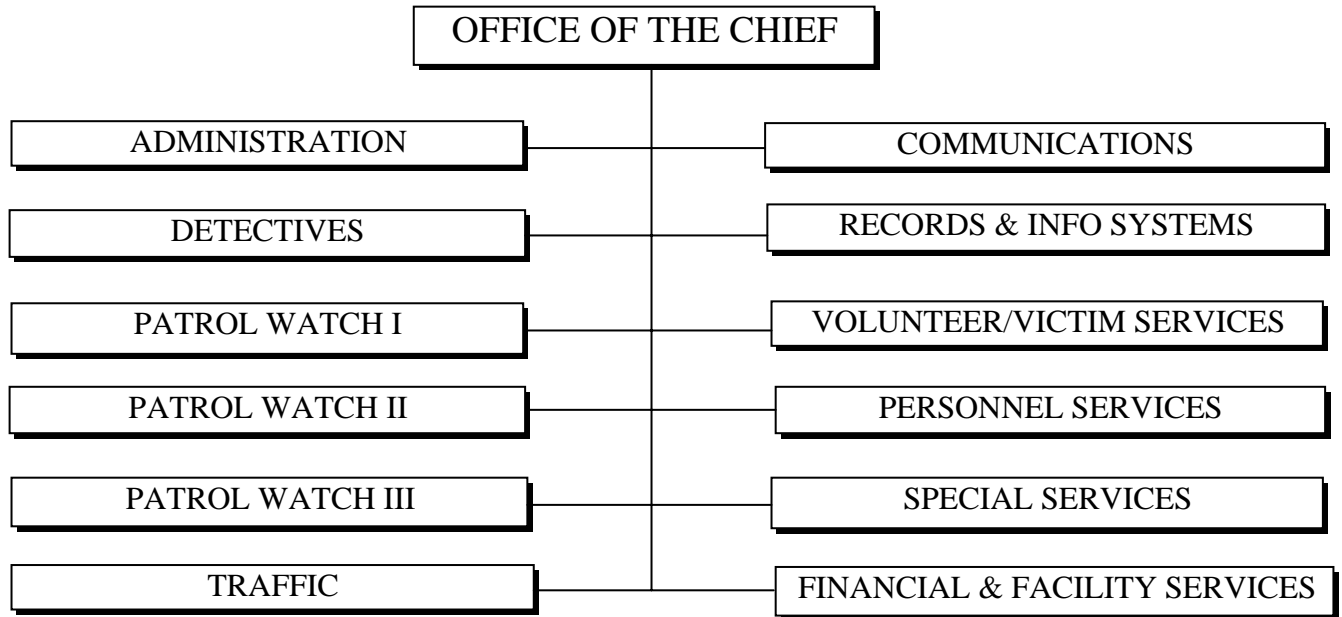
The Vision Plan allows the Boulder Fire Department meet accepted national standards for fire fighting and hazardous materials response. Meeting national standards greatly improves firefighter safety and has the potential to reduce fire insurance rates in Boulder. The Vision Plan continues replacement of outdated facilities and increases the capability of the seasonal wildland mitigation efforts improving community safety in the wildland interface area of the City.

PERFORMANCE MEASURES

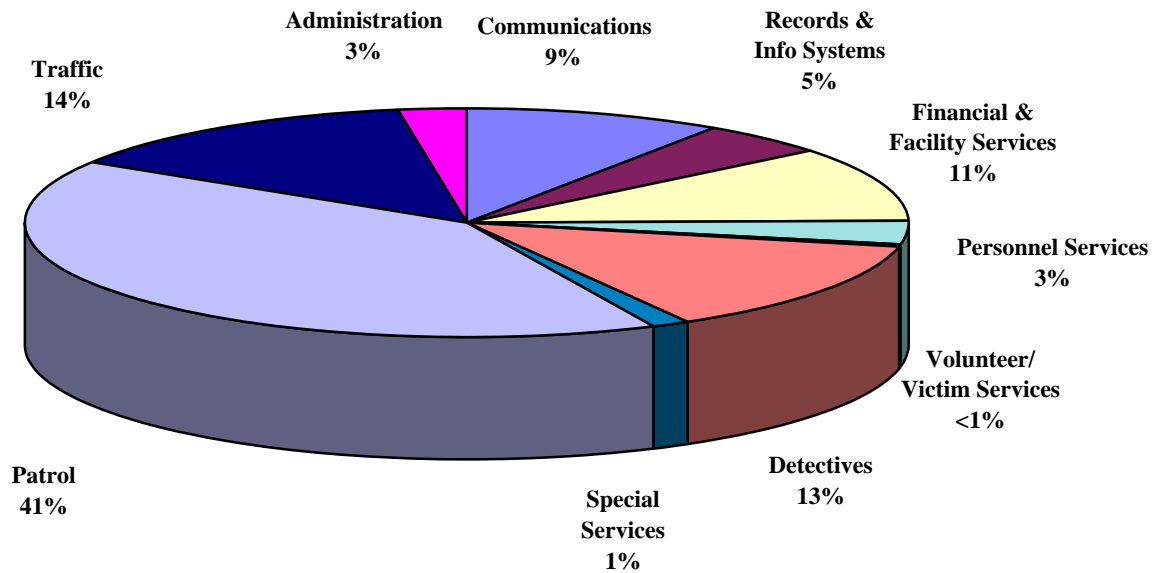
| | ACTUAL 2006 | TARGET 2007 | TARGET 2008 | TARGET 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| 1. Percentage of emergency responses within six minutes. Target 90% | 69% ¹ | 90% | 90% | 90% |
| 2. Number of fire fighters per 1000 population. Target less than 1.0 | .92 | <1.0 | <1.0 | <1.0 |
| 3. Percentage of all units dispatched to emergencies arrive on scene within 11 minutes. | 96.08% | 90% | 90% | 90% |

¹ This is a significant change from the previous year of 84.7%. It appears to be due to a number of factors including lengthy road construction on major arterials, severe weather and increasing call loads. 2007 responses are being closely monitored.

POLICE



2008 BUDGET \$26,817,806



**2008-09 BUDGET
POLICE**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| Administration | \$ 633,463 | \$ 618,394 | \$ 697,639 | \$ 719,771 |
| Communications | 1,984,343 | 2,122,631 | 2,522,925 | 2,602,972 |
| Records & Information Systems | 1,010,707 | 1,193,062 | 1,306,251 | 1,348,159 |
| Financial & Facility Services | 2,864,457 | 2,669,340 | 2,806,102 | 2,871,321 |
| Personnel Services | 797,359 | 833,812 | 877,774 | 903,637 |
| Volunteer/Victim Services | 70,575 | 107,110 | 113,638 | 117,160 |
| Detectives | 3,476,204 | 3,429,198 | 3,542,516 | 3,655,876 |
| Special Services | 576,442 | 374,202 | 379,673 | 390,729 |
| Patrol Watch I | 4,278,382 | 4,602,601 | 4,532,500 | 4,679,012 |
| Patrol Watch II | 3,096,381 | 3,550,862 | 3,798,193 | 3,921,439 |
| Patrol Watch III | 2,221,269 | 2,428,722 | 2,608,544 | 2,693,126 |
| Traffic | 2,603,343 | 3,526,157 | 3,632,050 | 3,734,331 |
| Donations | 10,703 | 0 | 0 | 0 |
| Grants | 211,361 | 0 | 0 | 0 |
| TOTAL | \$ <u>23,834,988</u> | \$ <u>25,456,090</u> | \$ <u>26,817,806</u> | \$ <u>27,637,533</u> |
| <u>BUDGET BY CATEGORY</u> | | | | |
| Personnel Expenses | \$ 19,754,100 | \$ 21,454,700 | \$ 22,669,700 | \$ 23,406,465 |
| Operating Expenses | 2,838,311 | 2,911,528 | 3,017,923 | 3,078,281 |
| Interdepartmental Charges | 1,205,900 | 1,065,944 | 1,105,565 | 1,127,676 |
| Capital | 36,677 | 23,918 | 24,618 | 25,110 |
| TOTAL | \$ <u>23,834,988</u> | \$ <u>25,456,090</u> | \$ <u>26,817,806</u> | \$ <u>27,637,533</u> |
| <u>BUDGET BY FUND</u> | | | | |
| General | \$ 23,834,988 | \$ 25,456,090 | \$ 26,817,806 | \$ 27,637,533 |
| TOTAL | \$ <u>23,834,988</u> | \$ <u>25,456,090</u> | \$ <u>26,817,806</u> | \$ <u>27,637,533</u> |
| <u>AUTHORIZED FTE's</u> | | | | |
| Standard FTE's | <u>263.25</u> | <u>269.25</u> | <u>273.25</u> | <u>273.25</u> |
| TOTAL | <u>263.25</u> | <u>269.25</u> | <u>273.25</u> | <u>273.25</u> |

2008-09 BUDGET POLICE DEPARTMENT

MISSION STATEMENT

The mission statement of the Boulder Police Department is very simple: Working with the community to provide service and safety.

BUSINESS PLAN NARRATIVE

From 2001 to 2005 the department experienced a 7.5% budget reduction for a cumulative total of \$1,643,718.00. In the midst of these cuts, the Police Department has been committed to absorbing these reductions without compromising the efficiency of core public safety services to the citizens of Boulder. The Department has been successful at protecting the quality of core services, but the reductions inevitably had to impact some services and efficiencies. We have taken across the board reductions from non-personnel accounts in an attempt to meet unfunded liabilities. We have reduced our staffing by 19.25 FTE's. We have also taken steps to increase efficiencies by streamlining our arrest and report writing procedures, and reducing our paperwork for officers. We have also made one time adjustments to our vehicle replacement fund.

The loss of an annex reduced the Department's efforts to develop partnerships within the community which were beneficial in utilizing both the resources of the Department and the community to maintain a safe environment. It is a loss of decentralization of police services and loss of improved access/convenience for residents which would have provided a neighborhood approach to service delivery.

Another service affected by budget cuts was the reduction of services in the Records Section. The Police Records Specialists provide direct service to the community at the front desk as well as to department staff. They maintain police records, and are responsible for data entry of reports in the Police Information Network (PIN). These services are still available, but operating hours had to be reduced by eliminating the graveyard shift and closing the section on week-ends. This impacts citizens as well as officers and detectives who need to access information.

The Detectives Division was also affected when reduced staffing forced them to decrease the types of cases for follow-up. Detectives are unable to follow-up on forgeries or check frauds under \$1,500. These are now referred to the District Attorney for alternative disposition. The functions performed by a reduced Police Sergeant position, namely responsibility for Special Events and Emergency Preparedness, were assigned to a Patrol Division Commander in addition to regular duties.

The canine unit, consisting of two officers and two dogs, was disbanded completely and the funding reallocated to fund core services. The canine unit was a great asset in

providing officer safety in situations where building searches are needed. The Police Master Plan was originally completed in 1996 and later updated in 2001 (approved by Council in 2003). The Police Department will continue to focus efforts on meeting basic functions and core services identified during the master planning process. Staffing and equipping the department to maintain service levels as the community grows will be part of future action and vision plans.

GUIDING PRINCIPLES AND/OR INVESTMENT STRATEGY

- 1.) Essential Services include:** Those functions and services that contribute to our ability to respond to emergency situations involving threat to persons or property, to meet the service demands of our community, to investigate criminal acts, and to prevent crime. This also includes those functions necessary to support these critical services. Quality of life is addressed through our ability to create and maintain a safe and secure environment for our citizens. Minimal cuts have occurred in these services. Examples of services that fall into this category are responses to calls such as assaults in progress, injury accidents, and other crimes in progress. It would also include those police services that are considered basic to public safety, such as taking reports of serious crimes and then conducting follow-up investigations. Burglaries and robberies would fall into this category. We also need to provide a minimum level of police presence to deter crime and provide adequate back-up and safety for our officers.
- 2.) Desirable Services include:** Those functions and services that contribute to our efforts in providing a safe and secure environment, but are not generally considered as critical as essential services. These functions are often expected or demanded by our community as core services and enhance our ability to serve the community in a variety of ways beyond emergency services. Some cuts have occurred in these areas. An example of this type of service would be the investigation of non-jury traffic accidents. It is desirable to investigate and determine who is at fault in a traffic accident so that proper accountability can be applied. It is also desirable to protect the safety of those involved and to clear the roadways as quickly as possible to enhance traffic flow. Another desirable service would be having officers on foot and bicycle patrols on the Hill and Mall. This enhances safety and provides for more personal and attentive service to the special needs of those districts.
- 3.) Discretionary Services include:** Those functions and services that are supportive of our core services and enhance the quality of life in our community. Generally an enhancement to other services provided by the department or a response to expressed desires of the community, but not as critical to public safety. Many of these services have experienced cuts over the past few years. An example of this type of service is our School Resource Officers. They work in our high schools and middle schools to respond to

service needs, build relationships with the students, provide safety education, work with at risk youth, and work with other service agencies in protecting our communities' children.

OVERVIEW OF ACTION PLAN

Please refer to Attachment B of the 2008-09 Budget Message for a listing of those Action Plan Items that were recommended for funding. The listing is presented in order by fund and department. Please see the section titled "City Council Direction on the Recommended Budget" for any changes from Attachment B.

OVERVIEW OF VISION PLAN

To work in partnership with the community to provide excellent police service and proactive crime prevention methods by improving staffing levels and utilizing state of the art technology.

Our vision for the Boulder Police Department recognizes the importance of involving our community in addressing and resolving crime and safety concerns in a growing, dynamic, diverse community. We will continue to look for creative and enhanced ways to include our community in problem solving efforts to meet future needs. Furthermore, the demand for law enforcement services continues to climb in terms of calls for service and community expectations. In recent years, our ratio of police officers to every 1,000 citizens has dropped while the demands for service have risen. This will only be exacerbated as the development in north Boulder continues, the Transit Village becomes a reality, and other projects such as the Peloton and the Palmeros property are developed. We have already seen an increase in demand for police services on the new 29th Street Shopping complex. In 2006, our calls for service reached an all time high of 84,746, a one year increase of 6.8%. Additional staffing in the near future will be necessary to maintain our level of services. Any expanded services will require either a re-allocation of current services or increased staffing beyond adequate levels.

Today we find ourselves behind in the current state of the art technology as it applies to carrying out our responsibilities to an efficient, effective and excellent level. Our vision is to upgrade and better utilize available technology to improve functions such as communications, record keeping, retrieving data, suspect identification, laboratory processes, officer accountability, evidence gathering, less lethal weapons, enhanced training, etc. Through technology, we can develop methods to better track and record officer activities, have communications interoperability, and have access to real time law enforcement and suspect data. Our vision encompasses using technology to increase our effectiveness and efficiency in identifying, addressing, and solving law enforcement issues in our community.

We envision a 21st century police department that provides an excellent level of police services to enhance quality of life and serves as a model for modern day policing. We will attain our vision by improving our community partnerships, increasing our staffing to improve and enhance our service levels, including proactive efforts to prevent crime, and by using the latest technology in our fight against crime.

PERFORMANCE MEASURES

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| Reduce the harmful effects resulting from the use of alcohol, by reducing the number of vehicle accidents that involve injuries and deaths and are alcohol related by 5% under the last five years average. (50) | 27 | <50 | <50 | <50 |
| To report the number of D.U.I. arrests | 1,168 | 1,000 | 1,100 | 1,100 |
| Part I Crimes per 1000 citizens | 32.3 | 32 | 32 | 32 |
| Report the total number of customers served by the Community Police Centers. | 6,768 | 6,500 | 6,500 | 6,500 |
| To provide improved delivery of police service to the community of Boulder, by evaluating police effectiveness through the use of crime clearance statistics to exceed the national average of 21%. | 32% | 25% | 27% | 27% |

| | Actual 2006 | Target 2007 | Target 2008 | Target 2009 |
|---|------------------------|------------------------|------------------------|------------------------|
| Evaluate police effectiveness through the improvement of police emergency response under the last five-year average of 6.2 minutes. | 3.5 minutes | 3.5 minutes | 3.5 minutes | 3.5 minutes |

FUND FINANCIALS

CITY OF BOULDER
2008 FUND FINANCIAL

GENERAL FUND
(in \$1,000s)

| | A | B | BP | BS | BV | BX | BZ | CB | CD | CF |
|-----|---|--|--------|---------|----------|-----------|-----------|-----------|-----------|-----------|
| 1 | | Consumer Price Index | 3.60% | 3.20% | 2.60% | 3.10% | 2.90% | 3.10% | 3.00% | 3.00% |
| 4 | | Sales Tax Growth | 4.51% | 5.18% | 3.89% | 3.27% | 3.20% | 3.24% | 3.20% | 3.20% |
| 5 | | | ACTUAL | REVISED | APPROVED | PROJECTED | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| 6 | | | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| 36 | | TOTAL BEGINNING RESOURCES | 13,278 | 11,764 | 11,941 | 11,059 | 10,938 | 10,663 | 10,212 | (842) |
| 37 | | REVENUE: | | | | | | | | |
| 38 | | Sales/Use Tax | 35,708 | 37,553 | 39,014 | 40,291 | 41,578 | 42,926 | 33,268 | 34,333 |
| 44 | | Add'l Sales Tax from Add'l Auditor | 0 | 0 | 90 | 93 | 96 | 99 | 102 | 105 |
| 45 | | Tax Increment (10th & Walnut) | 245 | 547 | 597 | 651 | 697 | 739 | 782 | 826 |
| 46 | | Food Service Tax | 443 | 458 | 473 | 490 | 508 | 526 | 544 | 563 |
| 50 | | Property Tax | 12,526 | 12,896 | 13,218 | 13,549 | 13,955 | 14,374 | 14,805 | 15,249 |
| 53 | | Public Safety Property Tax | 4,116 | 4,280 | 4,387 | 4,519 | 4,654 | 4,794 | 4,938 | 5,086 |
| 54 | | Cable TV Franchise | 1,080 | 1,049 | 999 | 1,009 | 1,019 | 1,030 | 1,040 | 1,050 |
| 57 | | Liquor Occupation Tax | 568 | 586 | 601 | 619 | 637 | 656 | 676 | 696 |
| 58 | | Telephone Occupation Tax | 768 | 768 | 768 | 768 | 768 | 768 | 768 | 768 |
| 59 | | Accommodation Tax | 2,467 | 2,590 | 2,655 | 2,787 | 2,927 | 3,073 | 3,227 | 3,388 |
| 60 | | Admission Tax | 406 | 350 | 359 | 368 | 377 | 386 | 396 | 406 |
| 61 | | Add'l Admissions Tax (29th Street) | 0 | 75 | 285 | 292 | 299 | 307 | 315 | 322 |
| 62 | | Xcel Franchise Fee | 3,910 | 3,990 | 4,090 | 4,212 | 4,339 | 4,469 | 4,603 | 4,741 |
| 63 | | Specific Ownership Tax | 1,435 | 1,435 | 1,471 | 1,500 | 1,530 | 1,561 | 1,592 | 1,624 |
| 64 | | Tobacco Tax | 395 | 395 | 385 | 385 | 385 | 385 | 385 | 385 |
| 65 | | NPP and Other Parking Revenue | 159 | 71 | 74 | 74 | 74 | 74 | 74 | 74 |
| 66 | | Meters-Out of Parking Districts | 311 | 307 | 311 | 311 | 311 | 311 | 311 | 311 |
| 70 | | Sale of Other Services | 103 | 186 | 191 | 194 | 198 | 202 | 206 | 210 |
| 71 | | Sale of Goods | 50 | 56 | 57 | 59 | 61 | 63 | 65 | 67 |
| 73 | | Licenses | 210 | 186 | 191 | 196 | 202 | 208 | 215 | 221 |
| 74 | | Court Fees and Charges | 1,705 | 1,648 | 1,648 | 1,648 | 1,648 | 1,673 | 1,673 | 1,673 |
| 75 | | Parking Violations | 1,804 | 1,970 | 1,970 | 1,970 | 1,970 | 1,970 | 1,970 | 1,970 |
| 77 | | Other Fines & Penalties | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 79 | | Court Awards-DUI, No Ins. & Seized Property | 499 | 106 | 109 | 112 | 115 | 119 | 122 | 126 |
| 80 | | Photo Enforcement Revenue | 1,034 | 1,797 | 1,842 | 1,888 | 1,935 | 1,984 | 2,033 | 2,084 |
| 82 | | Interest Income | 866 | 909 | 989 | 1,007 | 1,024 | 1,043 | 1,061 | 1,082 |
| 84 | | Rental Income | 148 | 147 | 151 | 155 | 160 | 165 | 170 | 175 |
| 86 | | Other Revenue | 478 | 621 | 637 | 662 | 688 | 716 | 745 | 774 |
| 90 | | Housing/Human Services Fees | 252 | 245 | 250 | 254 | 259 | 264 | 269 | 275 |
| 91 | | Parks Fees (see Other Revenue) | 168 | 184 | 185 | 187 | 188 | 189 | 190 | 191 |
| 101 | | Action Plan frm Add'l Rev (Parking Meter Increase) | 0 | 0 | 164 | 169 | 174 | 179 | 185 | 190 |
| 103 | | SUB-TOTAL CURRENT REVENUE | 71,858 | 75,406 | 78,161 | 80,423 | 82,781 | 85,254 | 76,730 | 78,969 |
| 105 | | Other Revenue | | | | | | | | |
| 106 | | Grants | 1,758 | 1,307 | 814 | 833 | 852 | 871 | 891 | 912 |
| 109 | | Carryovers and Supplementals from Add'l Revenue | 962 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 110 | | Meters-Within Parking Districts | 1,416 | 1,817 | 2,210 | 2,483 | 2,483 | 2,483 | 2,483 | 2,483 |
| 111 | | Trash Hauler Occupation Tax | 1,590 | 1,230 | 1,152 | 1,164 | 1,175 | 1,187 | 1,199 | 1,211 |
| 113 | | BURA Bond Reserves | 0 | 380 | 111 | 0 | 0 | 0 | 0 | 0 |
| 114 | | BURA Bond Reserves for EV thru 2008 | 0 | 0 | 293 | 0 | 0 | 0 | 0 | 0 |
| 115 | | Education Excise Tax (to Fund Balance Reserves) | 425 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 116 | | .15 Sales Tax | 3,610 | 3,691 | 3,835 | 3,960 | 4,087 | 4,219 | 4,354 | 0 |
| 117 | | Recommended Funding for Sales Tax System | 0 | 77 | 0 | 0 | 0 | 0 | 0 | 0 |
| 118 | | SUB-TOTAL OTHER REVENUE | 9,761 | 8,502 | 8,415 | 8,440 | 8,597 | 8,760 | 8,927 | 4,606 |

CITY OF BOULDER
2008 FUND FINANCIAL

GENERAL FUND
(in \$1,000s)

| | A | B | BP | BS | BV | BX | BZ | CB | CD | CF |
|-----|---|---|---------|---------|----------|-----------|-----------|-----------|-----------|-----------|
| 1 | | Consumer Price Index | 3.60% | 3.20% | 2.60% | 3.10% | 2.90% | 3.10% | 3.00% | 3.00% |
| 4 | | Sales Tax Growth | 4.51% | 5.18% | 3.89% | 3.27% | 3.20% | 3.24% | 3.20% | 3.20% |
| 5 | | | ACTUAL | REVISED | APPROVED | PROJECTED | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| 6 | | | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| 120 | | TRANSFERS IN: | | | | | | | | |
| 128 | | Cost Allocation - Current Opr Costs-All Funds | 5,985 | 5,855 | 6,110 | 6,294 | 6,482 | 6,677 | 6,877 | 7,083 |
| 129 | | Add'l Cost Allocation for Auditor & Fin Rprting Mgr | 0 | 0 | 87 | 52 | 53 | 55 | 56 | 58 |
| 130 | | Other Transfers | 174 | 49 | 83 | 53 | 55 | 56 | 58 | 60 |
| 145 | | Mall Reimbursement from CAGID (see Revenue) | 500 | 500 | 500 | 500 | 500 | 500 | 44 | 44 |
| 148 | | SUB-TOTAL TRANSFERS IN | 6,659 | 6,404 | 6,781 | 6,898 | 7,090 | 7,288 | 7,035 | 7,245 |
| 149 | | ANNUAL SOURCES (EXCLUDING FUND BALANCE) | 88,278 | 90,312 | 93,357 | 95,761 | 98,468 | 101,303 | 92,693 | 90,820 |
| 150 | | TOTAL SOURCES OF FUNDS | 101,556 | 102,076 | 105,298 | 106,820 | 109,406 | 111,965 | 102,904 | 89,978 |
| 151 | | USES OF FUNDS | | | | | | | | |
| 152 | | City Council | 281 | 295 | 300 | 307 | 314 | 321 | 328 | 336 |
| 153 | | Municipal Court | 1,328 | 1,526 | 1,605 | 1,642 | 1,680 | 1,718 | 1,757 | 1,797 |
| 155 | | City Attorney | 1,736 | 1,793 | 1,819 | 1,861 | 1,904 | 1,947 | 1,992 | 2,037 |
| 158 | | City Manager (including Internal Audit) | 1,396 | 1,413 | 1,691 | 1,730 | 1,770 | 1,810 | 1,851 | 1,894 |
| 159 | | West Nile Virus Program | 211 | 300 | 300 | 300 | 300 | 300 | 300 | 300 |
| 160 | | Economic Vitality Program | 486 | 361 | 111 | 0 | 0 | 0 | 0 | 0 |
| 161 | | Economic Vitality thru 2008 | 0 | 0 | 293 | 0 | 0 | 0 | 0 | 0 |
| 163 | | Washington School Project | 37 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 164 | | Public Power Project | 91 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 165 | | Conference and Visitors Bureau | 621 | 642 | 694 | 715 | 744 | 774 | 806 | 838 |
| 166 | | Non-departmental | 90 | 137 | 120 | 123 | 126 | 128 | 131 | 134 |
| 167 | | Boulder Television | 134 | 150 | 70 | 0 | 0 | 0 | 0 | 0 |
| 168 | | Contingency | 21 | 115 | 118 | 121 | 123 | 126 | 129 | 132 |
| 171 | | Contingency for Parking Meter Rev for Univ Hill | 0 | 0 | 10 | 0 | 0 | 0 | 0 | 0 |
| 172 | | Extraordinary Personnel Expense | 22 | 115 | 118 | 121 | 123 | 126 | 129 | 132 |
| 173 | | Utility Contingency | 0 | 250 | 145 | 0 | 0 | 0 | 0 | 0 |
| 174 | | Environmental Affairs | 1,406 | 1,230 | 1,152 | 1,164 | 1,175 | 1,187 | 1,199 | 1,211 |
| 175 | | DUHMD/Parking Svcs | 859 | 935 | 1,142 | 1,169 | 1,195 | 1,223 | 1,250 | 1,279 |
| 177 | | Downtown BID | 248 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 178 | | Communications | 592 | 658 | 633 | 648 | 662 | 678 | 693 | 709 |
| 180 | | Unemployment & Volunteer Ins | 77 | 108 | 107 | 109 | 112 | 115 | 117 | 120 |
| 181 | | Property & Casualty Ins. | 1,609 | 1,767 | 1,974 | 1,974 | 1,974 | 1,974 | 1,974 | 1,974 |
| 182 | | Compensated Absences | 661 | 311 | 311 | 311 | 311 | 311 | 311 | 311 |
| 186 | | Information Technology | 4,516 | 3,803 | 3,948 | 4,040 | 4,132 | 4,226 | 4,323 | 4,421 |
| 187 | | IT/Computer Replacement Funding | 0 | 602 | 613 | 627 | 641 | 656 | 671 | 686 |
| 188 | | IT/Technology Funding | 0 | 51 | 52 | 53 | 54 | 56 | 57 | 58 |
| 189 | | IT/Telecommunications Funding | 0 | 46 | 46 | 47 | 49 | 50 | 51 | 52 |
| 191 | | Human Resources | 1,223 | 1,296 | 1,627 | 1,665 | 1,703 | 1,742 | 1,781 | 1,822 |
| 192 | | Finance | 2,448 | 2,585 | 2,501 | 2,526 | 2,583 | 2,642 | 2,702 | 2,764 |
| 193 | | Campaign Financing | 0 | 43 | 0 | 46 | 0 | 0 | 0 | 0 |
| 194 | | Police | 23,835 | 25,456 | 26,818 | 27,444 | 28,065 | 28,709 | 29,362 | 30,031 |
| 196 | | Fire | 11,662 | 12,427 | 12,739 | 13,036 | 13,331 | 13,637 | 13,948 | 14,265 |
| 199 | | Public Works | 3,103 | 1,960 | 1,681 | 1,720 | 1,759 | 1,800 | 1,840 | 1,882 |
| 200 | | Municipal Facilities Fund | 0 | 827 | 842 | 862 | 882 | 902 | 922 | 943 |
| 202 | | Equipment Replacement | 0 | 25 | 25 | 26 | 26 | 27 | 28 | 28 |
| 204 | | Facilities Renovation & Replacement | 0 | 591 | 602 | 616 | 630 | 644 | 659 | 674 |

CITY OF BOULDER
2008 FUND FINANCIAL

GENERAL FUND
(in \$1,000s)

| | A | B | BP | BS | BV | BX | BZ | CB | CD | CF |
|-----|---|--|--------|---------|----------|-----------|-----------|-----------|-----------|-----------|
| 1 | | Consumer Price Index | 3.60% | 3.20% | 2.60% | 3.10% | 2.90% | 3.10% | 3.00% | 3.00% |
| 4 | | Sales Tax Growth | 4.51% | 5.18% | 3.89% | 3.27% | 3.20% | 3.24% | 3.20% | 3.20% |
| 5 | | | ACTUAL | REVISED | APPROVED | PROJECTED | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| 6 | | | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| 205 | | Parks | 3,980 | 3,845 | 3,976 | 4,069 | 4,161 | 4,256 | 4,353 | 4,452 |
| 211 | | Arts | 187 | 199 | 204 | 209 | 213 | 218 | 223 | 228 |
| 212 | | Real Estate (Open Space) | 113 | 121 | 130 | 133 | 136 | 139 | 142 | 146 |
| 213 | | Housing/Human Services | 5,304 | 5,209 | 4,824 | 4,937 | 5,048 | 5,164 | 5,282 | 5,402 |
| 217 | | Mid-year Benefit Triggers (Mgmt) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 218 | | Mid-year Salary Triggers (Fire) | 0 | 110 | 0 | 0 | 0 | 0 | 0 | 0 |
| 219 | | Annual Merit Added to Base | 0 | 0 | 0 | 900 | 1,820 | 2,762 | 3,725 | 4,710 |
| 221 | | Greenhouse Gas Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 235 | | Downtown EcoPass | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 242 | | Carryovers and Supplementals from Fund Balance | 2,270 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 263 | | Carryovers and Supplementals from Add'l Revenue | 962 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 264 | | Encumbrance Carryovers from Fund Balance | 652 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 265 | | Humane Society Bldg Loan | 114 | 114 | 114 | 112 | 112 | 112 | 112 | 112 |
| 270 | | Special Purpose Reserve (2013 Add'l Payroll) | 0 | 301 | 301 | 301 | 301 | 301 | 301 | 301 |
| 273 | | Community Sustainability Strategic Plan | 10 | 74 | 0 | 0 | 0 | 0 | 0 | 0 |
| 275 | | Police/Fire Old Hire Contribution | 497 | 773 | 773 | 773 | 773 | 773 | 773 | 773 |
| 278 | | Workers Comp Rate Adj | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 279 | | Recommended Ongoing Funding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 280 | | Recommended One-Time Funding | 0 | 0 | 980 | 0 | 0 | 0 | 0 | 0 |
| 286 | | Recommended Action Item from Add'l Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 289 | | SUB-TOTAL USES | 72,782 | 72,563 | 75,509 | 76,438 | 78,932 | 81,554 | 84,224 | 86,955 |
| 291 | | DEBT | | | | | | | | |
| 292 | | Existing Debt | 1,731 | 1,728 | 1,724 | 1,679 | 1,670 | 1,674 | 604 | 0 |
| 293 | | SUB-TOTAL DEBT | 1,731 | 1,728 | 1,724 | 1,679 | 1,670 | 1,674 | 604 | 0 |
| 294 | | TRANSFERS OUT | | | | | | | | |
| 296 | | Recreation Activity Fund | 1,336 | 1,664 | 1,785 | 1,827 | 1,868 | 1,911 | 1,954 | 1,999 |
| 297 | | Planning and Development Services Fund | 1,903 | 2,076 | 2,170 | 2,221 | 2,271 | 2,323 | 2,376 | 2,430 |
| 299 | | Affordable Housing Fund | 391 | 399 | 406 | 416 | 425 | 435 | 445 | 455 |
| 300 | | Library Fund | 5,302 | 5,605 | 6,019 | 6,160 | 6,299 | 6,443 | 6,590 | 6,740 |
| 301 | | Open Space Fund (Mountain Parks) | 958 | 1,013 | 1,057 | 1,082 | 1,106 | 1,132 | 1,157 | 1,184 |
| 302 | | CAGID and UHGID Funds (Parking Meter Revenue) | 1,416 | 1,817 | 2,200 | 2,483 | 2,483 | 2,483 | 2,483 | 2,483 |
| 304 | | Plng and Dvlpmnt Srvc's Fund (Excise Tax Admin) | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 6 |
| 312 | | Utilities Fund (Fire Training Center property) | 0 | 130 | 130 | 130 | 130 | 130 | 130 | 130 |
| 313 | | Transportation Fund (excess Photo Enfcmnt Reven) | 170 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 314 | | Misc One-time Transfers | 140 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 318 | | SUB-TOTAL TRANSFERS OUT | 11,621 | 12,709 | 13,772 | 14,322 | 14,587 | 14,862 | 15,141 | 15,426 |
| 319 | | .15 ALLOCATION | | | | | | | | |
| 320 | | Debt Service (Muni renovation portion) | 120 | 121 | 120 | 119 | 120 | 120 | 120 | 0 |
| 321 | | Debt Service (Parks&Recreation portion) | 441 | 443 | 442 | 439 | 439 | 439 | 439 | 0 |
| 322 | | O&M Four Mile Complex (P&R) | 203 | 276 | 287 | 350 | 379 | 404 | 431 | 445 |
| 323 | | Dedicated Human Services | 1,457 | 1,434 | 1,490 | 1,584 | 1,635 | 1,688 | 1,742 | 1,797 |
| 324 | | Dedicated Environment | 206 | 287 | 298 | 317 | 327 | 338 | 348 | 359 |
| 325 | | Dedicated Youth Opportunity | 286 | 287 | 298 | 317 | 327 | 338 | 348 | 359 |
| 327 | | Dedicated Arts | 276 | 287 | 298 | 317 | 327 | 338 | 348 | 359 |
| 328 | | SUB-TOTAL .15 ALLOCATION | 2,989 | 3,135 | 3,233 | 3,443 | 3,553 | 3,664 | 3,777 | 3,321 |

CITY OF BOULDER
2008 FUND FINANCIAL

GENERAL FUND
(in \$1,000s)

| | A | B | BP | BS | BV | BX | BZ | CB | CD | CF |
|-----|---|--------------------------------------|--------|---------|----------|-----------|-----------|-----------|-----------|-----------|
| 1 | | Consumer Price Index | 3.60% | 3.20% | 2.60% | 3.10% | 2.90% | 3.10% | 3.00% | 3.00% |
| 4 | | Sales Tax Growth | 4.51% | 5.18% | 3.89% | 3.27% | 3.20% | 3.24% | 3.20% | 3.20% |
| 5 | | | ACTUAL | REVISED | APPROVED | PROJECTED | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| 6 | | | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| 356 | | TOTAL USES OF FUNDS | 89,123 | 90,135 | 94,238 | 95,882 | 98,743 | 101,753 | 103,746 | 105,702 |
| 357 | | SURPLUS (DEFICIT) ANNUAL REVENUE-EXP | (845) | 177 | (882) | (121) | (275) | (451) | (11,053) | (14,882) |
| 358 | | INC (DEC) TO FUND BALANCE RESERVES | 669 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 359 | | ENDING BALANCE | 11,764 | 11,941 | 11,059 | 10,938 | 10,663 | 10,212 | (842) | (15,724) |
| 382 | | | | | | | | | | |
| 383 | | DESIGNATIONS: Designated Reserve | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| 384 | | Unrestricted Reserve | 8,737 | 8,883 | 9,342 | 9,505 | 9,789 | 10,088 | 10,285 | 10,479 |
| 387 | | Total Reserve Designations | 8,737 | 8,883 | 9,342 | 9,505 | 9,789 | 10,088 | 10,285 | 10,479 |
| 388 | | SURPLUS/(DEFICIT) vs. RESERVE GOAL | 3,027 | 3,058 | 1,717 | 1,433 | 873 | 123 | (11,127) | (26,203) |

**CITY OF BOULDER
2008 FUND FINANCIAL**

COMMUNITY HOUSING ASSISTANCE PROGRAM FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| FUND BALANCE | | | | | | | | |
| Beginning of Year | \$3,031,589 | \$1,899,071 | \$24,611 | \$25,317 | \$27,612 | \$29,931 | \$32,274 | \$34,642 |
| SOURCES OF FUNDS: | | | | | | | | |
| Property Tax | \$1,260,865 | \$1,310,788 | \$1,350,112 | \$1,390,615 | \$1,432,334 | \$1,475,304 | \$1,519,563 | \$1,565,150 |
| Development Tax | \$116,575 | \$350,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 |
| Interest | \$104,220 | \$35,000 | \$35,000 | \$35,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| Transfer from CDBG/interest for sec 108 loan | \$23,527 | | | | | | | |
| Loan repayment | | | | \$964,510 | \$935,306 | | | |
| Proceeds from Sale of Units | \$192,524 | | | | | | | |
| Other | \$4,459 | | | | | | | |
| TOTAL SOURCES OF FUNDS | \$1,702,171 | \$1,695,788 | \$1,635,112 | \$2,640,126 | \$2,667,640 | \$1,775,304 | \$1,819,563 | \$1,865,150 |
| USES OF FUNDS: | | | | | | | | |
| Operating: | | | | | | | | |
| Program Management | \$248,701 | \$292,497 | \$285,561 | \$294,842 | \$304,424 | \$314,318 | \$324,533 | \$335,081 |
| Housing Authority Transfer | \$21,139 | \$71,667 | \$73,230 | \$74,939 | \$76,690 | \$78,483 | \$80,320 | \$82,203 |
| Total Operating Uses of Funds | \$269,840 | \$364,164 | \$358,791 | \$369,781 | \$381,114 | \$392,801 | \$404,854 | \$417,283 |
| Transfers to Other Funds | | | | | | | | |
| Cost Allocation | \$16,335 | \$16,610 | \$17,275 | \$17,966 | \$18,684 | \$19,432 | \$20,209 | \$21,017 |
| Excise Tax Administration | \$4,840 | \$4,985 | \$5,135 | \$5,289 | \$5,447 | \$5,611 | \$5,779 | \$5,953 |
| Transfer to CDBG for section 108 loan | \$63,250 | | | | | | | |
| Total Transfers to Other Funds | \$84,425 | \$21,595 | \$22,409 | \$23,254 | \$24,132 | \$25,042 | \$25,988 | \$26,970 |
| Housing Project Grants/Funding: | | | | | | | | |
| Acquisition/Rehabilitation/Construction | \$2,480,424 | \$2,457,699 | \$1,253,205 | \$2,244,795 | \$2,260,076 | \$1,355,117 | \$1,386,353 | \$1,418,503 |
| Housing Authority Bridge Loan | | | | | | | | |
| Total Capital Improvements Program | \$2,480,424 | \$2,457,699 | \$1,253,205 | \$2,244,795 | \$2,260,076 | \$1,355,117 | \$1,386,353 | \$1,418,503 |
| Project Carryovers & Encumbrances | | \$726,790 | | | | | | |
| TOTAL USES OF FUNDS | \$2,834,689 | \$3,570,249 | \$1,634,406 | \$2,637,831 | \$2,665,322 | \$1,772,961 | \$1,817,195 | \$1,862,756 |
| UNRESTRICTED FUND BALANCE | \$1,899,071 | \$24,611 | \$25,317 | \$27,612 | \$29,931 | \$32,274 | \$34,642 | \$37,036 |
| DESIGNATIONS: | | | | | | | | |
| Designated Reserve * | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sick/Vacation/Bonus Liability | \$20,925 | \$23,171 | \$22,307 | \$23,032 | \$23,781 | \$24,554 | \$25,352 | \$26,176 |
| Pay Period 27 Reserve | | \$1,440 | \$3,010 | \$4,580 | \$6,150 | \$7,720 | \$9,290 | \$10,860 |
| Total Reserve | \$20,925 | \$24,611 | \$25,317 | \$27,612 | \$29,931 | \$32,274 | \$34,642 | \$37,036 |
| SURPLUS/(DEFICIT) vs. RESERVE GOAL | \$1,878,146 | \$0 | \$0 | \$0 | \$0 | \$0 | (\$0) | (\$0) |

* There is no need for a "designated reserve" as the CHAP allocation process allows the Housing Project Funding to function as a reserve.

**CITY OF BOULDER
2008 FUND FINANCIAL**

CAPITAL DEVELOPMENT FUND

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|--------------------------------------|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | \$3,907,171 | \$3,472,763 | \$3,872,413 | \$4,188,104 | \$4,519,164 | \$4,834,664 | \$4,361,131 | \$4,696,923 |
| SOURCES OF FUNDS | | | | | | | | |
| Excise Taxes | \$211,340 | \$433,565 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 |
| Interest on Investments | \$141,212 | \$77,323 | \$178,131 | \$194,747 | \$180,767 | \$193,387 | \$174,445 | \$187,877 |
| TOTAL SOURCES OF FUNDS | \$352,552 | \$510,888 | \$428,131 | \$444,747 | \$430,767 | \$443,387 | \$424,445 | \$437,877 |
| USES OF FUNDS | | | | | | | | |
| Cost Allocation | \$24,217 | \$26,253 | \$27,305 | \$28,398 | \$29,818 | \$31,309 | \$32,874 | \$34,518 |
| Excise Tax Administration | \$4,840 | \$4,985 | \$5,135 | \$5,289 | \$5,448 | \$5,611 | \$5,779 | \$5,779 |
| Total Operating Uses of Funds | \$29,057 | \$31,238 | \$32,440 | \$33,687 | \$35,266 | \$36,920 | \$38,653 | \$40,297 |
| Continuation Projects | \$727,903 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| New Projects | \$30,000 | \$80,000 | \$80,000 | \$80,000 | \$80,000 | \$880,000 | \$50,000 | \$50,000 |
| Total Capital Uses of Funds | \$757,903 | \$80,000 | \$80,000 | \$80,000 | \$80,000 | \$880,000 | \$50,000 | \$50,000 |
| Carryovers & Encumbrances | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL USES OF FUNDS | \$786,960 | \$111,238 | \$112,440 | \$113,687 | \$115,266 | \$916,920 | \$88,653 | \$90,297 |
| FUND BALANCE - END OF YEAR | \$3,472,763 | \$3,872,413 | \$4,188,104 | \$4,519,164 | \$4,834,664 | \$4,361,131 | \$4,696,923 | \$5,044,503 |
| Restricted Reserve | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 |
| SURPLUS (DEFICIT) vs RESERVES | \$2,972,763 | \$3,372,413 | \$3,688,104 | \$4,019,164 | \$4,334,664 | \$3,861,131 | \$4,196,923 | \$4,544,503 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

LOTTERY FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|--|------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of the Year | 1,400,403 | 1,446,105 | 512,379 | 498,602 | 481,153 | 467,724 | 458,504 | 453,687 |
| SOURCES OF FUNDS | | | | | | | | |
| Intergovernmental Revenues | 1,073,511 | 903,623 | 926,319 | 930,951 | 935,605 | 940,283 | 944,985 | 949,710 |
| Interest Income | 59,083 | 61,108 | 59,904 | 51,600 | 50,966 | 50,496 | 50,198 | 50,095 |
| TOTAL SOURCES OF FUNDS | 1,132,594 | 964,731 | 986,223 | 982,551 | 986,571 | 990,779 | 995,183 | 999,805 |
| USES OF FUNDS | | | | | | | | |
| Operating | | | | | | | | |
| Habitat Restoration - P & R | 150,484 | 156,466 | 125,665 | 128,178 | 130,742 | 133,357 | 136,024 | 138,744 |
| Capital Refurbishment - P & R | 87,120 | 520,538 | 354,500 | 246,822 | 244,258 | 241,643 | 238,976 | 236,256 |
| Total Operating Uses of Funds | 237,604 | 677,004 | 480,165 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 |
| Transfers To Other Funds | | | | | | | | |
| Cost Allocation | - | - | - | - | - | - | - | - |
| Debt Service | | | | | | | | |
| Total Debt Service | 304,344 | 304,344 | 169,835 | - | - | - | - | - |
| Capital Improvement Program | | | | | | | | |
| Capital Projects - P & R | - | 50,000 | 200,000 | - | - | - | - | - |
| Tributary Greenways - Public Works | 468,842 | 373,864 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Capital Projects - OSMP | 76,102 | 493,245 | - | 475,000 | 475,000 | 475,000 | 475,000 | 475,000 |
| Total Capital Improvement Program | 544,944 | 917,109 | 350,000 | 625,000 | 625,000 | 625,000 | 625,000 | 625,000 |
| TOTAL USES OF FUNDS | 1,086,892 | 1,898,457 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| UNRESTRICTED FUND BALANCE | 1,446,105 | 512,379 | 498,602 | 481,153 | 467,724 | 458,504 | 453,687 | 453,491 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

PLANNING & DEVELOPMENT SERVICES

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | \$2,585,150 | \$4,088,094 | \$3,390,390 | \$3,165,737 | \$3,125,524 | \$3,260,187 | \$3,372,345 | \$3,459,379 |
| SOURCES OF FUNDS | | | | | | | | |
| General Fund Transfer | \$1,903,366 | \$2,076,244 | \$2,169,665 | \$2,172,955 | \$2,238,144 | \$2,305,288 | \$2,374,447 | \$2,445,680 |
| Restricted Funds' Transfers (Public Works) | \$678,902 | \$635,409 | \$654,471 | \$674,105 | \$694,329 | \$715,158 | \$736,613 | \$758,712 |
| Restricted Funds' Transfers (Excise Tax Collections) | \$24,200 | \$24,925 | \$25,673 | \$26,443 | \$27,236 | \$28,053 | \$28,895 | \$29,762 |
| Fees & Permits | \$6,284,398 | \$5,114,000 | \$5,415,099 | \$5,550,474 | \$5,689,236 | \$5,831,467 | \$5,977,254 | \$6,126,685 |
| Interest on Investments | \$144,604 | \$85,552 | \$170,538 | \$147,207 | \$145,337 | \$151,599 | \$156,814 | \$160,861 |
| TOTAL SOURCES OF FUNDS | \$9,035,469 | \$7,936,130 | \$8,435,446 | \$8,571,184 | \$8,794,282 | \$9,031,567 | \$9,274,025 | \$9,521,703 |
| USES OF FUNDS | | | | | | | | |
| Operating-- | | | | | | | | |
| Administrative, Financial and Communications Services | \$1,504,737 | \$1,668,975 | \$1,919,066 | \$1,770,638 | \$1,795,947 | \$1,849,825 | \$1,905,320 | \$1,962,480 |
| Information Resources | \$914,985 | \$981,867 | \$1,098,086 | \$1,131,028 | \$1,062,989 | \$1,094,879 | \$1,127,725 | \$1,161,557 |
| Long Range Planning | \$749,703 | \$620,819 | \$719,783 | \$689,876 | \$710,572 | \$731,889 | \$753,846 | \$776,462 |
| Land Use Review | \$884,600 | \$1,011,102 | \$1,102,060 | \$1,135,122 | \$1,088,835 | \$1,121,500 | \$1,155,145 | \$1,189,800 |
| Engineering Review | \$935,243 | \$1,018,705 | \$1,084,701 | \$1,117,242 | \$1,150,759 | \$1,185,282 | \$1,220,840 | \$1,257,465 |
| Floodplain & Wetland Management | \$14,560 | \$25,755 | \$26,270 | \$27,058 | \$27,870 | \$28,706 | \$29,567 | \$30,454 |
| Building Construction and Inspection Services | \$948,070 | \$1,023,162 | \$1,130,061 | \$1,163,963 | \$1,198,881 | \$1,234,848 | \$1,271,893 | \$1,310,050 |
| Environmental and Zoning Enforcement | \$356,810 | \$473,531 | \$500,393 | \$453,604 | \$467,213 | \$481,229 | \$495,666 | \$510,536 |
| Restricted Operating Reserve | \$0 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 |
| TOTAL OPERATING USES OF FUNDS | \$6,308,708 | \$6,848,914 | \$7,605,418 | \$7,513,530 | \$7,528,066 | \$7,753,158 | \$7,985,003 | \$8,223,803 |
| Transfers to Other Funds-- | | | | | | | | |
| Cost Allocation | \$1,223,817 | \$1,038,069 | \$1,079,680 | \$1,122,867 | \$1,156,553 | \$1,191,250 | \$1,226,987 | \$1,263,797 |
| TOTAL TRANSFERS TO OTHER FUNDS | \$1,223,817 | \$1,038,069 | \$1,079,680 | \$1,122,867 | \$1,156,553 | \$1,191,250 | \$1,226,987 | \$1,263,797 |
| ENCUMBRANCES, CARRYOVERS, ATBs | \$0 | \$771,851 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL USES OF FUNDS | \$7,532,525 | \$8,658,834 | \$8,685,098 | \$8,636,397 | \$8,684,619 | \$8,944,409 | \$9,211,992 | \$9,487,603 |
| Restricted Reserve Adjustment | \$0 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 |
| UNRESTRICTED FUND BALANCE | \$4,088,094 | \$3,390,390 | \$3,165,737 | \$3,125,524 | \$3,260,187 | \$3,372,345 | \$3,459,379 | \$3,518,479 |
| Operating Reserve | \$314,220 | \$255,700 | \$541,510 | \$555,047 | \$568,924 | \$583,147 | \$597,725 | \$612,668 |
| State Historic Tax Credit Fund | \$9,593 | \$20,429 | \$20,429 | \$20,429 | \$20,429 | \$20,429 | \$20,429 | \$20,429 |
| Pay Period 27 Liability | \$0 | \$30,850 | \$69,150 | \$107,450 | \$145,750 | \$184,050 | \$222,350 | \$260,650 |
| Sick/Vacation/Bonus Accrual Adjustment | \$404,088 | \$412,170 | \$420,413 | \$428,821 | \$639,373 | \$658,554 | \$658,554 | \$658,554 |
| SURPLUS (DEFICIT) vs. RESERVE GOAL | \$3,360,193 | \$2,671,241 | \$2,114,235 | \$2,013,776 | \$1,885,712 | \$1,926,165 | \$1,960,318 | \$1,966,174 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

.25 CENT SALES TAX FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of the Year | 3,076,942 | 3,442,033 | 1,500,904 | 1,422,478 | 1,577,075 | 1,151,470 | 1,190,165 | 1,137,434 |
| SOURCES OF FUNDS | | | | | | | | |
| Sales Tax | 5,840,468 | 6,152,245 | 6,391,505 | 6,600,732 | 6,811,666 | 7,032,451 | 7,257,489 | 7,490,024 |
| Interest | 156,865 | 161,464 | 155,637 | 158,884 | 162,429 | 153,197 | 151,354 | 149,991 |
| Intergovernmental Revenue | 20,000 | - | - | - | - | - | - | - |
| Grants | 18,153 | - | - | - | - | - | - | - |
| Other Revenue | 13,439 | 19,060 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| TOTAL SOURCES OF FUNDS | 6,048,925 | 6,332,769 | 6,559,142 | 6,771,616 | 6,986,095 | 7,197,648 | 7,420,843 | 7,652,015 |
| USES OF FUNDS | | | | | | | | |
| Land Operations & Maintenance | 1,133,525 | 1,279,221 | 1,353,544 | 1,394,150 | 1,435,975 | 1,479,054 | 1,523,426 | 1,569,128 |
| Administration | 238,075 | 380,122 | 410,640 | 422,959 | 435,648 | 448,717 | 462,179 | 476,044 |
| Planning and Project Management | 254,246 | 348,830 | 354,086 | 364,709 | 375,650 | 386,919 | 398,527 | 410,483 |
| Sports Field Maintenance | 88,671 | 90,677 | 93,638 | 96,447 | 99,341 | 102,321 | 105,390 | 108,552 |
| Civic Park Complex | 223,608 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Historical & Cultural | 52,616 | 51,502 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| FAM - Ongoing and Major Maintenance | 419,630 | 428,576 | 441,433 | 454,676 | 468,317 | 482,366 | 496,837 | 511,742 |
| Capital Refurbishment | 228,884 | 427,219 | 405,000 | 459,539 | 466,804 | 473,869 | 480,725 | 488,233 |
| Total Operating Uses of Funds | 2,639,255 | 3,081,147 | 3,183,341 | 3,317,481 | 3,406,734 | 3,498,247 | 3,592,084 | 3,689,183 |
| Transfers To Other Funds | | | | | | | | |
| Cost Allocation | 188,417 | 148,874 | 157,774 | 164,085 | 169,008 | 174,078 | 179,300 | 184,679 |
| Transfer to the Recreation Activity Fund | - | 300,000 | - | - | - | - | - | - |
| Total Transfers | 188,417 | 448,874 | 157,774 | 164,085 | 169,008 | 174,078 | 179,300 | 184,679 |
| Debt Service | | | | | | | | |
| Total Debt Service | 2,385,193 | 2,428,953 | 2,421,453 | 2,385,453 | 2,385,959 | 2,386,628 | 2,402,190 | 2,401,975 |
| Capital Improvement Program | | | | | | | | |
| Capital Projects | 470,969 | 493,000 | 875,000 | 750,000 | 1,450,000 | 1,100,000 | 1,300,000 | 1,280,000 |
| Carryovers & Encumbrances | | 1,821,924 | | | | | | |
| TOTAL USES OF FUNDS | 5,683,834 | 8,273,898 | 6,637,568 | 6,617,019 | 7,411,700 | 7,158,952 | 7,473,574 | 7,555,837 |
| FUND BALANCE END OF YEAR | 3,442,033 | 1,500,904 | 1,422,478 | 1,577,075 | 1,151,470 | 1,190,165 | 1,137,434 | 1,233,612 |
| Designations: | | | | | | | | |
| Newcomer Legacy | (187,949) | - | - | - | - | - | - | - |
| Pay Period 27 - 2013 Reserve | - | (11,000) | (21,790) | (32,580) | (43,370) | (54,160) | (64,950) | (75,740) |
| Sick & Vacation Liability Reserve | (180,336) | (185,746) | (191,318) | (197,058) | (202,970) | (209,059) | (215,331) | (221,791) |
| SURPLUS/(DEFICIT) VS. RESERVE GOAL | 3,073,748 | 1,304,158 | 1,209,369 | 1,347,437 | 905,130 | 926,947 | 857,154 | 936,082 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

AFFORDABLE HOUSING FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| FUND BALANCE | | | | | | | | |
| Beginning of Year | \$2,367,232 | \$1,680,259 | \$26,031 | \$28,064 | \$30,063 | \$32,089 | \$34,144 | \$36,229 |
| SOURCES OF FUNDS: | | | | | | | | |
| Cash In Lieu of Affordable Units | \$1,113,338 | \$1,500,000 | \$2,900,000 | \$3,100,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 |
| Transfer from General Fund | \$390,577 | \$398,000 | \$406,000 | \$414,120 | \$422,402 | \$430,850 | \$439,467 | \$448,257 |
| Fannie Mae Line of Credit Proceeds | \$0 | \$600,000 | | | | | | |
| Proceeds from Line of Credit Projects (Pollard)** | \$156,000 | \$156,000 | \$156,000 | \$156,000 | \$156,000 | \$156,000 | \$156,000 | \$156,000 |
| Interest | \$72,010 | \$35,000 | \$35,000 | \$35,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| Loan repayment | | | | \$138,544 | \$134,349 | | | |
| Proceeds from Sale of Units | \$31,000 | | | | | | | |
| Fees from Resale of Units | \$26,030 | \$64,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL SOURCES OF FUNDS | \$1,788,955 | \$2,753,000 | \$3,497,000 | \$3,843,664 | \$1,762,751 | \$1,636,850 | \$1,645,467 | \$1,654,257 |
| USES OF FUNDS: | | | | | | | | |
| Operating: | | | | | | | | |
| Program Management | \$175,911 | \$295,238 | \$340,894 | \$351,973 | \$363,412 | \$375,223 | \$387,418 | \$400,009 |
| Housing Authority Transfer | | | \$50,000 | \$51,000 | \$52,020 | \$53,060 | \$54,122 | \$55,204 |
| Total Operating Uses of Funds | \$175,911 | \$295,238 | \$390,894 | \$402,973 | \$415,432 | \$428,284 | \$441,540 | \$455,213 |
| Transfers to Other Funds | | | | | | | | |
| Cost Allocation | \$25,003 | \$10,167 | \$10,575 | \$10,998 | \$11,438 | \$11,895 | \$12,371 | \$12,866 |
| Total Transfers to Other Funds | \$25,003 | \$10,167 | \$10,575 | \$10,998 | \$11,438 | \$11,895 | \$12,371 | \$12,866 |
| Debt Service & Fees on Fannie Mae Line of Credit | \$643,280 | \$780,000 | \$1,593,600 | | | | | |
| Debt Service on BTV-Pollard site | \$229,343 | \$229,281 | \$229,214 | \$229,143 | \$219,358 | | | |
| Housing Project Grants/Funding: | | | | | | | | |
| Acquisition/Rehabilitation/Construction | \$1,308,025 | \$2,999,915 | \$1,176,204 | \$3,102,182 | \$1,016,201 | \$1,094,354 | \$1,087,205 | \$1,079,749 |
| Affordable Housing Fee Waivers | \$94,367 | \$92,627 | \$94,480 | \$96,369 | \$98,297 | \$100,262 | \$102,268 | \$104,313 |
| BoulderTransit Village &/or Mapleton MHP | | | | | | | | |
| Total Capital Improvements Program | \$1,402,392 | \$3,092,542 | \$1,270,684 | \$3,198,551 | \$1,114,497 | \$1,194,617 | \$1,189,472 | \$1,184,063 |
| Project Carryovers & Encumbrances | | | | | | | | |
| TOTAL USES OF FUNDS | \$2,475,929 | \$4,407,228 | \$3,494,967 | \$3,841,665 | \$1,760,725 | \$1,634,795 | \$1,643,383 | \$1,652,141 |
| UNRESTRICTED FUND BALANCE | \$1,680,259 | \$26,031 | \$28,064 | \$30,063 | \$32,089 | \$34,144 | \$36,229 | \$38,344 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

AFFORDABLE HOUSING FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|----------------|-----------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| DESIGNATIONS: | | | | | | | | |
| Designated Reserve * | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sick/Vacation/Bonus Liability | \$0 | \$25,516 | \$26,409 | \$27,268 | \$28,154 | \$29,069 | \$30,014 | \$30,989 |
| Pay Period 27 Reserve | | \$515 | \$1,655 | \$2,795 | \$3,935 | \$5,075 | \$6,215 | \$7,355 |
| Total Reserve | \$0 | \$26,031 | \$28,064 | \$30,063 | \$32,089 | \$34,144 | \$36,229 | \$38,344 |
| SURPLUS/(DEFICIT) vs. RESERVE GOAL | \$1,680,259 | \$0 | \$0 | \$0 | (\$0) | \$0 | (\$0) | (\$0) |

* There is no need for a "designated reserve" as funds will only be allocated after they have been collected rather than based upon revenue projections. The AHF allocation process allows Housing Project Funding to function as a reserve.

** The Fannie Mae Line of Credit (FMLOC) expires in 2008, at which time any outstanding balance will be due.

**CITY OF BOULDER
2008 FUND FINANCIAL**

LIBRARY FUND

| | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | ACTUAL | REVISED | APPROVED | PROJECTED | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | \$ 419,385 | \$ 450,905 | \$ 206,912 | \$ 206,912 | \$ 206,912 | \$ 206,912 | \$ 206,912 | \$ 206,912 |
| SOURCES OF FUNDS | | | | | | | | |
| <i>Library Fund Revenues</i> | | | | | | | | |
| Property Tax | \$ 524,748 | \$ 545,000 | \$ 550,450 | \$ 561,459 | \$ 572,688 | \$ 584,142 | \$ 595,825 | \$ 607,741 |
| Fees: Overdues, Fines, Reserve Charges | 141,482 | 99,000 | 102,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 |
| Facility Rental | 4,440 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Food Service | 3,503 | 2,500 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Interest on Investment | 22,987 | 10,500 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Other | | | | | | | | |
| Gifts | | | | | | | | |
| Miscellaneous/Third Party Revenues | 34,854 | 24,000 | 24,000 | 24,000 | 24,000 | 24,000 | 24,000 | 24,000 |
| Total Library Fund Revenues | 732,014 | 684,000 | 697,450 | 721,459 | 732,688 | 744,142 | 755,825 | 767,741 |
| <i>Transfer from the General Fund</i> | <i>5,301,973</i> | <i>5,605,475</i> | <i>6,019,160</i> | <i>6,047,883</i> | <i>6,172,041</i> | <i>6,298,682</i> | <i>6,427,855</i> | <i>6,559,612</i> |
| TOTAL SOURCES OF FUNDS | \$ 6,033,987 | \$ 6,289,475 | \$ 6,716,610 | \$ 6,769,342 | \$ 6,904,729 | \$ 7,042,824 | \$ 7,183,680 | \$ 7,327,354 |
| USES OF FUNDS | | | | | | | | |
| <i>Operating</i> | | | | | | | | |
| Programs | \$ 6,002,467 | \$ 6,289,475 | \$ 6,716,610 | \$ 6,769,342 | \$ 6,904,729 | \$ 7,042,824 | \$ 7,183,680 | \$ 7,327,354 |
| Fund Balance Expenditures | - | - | - | - | - | - | - | - |
| Total Operating Uses of Funds | \$ 6,002,467 | \$ 6,289,475 | \$ 6,716,610 | \$ 6,769,342 | \$ 6,904,729 | \$ 7,042,824 | \$ 7,183,680 | \$ 7,327,354 |
| <i>Carryovers and Encumbrances</i> | | | | | | | | |
| Carryover Budget | 0 | 10,500 | 0 | 0 | 0 | 0 | 0 | 0 |
| Carryover Encumbrances | 0 | 175,243 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Carryovers and Encumbrances | 0 | 185,743 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Mid Year Adjustments to Base</i> | | | | | | | | |
| May, 2007 ATB | 0 | 34,600 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dec, 2007 ATB | 0 | 23,650 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Mid Year Adjustments to Base | 0 | 58,250 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL USES OF FUNDS | \$ 6,002,467 | \$ 6,533,468 | \$ 6,716,610 | \$ 6,769,342 | \$ 6,904,729 | \$ 7,042,824 | \$ 7,183,680 | \$ 7,327,354 |
| UNRESTRICTED FUND BALANCE | \$ 450,905 | \$ 206,912 | \$ 206,912 | \$ 206,912 | \$ 206,912 | \$ 206,912 | \$ 206,912 | \$ 206,912 |
| DESIGNATIONS | | | | | | | | |
| Designated Reserve - 10% of LF Revenues (changed from 5% to 10% beginning in 2004) | 73,201 | 68,400 | 69,745 | 72,146 | 73,269 | 74,414 | 75,582 | 76,774 |
| SURPLUS/DEFICIT vs. RESERVE GOAL | \$ 377,704 | \$ 138,512 | \$ 137,167 | \$ 134,766 | \$ 133,643 | \$ 132,498 | \$ 131,330 | \$ 130,138 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

RECREATION ACTIVITY FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of the Year | 223,365 | 515,431 | 937,788 | 881,299 | 829,250 | 782,084 | 740,273 | 704,312 |
| SOURCES OF FUNDS | | | | | | | | |
| Recreation Revenue | 5,432,594 | 5,574,538 | | | | | | |
| Golf Revenue | 1,556,528 | 1,565,400 | 1,568,108 | 1,615,151 | 1,663,606 | 1,713,514 | 1,764,919 | 1,817,867 |
| Reservoir Revenue | 759,159 | 774,800 | 791,951 | 815,710 | 840,181 | 865,386 | 891,348 | 918,088 |
| Recreation Centers | | | 2,043,195 | 2,104,491 | 2,167,626 | 2,232,654 | 2,299,634 | 2,368,623 |
| Recreation Programs | | | 1,867,070 | 1,923,082 | 1,980,775 | 2,040,198 | 2,101,404 | 2,164,446 |
| Aquatics | | | 465,000 | 478,950 | 493,319 | 508,118 | 523,362 | 539,062 |
| Sports | | | 1,165,378 | 1,200,339 | 1,236,350 | 1,273,440 | 1,311,643 | 1,350,993 |
| Access and Inclusion | | | 81,840 | 84,295 | 86,824 | 89,429 | 92,112 | 94,875 |
| Interest Income | 29,633 | | | | | | | |
| Transfers from the General Fund (GF) | 1,336,325 | 1,762,782 | 1,784,727 | 1,847,192 | 1,911,844 | 1,978,759 | 2,048,015 | 2,119,696 |
| Transfer from the .25 Cent Sales Tax Fund | | 300,000 | | | | | | |
| Transfers from Worker's Compensation Fund | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| Transfers from Transportation Fund | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 |
| TOTAL SOURCES OF FUNDS | 9,207,239 | 10,070,520 | 9,860,269 | 10,162,211 | 10,473,523 | 10,794,498 | 11,125,437 | 11,466,650 |
| USES OF FUNDS | | | | | | | | |
| Recreation | 6,608,214 | 7,536,088 | | | | | | |
| Administration | 170,422 | 111,635 | 271,917 | 280,075 | 288,477 | 297,131 | 306,045 | 315,226 |
| Special Projects, Promotion, & Marketing | | | 439,804 | 452,998 | 466,588 | 480,586 | 495,003 | 509,853 |
| Golf | 1,294,752 | 1,326,114 | 1,367,447 | 1,408,470 | 1,450,725 | 1,494,246 | 1,539,074 | 1,585,246 |
| Reservoir | 714,585 | 522,868 | 673,407 | 693,609 | 714,417 | 735,850 | 757,926 | 780,663 |
| Recreation Centers | | | 1,978,172 | 2,037,517 | 2,098,643 | 2,161,602 | 2,226,450 | 2,293,244 |
| Recreation Programs | | | 2,175,302 | 2,240,561 | 2,307,778 | 2,377,011 | 2,448,322 | 2,521,771 |
| Aquatics | | | 1,162,367 | 1,197,238 | 1,233,155 | 1,270,150 | 1,308,254 | 1,347,502 |
| Sports | | | 1,074,548 | 1,106,784 | 1,139,988 | 1,174,188 | 1,209,413 | 1,245,696 |
| Pleasantview | 97,567 | 108,794 | 119,699 | 123,290 | 126,988 | 130,798 | 134,722 | 138,764 |
| Access and Inclusion | | | 654,095 | 673,718 | 693,929 | 714,747 | 736,190 | 758,275 |
| Total Operating Uses of Funds | 8,885,540 | 9,605,499 | 9,916,758 | 10,214,260 | 10,520,688 | 10,836,309 | 11,161,398 | 11,496,240 |
| Transfers To Other Funds | | | | | | | | |
| Transfer to the General Fund | 29,633 | | | | | | | |
| Total Transfers | 29,633 | | | | | | | |
| Carryovers & Encumbrances | | 42,664 | | | | | | |
| TOTAL USES OF FUNDS | 8,915,173 | 9,648,163 | 9,916,758 | 10,214,260 | 10,520,688 | 10,836,309 | 11,161,398 | 11,496,240 |
| TOTAL FUND BALANCE | 515,431 | 937,788 | 881,299 | 829,250 | 782,084 | 740,273 | 704,312 | 674,721 |
| Pay Period 27 - 2013 Reserve | | (29,100) | (66,670) | (104,240) | (141,810) | (179,380) | (216,950) | (254,520) |
| Operating Reserve | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) |
| Total Reserves | (50,000) | (79,100) | (116,670) | (154,240) | (191,810) | (229,380) | (266,950) | (304,520) |
| UNRESTRICTED FUND BALANCE | 465,431 | 858,688 | 764,629 | 675,010 | 590,274 | 510,893 | 437,362 | 370,201 |

CITY OF BOULDER
2008 FUND FINANCIAL

OPEN SPACE FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | \$14,372,338 | \$29,944,436 | \$8,916,774 | \$7,637,117 | \$7,003,280 | \$7,583,826 | \$7,774,645 | \$11,537,560 |
| SOURCES OF FUNDS | | | | | | | | |
| Net Sales Tax Revenue | \$20,568,589 | \$21,655,902 | \$22,498,097 | \$23,234,578 | \$23,977,065 | \$24,754,227 | \$25,546,359 | \$26,364,884 |
| Investment Income | \$830,935 | \$325,000 | \$325,000 | \$325,000 | \$325,000 | \$325,000 | \$325,000 | \$325,000 |
| Lease & Misc Revenue | \$469,641 | \$485,909 | \$485,909 | \$485,909 | \$485,909 | \$485,909 | \$485,909 | \$485,909 |
| Sale of Property | \$223,538 | | | | | | | |
| Bond Proceeds - 2006 | \$20,481,553 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| General Fund Transfer | \$957,836 | \$1,012,481 | \$1,057,324 | \$1,067,897 | \$1,078,576 | \$1,089,362 | \$1,100,256 | \$1,111,258 |
| Grants | \$37,911 | \$61,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Annual Sources of Funds | \$43,570,003 | \$23,540,292 | \$24,366,330 | \$25,113,384 | \$25,866,550 | \$26,654,498 | \$27,457,524 | \$28,287,051 |
| USES OF FUNDS | | | | | | | | |
| General Operating Expenditures | \$8,479,886 | \$9,227,444 | \$9,900,564 | \$10,093,401 | \$9,631,922 | \$9,824,561 | \$9,917,950 | \$10,116,309 |
| Finance Office Sales Tax System | | | \$32,000 | | | | | |
| Grant Expenditures | \$37,911 | | | | | | | |
| 2007 Grant Carryover | | \$159,302 | | | | | | |
| Administrative Transfer | \$726,134 | \$776,488 | \$783,571 | \$814,914 | \$831,212 | \$847,837 | \$864,793 | \$882,089 |
| Total Operating Uses of Funds | \$9,243,931 | \$10,163,234 | \$10,716,135 | \$10,908,315 | \$10,463,135 | \$10,672,397 | \$10,782,743 | \$10,998,398 |
| CAPITAL IMPROVEMENTS PROGRAM | | | | | | | | |
| Continuation Projects | \$6,967,297 | \$3,980,000 | \$3,980,000 | \$4,150,000 | \$4,150,000 | \$4,150,000 | \$4,150,000 | \$4,150,000 |
| Carryover from 2006 | | \$18,730,545 | | | | | | |
| Bond Proceeds | \$1,956,859 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Capital Improvements Program | \$8,924,156 | \$22,710,545 | \$3,980,000 | \$4,150,000 | \$4,150,000 | \$4,150,000 | \$4,150,000 | \$4,150,000 |
| DEBT SERVICE USES OF FUNDS | | | | | | | | |
| Debt Service - BMPA | \$3,069,368 | \$3,405,741 | \$2,739,715 | \$2,438,757 | \$2,437,466 | \$4,518,226 | \$1,646,541 | \$1,509,369 |
| Debt Service - Bonds & Notes | \$6,760,450 | \$8,288,434 | \$8,210,137 | \$8,250,150 | \$8,235,404 | \$7,123,055 | \$7,115,325 | \$7,316,563 |
| Total Debt Service Uses of Funds | \$9,829,819 | \$11,694,175 | \$10,949,852 | \$10,688,907 | \$10,672,870 | \$11,641,281 | \$8,761,866 | \$8,825,931 |
| TOTAL USES OF FUNDS | \$27,997,905 | \$44,567,954 | \$25,645,987 | \$25,747,222 | \$25,286,004 | \$26,463,678 | \$23,694,609 | \$23,974,329 |
| FUND BALANCE - END OF YEAR | \$29,944,436 | \$8,916,774 | \$7,637,117 | \$7,003,280 | \$7,583,826 | \$7,774,645 | \$11,537,560 | \$15,850,282 |
| OSBT CONTINGENCY RESERVE | \$5,475,000 | \$5,475,000 | \$5,475,000 | \$5,475,000 | \$5,475,000 | \$5,475,000 | \$5,475,000 | \$5,475,000 |
| REVENUE BOND RESERVE | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PAY PERIOD 27 RESERVE | | \$28,400 | \$68,270 | \$108,140 | \$148,010 | \$187,880 | \$227,750 | \$267,620 |
| SICK/VAC/APP. BONUS LIABILITY RESERVE | \$490,000 | \$490,000 | \$490,000 | \$490,000 | \$490,000 | \$490,000 | \$490,000 | \$490,000 |
| PROPERTY AND CASUALTY RESERVE | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 |
| SUBTOTAL - RESERVES | \$6,365,000 | \$6,393,400 | \$6,433,270 | \$6,473,140 | \$6,513,010 | \$6,552,880 | \$6,592,750 | \$6,632,620 |
| UNRESTRICTED FUND BALANCE | \$23,579,436 | \$2,523,374 | \$1,203,847 | \$530,140 | \$1,070,816 | \$1,221,765 | \$4,944,810 | \$9,217,662 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

AIRPORT FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|--------------------------------------|------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | \$646,252 | \$637,873 | \$523,600 | \$469,529 | \$481,485 | \$489,064 | \$503,728 | \$525,081 |
| SOURCES OF FUNDS | | | | | | | | |
| Airport Rental | \$309,904 | \$344,000 | \$412,092 | \$420,334 | \$428,741 | \$448,990 | \$469,240 | \$478,625 |
| Fuel Flowage Fees | 7,074 | 6,300 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| Fuel Tax Refund | 3,707 | 4,200 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 |
| Federal Grant | 34,229 | 1,375,000 | 600,000 | 0 | 0 | 0 | 0 | 600,000 |
| State Grant | 1,902 | 61,605 | 15,789 | 0 | 0 | 0 | 0 | 15,789 |
| Interest on Investments | 25,887 | 26,669 | 27,000 | 27,000 | 27,000 | 27,000 | 27,000 | 27,000 |
| ATB | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL SOURCES OF FUNDS | \$382,703 | \$1,817,774 | \$1,065,581 | \$458,034 | \$466,441 | \$486,690 | \$506,940 | \$1,132,114 |
| USES OF FUNDS | | | | | | | | |
| Operating: | | | | | | | | |
| Airport Management | \$317,479 | \$317,898 | \$327,925 | \$337,763 | \$347,896 | \$358,332 | \$369,082 | \$380,155 |
| Transportation Administration | 20,871 | 22,306 | 23,920 | 24,638 | 25,377 | 26,138 | 26,922 | 27,730 |
| Operating Reserve | 0 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Proposed Action Plan Adjustment | 0 | 0 | 55,000 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Operating Uses of Funds | \$338,350 | \$350,204 | \$416,845 | \$372,400 | \$383,272 | \$394,470 | \$406,005 | \$417,885 |
| Transfers: | | | | | | | | |
| Cost Allocation | \$52,732 | \$58,869 | \$61,229 | \$63,678 | \$65,588 | \$67,556 | \$69,583 | \$71,670 |
| Subtotal Transfers to Other Funds | \$52,732 | \$58,869 | \$61,229 | \$63,678 | \$65,588 | \$67,556 | \$69,583 | \$71,670 |
| TOTAL OPERATING USES OF FUNDS | \$391,082 | \$409,073 | \$478,074 | \$436,078 | \$448,861 | \$462,026 | \$475,587 | \$489,555 |
| TOTAL CAPITAL USES OF FUNDS | \$0 | \$1,448,210 | \$631,578 | \$0 | \$0 | \$0 | \$0 | \$631,578 |
| CARRYOVERS & ENCUMBRANCES | 0 | 74,764 | 0 | 0 | 0 | 0 | 0 | 0 |
| MID-YEAR ADJUSTMENTS-TO-BASE | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL USES OF FUNDS | \$391,082 | \$1,932,047 | \$1,109,652 | \$436,078 | \$448,861 | \$462,026 | \$475,587 | \$1,121,133 |

CITY OF BOULDER
2008 FUND FINANCIAL

AIRPORT FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Restricted Reserve Adjustment | 0 | 0 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| FUND BALANCE - END OF YEAR | \$637,873 | \$523,600 | \$469,529 | \$481,485 | \$489,064 | \$503,728 | \$525,081 | \$526,062 |
| Designations: | | | | | | | | |
| Designated Reserve | 97,771 | 99,768 | 117,018 | 106,520 | 109,715 | 113,007 | 116,397 | 119,889 |
| Sick & Vacation Liability Reserve | 2,111 | 2,174 | 2,240 | 2,307 | 2,376 | 2,447 | 2,521 | 2,596 |
| Pay Period 27 - 2013 Reserve | 0 | 880 | 1,760 | 2,640 | 3,520 | 4,400 | 5,280 | 6,160 |
| Less: Total Reserve Designations | 99,882 | 102,823 | 121,018 | 111,466 | 115,611 | 119,854 | 124,197 | 128,645 |
| SURPLUS/(DEFICIT) vs. RESERVE GOAL | \$537,992 | \$420,777 | \$348,511 | \$370,018 | \$373,453 | \$383,875 | \$400,884 | \$397,417 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

TRANSPORTATION FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|--|------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | \$9,307,099 | \$10,346,335 | \$4,534,548 | \$1,698,641 | \$756,932 | \$751,523 | \$1,144,146 | \$1,290,550 |
| SOURCES OF FUNDS | | | | | | | | |
| Sales Tax | \$13,992,325 | \$14,730,197 | \$15,303,252 | \$15,804,133 | \$16,309,081 | \$16,837,601 | \$17,376,306 | \$17,932,958 |
| City-Auto Registrations | 241,602 | 241,602 | 241,602 | 241,602 | 241,602 | 241,602 | 241,602 | 241,602 |
| County Road & Bridge | 216,184 | 216,184 | 216,184 | 216,184 | 216,184 | 216,184 | 216,184 | 216,184 |
| Highway User's Tax | 2,252,511 | 2,252,511 | 2,252,511 | 2,252,511 | 2,252,511 | 2,252,511 | 2,252,511 | 2,252,511 |
| St. Traffic Control & Hwy Maint. & Landscape | 412,787 | 332,890 | 332,890 | 332,890 | 332,890 | 332,890 | 332,890 | 332,890 |
| Reimbursements | 1,513,826 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| External Funding | 2,982,949 | 11,103,965 | 2,921,000 | 2,545,000 | 0 | 0 | 0 | 0 |
| Federal/State Grants | 42,336 | 181,954 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest on Investments | 388,301 | 420,000 | 420,000 | 420,000 | 420,000 | 420,000 | 420,000 | 420,000 |
| Assessment Revenues | 141,535 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 |
| Lease Revenue - BTV | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 | 84,000 |
| Other Miscellaneous | 38,135 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 |
| Land Disposal Estimates | 0 | 1,666,170 | 0 | 0 | 0 | 1,215,000 | 0 | 0 |
| Transfers from Other Funds | 170,212 | 0 | 100,000 | 125,000 | 150,000 | 146,988 | 0 | 0 |
| ATB's | 0 | 1,595,914 | 0 | 0 | 0 | 0 | 0 | 0 |
| HOP Reimbursement (RTD) | 0 | 0 | 1,207,418 | 1,243,641 | 1,280,950 | 1,319,378 | 1,358,960 | 1,399,728 |
| TOTAL SOURCES OF FUNDS | \$22,476,703 | \$33,580,387 | \$23,833,857 | \$24,019,961 | \$22,042,217 | \$23,821,154 | \$23,037,452 | \$23,634,873 |
| USES OF FUNDS | | | | | | | | |
| Operating: | | | | | | | | |
| Transportation Planning & Operations | 6,584,347 | 6,205,155 | 8,008,291 | 8,418,139 | 8,771,536 | 9,034,683 | 9,305,723 | 9,584,895 |
| Project Management | 2,432,390 | 2,916,855 | 3,070,565 | 2,486,023 | 2,560,604 | 2,637,422 | 2,716,545 | 2,798,041 |
| Transportation Maintenance | 4,262,007 | 4,210,010 | 4,724,356 | 5,074,327 | 5,226,557 | 5,383,353 | 5,544,854 | 5,711,200 |
| Transportation Administration | 517,785 | 544,042 | 573,253 | 590,451 | 608,164 | 626,409 | 645,202 | 664,558 |
| Other Programs | 155,916 | 162,655 | 168,832 | 173,897 | 179,114 | 184,487 | 190,022 | 195,723 |
| Operating Reserve | 0 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Budget Adjustment | 0 | 100,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Operating Uses of Funds | \$13,952,445 | \$14,238,717 | \$16,645,297 | \$16,842,837 | \$17,445,976 | \$17,966,355 | \$18,502,345 | \$19,054,416 |
| Transfers: | | | | | | | | |
| Cost Allocation | \$1,051,351 | 1,019,943 | 1,067,865 | 1,110,580 | 1,132,792 | 1,155,447 | 1,178,556 | 1,202,128 |
| Finance Sales Tax System | 0 | 44,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Forest Glen GID | 3,599 | 2,739 | 2,821 | 2,821 | 2,821 | 2,821 | 0 | 0 |
| Parks & Recreation | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 |
| HHS | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 |
| Planning & Development Services Fund | 241,344 | 184,724 | 190,266 | 195,974 | 201,853 | 207,909 | 214,146 | 220,570 |
| Subtotal Transfers to Other Funds | \$1,337,294 | \$1,292,406 | \$1,301,952 | \$1,350,375 | \$1,378,466 | \$1,407,177 | \$1,433,702 | \$1,463,698 |

CITY OF BOULDER
2008 FUND FINANCIAL

TRANSPORTATION FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Debt Payments: | | | | | | | | |
| Boulder Transit Village | \$272,757 | \$123,523 | \$292,515 | \$123,458 | \$143,184 | \$0 | \$0 | \$0 |
| TOTAL OPERATING USES OF FUNDS | \$15,562,496 | \$15,654,646 | \$18,239,764 | \$18,316,670 | \$18,967,625 | \$19,373,532 | \$19,936,048 | \$20,518,114 |
| Capital Improvements Program: | | | | | | | | |
| TOTAL CAPITAL USES OF FUNDS | \$5,874,971 | \$10,602,000 | \$8,530,000 | \$6,745,000 | \$3,180,000 | \$4,155,000 | \$3,055,000 | \$3,055,000 |
| CARRYOVERS & ENCUMBRANCES | 0 | 10,984,947 | 0 | 0 | 0 | 0 | 0 | 0 |
| MID-YEAR ADJUSTMENTS-TO-BASE | 0 | 2,150,582 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL USES OF FUNDS | \$21,437,467 | \$39,392,175 | \$26,769,764 | \$25,061,670 | \$22,147,625 | \$23,528,532 | \$22,991,048 | \$23,573,114 |
| Add: Operating Reserve Adjustment | 0 | 0 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| FUND BALANCE - END OF YEAR | \$10,346,335 | \$4,534,548 | \$1,698,641 | \$756,932 | \$751,523 | \$1,144,146 | \$1,290,550 | \$1,452,310 |
| Designations: | | | | | | | | |
| Sick & Vacation Liability Reserve | 629,116 | 633,739 | 652,752 | 652,752 | 652,752 | 652,752 | 652,752 | 652,752 |
| Pay Period 27 - 2013 Reserve | 0 | 31,550 | 32,630 | 65,260 | 97,890 | 130,520 | 163,150 | 195,780 |
| Undergrounding Cost Share Pgm Designation | 128,459 | 128,459 | 0 | 0 | 0 | 0 | 0 | 0 |
| Less: Total Reserve Designations | 757,575 | 793,748 | 685,382 | 718,012 | 750,642 | 783,272 | 815,902 | 848,532 |
| SURPLUS/(DEFICIT) vs. RESERVE GOAL | \$9,588,760 | \$3,740,799 | \$1,013,259 | \$38,920 | \$882 | \$360,874 | \$474,649 | \$603,778 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

TRANSPORTATION DEVELOPMENT FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | \$4,577,412 | \$4,174,314 | \$186,415 | \$108,727 | \$32,441 | \$34,781 | \$35,698 | \$35,138 |
| SOURCES OF FUNDS | | | | | | | | |
| Transportation Excise Tax | 384,085 | 400,000 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 |
| Interest Income | 182,223 | 208,716 | 120,000 | 62,000 | 62,000 | 62,000 | 62,000 | 62,000 |
| External Funding | 1,226,094 | 7,693,644 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reimbursements | 3,100 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| ATB's | 0 | (100,000) | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL SOURCES OF FUNDS | \$1,795,502 | \$8,302,360 | \$820,000 | \$762,000 | \$762,000 | \$762,000 | \$762,000 | \$762,000 |
| USES OF FUNDS | | | | | | | | |
| Operating: | | | | | | | | |
| Operating Expenditures | \$302,852 | \$320,919 | \$225,564 | \$225,728 | \$226,798 | \$227,910 | \$229,066 | \$230,269 |
| Subtotal Operating Uses of Funds | \$302,852 | \$320,919 | \$225,564 | \$225,728 | \$226,798 | \$227,910 | \$229,066 | \$230,269 |
| Transfers: | | | | | | | | |
| Cost Allocation | 6,367 | 6,720 | 6,989 | 7,269 | 7,414 | 7,563 | 7,714 | 7,868 |
| Excise Tax Administration | 4,840 | 4,985 | 5,135 | 5,289 | 5,448 | 5,611 | 5,779 | 5,953 |
| Subtotal Transfers to Other Funds | 11,207 | 11,705 | 12,124 | 12,558 | 12,862 | 13,174 | 13,493 | 13,821 |
| TOTAL OPERATING USES OF FUNDS | \$314,059 | \$332,624 | \$237,688 | \$238,286 | \$239,660 | \$241,083 | \$242,559 | \$244,090 |
| TOTAL CAPITAL USES OF FUNDS | \$1,884,541 | \$3,910,000 | \$660,000 | \$600,000 | \$520,000 | \$520,000 | \$520,000 | \$520,000 |
| CARRYOVERS & ENCUMBRANCES | 0 | 8,247,635 | 0 | 0 | 0 | 0 | 0 | 0 |
| MID-YEAR ADJUSTMENTS-TO-BASE | 0 | (200,000) | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL USES OF FUNDS | \$2,198,600 | \$12,290,259 | \$897,688 | \$838,286 | \$759,660 | \$761,083 | \$762,559 | \$764,090 |
| FUND BALANCE - END OF YEAR | \$4,174,314 | \$186,415 | \$108,727 | \$32,441 | \$34,781 | \$35,698 | \$35,138 | \$33,049 |
| Designations: | | | | | | | | |
| Designated Reserve | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| No. Boulder Undergrounding | 125,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Pay Period 27 - 2013 Reserve | 0 | 710 | 1,530 | 2,350 | 3,170 | 3,990 | 4,810 | 5,630 |
| | 150,000 | 25,710 | 26,530 | 27,350 | 28,170 | 28,990 | 29,810 | 30,630 |
| SURPLUS/(DEFICIT) vs. RESERVE GOAL | \$4,149,314 | \$160,705 | \$82,197 | \$5,091 | \$6,611 | \$6,708 | \$5,328 | \$2,419 |

CITY OF BOULDER
2008 FUND FINANCIAL

TRANSIT PASS GENERAL IMPROVEMENT DISTRICT - FOREST GLEN

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|-----------------|-----------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | \$133 | \$1,512 | \$1,554 | \$1,552 | \$1,550 | \$1,548 | \$0 | \$0 |
| SOURCES OF FUNDS | | | | | | | | |
| Property Tax | \$6,736 | \$6,329 | \$7,051 | \$7,051 | \$7,051 | \$7,051 | \$0 | \$0 |
| Specific Ownership Tax | 446 | 450 | 450 | 450 | 450 | 450 | 0 | 0 |
| Transfers from Other Funds: | | | | | | | 0 | 0 |
| City of Boulder - ECO Pass Subsidy | 3,599 | 2,739 | 3,067 | 3,067 | 3,067 | 3,067 | 0 | 0 |
| City of Boulder - Administration Cost Subsidy | 860 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest on Investments | (49) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL SOURCES OF FUNDS | \$11,592 | \$9,518 | \$10,568 | \$10,568 | \$10,568 | \$10,568 | \$0 | \$0 |
| USES OF FUNDS | | | | | | | | |
| Operating: | | | | | | | | |
| RTD ECO Pass Cost | \$9,129 | \$9,130 | \$10,224 | \$10,224 | \$10,224 | \$10,224 | \$0 | \$0 |
| Annual Administration Cost | 860 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Election Cost | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rebate Program | 224 | 346 | 346 | 346 | 346 | 346 | 0 | 0 |
| Subtotal Operating Uses of Funds | \$10,213 | \$9,476 | \$10,570 | \$10,570 | \$10,570 | \$10,570 | \$0 | \$0 |
| Transfers to Other Funds: Interest | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL OPERATING USES OF FUNDS | \$10,213 | \$9,476 | \$10,570 | \$10,570 | \$10,570 | \$10,570 | \$0 | \$0 |
| Capital Improvements Program: | | | | | | | | |
| TOTAL CAPITAL USES OF FUNDS | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| CARRYOVERS & ENCUMBRANCES | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| MID-YEAR ADJUSTMENTS-TO-BASE | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL USES OF FUNDS | \$10,213 | \$9,476 | \$10,570 | \$10,570 | \$10,570 | \$10,570 | \$0 | \$0 |
| Restricted Reserve Adjustment | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Less: Audit Reserve Adjustment | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| FUND BALANCE - END OF YEAR | \$1,512 | \$1,554 | \$1,552 | \$1,550 | \$1,548 | \$1,546 | \$0 | \$0 |
| SURPLUS/(DEFICIT) vs. RESERVE GOAL | \$1,512 | \$1,554 | \$1,552 | \$1,550 | \$1,548 | \$1,546 | \$0 | \$0 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|--|--------------------|--------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| FUND BALANCE | | | | | | | | |
| Beginning of Year | \$1,100,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| SOURCES OF FUNDS: | | | | | | | | |
| Federal Grant Revenue Received | \$1,142,074 | | | | | | | |
| Current Year Federal Grant | | \$957,172 | \$909,313 | \$872,941 | \$838,023 | \$838,023 | \$838,023 | \$838,023 |
| Available Prior Years Grant Balances | | \$1,211,866 | | | | | | |
| Sale Proceeds-BHP/interest on prepayment for sec 108* | \$23,527 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Transfer from CHAP for section 108 loan* | \$63,250 | | | | | | | |
| Third Party Reimbursements | \$18,243 | | | | | | | |
| TOTAL SOURCES OF FUNDS | \$1,247,095 | \$2,169,038 | \$909,313 | \$872,941 | \$838,023 | \$838,023 | \$838,023 | \$838,023 |
| USES OF FUNDS: | | | | | | | | |
| Operating: | | | | | | | | |
| Program Management | \$156,255 | \$165,221 | \$163,492 | \$155,482 | \$147,735 | \$146,940 | \$146,113 | \$145,254 |
| Total Operating Uses of Funds | \$156,255 | \$165,221 | \$163,492 | \$155,482 | \$147,735 | \$146,940 | \$146,113 | \$145,254 |
| Transfers to Other Funds | | | | | | | | |
| Transfer to CHAP/interest on BHP prepayment | \$23,527 | | | | | | | |
| Cost Allocation | \$17,384 | \$17,663 | \$18,371 | \$19,106 | \$19,870 | \$20,665 | \$21,491 | \$22,351 |
| Total Transfers to Other Funds | \$40,911 | \$17,663 | \$18,371 | \$19,106 | \$19,870 | \$20,665 | \$21,491 | \$22,351 |
| Total Debt Service & Principal on Section 108 Drive In Theater Property Loan* | \$1,163,250 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| CDBG Program: | | | | | | | | |
| Community Development/Housing Activities | \$986,678 | \$774,288 | \$727,451 | \$698,353 | \$670,419 | \$670,419 | \$670,419 | \$670,419 |
| Total CDBG Program | \$986,678 | \$774,288 | \$727,451 | \$698,353 | \$670,419 | \$670,419 | \$670,419 | \$670,419 |
| Program Carryovers & Encumbrances | | \$1,211,866 | | | | | | |
| TOTAL USES OF FUNDS | \$2,347,095 | \$2,169,038 | \$909,313 | \$872,941 | \$838,023 | \$838,023 | \$838,023 | \$838,023 |
| UNRESTRICTED FUND BALANCE | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| DESIGNATIONS: | | | | | | | | |
| Designated Reserve | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sick/Vacation/Bonus Liability | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Reserve** | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| SURPLUS/(DEFICIT) vs. RESERVE GOAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

*Since the CDBG is the collateral for the Section 108 Loan from the Department of Housing and Urban Development (HUD), this fund serves as a flow through account for the repayment of the loan starting in 2003. This loan was used to purchase the Drive In Theater property on behalf of the City of Boulder Housing Authority. The source of funding for repayment of the loan will be sale proceeds from the Drive In site and transfer of funds from CHAP to cover remaining interest payments in last two years of loan.

** This fund cannot have designated reserves because expenses are funded only on a reimbursable basis by HUD. The exception to this is in 2004 and 2005 - repayment from Boulder Housing Partners in advance of HUD section 108 loan schedule will be held here until needed for loan repayment.

**CITY OF BOULDER
2008 FUND FINANCIAL**

HOME INVESTMENT PARTNERSHIP GRANT FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| FUND BALANCE | | | | | | | | |
| Beginning of Year | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| SOURCES OF FUNDS: | | | | | | | | |
| Federal Grant Revenue Received | \$1,005,994 | | | | | | | |
| Current Year Federal Grant | | \$1,167,422 | \$1,300,000 | \$1,400,000 | \$1,400,000 | \$1,400,000 | \$1,400,000 | \$1,400,000 |
| Available Prior Years Grant Balances | | \$981,040 | | | | | | |
| Third Party Reimbursements | | | | | | | | |
| TOTAL SOURCES OF FUNDS | <u>\$1,005,994</u> | <u>\$2,148,462</u> | <u>\$1,300,000</u> | <u>\$1,400,000</u> | <u>\$1,400,000</u> | <u>\$1,400,000</u> | <u>\$1,400,000</u> | <u>\$1,400,000</u> |
| USES OF FUNDS: | | | | | | | | |
| Operating: | | | | | | | | |
| Program Management | \$69,330 | \$88,328 | \$98,851 | \$106,748 | \$106,594 | \$106,434 | \$106,268 | \$106,095 |
| Total Operating Uses of Funds | <u>\$69,330</u> | <u>\$88,328</u> | <u>\$98,851</u> | <u>\$106,748</u> | <u>\$106,594</u> | <u>\$106,434</u> | <u>\$106,268</u> | <u>\$106,095</u> |
| Transfers to Other Funds | | | | | | | | |
| Cost Allocation | \$3,463 | \$3,553 | \$3,696 | \$3,844 | \$3,998 | \$4,157 | \$4,324 | \$4,497 |
| Total Transfers to Other Funds | <u>\$3,463</u> | <u>\$3,553</u> | <u>\$3,696</u> | <u>\$3,844</u> | <u>\$3,998</u> | <u>\$4,157</u> | <u>\$4,324</u> | <u>\$4,497</u> |
| HOME Program: | | | | | | | | |
| HOME consortium to other communities | | \$536,268 | \$598,520 | \$645,475 | \$645,475 | \$645,475 | \$645,475 | \$645,475 |
| Housing Activities | \$933,201 | \$539,273 | \$598,933 | \$643,933 | \$643,933 | \$643,933 | \$643,933 | \$643,933 |
| Total HOME Program | <u>\$933,201</u> | <u>\$1,075,541</u> | <u>\$1,197,453</u> | <u>\$1,289,408</u> | <u>\$1,289,408</u> | <u>\$1,289,408</u> | <u>\$1,289,408</u> | <u>\$1,289,408</u> |
| Program Carryovers & Encumbrances | | \$981,040 | | | | | | |
| TOTAL USES OF FUNDS | <u>\$1,005,994</u> | <u>\$2,148,462</u> | <u>\$1,300,000</u> | <u>\$1,400,000</u> | <u>\$1,400,000</u> | <u>\$1,400,000</u> | <u>\$1,400,000</u> | <u>\$1,400,000</u> |
| UNRESTRICTED FUND BALANCE | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| DESIGNATIONS: | | | | | | | | |
| Designated Reserve | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sick/Vacation/Bonus Liability | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Reserve* | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> |
| SURPLUS/(DEFICIT) vs. RESERVE GOAL | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> |

* This fund cannot have designated reserves because expenses are funded only on a reimbursable basis by the Department of Housing and Urban Development.

**CITY OF BOULDER
2008 FUND FINANCIAL**

WATER UTILITY FUND

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year Fund Balance | \$31,414,234 | \$52,157,441 | \$37,585,448 | \$33,518,250 | \$26,835,394 | \$25,496,811 | \$26,167,916 | \$25,505,596 |
| SOURCES OF FUNDS | | | | | | | | |
| Operating-- | | | | | | | | |
| Sale of Water to General Cust | \$21,263,897 | \$18,311,744 | \$19,087,162 | \$19,890,200 | \$21,922,829 | \$24,163,192 | \$27,116,750 | \$27,714,254 |
| Projected Rate Increase | \$0 3% | \$732,470 4% | \$763,486 4% | \$1,989,020 10% | \$2,192,283 10% | \$2,899,583 12% | \$542,335 2% | \$554,285 2% |
| Bulk/Irrigation Water Sales | \$122,533 | \$72,100 | \$97,500 | \$99,500 | \$100,000 | \$102,000 | \$103,000 | \$103,000 |
| Hydroelectric Revenue | \$2,130,770 | \$2,000,000 | \$2,000,000 | \$1,895,000 | \$1,790,000 | \$1,790,000 | \$1,790,000 | \$1,790,000 |
| Miscellaneous Operating Revenues | \$30,676 | \$47,500 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 |
| TOTAL OPERATING SOURCES OF FUNDS | \$23,547,876 | \$21,163,814 | \$21,973,149 | \$23,898,720 | \$26,030,112 | \$28,979,775 | \$29,577,085 | \$30,186,539 |
| Non-Operating-- | | | | | | | | |
| Plant Investment Fees | \$2,743,297 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 |
| Connection Charges | \$179,853 | \$150,000 | \$165,000 | \$165,000 | \$165,000 | \$165,000 | \$165,000 | \$165,000 |
| Special Assessments | \$5,706 | \$10,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| State & Federal Grants | \$4,035 | \$11,924 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interest on Investments | \$2,011,351 | \$850,000 | \$1,755,559 | \$1,340,730 | \$1,073,416 | \$1,019,872 | \$1,046,717 | \$1,020,224 |
| Rent, assessments and other misc revenues | \$13,886 | \$16,500 | \$17,500 | \$17,500 | \$17,500 | \$18,500 | \$18,500 | \$18,500 |
| Sale of Real Estate - Yards Masterplan | \$0 | \$250,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Transfer from General Fund - Fire Training Center | \$0 | \$32,500 | \$130,000 | \$130,000 | \$130,000 | \$130,000 | \$130,000 | \$130,000 |
| Extraordinary Revenues - Lakewood Settlement | \$19,500,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Projected Bond Proceeds | \$0 | \$25,938,187 | \$0 | \$28,235,000 | \$0 | \$0 | \$5,085,000 | \$0 |
| TOTAL NON-OPERATING SOURCES OF FUNDS | \$24,458,128 | \$29,759,111 | \$4,573,059 | \$32,393,230 | \$3,890,916 | \$3,838,372 | \$8,950,217 | \$3,838,724 |
| TOTAL SOURCES OF FUNDS | \$48,006,004 | \$50,922,925 | \$26,546,208 | \$56,291,950 | \$29,921,027 | \$32,818,147 | \$38,527,302 | \$34,025,262 |
| USES OF FUNDS | | | | | | | | |
| Operating Expenditures-- | | | | | | | | |
| Administration | \$543,361 | \$881,926 | \$863,402 | \$889,304 | \$915,983 | \$943,463 | \$971,767 | \$1,000,920 |
| Planning and Project Management | \$454,115 | \$560,345 | \$581,825 | \$599,280 | \$617,258 | \$635,776 | \$654,849 | \$674,495 |
| Water Resources and Hydroelectric Operations | \$1,913,030 | \$1,788,269 | \$1,944,533 | \$2,002,869 | \$2,062,955 | \$2,124,844 | \$2,188,589 | \$2,254,247 |
| Water Treatment | \$3,805,353 | \$3,922,548 | \$4,065,330 | \$4,187,290 | \$4,312,909 | \$4,442,296 | \$4,575,565 | \$4,712,832 |
| Water Quality & Environmental Svcs | \$751,442 | \$752,691 | \$788,691 | \$812,352 | \$836,722 | \$861,824 | \$887,679 | \$914,309 |
| Water Conservation | \$376,393 | \$446,648 | \$455,027 | \$468,678 | \$482,738 | \$497,220 | \$512,137 | \$527,501 |
| System Maintenance | \$2,252,557 | \$2,859,246 | \$3,006,417 | \$3,096,610 | \$3,189,508 | \$3,285,193 | \$3,383,749 | \$3,485,261 |
| Windy Gap Payment | \$2,118,387 | \$2,108,314 | \$2,438,779 | \$2,457,567 | \$2,479,532 | \$2,500,539 | \$2,523,910 | \$2,546,836 |
| Emergency Reserve | \$0 | \$330,000 | \$360,000 | \$370,800 | \$381,924 | \$393,382 | \$405,183 | \$417,339 |
| Sick/Vacation Accrual | (\$93,512) | \$100,000 | \$100,000 | \$103,000 | \$106,090 | \$109,273 | \$112,551 | \$115,927 |
| TOTAL OPERATING USES OF FUNDS | \$12,121,126 | \$13,749,987 | \$14,604,004 | \$14,987,749 | \$15,385,619 | \$15,793,809 | \$16,215,978 | \$16,649,666 |
| Debt-- | | | | | | | | |
| BRWTP 1996 Revenue Bond; Refunding in 2005 | \$850,713 | \$851,520 | \$845,302 | \$843,810 | \$844,505 | \$848,752 | \$854,690 | \$854,438 |
| Silver Lake 1999 Revenue Bond | \$1,238,110 | \$232,330 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Barker/ AMR/ Caribou 2000 Revenue Bond | \$2,273,436 | \$396,999 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Refunding of the 1999 and 2000 Revenue Bonds | \$0 | \$31,780,033 | \$3,258,354 | \$3,257,654 | \$3,253,354 | \$2,507,921 | \$2,506,088 | \$2,511,421 |
| Lakewood Pipeline 2001 Revenue Bond | \$2,181,069 | \$2,180,919 | \$2,178,969 | \$2,180,202 | \$2,174,452 | \$2,171,885 | \$2,172,302 | \$2,175,502 |
| Arbitrage Payment | \$0 | \$0 | \$13,352 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Projected Bond-Boulder Res WTP Improvements | \$0 | \$0 | \$0 | \$285,000 | \$285,000 | \$285,000 | \$285,000 | \$285,000 |
| Projected Bond-NCWCD Conveyance Line | \$0 | \$0 | \$0 | \$2,285,000 | \$2,285,000 | \$2,285,000 | \$2,285,000 | \$2,285,000 |
| Projected Bond-Betasso WTP Improvements | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$465,000 | \$465,000 |
| TOTAL DEBT SERVICE | \$6,543,328 | \$35,441,801 | \$6,295,977 | \$8,851,666 | \$8,842,311 | \$8,098,558 | \$8,568,080 | \$8,576,361 |
| Transfers Out-- | | | | | | | | |
| Cost Allocation | \$1,043,443 | \$1,105,108 | \$1,149,406 | \$1,195,382 | \$1,314,920 | \$1,446,412 | \$1,591,053 | \$1,750,159 |
| Planning & Development Services | \$167,800 | \$172,834 | \$178,019 | \$183,360 | \$188,860 | \$194,526 | \$200,362 | \$206,373 |
| Other Transfers | \$10,000 | \$10,000 | \$15,000 | \$15,450 | \$15,914 | \$16,391 | \$16,883 | \$17,389 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

WATER UTILITY FUND

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| TOTAL TRANSFERS OUT | \$1,221,243 | \$1,287,942 | \$1,342,425 | \$1,394,192 | \$1,519,694 | \$1,657,329 | \$1,808,298 | \$1,973,921 |
| Capital Improvements Program-- | | | | | | | | |
| TOTAL CAPITAL USES OF FUNDS | \$6,041,221 | \$5,950,000 | \$8,775,000 | \$9,980,000 | \$6,000,000 | \$7,100,000 | \$8,030,000 | \$6,400,000 |
| LAKWOOD PIPELINE - BOND | \$1,242,367 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROJECTED BOND - BRWTP IMP | \$0 | \$0 | \$0 | \$3,000,000 | \$0 | \$0 | \$0 | \$0 |
| PROJECTED BOND - NCWCD CONVEYANCE | \$0 | \$0 | \$0 | \$25,000,000 | \$0 | \$0 | \$0 | \$0 |
| PROJECTED BOND - BETASSO WTP IMP | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$5,000,000 | \$0 |
| PROJECTED BONDS - ISSUANCE COSTS | \$0 | \$0 | \$0 | \$235,000 | \$0 | \$0 | \$85,000 | \$0 |
| ENCUMBRANCES, CARRYOVERS & MID-YR ATB's | \$0 | \$9,495,188 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL USES OF FUNDS | \$27,169,285 | \$65,924,918 | \$31,017,406 | \$63,448,606 | \$31,747,624 | \$32,649,696 | \$39,707,356 | \$33,599,948 |
| Emergency Reserve Adjustment | \$0 | \$330,000 | \$304,000 | \$370,800 | \$381,924 | \$393,382 | \$405,183 | \$417,339 |
| Sick/Vacation Accrual Adjustment | (\$93,512) | \$100,000 | \$100,000 | \$103,000 | \$106,090 | \$109,273 | \$112,551 | \$115,927 |
| FUND BALANCE - END OF YEAR | \$52,157,441 | \$37,585,448 | \$33,518,250 | \$26,835,394 | \$25,496,811 | \$26,167,916 | \$25,505,596 | \$26,464,177 |
| Designated Reserves - | | | | | | | | |
| Bond Reserves | \$6,270,103 | \$3,068,830 | \$3,068,830 | \$3,068,830 | \$3,068,830 | \$3,068,830 | \$3,068,830 | \$3,068,830 |
| Lakewood Pipeline Remediation Reserve | \$15,283,877 | \$14,891,793 | \$15,473,648 | \$14,036,810 | \$14,681,658 | \$15,356,131 | \$12,993,453 | \$13,590,370 |
| Lakewood/USFS Damage Claims Reserve | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| Vacation/Sick/Bonus Liability | \$588,974 | \$606,643 | \$624,843 | \$643,588 | \$662,895 | \$682,782 | \$703,266 | \$724,364 |
| Pay Period 27 - 2013 Reserve | \$0 | \$40,280 | \$80,560 | \$111,560 | \$142,560 | \$173,560 | \$204,560 | \$235,560 |
| TOTAL RESERVES | \$22,242,954 | \$18,707,546 | \$19,347,881 | \$17,960,788 | \$18,655,943 | \$19,381,303 | \$17,070,109 | \$17,719,124 |
| SURPLUS/(DEFICIT) vs. DESIGNATED RESERVE | \$29,914,487 | \$18,877,902 | \$14,170,369 | \$8,874,606 | \$6,840,867 | \$6,786,613 | \$8,435,488 | \$8,745,053 |
| OPERATING RESERVE (Goal: 25% of Operating) | \$3,335,592 | \$3,759,482 | \$3,986,607 | \$4,095,485 | \$4,226,328 | \$4,362,785 | \$4,506,069 | \$4,655,897 |
| CAPITAL RESERVE (Goal: \$2,000,000) | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 |
| SURPLUS/(DEFICIT) vs. ALL RESERVES | \$24,578,895 | \$13,118,419 | \$8,183,762 | \$2,779,121 | \$614,539 | \$423,828 | \$1,929,419 | \$2,089,157 |

* Reserve levels are based on industry standards and are maintained for revenue bonds, revenue fluctuations (weather and water usage impacts) and the capital intensive nature of the utility.

**CITY OF BOULDER
2008 FUND FINANCIAL**

WASTEWATER UTILITY FUND

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year Fund Balance | \$58,066,163 | \$44,101,976 | \$10,992,065 | \$9,644,066 | \$8,066,436 | \$4,762,054 | \$4,820,111 | \$4,769,533 |
| SOURCES OF FUNDS | | | | | | | | |
| Operating-- | | | | | | | | |
| Sewer Charges to General Customers | \$11,886,243 | \$11,775,070 | \$12,506,537 | \$12,907,497 | \$13,321,311 | \$14,682,749 | \$15,889,084 | \$16,876,114 |
| Projected Rate Increase | \$0 | 20% \$706,504 | 6% \$375,196 | 3% \$387,225 | 3% \$1,332,131 | 10% \$1,174,620 | 8% \$953,345 | 6% \$506,283 |
| Surcharge/ Pretreatment Fees | \$127,243 | \$120,500 | \$131,000 | \$131,000 | \$131,000 | \$131,000 | \$131,000 | \$131,000 |
| Cogeneration Revenues | \$78,128 | \$80,000 | \$80,000 | \$80,000 | \$80,000 | \$80,000 | \$80,000 | \$80,000 |
| TOTAL OPERATING SOURCES OF FUNDS | \$12,091,614 | \$12,682,074 | \$13,092,733 | \$13,505,722 | \$14,864,442 | \$16,068,369 | \$17,053,429 | \$17,593,397 |
| Non-Operating-- | | | | | | | | |
| Plant Investment Fees | \$491,189 | \$420,000 | \$450,000 | \$450,000 | \$450,000 | \$450,000 | \$450,000 | \$450,000 |
| Connection Charges | \$15,977 | \$11,500 | \$11,500 | \$11,500 | \$11,500 | \$11,500 | \$11,500 | \$11,500 |
| Special Assessments | \$4,220 | \$20,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| Interest on Investments | \$2,254,268 | \$380,000 | \$511,131 | \$385,763 | \$322,657 | \$190,482 | \$192,804 | \$190,781 |
| Rent and other miscellaneous revenue | \$26,603 | \$27,500 | \$28,500 | \$29,500 | \$31,500 | \$32,500 | \$34,500 | \$36,500 |
| Sale of Real Estate - Yards Masterplan | \$0 | \$125,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Projected Bond - WWTP Imp/ Biosolids Digester | \$0 | \$0 | \$0 | \$0 | \$13,205,000 | \$0 | \$0 | \$0 |
| TOTAL NON-OPERATING SOURCES OF FUNDS | \$2,792,257 | \$984,000 | \$1,006,131 | \$881,763 | \$14,025,657 | \$689,482 | \$693,804 | \$693,781 |
| TOTAL SOURCES OF FUNDS | \$14,883,871 | \$13,666,074 | \$14,098,865 | \$14,387,484 | \$28,890,100 | \$16,757,851 | \$17,747,233 | \$18,287,179 |
| USES OF FUNDS | | | | | | | | |
| Operating Expenditures-- | | | | | | | | |
| Administration | \$351,803 | \$505,244 | \$468,646 | \$482,705 | \$497,187 | \$512,102 | \$527,465 | \$543,289 |
| Planning and Project Management | \$200,556 | \$323,974 | \$332,469 | \$342,443 | \$352,716 | \$363,298 | \$374,197 | \$385,423 |
| Wastewater Quality & Environmental Svcs | \$810,675 | \$833,738 | \$866,010 | \$891,990 | \$918,750 | \$946,313 | \$974,702 | \$1,003,943 |
| System Maintenance | \$1,257,647 | \$1,529,994 | \$1,603,898 | \$1,652,015 | \$1,701,575 | \$1,752,623 | \$1,805,201 | \$1,859,357 |
| Wastewater Treatment | \$3,979,521 | \$4,445,351 | \$5,233,429 | \$5,390,432 | \$5,552,145 | \$5,718,709 | \$5,890,270 | \$6,066,979 |
| Proposed Action Plan Adjustments-- | | | | | | | | |
| WWTP Improvements - 2010 Improvements | \$0 | \$0 | \$0 | \$0 | \$0 | \$210,000 | \$216,300 | \$222,789 |
| WWTP Biosolids Digester | \$0 | \$0 | \$0 | \$0 | \$0 | \$65,000 | \$66,950 | \$68,959 |
| Emergency Reserve | \$0 | \$240,000 | \$250,000 | \$257,500 | \$265,225 | \$273,182 | \$281,377 | \$289,819 |
| Sick/Vacation Accrual | \$53,260 | \$75,000 | \$75,000 | \$77,250 | \$79,568 | \$81,955 | \$84,413 | \$86,946 |
| TOTAL OPERATING USES OF FUNDS | \$6,653,462 | \$7,953,301 | \$8,829,452 | \$9,094,336 | \$9,367,166 | \$9,923,181 | \$10,220,876 | \$10,527,502 |
| Debt-- | | | | | | | | |
| WWTP Improvements 2005 Revenue Bond | \$3,504,466 | \$3,574,833 | \$3,565,944 | \$3,557,523 | \$3,556,583 | \$3,550,367 | \$3,546,533 | \$3,544,883 |
| 2005 Refunding of the 1992 Marshall Landfill Bond | \$168,713 | \$169,621 | \$170,057 | \$170,331 | \$165,456 | \$165,568 | \$175,454 | \$0 |
| Arbitrage Payment | \$0 | \$0 | \$30,583 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Projected Bond - WWTP Biosolids Digester | \$0 | \$0 | \$0 | \$0 | \$285,000 | \$285,000 | \$285,000 | \$285,000 |
| Projected Bond - WWTP Improvements | \$0 | \$0 | \$0 | \$0 | \$920,000 | \$920,000 | \$920,000 | \$920,000 |
| TOTAL DEBT SERVICE | \$3,673,179 | \$3,744,454 | \$3,766,584 | \$3,727,854 | \$4,927,039 | \$4,920,935 | \$4,926,987 | \$4,749,883 |
| Transfers Out-- | | | | | | | | |
| Cost Allocation | \$736,024 | \$756,926 | \$787,268 | \$818,758 | \$900,634 | \$990,697 | \$1,089,767 | \$1,198,744 |
| Planning & Development Services | \$168,310 | \$173,360 | \$178,560 | \$183,917 | \$189,435 | \$195,118 | \$200,972 | \$207,001 |
| TOTAL TRANSFERS OUT | \$904,334 | \$930,286 | \$965,828 | \$1,002,675 | \$1,090,069 | \$1,185,815 | \$1,290,739 | \$1,405,745 |
| Capital Improvements Program-- | | | | | | | | |
| TOTAL CAPITAL USES OF FUNDS | \$1,124,219 | \$950,000 | \$2,210,000 | \$2,475,000 | \$3,950,000 | \$1,025,000 | \$1,725,000 | \$1,375,000 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

WASTEWATER UTILITY FUND

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|--|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| BOND-WWTP IMPROVEMENTS | \$16,546,124 | \$29,669,048 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PROJECTED BOND-BIOSOLIDS DIGESTER | \$0 | \$0 | \$0 | \$0 | \$3,000,000 | \$0 | \$0 | \$0 |
| PROJECTED BOND-WWTP IMPROVEMENTS | \$0 | \$0 | \$0 | \$0 | \$10,000,000 | \$0 | \$0 | \$0 |
| BOND - ISSUANCE COSTS | \$0 | \$0 | \$0 | \$0 | \$205,000 | \$0 | \$0 | \$0 |
| CARRYOVERS, ENCUMBRANCES & MID-YR ATB: | \$0 | \$3,843,896 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL USES OF FUNDS | \$28,901,318 | \$47,090,985 | \$15,771,864 | \$16,299,865 | \$32,539,274 | \$17,054,931 | \$18,163,602 | \$18,058,130 |
| Emergency Reserve Adjustment | \$0 | \$240,000 | \$250,000 | \$257,500 | \$265,225 | \$273,182 | \$281,377 | \$289,819 |
| Sick/Vacation Accrual Adjustment | \$53,260 | \$75,000 | \$75,000 | \$77,250 | \$79,568 | \$81,955 | \$84,413 | \$86,946 |
| FUND BALANCE - END OF YEAR | \$44,101,976 | \$10,992,065 | \$9,644,066 | \$8,066,436 | \$4,762,054 | \$4,820,111 | \$4,769,533 | \$5,375,346 |
| Designated Reserves - | | | | | | | | |
| Bond Reserves | \$170,250 | \$170,250 | \$170,250 | \$170,250 | \$170,250 | \$170,250 | \$170,250 | \$170,250 |
| Sick/Vacation/Bonus Liability | \$623,645 | \$642,354 | \$661,625 | \$681,474 | \$701,918 | \$722,975 | \$744,665 | \$767,005 |
| Pay Period 27 - 2013 Reserve | \$0 | \$29,580 | \$59,160 | \$83,760 | \$108,360 | \$132,960 | \$157,560 | \$182,160 |
| TOTAL RESERVES | \$793,895 | \$842,184 | \$891,035 | \$935,484 | \$980,528 | \$1,026,185 | \$1,072,475 | \$1,119,415 |
| SURPLUS/(DEFICIT) vs. DESIGNATED RESERVE | \$43,308,081 | \$10,149,881 | \$8,753,031 | \$7,130,952 | \$3,781,526 | \$3,793,926 | \$3,697,059 | \$4,255,931 |
| OPERATING RESERVE (Goal:25% of Operating) | \$1,889,449 | \$2,220,897 | \$2,448,820 | \$2,524,253 | \$2,614,309 | \$2,777,249 | \$2,877,904 | \$2,983,312 |
| CAPITAL RESERVE (Goal: \$500,000) | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 |
| SURPLUS/(DEFICIT) vs. ALL RESERVES | \$40,918,632 | \$7,428,984 | \$5,804,211 | \$4,106,699 | \$667,218 | \$516,677 | \$319,155 | \$772,619 |

* Reserve levels are based on industry standards and are maintained for revenue bonds, revenue fluctuations (weather and water usage impacts) and the capital intensive nature of the utility.

**CITY OF BOULDER
2008 FUND FINANCIAL**

STORMWATER/FLOOD MANAGEMENT UTILITY FUND

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year Fund Balance | \$9,361,428 | \$9,121,411 | \$5,170,442 | \$3,434,930 | \$3,410,409 | \$3,381,472 | \$3,383,760 | \$3,407,994 |
| SOURCES OF FUNDS | | | | | | | | |
| Operating-- | | | | | | | | |
| Service Charge Fees | \$4,588,721 | \$4,518,297 | \$4,663,154 | \$4,812,654 | \$4,966,948 | \$5,175,957 | \$5,341,898 | \$5,513,160 |
| Projected Rate Increases | \$0 3% | \$135,549 3% | \$139,895 3% | \$144,380 3% | \$198,678 4% | \$155,279 3% | \$160,257 3% | \$165,395 3% |
| TOTAL OPERATING SOURCES OF FUNDS | \$4,588,721 | \$4,653,846 | \$4,803,048 | \$4,957,034 | \$5,165,626 | \$5,331,236 | \$5,502,155 | \$5,678,555 |
| Non-Operating-- | | | | | | | | |
| Plant Investment Fees | \$497,558 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 |
| Urban Drainage District Funds | \$860,229 | \$485,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 |
| Colorado Dept of Transportaion Funds | \$0 | \$1,722,000 | \$1,529,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| State & Federal Grants | \$10,080 | \$49,864 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interest on Investments | \$404,063 | \$225,000 | \$240,426 | \$137,397 | \$136,416 | \$135,259 | \$135,350 | \$136,320 |
| Intergovernmental Transfers (WASH Program) | \$126,023 | \$159,252 | \$123,600 | \$127,308 | \$131,127 | \$135,061 | \$139,113 | \$143,286 |
| Rent and other miscellaneous revenue | \$50,094 | \$17,000 | \$31,000 | \$31,000 | \$31,000 | \$31,000 | \$1,000 | \$1,000 |
| Sale of Real Estate - Yards Masterplan | \$0 | \$125,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Projected Bond - South Boulder Creek | \$0 | \$0 | \$0 | \$0 | \$3,085,000 | \$0 | \$0 | \$0 |
| TOTAL NON-OPERATING SOURCES OF FUNDS | \$1,948,047 | \$3,283,116 | \$2,924,026 | \$1,295,705 | \$4,383,544 | \$1,301,320 | \$1,275,463 | \$1,280,606 |
| TOTAL SOURCES OF FUNDS | \$6,536,768 | \$7,936,962 | \$7,727,074 | \$6,252,739 | \$9,549,170 | \$6,632,556 | \$6,777,619 | \$6,959,161 |
| USES OF FUNDS | | | | | | | | |
| Operating Expenditures-- | | | | | | | | |
| Administration | \$260,879 | \$384,150 | \$365,247 | \$386,504 | \$398,100 | \$410,043 | \$422,344 | \$435,014 |
| Planning and Project Management | \$1,174,407 | \$943,800 | \$956,840 | \$985,545 | \$1,015,112 | \$1,045,565 | \$1,076,932 | \$1,109,240 |
| Stormwater Contract Management | \$53,849 | \$46,129 | \$47,052 | \$48,464 | \$49,917 | \$51,415 | \$52,957 | \$54,546 |
| Stormwater Quality and Education | \$761,544 | \$795,950 | \$893,606 | \$874,064 | \$900,286 | \$927,295 | \$955,114 | \$983,767 |
| System Maintenance | \$605,843 | \$688,754 | \$727,081 | \$748,893 | \$771,360 | \$794,501 | \$818,336 | \$842,886 |
| Emergency Reserve | \$0 | \$84,000 | \$90,000 | \$92,700 | \$95,481 | \$98,345 | \$101,296 | \$104,335 |
| Sick/Vacation Accrual | (\$42,408) | \$40,000 | \$50,000 | \$51,500 | \$53,045 | \$54,636 | \$56,275 | \$57,964 |
| TOTAL OPERATING USES OF FUNDS | \$2,814,114 | \$2,982,783 | \$3,129,826 | \$3,187,671 | \$3,283,301 | \$3,381,800 | \$3,483,254 | \$3,587,752 |
| Debt-- | | | | | | | | |
| Goose Creek/BVRC 1998 Revenue Bond | \$805,158 | \$806,309 | \$806,273 | \$810,029 | \$1,126,036 | \$493,531 | \$491,872 | \$494,288 |
| Projected Bond - South Boulder Creek | \$0 | \$0 | \$0 | \$0 | \$285,000 | \$285,000 | \$285,000 | \$285,000 |
| Crawford Property Acquisition | \$114,539 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL DEBT SERVICE | \$919,697 | \$806,309 | \$806,273 | \$810,029 | \$1,411,036 | \$778,531 | \$776,872 | \$779,288 |
| Transfers Out-- | | | | | | | | |
| Cost Allocation | \$156,776 | \$182,544 | \$189,861 | \$197,456 | \$217,202 | \$238,922 | \$262,814 | \$289,095 |
| Planning & Development Services | \$101,448 | \$104,491 | \$107,626 | \$110,855 | \$114,180 | \$117,606 | \$121,134 | \$124,768 |
| Other Transfers | \$10,000 | \$10,000 | \$15,000 | \$15,450 | \$15,914 | \$16,391 | \$16,883 | \$17,389 |
| TOTAL TRANSFERS OUT | \$268,224 | \$297,035 | \$312,487 | \$323,761 | \$347,296 | \$372,919 | \$400,831 | \$431,252 |
| Capital Improvements Program-- | | | | | | | | |
| TOTAL CAPITAL USES OF FUNDS | \$2,732,342 | \$2,150,000 | \$5,354,000 | \$2,100,000 | \$1,600,000 | \$2,250,000 | \$2,250,000 | \$2,250,000 |
| PROJECTED BOND - SOUTH BOULDER CREEK | \$0 | \$0 | \$0 | \$0 | \$3,000,000 | \$0 | \$0 | \$0 |
| PROJECTED BOND - ISSUANCE COSTS | \$0 | \$0 | \$0 | \$0 | \$85,000 | \$0 | \$0 | \$0 |
| ENCUMBRANCES, CARRYOVERS & MID-YR ATBS | \$0 | \$5,775,804 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL USES OF FUNDS | \$6,734,377 | \$12,011,931 | \$9,602,586 | \$6,421,461 | \$9,726,632 | \$6,783,249 | \$6,910,957 | \$7,048,292 |
| Emergency Reserve Adjustment | \$0 | \$84,000 | \$90,000 | \$92,700 | \$95,481 | \$98,345 | \$101,296 | \$104,335 |
| Sick/Vacation Accrual Adjustment | (\$42,408) | \$40,000 | \$50,000 | \$51,500 | \$53,045 | \$54,636 | \$56,275 | \$57,964 |

CITY OF BOULDER
2008 FUND FINANCIAL

STORMWATER/FLOOD MANAGEMENT UTILITY FUND

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| FUND BALANCE - END OF YEAR | \$9,121,411 | \$5,170,442 | \$3,434,930 | \$3,410,409 | \$3,381,472 | \$3,383,760 | \$3,407,994 | \$3,481,161 |
| Designated Reserves - | | | | | | | | |
| Bond Reserves | \$824,715 | \$824,715 | \$824,715 | \$824,715 | \$824,715 | \$824,715 | \$824,715 | \$824,715 |
| Post Flood Property Acquisition | \$1,050,000 | \$1,050,000 | \$1,050,000 | \$1,050,000 | \$1,050,000 | \$1,050,000 | \$1,050,000 | \$1,050,000 |
| Sick/Vacation/Bonus Liability | \$127,049 | \$130,860 | \$134,786 | \$138,830 | \$142,995 | \$147,285 | \$151,703 | \$156,254 |
| Pay Period 27 - 2013 Reserve | \$0 | \$9,230 | \$18,460 | \$25,660 | \$32,860 | \$40,060 | \$47,260 | \$54,460 |
| TOTAL RESERVES | \$2,001,764 | \$2,014,805 | \$2,027,961 | \$2,039,205 | \$2,050,570 | \$2,062,060 | \$2,073,678 | \$2,085,429 |
| SURPLUS/(DEFICIT) vs. DESIGNATED RESERVE: | \$7,119,647 | \$3,155,637 | \$1,406,969 | \$1,371,204 | \$1,330,902 | \$1,321,701 | \$1,334,316 | \$1,395,732 |
| OPERATING RESERVE (Goal: 25% of Operating) | \$770,585 | \$819,955 | \$860,578 | \$877,858 | \$907,649 | \$938,680 | \$971,021 | \$1,004,751 |
| CAPITAL RESERVE (Goal: \$200,000) | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 |
| SURPLUS/(DEFICIT) vs. ALL RESERVES | \$6,149,063 | \$2,135,682 | \$346,391 | \$293,346 | \$223,253 | \$183,021 | \$163,295 | \$190,981 |

* Reserve levels are based on industry standards and are maintained for revenue bonds and the capital intensive nature of the utility.

**CITY OF BOULDER
2008 FUND FINANCIAL**

**Downtown Commercial District Fund
(formerly titled CAGID Fund)**

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of the Year | \$ 1,311,773 | \$ 1,564,631 | \$ 894,495 | \$ 567,250 | \$ 1,150,542 | \$ 1,826,374 | \$ 3,989,839 | \$ 6,361,312 |
| SOURCES OF FUNDS | | | | | | | | |
| Property/Owner. Tax | \$ 921,612 | \$ 959,612 | \$ 988,400 | \$ 1,018,052 | \$ 1,048,593 | \$ 1,080,051 | \$ 1,112,453 | \$ 1,145,826 |
| Short Term Fees | 1,226,302 | 1,550,156 | 1,444,320 | 1,444,320 | 1,444,320 | 1,459,494 | 1,479,823 | 1,536,743 |
| Long Term Fees | 2,017,268 | 2,060,016 | 2,246,300 | 2,246,300 | 2,384,955 | 2,384,955 | 2,504,541 | 2,504,541 |
| Meterhood & Tokens | 199,805 | 142,500 | 156,214 | 156,214 | 156,214 | 156,214 | 156,214 | 156,214 |
| Interest | 51,481 | 47,430 | 41,594 | 18,436 | 37,393 | 59,357 | 129,670 | 206,743 |
| Rental Income | 209,933 | 421,523 | 365,590 | 365,590 | 365,590 | 365,590 | 365,590 | 365,590 |
| Miscellaneous | \$57,347 | \$41,710 | \$19,060 | \$19,196 | \$19,334 | \$19,474 | \$19,616 | \$19,760 |
| Transfers In | 1,240,530 | 1,270,728 | 1,941,500 | 1,941,500 | 1,941,500 | 1,941,500 | 1,941,500 | 1,941,500 |
| 10th/Walnut Bond Proceeds | 11,927 | - | - | - | - | - | - | - |
| 10th/Walnut - Property, Sales, Accommodations and TIF | 1,173,866 | 1,016,762 | 1,087,267 | 1,119,885 | 1,153,482 | 1,188,086 | 1,223,729 | 1,260,441 |
| 10th/Walnut- other Revenue | - | 62,832 | 64,154 | 66,079 | 68,061 | 70,103 | 72,206 | 74,372 |
| TOTAL SOURCES OF FUNDS | \$ 7,110,071 | \$ 7,573,269 | \$ 8,354,399 | \$ 8,395,572 | \$ 8,619,442 | \$ 8,724,824 | \$ 9,005,342 | \$ 9,211,730 |
| USES OF FUNDS | | | | | | | | |
| Parking Operations | \$ 1,149,679 | \$ 982,252 | \$ 1,200,472 | \$ 1,238,663 | \$ 1,259,595 | \$ 1,293,230 | \$ 1,315,137 | \$ 1,337,423 |
| Major Maintenance - Parking | 24,680 | 70,000 | 1,240,000 | 1,300,000 | 1,300,000 | 250,000 | 250,000 | 250,000 |
| Capital Technology Improvements | | 0 | 802,161 | - | - | - | - | - |
| Downtown & University Hill Management Division | \$797,522 | \$979,321 | \$949,618 | \$977,391 | \$994,295 | \$1,011,497 | \$1,029,003 | \$1,046,818 |
| 10th and Walnut Parking Expense | 20 | 412,177 | 420,942 | 430,699 | 446,480 | 459,875 | 473,671 | 487,881 |
| Eco-Pass Program | 461,391 | 501,896 | 511,934 | 522,173 | 532,616 | 543,268 | 554,134 | 565,216 |
| Conference Center Studies | | | 125,000 | - | - | - | - | - |
| Major Maintenance - Mall | 1,644 | - | 100,000 | - | - | - | - | - |
| Sick/Vacation Accrual | (2,664) | 6,464 | 6,561 | 6,774 | 6,876 | 6,979 | 7,083 | 7,190 |
| Capital Replacement Reserve | 12,100 | 12,100 | 165,675 | 168,989 | 172,368 | 175,816 | 179,332 | 182,919 |
| TOTAL OPERATING USES OF FUNDS | 2,444,372 | 2,964,210 | 5,522,363 | 4,644,689 | 4,712,230 | 3,740,665 | 3,808,360 | 3,877,447 |
| DEBT SERVICE | | | | | | | | |
| Series 1998 | 1,075,771 | 1,070,591 | 1,069,024 | 1,073,043 | 1,076,895 | 1,078,454 | 1,082,737 | 1,084,764 |
| Series 2002 Refunding | 1,524,251 | 1,636,089 | - | - | - | - | - | - |
| Series 2003 (10th and Walnut) | 936,075 | 938,683 | 936,005 | 924,722 | 916,844 | 920,118 | 922,234 | 927,752 |
| TOTAL DEBT SERVICE | 3,536,097 | 3,645,363 | 2,005,029 | 1,997,765 | 1,993,739 | 1,998,572 | 2,004,971 | 2,012,515 |
| TRANSFERS TO OTHER FUNDS | | | | | | | | |
| Cost Allocation | 129,220 | 123,622 | 128,577 | 133,720 | 135,726 | 137,762 | 139,828 | 141,925 |
| Mall Improvements - Payback to GF | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 43,549 | - | - |
| TOTAL TRANSFERS TO OTHER FUNDS | 629,220 | 623,622 | 628,577 | 633,720 | 635,726 | 181,311 | 139,828 | 141,925 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

**Downtown Commercial District Fund
(formerly titled CAGID Fund)**

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|--|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Carryover & Encumbrances & Adjustments | - | \$732,207 | - | - | - | - | - | - |
| CAPITAL IMPROVEMENTS PROGRAM | | | | | | | | |
| Less: Excess TIF to City of Boulder | 244,861 | 284,467 | 532,236 | 542,881 | 608,790 | 647,791 | 687,793 | 728,872 |
| TOTAL USES OF FUNDS | \$ 6,854,550 | \$ 8,249,869 | \$ 8,688,205 | \$ 7,819,054 | \$ 7,950,485 | \$ 6,568,338 | \$ 6,640,952 | \$ 6,760,759 |
| Less: Sick/Vacation Accrual Adjustment | 2,664 | (6,464) | (6,561) | (6,774) | (6,876) | (6,979) | (7,083) | (7,190) |
| UNRESTRICTED FUND BALANCE | \$ 1,564,631 | \$ 894,495 | \$ 567,250 | \$ 1,150,542 | \$ 1,826,374 | \$ 3,989,839 | \$ 6,361,312 | \$ 8,819,473 |
| Designations: | | | | | | | | |
| Designated Reserve | 244,437 | 296,421 | 293,954 | 464,469 | 471,223 | 374,066 | 380,836 | 387,745 |
| Natural Disaster Reserve | 176,086 | 189,076 | 197,682 | 193,622 | 200,338 | 203,500 | 211,915 | 218,107 |
| Pay Period 27 - 2013 Reserve | | 7,000 | 14,000 | 21,000 | 28,000 | 35,000 | 42,000 | 49,000 |
| Sick and Vacation Liability Reserve | 91,407 | 106,903 | 113,464 | 120,238 | 127,114 | 134,092 | 141,176 | 148,365 |
| SURPLUS/(DEFICIT) vs. RESERVE GOAL | \$ 1,052,701 | \$ 295,095 | \$ (51,850) | \$ 351,213 | \$ 999,699 | \$ 3,243,180 | \$ 5,585,385 | \$ 8,016,256 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

**University Hill Commercial District Fund
(formerly titled UHGID Fund)**

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of the Year | \$675,109 | \$719,509 | \$732,925 | \$577,994 | \$701,108 | \$824,073 | \$945,042 | \$1,065,681 |
| SOURCES OF FUNDS | | | | | | | | |
| UHGID Sources of Funds | | | | | | | | |
| Property Tax | \$24,506 | \$25,965 | \$26,744 | \$27,546 | \$28,372 | \$29,223 | \$30,100 | \$31,003 |
| Ownership Tax | \$1,790 | \$1,900 | \$1,900 | \$1,900 | \$1,900 | \$1,900 | \$1,900 | \$1,900 |
| SUBTOTAL: UHGID Taxes | \$26,296 | \$27,865 | \$28,644 | \$29,446 | \$30,272 | \$31,123 | \$32,000 | \$32,903 |
| 14th Street Lot-Meters | \$44,461 | \$53,307 | \$84,000 | \$84,000 | \$84,000 | \$84,000 | \$84,000 | \$84,000 |
| Pleasant Lot--Meters | \$12,053 | \$13,990 | \$21,400 | \$21,400 | \$21,400 | \$21,400 | \$21,400 | \$21,400 |
| Pleasant Lot--Permits | \$32,402 | \$33,276 | \$34,928 | \$34,928 | \$36,674 | \$36,674 | \$38,508 | \$38,508 |
| Parking Products - Meterhoods/Tokens | \$1,292 | \$1,222 | \$1,222 | \$1,222 | \$1,222 | \$1,222 | \$1,222 | \$1,222 |
| SUBTOTAL: UHGID Parking | \$90,208 | \$101,795 | \$141,550 | \$141,550 | \$143,297 | \$143,296 | \$145,130 | \$145,130 |
| Interest/ Misc. | \$9,809 | \$7,455 | \$11,247 | \$6,676 | \$8,098 | \$9,518 | \$10,915 | \$12,309 |
| TOTAL UHGID SOURCES | <u>\$126,312</u> | <u>\$137,115</u> | <u>\$181,441</u> | <u>\$177,672</u> | <u>\$181,666</u> | <u>\$183,937</u> | <u>\$188,045</u> | <u>\$190,342</u> |
| City of Boulder General Fund Transfers | | | | | | | | |
| On-Street Meters | \$174,665 | \$175,000 | \$257,617 | \$267,617 | \$267,617 | \$267,617 | \$267,617 | \$267,617 |
| 13th & Pennsylvania Lot - Meters | \$55,963 | \$66,595 | \$86,500 | \$86,500 | \$86,500 | \$86,500 | \$86,500 | \$86,500 |
| Parking Products - Meterhoods/Tokens | \$3,321 | \$3,143 | \$3,143 | \$3,143 | \$3,143 | \$3,143 | \$3,143 | \$3,143 |
| SUBTOTAL: GF Parking | \$233,949 | \$234,738 | \$347,260 | \$357,260 | \$357,260 | \$357,260 | \$357,260 | \$357,260 |
| Interest/ Misc. | \$19,914 | \$15,135 | \$22,834 | \$13,554 | \$16,441 | \$19,325 | \$22,161 | \$24,990 |
| Non Recurring Revenue - Benefits Adjust | (\$372) | | | | | | | |
| TOTAL GF TRANSFER SOURCES | <u>\$253,491</u> | <u>\$249,873</u> | <u>\$370,094</u> | <u>\$370,814</u> | <u>\$373,701</u> | <u>\$376,585</u> | <u>\$379,421</u> | <u>\$382,250</u> |
| TOTAL SOURCES OF FUNDS | <u>\$379,804</u> | <u>\$386,988</u> | <u>\$551,535</u> | <u>\$548,486</u> | <u>\$555,367</u> | <u>\$560,522</u> | <u>\$567,466</u> | <u>\$572,592</u> |
| UHGID USES of Funds | | | | | | | | |
| Parking Operations Personnel | \$69,775 | \$86,784 | \$95,081 | \$98,944 | \$100,428 | \$101,934 | \$103,463 | \$105,015 |
| Parking Operations NonPersonnel | \$51,395 | \$65,461 | \$92,132 | \$54,195 | \$55,279 | \$56,384 | \$57,512 | \$58,662 |
| Capital Major Maintenance/Improvements | \$0 | \$10,000 | \$10,200 | \$10,404 | \$10,612 | \$10,824 | \$11,041 | \$11,262 |
| Capital Replacement Reserve | \$9,000 | \$9,000 | \$9,000 | \$9,180 | \$9,180 | \$9,180 | \$9,180 | \$9,180 |
| DUHMD/Admin Personnel | \$26,940 | \$27,355 | \$30,756 | \$30,501 | \$30,959 | \$31,423 | \$31,894 | \$32,373 |
| DUHMD/Admin Non Personnel | 9274 | \$9,005 | 9245 | \$9,430 | \$9,618 | \$9,811 | \$10,007 | \$10,207 |
| Marketing/Economic Vitality | \$13,282 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Eco-Pass Program | \$0 | \$649 | \$662 | \$675 | \$689 | \$702 | \$717 | \$731 |
| Sick/Vacation Accrual | (\$1,966) | \$304 | \$304 | \$314 | \$324 | \$335 | \$345 | \$357 |
| Cost Allocation | \$22,350 | \$18,586 | \$19,331 | \$20,104 | \$20,406 | \$20,712 | \$21,023 | \$21,338 |
| SUBTOTAL: UHGID Uses of Funds | <u>\$200,050</u> | <u>\$227,144</u> | <u>\$266,711</u> | <u>\$233,747</u> | <u>\$237,495</u> | <u>\$241,306</u> | <u>\$245,182</u> | <u>\$249,125</u> |

**CITY OF BOULDER
2008 FUND FINANCIAL**

**University Hill Commercial District Fund
(formerly titled UHGID Fund)**

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| City of Boulder General Fund Uses of Funds | | | | | | | | |
| Parking Operations Personnel | \$25,997 | \$32,289 | \$32,691 | \$33,943 | \$34,452 | \$34,969 | \$35,493 | \$36,026 |
| Parking Operations Non Personnel | \$12,703 | \$18,230 | \$313,266 | \$53,312 | \$54,378 | \$55,466 | \$56,575 | \$57,707 |
| DUHMD/Admin Personnel | \$54,697 | \$55,538 | \$62,444 | \$61,927 | \$62,856 | \$63,799 | \$64,756 | \$65,727 |
| DUHMD/Admin NonPersonnel | \$18,829 | \$18,284 | \$18,771 | \$19,147 | \$19,530 | \$19,921 | \$20,319 | \$20,725 |
| Marketing/Economic Vitality | \$6,264 | \$0 | \$0 | \$10,207 | \$10,411 | \$10,619 | \$10,832 | \$11,048 |
| Sick/Vacation Accrual | (\$1,311) | \$202 | \$202 | \$209 | \$215 | \$222 | \$230 | \$237 |
| Cost Allocation | \$14,900 | \$12,391 | \$12,887 | \$13,403 | \$13,604 | \$13,808 | \$14,015 | \$14,225 |
| SUBTOTAL: GF Uses of Funds | <u>\$132,079</u> | <u>\$136,934</u> | <u>\$440,261</u> | <u>\$192,147</u> | <u>\$195,447</u> | <u>\$198,804</u> | <u>\$202,220</u> | <u>\$205,695</u> |
| TOTAL OPERATING USES OF FUNDS | <u>\$332,129</u> | <u>\$364,078</u> | <u>\$706,972</u> | <u>\$425,895</u> | <u>\$432,942</u> | <u>\$440,109</u> | <u>\$447,402</u> | <u>\$454,820</u> |
| TRANSFERS TO OTHER FUNDS | | | | | | | | |
| Carryovers & Encumbrances | | \$10,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL USES OF FUNDS | <u>\$332,129</u> | <u>\$374,078</u> | <u>\$706,972</u> | <u>\$425,895</u> | <u>\$432,942</u> | <u>\$440,109</u> | <u>\$447,402</u> | <u>\$454,820</u> |
| Sick/Vacation Accrual Adjustment | \$3,277 | (\$506) | (\$506) | (\$522) | (\$539) | (\$557) | (\$575) | (\$594) |
| UNAPPROPRIATED FUND BALANCE | <u>\$719,509</u> | <u>\$732,925</u> | <u>\$577,994</u> | <u>\$701,108</u> | <u>\$824,073</u> | <u>\$945,042</u> | <u>\$1,065,681</u> | <u>\$1,184,047</u> |
| Designations: | | | | | | | | |
| Designated Reserve | \$83,032 | \$91,020 | \$176,743 | \$106,474 | \$108,235 | \$110,027 | \$111,850 | \$113,705 |
| Natural Disaster Reserve-TABOR | \$6,165 | \$6,360 | \$6,128 | \$5,737 | \$5,943 | \$6,098 | \$6,306 | \$6,460 |
| Pay Period 27 - 2013 Reserve | | \$1,075 | \$2,365 | \$3,655 | \$4,945 | \$6,235 | \$7,525 | \$8,815 |
| Sick and Vacation Liability Reserve | \$10,791 | \$15,075 | \$15,581 | \$16,103 | \$16,643 | \$17,200 | \$17,775 | \$18,369 |
| SURPLUS/(DEFICIT) vs. RESERVE GOAL | <u>\$619,521</u> | <u>\$619,395</u> | <u>\$377,176</u> | <u>\$569,139</u> | <u>\$688,306</u> | <u>\$805,482</u> | <u>\$922,225</u> | <u>\$1,036,698</u> |

**CITY OF BOULDER
2008 FUND FINANCIAL**

PERMANENT PARKS & RECREATION FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of the Year | 4,746,138 | 4,824,937 | 1,266,824 | 1,589,691 | 869,511 | 635,127 | 548,986 | 669,838 |
| SOURCES OF FUNDS | | | | | | | | |
| Property Tax | 1,418,448 | 1,460,320 | 1,496,828 | 1,534,249 | 1,572,605 | 1,611,920 | 1,652,218 | 1,693,523 |
| Interest | 198,336 | 217,267 | 220,977 | 211,985 | 190,227 | 183,299 | 184,492 | 181,226 |
| Parks Development Excise Taxes | 239,650 | 240,000 | 380,000 | 224,400 | 228,888 | 233,466 | 238,135 | 242,898 |
| Recreation Development Excise Taxes | 59,915 | 60,000 | 95,000 | 56,100 | 57,222 | 58,366 | 59,534 | 60,724 |
| Other Revenues | 7,873 | 16,457 | 14,235 | 14,235 | 14,235 | 14,235 | 14,235 | 14,235 |
| TOTAL SOURCES OF FUNDS | <u>1,924,222</u> | <u>1,994,044</u> | <u>2,207,040</u> | <u>2,040,969</u> | <u>2,063,177</u> | <u>2,101,286</u> | <u>2,148,614</u> | <u>2,192,607</u> |
| USES OF FUNDS | | | | | | | | |
| Operations & Construction Management | 240,882 | 392,222 | 394,139 | 405,963 | 418,142 | 430,686 | 443,607 | 456,915 |
| Capital Refurbishment Projects | 201,843 | 534,000 | 35,000 | 470,000 | 470,000 | 495,000 | 520,000 | 555,000 |
| Total Operating Uses of Funds | <u>442,725</u> | <u>926,222</u> | <u>429,139</u> | <u>875,963</u> | <u>888,142</u> | <u>925,686</u> | <u>963,607</u> | <u>1,011,915</u> |
| Transfers To Other Funds | | | | | | | | |
| Cost Allocation | 52,651 | 47,977 | 49,900 | 51,896 | 53,972 | 56,131 | 58,376 | 60,711 |
| Excise Tax Collection | 4,840 | 4,985 | 5,135 | 5,289 | 5,448 | 5,611 | 5,779 | 5,953 |
| | <u>57,491</u> | <u>52,962</u> | <u>55,035</u> | <u>57,185</u> | <u>59,420</u> | <u>61,742</u> | <u>64,155</u> | <u>66,664</u> |
| Debt Service | | | | | | | | |
| Total Debt Service | 50,402 | - | - | - | - | - | - | - |
| Capital Improvement Program | | | | | | | | |
| Capital Projects | <u>1,294,805</u> | <u>1,070,000</u> | <u>1,400,000</u> | <u>1,828,000</u> | <u>1,350,000</u> | <u>1,200,000</u> | <u>1,000,000</u> | <u>1,400,000</u> |
| Carryovers & Encumbrances | | 3,502,973 | | | | | | |
| TOTAL USES OF FUNDS | 1,845,423 | 2,049,184 | 1,884,174 | 2,761,148 | 2,297,561 | 2,187,428 | 2,027,762 | 2,478,579 |
| FUND BALANCE - END OF YEAR | <u>4,824,937</u> | <u>1,266,824</u> | <u>1,589,691</u> | <u>869,511</u> | <u>635,127</u> | <u>548,986</u> | <u>669,838</u> | <u>383,866</u> |
| Designations: | | | | | | | | |
| Pay Period 27 - 2013 Reserve | - | (2,120) | (5,120) | (8,120) | (11,120) | (14,120) | (17,120) | (20,120) |
| Sick & Vacation Liability Reserve | (55,421) | (57,084) | (58,796) | (60,560) | (62,377) | (64,248) | (66,176) | (68,161) |
| Total Designations | <u>(55,421)</u> | <u>(59,204)</u> | <u>(63,916)</u> | <u>(68,680)</u> | <u>(73,497)</u> | <u>(78,368)</u> | <u>(83,296)</u> | <u>(88,281)</u> |
| SURPLUS/(DEFICIT) vs. RESERVE GOAL | <u>4,769,516</u> | <u>1,207,621</u> | <u>1,525,774</u> | <u>800,831</u> | <u>561,630</u> | <u>470,617</u> | <u>586,542</u> | <u>295,585</u> |

**CITY OF BOULDER
2008 FUND FINANCIAL**

PROPERTY AND CASUALTY INSURANCE FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | \$ 2,211,462 | \$ 2,720,351 | \$ 3,298,936 | \$ 3,828,538 | \$ 4,253,055 | \$ 4,579,082 | \$ 4,832,135 | \$ 5,008,704 |
| SOURCES OF FUNDS | | | | | | | | |
| Charges to Departments | \$ 1,609,000 | \$ 1,767,000 | \$ 1,974,000 | \$ 1,974,000 | \$ 1,974,000 | \$ 1,974,000 | \$ 1,974,000 | \$ 1,974,000 |
| Interest on Investments | 121,082 | 125,136 | 153,401 | 124,427 | 138,224 | 148,820 | 157,044 | 162,783 |
| Payment from Excess Insurance | 256,112 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Restitution Payments | 11,831 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Risk Purchasing Group Profit Sharing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL SOURCES OF FUNDS | \$ 1,998,025 | \$ 1,892,136 | \$ 2,127,401 | \$ 2,098,427 | \$ 2,112,224 | \$ 2,122,820 | \$ 2,131,044 | \$ 2,136,783 |
| USES OF FUNDS | | | | | | | | |
| Insurance Premiums: | | | | | | | | |
| Airport | \$ 10,249 | \$ 10,761 | \$ 11,299 | \$ 11,864 | \$ 12,457 | \$ 13,080 | \$ 13,734 | \$ 14,421 |
| Public Safety Bldg | 1,220 | 1,281 | 1,345 | 1,412 | 1,483 | 1,557 | 1,635 | 1,717 |
| Liability | 216,944 | 227,791 | 239,181 | 251,140 | 263,697 | 276,881 | 290,725 | 305,262 |
| Crime | 7,531 | 7,757 | 7,990 | 8,230 | 8,477 | 8,731 | 8,993 | 9,263 |
| Boiler | 26,707 | 28,042 | 29,444 | 30,916 | 32,462 | 34,085 | 35,789 | 37,579 |
| Property | 360,989 | 379,038 | 397,990 | 417,889 | 438,784 | 460,723 | 483,759 | 507,947 |
| Difference in Conditions | 76,478 | 80,301 | 84,316 | 88,532 | 92,958 | 97,606 | 102,487 | 107,611 |
| AJG Broker Fee | 45,835 | 48,127 | 50,533 | 53,060 | 55,713 | 58,499 | 61,424 | 64,495 |
| Gallagher Bassett Fee | 12,650 | 13,282 | 13,946 | 14,643 | 15,376 | 16,144 | 16,952 | 17,799 |
| Information Resources and Permits | 645 | 710 | 781 | 859 | 945 | 1,040 | 1,143 | 1,258 |
| Dues/Memberships/Training | 590 | 649 | 714 | 785 | 864 | 950 | 1,045 | 1,150 |
| Internal Litigation Services | 6,972 | 69,551 | 77,227 | 80,316 | 83,529 | 86,870 | 90,345 | 93,958 |
| Annual Claim Payments | 651,688 | 380,880 | 455,922 | 479,659 | 537,811 | 564,708 | 590,086 | 625,279 |
| Actuarial Valuation Expense and Consulting | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cost Allocation | 70,639 | 65,380 | 68,000 | 70,720 | 72,842 | 75,027 | 77,278 | 79,596 |
| Risk Management Administration | 0 | 0 | 159,111 | 163,884 | 168,801 | 173,865 | 179,081 | 184,453 |
| TOTAL USES OF FUNDS | \$ 1,489,136 | \$ 1,313,550 | \$ 1,597,799 | \$ 1,673,910 | \$ 1,786,197 | \$ 1,869,766 | \$ 1,954,476 | \$ 2,051,787 |
| ENDING FUND BALANCE | \$ 2,720,351 | \$ 3,298,936 | \$ 3,828,538 | \$ 4,253,055 | \$ 4,579,082 | \$ 4,832,135 | \$ 5,008,704 | \$ 5,093,700 |
| Designations: | | | | | | | | |
| Actuarially Calculated Reserve | \$ 721,968 | \$ 856,082 | \$ 959,911 | \$ 1,066,040 | \$ 1,138,617 | \$ 1,213,128 | \$ 1,292,885 | \$ 1,368,994 |
| City Reserve Policy | 537,500 | 537,500 | 537,500 | 537,500 | 537,500 | 537,500 | 537,500 | 537,500 |
| Total Required Reserve | \$ 1,259,468 | \$ 1,393,582 | \$ 1,497,411 | \$ 1,603,540 | \$ 1,676,117 | \$ 1,750,628 | \$ 1,830,385 | \$ 1,906,494 |
| SURPLUS/(DEFICIT) vs. Required Reserve | \$ 1,460,883 | \$ 1,905,354 | \$ 2,331,127 | \$ 2,649,515 | \$ 2,902,965 | \$ 3,081,507 | \$ 3,178,319 | \$ 3,187,206 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

WORKER COMPENSATION INSURANCE FUND

| | Inflation Projection 3.00% | | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|--|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------|------|
| | ACTUAL | REVISED | APPROVED | PROJECTED | PROJECTED | PROJECTED | PROJECTED | PROJECTED | PROJECTED | |
| Total Working Capital | \$ 3,591,591 | \$ 3,581,347 | \$ 3,612,549 | \$ 3,551,568 | \$ 3,414,728 | \$ 3,225,694 | \$ 2,996,128 | \$ 2,720,342 | | |
| Revenues | | | | | | | | | | |
| Collections/Charges (Projected @ 3%) | \$ 1,161,277 | \$ 1,201,899 | \$ 1,429,241 | \$ 1,472,118 | \$ 1,516,282 | \$ 1,561,770 | \$ 1,608,623 | \$ 1,656,882 | | |
| Increase to collections/adjustment of rates* | 0 | 240,380 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Interest on Investments (Projected @ 4% of Fund Balance) | 145,865 | 149,163 | 166,177 | 142,063 | 136,589 | 129,028 | 119,845 | 108,814 | | |
| Rebate of Charges for Services | | | | | | | | | | |
| Work Comp Reimbursement to Departments | | | | | | | | | | |
| Other Revenues | 2,189 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Total Revenues | \$ 1,309,331 | \$ 1,591,442 | \$ 1,595,418 | \$ 1,614,181 | \$ 1,652,871 | \$ 1,690,798 | \$ 1,728,468 | \$ 1,765,696 | | |
| Expenditures | | | | | | | | | | |
| Claims Related | | | | | | | | | | |
| Annual Claim Payments | \$ 704,523 | \$ 809,463 | \$ 930,388 | \$ 1,003,290 | \$ 1,071,801 | \$ 1,127,218 | \$ 1,187,373 | \$ 1,249,344 | | |
| Excess Insurance Premiums | 89,857 | 92,553 | 95,330 | 98,189 | 101,135 | 104,169 | 107,294 | 110,513 | | |
| Permit Holder Annual Fee | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | | |
| Self-Insurance Bond + Brokerage Fee | 22,874 | 24,086 | 24,809 | 25,553 | 26,319 | 27,109 | 27,922 | 28,760 | | |
| Self-Insurance Taxes | 27,667 | 49,317 | 50,797 | 52,320 | 53,890 | 55,507 | 57,172 | 58,887 | | |
| Claims Deposit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Medical Consultants - CCMSI + midyear Adj. | 54,294 | 45,959 | 47,338 | 48,758 | 50,221 | 51,727 | 53,279 | 54,877 | | |
| Consultant Services - Med Case Mgt / 2nd Med Opn | 3,255 | 13,479 | 13,883 | 14,300 | 14,729 | 15,171 | 15,626 | 16,095 | | |
| Consultant Services - Claims Audit | 8,722 | 15,000 | 15,450 | 15,914 | 16,391 | 16,883 | 17,389 | 17,911 | | |
| Consultant Services - Data Processing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Consultant Services - Legal | 17,094 | 2,251 | 2,319 | 2,388 | 2,460 | 2,534 | 2,610 | 2,688 | | |
| Consultant Services - Other | 19,657 | 3,936 | 4,054 | 4,176 | 4,301 | 4,430 | 4,563 | 4,700 | | |
| Wellness Program | 177,963 | 229,154 | 236,029 | 243,109 | 250,403 | 257,915 | 265,652 | 273,622 | | |
| Loss Prevention - Screenings/Equipment/Return to Work | 6,871 | 58,616 | 60,374 | 62,186 | 64,051 | 65,973 | 67,952 | 69,991 | | |
| Sub-Total | \$ 1,134,778 | \$ 1,345,814 | \$ 1,482,770 | \$ 1,572,183 | \$ 1,657,701 | \$ 1,730,635 | \$ 1,808,832 | \$ 1,889,387 | | |
| Administration Related | | | | | | | | | | |
| Cost Allocation | 14,782 | 31,379 | 32,637 | 33,616 | 34,625 | 35,663 | 36,733 | 37,835 | | |
| Temporary Personnel Services | 124 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Information Resources / Memberships | 1,817 | 2,134 | 2,198 | 2,264 | 2,332 | 2,402 | 2,474 | 2,548 | | |
| Telephone Administration / Confidential Fax / Cell Phone | 1,606 | 937 | 965 | 994 | 1,024 | 1,055 | 1,086 | 1,119 | | |
| Equipment Non-Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Training + ARM 1k | 6,648 | 2,562 | 2,639 | 2,718 | 2,800 | 2,884 | 2,970 | 3,059 | | |
| Salaries & Benefits | 148,948 | 160,831 | 118,111 | 121,655 | 125,304 | 129,063 | 132,935 | 136,923 | | |
| Other Materials/Supplies | 9,940 | 16,518 | 17,014 | 17,524 | 18,050 | 18,591 | 19,149 | 19,723 | | |
| Reproduction | 656 | 64 | 66 | 68 | 70 | 72 | 74 | 76 | | |
| Audio/Visual | 275 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Reallocation #2 (Risk Manager) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Sub-Total | 184,797 | 214,425 | 173,630 | 178,839 | 184,204 | 189,730 | 195,422 | 201,284 | | |
| Total Expenditures | \$ 1,319,575 | \$ 1,560,239 | \$ 1,656,399 | \$ 1,751,022 | \$ 1,841,905 | \$ 1,920,365 | \$ 2,004,254 | \$ 2,090,671 | | |
| Excess/(deficit) revenues/expenditures | \$ (10,244) | \$ 31,203 | \$ (60,981) | \$ (136,841) | \$ (189,034) | \$ (229,567) | \$ (275,786) | \$ (324,976) | | |
| UNRESTRICTED ENDING FUND BALANCE | \$ 3,581,347 | \$ 3,612,549 | \$ 3,551,568 | \$ 3,414,728 | \$ 3,225,694 | \$ 2,996,128 | \$ 2,720,342 | \$ 2,395,366 | | |
| RESTRICTIONS | | | | | | | | | | |
| Estimated Liabilities @ 50% Confidence | \$ 1,317,596 | \$ 1,020,483 | \$ 1,069,228 | \$ 1,120,302 | \$ 1,173,816 | \$ 1,229,885 | \$ 1,288,633 | \$ 1,350,187 | | |
| City Reserve Policy | 2,400,000 | 2,475,000 | 2,550,000 | 2,625,000 | 2,700,000 | 2,800,000 | 2,800,000 | 2,800,000 | | |
| Pay Period 27 - 2013 Reserve | 0 | 1,390 | 2,780 | 4,170 | 5,560 | 6,950 | 8,340 | 9,730 | | |
| BALANCE TO COMPLY WITH CITY RESERVE POLICY | 3,717,596 | 3,496,873 | 3,622,008 | 3,749,472 | 3,879,376 | 4,036,835 | 4,096,973 | 4,159,917 | | |
| SURPLUS/(DEFICIT) OF RESERVE POLICY | (136,249) | 115,676 | (70,440) | (334,744) | (653,682) | (1,040,707) | (1,376,631) | (1,764,551) | | |

*In order to comply with the City Reserve Policy, Workers' Compensation rates increased accordingly. This assumes that claims costs will continue at the same rate as projected through our actuarial evaluation, our fiscal philosophy that funding levels will represent a 50% confidence level and our Rate Stabilization Fund goal will continue to be set at a 8:1 ratio to our excess insurance level of coverage.

**CITY OF BOULDER
2008 FUND FINANCIAL**

COMPENSATED ABSENCES FUND

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | \$ 2,703,471 | \$ 2,628,559 | \$ 2,669,030 | \$ 2,692,742 | \$ 2,716,881 | \$ 2,741,646 | \$ 2,767,053 | \$ 2,793,121 |
| SOURCES OF FUNDS | | | | | | | | |
| Charges from Departments | \$ 311,240 | \$ 311,240 | \$ 311,240 | \$ 311,240 | \$ 311,240 | \$ 311,240 | \$ 311,240 | \$ 311,240 |
| Additional Transfer In | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest on Investments | 102,894 | 123,017 | 106,761 | 107,710 | 108,675 | 109,666 | 110,682 | 111,725 |
| TOTAL SOURCES OF FUNDS | \$ 764,134 | \$ 434,257 | \$ 418,001 | \$ 418,950 | \$ 419,915 | \$ 420,906 | \$ 421,922 | \$ 422,965 |
| USES OF FUNDS | | | | | | | | |
| Retirement/Termination Payout | \$ 826,574 | \$ 381,240 | \$ 381,240 | \$ 381,240 | \$ 381,240 | \$ 381,240 | \$ 381,240 | \$ 381,240 |
| TOTAL OPERATING USES OF FUNDS | \$ 826,574 | \$ 381,240 | \$ 381,240 | \$ 381,240 | \$ 381,240 | \$ 381,240 | \$ 381,240 | \$ 381,240 |
| TRANSFERS TO OTHER FUNDS | | | | | | | | |
| Cost Allocation | \$ 12,472 | \$ 12,546 | \$ 13,049 | \$ 13,571 | \$ 13,910 | \$ 14,258 | \$ 14,614 | \$ 14,980 |
| TOTAL TRANSFERS TO OTHER FUNDS | \$ 12,472 | \$ 12,546 | \$ 13,049 | \$ 13,571 | \$ 13,910 | \$ 14,258 | \$ 14,614 | \$ 14,980 |
| TOTAL USES OF FUNDS | \$ 839,046 | \$ 393,786 | \$ 394,289 | \$ 394,811 | \$ 395,150 | \$ 395,498 | \$ 395,854 | \$ 396,220 |
| ENDING FUND BALANCE | \$ 2,628,559 | \$ 2,669,030 | \$ 2,692,742 | \$ 2,716,881 | \$ 2,741,646 | \$ 2,767,053 | \$ 2,793,121 | \$ 2,819,866 |
| Designations: | | | | | | | | |
| Required Reserve: | | | | | | | | |
| Beginning Reserve Requirement | \$ 2,637,074 | \$ 2,612,784 | \$ 2,612,784 | \$ 2,612,784 | \$ 2,612,784 | \$ 2,612,784 | \$ 2,612,784 | \$ 2,612,784 |
| Annual Increase to Required Reserve | (24,290) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Required Reserve | \$ 2,612,784 | \$ 2,612,784 | \$ 2,612,784 | \$ 2,612,784 | \$ 2,612,784 | \$ 2,612,784 | \$ 2,612,784 | \$ 2,612,784 |
| SURPLUS/(DEFICIT) vs. Required Reserve | \$ 15,775 | \$ 56,246 | \$ 79,958 | \$ 104,097 | \$ 128,862 | \$ 154,269 | \$ 180,337 | \$ 207,082 |

**CITY OF BOULDER
2008 FUND FINANCIAL**

FLEET OPERATIONS FUND

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | \$143,030 | \$220,577 | \$282,028 | \$355,649 | \$519,702 | \$678,805 | \$831,528 | \$976,986 |
| SOURCES OF FUNDS | | | | | | | | |
| Vehicle Charges | \$2,381,531 | \$2,378,927 | \$2,615,394 | \$2,835,750 | \$2,980,721 | \$3,129,849 | \$3,286,436 | \$3,450,856 |
| Vehicle Acquisition Charges | \$374,134 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 |
| Interest Earnings | \$1,691 | \$25,531 | \$12,973 | \$16,538 | \$20,788 | \$27,152 | \$33,261 | \$39,079 |
| Other | \$210,904 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| TOTAL SOURCES OF FUNDS | \$2,968,260 | \$2,854,458 | \$3,078,367 | \$3,302,288 | \$3,451,509 | \$3,607,001 | \$3,769,697 | \$3,939,935 |
| USES OF FUNDS | | | | | | | | |
| Operating: | | | | | | | | |
| Operating Expenditures | \$2,634,709 | \$2,477,532 | \$2,692,722 | \$2,827,358 | \$2,968,726 | \$3,117,162 | \$3,273,020 | \$3,436,671 |
| Emergencies | \$0 | \$24,969 | \$26,772 | \$28,274 | \$29,687 | \$31,172 | \$32,730 | \$34,367 |
| Building Replacement | \$0 | \$57,261 | \$57,261 | \$45,809 | \$45,809 | \$45,809 | \$45,809 | \$45,809 |
| Sick/Vacation Accrual | \$18,282 | \$12,417 | \$12,666 | \$12,856 | \$13,049 | \$13,245 | \$13,443 | \$13,645 |
| Total Operating Uses of Funds | \$2,652,991 | \$2,572,179 | \$2,789,421 | \$2,914,296 | \$3,057,271 | \$3,207,387 | \$3,365,003 | \$3,530,492 |
| Transfers to Other Funds | | | | | | | | |
| Cost Allocation | \$211,150 | \$220,828 | \$215,325 | \$223,938 | \$235,135 | \$246,892 | \$259,236 | \$272,198 |
| Total Transfers to Other Funds | \$211,150 | \$220,828 | \$215,325 | \$223,938 | \$235,135 | \$246,892 | \$259,236 | \$272,198 |
| Carryovers & Encumbrances | \$26,572 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL USES OF FUNDS | \$2,890,713 | \$2,793,007 | \$3,004,746 | \$3,138,234 | \$3,292,406 | \$3,454,279 | \$3,624,239 | \$3,802,690 |
| FUND BALANCE - END OF YEAR | \$220,577 | \$282,028 | \$355,649 | \$519,702 | \$678,805 | \$831,528 | \$976,986 | \$1,114,231 |
| DESIGNATED RESERVES | | | | | | | | |
| Reserve for Wage Accrual Appropriation | \$0 | \$5,700 | \$11,760 | \$17,820 | \$23,880 | \$29,940 | \$36,000 | \$42,060 |
| Sick/Vac/Bon Liability Reserve | \$159,534 | \$171,951 | \$184,617 | \$197,473 | \$210,522 | \$223,766 | \$237,210 | \$250,854 |
| Emergency Operating Reserve (Goal = 2%) | \$53,060 | \$102,610 | \$156,465 | \$213,012 | \$272,387 | \$334,730 | \$400,190 | \$468,924 |
| Total Reserves | \$212,594 | \$280,261 | \$352,842 | \$428,305 | \$506,788 | \$588,436 | \$673,400 | \$761,838 |
| SURPLUS(DEFICIT) vs RESERVES | \$7,983 | \$1,766 | \$2,807 | \$91,397 | \$172,017 | \$243,091 | \$303,586 | \$352,393 |

**CITY OF BOULDER
2008 FUND BALANCE**

FLEET REPLACEMENT FUND

| | 2006 ACTUALS | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|------------------------------------|-------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | \$4,138,902 | \$3,820,885 | \$4,120,431 | \$4,621,343 | \$5,488,363 | \$5,814,048 | \$5,884,548 | \$5,938,389 |
| SOURCES OF FUNDS | | | | | | | | |
| Equipment Replacement Charges | \$3,057,245 | \$3,400,862 | \$3,555,699 | \$3,616,513 | \$3,642,070 | \$3,758,892 | \$3,838,090 | \$3,922,237 |
| Sale of Assets | \$289,116 | \$161,708 | \$152,466 | \$136,029 | \$168,999 | \$188,680 | \$194,938 | \$231,769 |
| Interest Earnings | \$185,695 | \$156,653 | \$189,540 | \$214,892 | \$219,535 | \$232,562 | \$235,382 | \$237,536 |
| TOTAL SOURCES OF FUNDS | \$3,532,056 | \$3,719,223 | \$3,897,705 | \$3,967,434 | \$4,030,604 | \$4,180,134 | \$4,268,410 | \$4,391,542 |
| USES OF FUNDS | | | | | | | | |
| Operating: | | | | | | | | |
| Equipment Purchases | \$2,554,761 | \$3,340,139 | \$3,300,000 | \$3,000,000 | \$3,600,000 | \$4,000,000 | \$4,100,000 | \$4,900,000 |
| Support Services | \$22,902 | \$24,333 | \$25,018 | \$25,769 | \$26,542 | \$27,338 | \$28,158 | \$29,003 |
| Total Operating Uses of Funds | \$2,577,662 | \$3,364,471 | \$3,325,018 | \$3,025,768 | \$3,626,541 | \$4,027,337 | \$4,128,157 | \$4,929,002 |
| Transfers to Other Funds | | | | | | | | |
| Cost Allocation | \$37,262 | \$55,207 | \$71,775 | \$74,646 | \$78,378 | \$82,297 | \$86,412 | \$90,733 |
| Total Transfers to Other Funds | \$37,262 | \$55,207 | \$71,775 | \$74,646 | \$78,378 | \$82,297 | \$86,412 | \$90,733 |
| Carryovers & Encumbrances | \$1,235,149 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL USES OF FUNDS | \$3,850,073 | \$3,419,678 | \$3,396,793 | \$3,100,414 | \$3,704,919 | \$4,109,634 | \$4,214,569 | \$5,019,734 |
| RESTRICTED FUND BALANCE | \$3,820,885 | \$4,120,431 | \$4,621,343 | \$5,488,363 | \$5,814,048 | \$5,884,548 | \$5,938,389 | \$5,310,196 |

**CITY OF BOULDER
COMPUTER REPLACEMENT FUND**

2008 FUND BALANCE

| | 2006 ACTUAL | 2007 REVISED | 2008 APPROVED | 2009 PROJECTED | 2010 PROJECTED | 2011 PROJECTED | 2012 PROJECTED | 2013 PROJECTED |
|---|------------------------|-------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| UNAPPROPRIATED FUND BALANCE | | | | | | | | |
| Beginning of Year | 3,538,537 | 3,860,538 | 3,194,132 | 3,232,518 | 3,246,186 | 2,848,412 | 2,538,626 | 1,574,548 |
| SOURCES OF FUNDS | | | | | | | | |
| Transfer In - General Fund/Subsidy | 590,000 | 601,000 | 601,000 | 601,000 | 601,000 | 601,000 | 601,000 | 601,000 |
| Transfer In - Dept Contributions | 746,234 | | | | | | | |
| Transfer In - General Fund/Departments | 160,275 | 219,309 | 223,695 | 228,169 | 232,732 | 237,387 | 242,135 | 246,978 |
| Transfer In - Restricted Funds | 128,711 | 621,235 | 633,660 | 646,333 | 659,260 | 672,445 | 685,894 | 699,611 |
| Other Dept Contributions (Amt over Standard) | | | | | | | | |
| Chrgs to External entities | 3,066 | | | | | | | |
| Revenue booked to CRF in Error | | | | | | | | |
| Misc Used Equipment Sales | 1,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interest on Investments Emergency Fund | 1,116 | | | | | | | |
| Interest on Investments Citywide Acct | 75,640 | | | | | | | |
| Interest on Investments Departmental | 41,735 | 141,541 | 154,422 | 127,765 | 129,301 | 129,847 | 113,936 | 101,545 |
| TOTAL SOURCES OF FUNDS | 1,747,977 | 1,583,085 | 1,612,776 | 1,603,267 | 1,622,293 | 1,640,679 | 1,642,965 | 1,649,134 |
| USES OF FUNDS | | | | | | | | |
| Refund Nexus Savings to RF | | | 140,000 | | | | | |
| Equipment Disposal Expense | | 5,000 | 5,250 | 5,513 | 5,788 | 6,078 | 6,381 | 6,700 |
| Computer Replacements GF | 259,606 | | | | | | | |
| Computer Replacements RF | 112,506 | | | | | | | |
| CityWide Replacements | 1,038,223 | 2,229,989 | 1,414,057 | 1,568,701 | 1,998,585 | 1,928,380 | 2,584,335 | 2,351,865 |
| TOTAL OPERATING USES OF FUNDS | 1,410,334.20 | 2,234,988.63 | 1,559,306.67 | 1,574,213.43 | 2,004,373.05 | 1,934,457.52 | 2,590,716.30 | 2,358,565.06 |
| Transfers to Other Funds: | | | | | | | | |
| Cost Allocation | 15,642 | 14,503 | 15,084 | 15,386 | 15,693 | 16,007 | 16,327 | 16,654 |
| Total Transfers to Other Funds | 15,642 | 14,503 | 15,084 | 15,386 | 15,693 | 16,007 | 16,327 | 16,654 |
| TOTAL USES OF FUNDS | 1,425,976 | 2,249,492 | 1,574,391 | 1,589,599 | 2,020,066 | 1,950,465 | 2,607,044 | 2,375,219 |
| ENDING FUND BALANCE | 3,860,538 | 3,194,132 | 3,232,518 | 3,246,186 | 2,848,412 | 2,538,626 | 1,574,548 | 848,463 |
| Desinations: | | | | | | | | |
| Required Reserve: | | | | | | | | |
| Beginning Reserve Requirement - | | 2,277,235.29 | 1,648,649.53 | 1,903,965.59 | 2,093,676.39 | 1,955,619.22 | 2,011,584.47 | 1,469,192.19 |
| Annual Increase to Required Reserve | | 672,495.89 | 672,495.89 | 685,945.80 | 699,664.72 | 713,658.02 | 727,931.18 | 742,489.80 |
| Decrease for Replacement Purchases | 0.00 | (1,301,081.65) | (417,179.84) | (496,235.01) | (837,721.89) | (657,692.76) | (1,270,323.46) | (936,080.12) |
| Total Required Reserve | 2,277,235 | 1,648,650 | 1,903,966 | 2,093,676 | 1,955,619 | 2,011,584 | 1,469,192 | 1,275,602 |
| SURPLUS/(DEFICIT) vs. Required Reserve | 1,583,303 | 1,545,482 | 1,328,552 | 1,152,509 | 892,793 | 527,042 | 105,355 | (427,139) |

UTILITY RATES

UTILITY RATES

OVERVIEW

The city owns and operates three utilities: water, wastewater, and stormwater/flood management. Each utility assesses a variety of rates, fees, and charges to ensure that revenues are sufficient to meet operating and maintenance costs and to maintain the financial integrity of each utility. The Utilities Division annually reviews the financial and operation performance of each utility and, as appropriate, makes recommendations to City Council regarding adjustments to user charges and other related fees. The recommendations are reviewed and approved by City Council as part of the annual budget process.

The recommended rate and financial plan is designed to fund programs and projects, satisfy debt service coverage requirements and maintain required reserves. Each utility is required to generate net revenues (total revenues minus operating expenditures) before debt service, equal to 1.25 times its annual debt payment requirements on an annual basis. These debt service coverage requirements are established as part of the utility's bond covenants. Reserves are established for bond issuances, employee compensation liabilities, emergencies/stabilization and special purposes (e.g. Lakewood Pipeline Remediation Reserve).

Late in 2006, the city had contracted with Red Oak Consulting to conduct a review of the various financial reserves and reserve levels for each of the city's three utilities. This included a survey of the reserve policies of ten other utilities in the Front Range and Southwestern United States. The findings of the study were presented to the Water Resources Advisory Board (WRAB) in January 2007. Based on the study's findings, consultant's recommendation and the WRAB's input, staff has modified the reserve policies of each utility beginning in 2008. Each utility will show a 25% operating reserve (changed from a range of 20%-25%) and also establish a separate capital reserve. The amount of the capital reserve is based on the minimum annual renewal and replacement costs for capital. The capital reserves are initially set at: Water - \$2,000,000; Wastewater - \$500,000 and Stormwater/Flood Management - \$200,000.

Having both an operating and capital reserve will provide the utility with greater financial stability and flexibility should emergencies or revenue shortfalls occur and will function indirectly as a rate stabilization fund. Water revenues especially can be significantly lower during either a very wet or very dry year and it is financially prudent to have reserves available in years when there may be a revenue shortfall. In addition, bond rating agencies favor higher reserve levels and this can contribute to higher bond ratings.

MONTHLY USER FEES

Additional revenue is needed in 2008 for all three utilities to meet each utility's financial requirements and to fund operation and maintenance costs. The following revenue increases for 2008 have been approved (in bold). The 2007 percentage increases are currently in effect.

| <u>Year</u> | <u>Water</u> | <u>Wastewater</u> | <u>Stormwater/Flood Management</u> |
|-------------|--------------|-------------------|--|
| 2007 | 4% | 6% | 3% |
| 2008 | 4% | 3% | 3% |
| 2009* | 10% | 3% | 3% |
| 2010* | 10% | 10% | 4% |
| 2011* | 12% | 8% | 3% |
| 2012 | 2% | 6% | 3% |

The rate increases for 2008 are primarily needed to cover inflationary increases for personnel and nonpersonnel items. These increases will also fund new costs associated with the improvements at the wastewater treatment plant, new water assessments to both the Northern Colorado Water Conservancy District and the Platte River Authority and increased energy costs at the treatment facilities.

*The projected 2009-2011 increases for water assume the city's participation in the Carter Lake Pipeline Project (without receipt of federal funding). If the city does not participate and construct the pipeline, the projected increases for water revenues for 2009-2011 are reduced to 5%, 5% and 6%, respectively. In addition, if the city were to receive federal funding for the project the rate increases would be decreased accordingly.

CUSTOMER BILL IMPACTS

The following table is a comparison of annual utility bills for a residential customer under the 2007 and 2008 rates. The 2008 rates will increase a typical residential customer's annual utility bill by approximately \$21.00. This is an increase of approximately \$1.75 per month.

| | Annual Bill 2007 Rates | Annual Bill 2008 Rates | Difference |
|---------------------------------|---------------------------|---------------------------|----------------|
| Water | \$340.10 | \$349.60 | \$9.50 |
| Wastewater | 218.88 | 227.52 | 8.64 |
| Stormwater/ Flood Management | 81.00 | 83.40 | 2.40 |
| TOTAL | \$639.98 | \$660.52 | \$20.54 |

In June 2007 a survey of annual water and sewer bills was conducted for Front Range Communities. The bills were for a typical single-family, inside city residential customer with average winter water consumption of 5,000 gallons, total annual water consumption of 120,000 gallons, a lot size of 9,000 sq. feet and irrigable area of 5,200 sq. feet. Of the fifteen communities surveyed in 2007, Boulder

has the third lowest annual water-only bill; the fourth highest annual sewer-only bill and was in the middle (seventh lowest) for the combined water and sewer bills.

PROGRAMS AND PROJECTS WITH A POTENTIAL RATE IMPACT

In January 2007 a new water rate structure that uses water budgets was implemented. Changing to a new rate methodology will provide a bit of uncertainty to revenue projections for the next several years. Revenue forecasts have been made with the best available information and staff will monitor and evaluate actual revenues on a monthly basis in order to make adjustments, if needed. In addition any future changes to the water budget rate structure that are considered would also include an analysis of the impact to water revenues and water rates.

In addition, the Utilities' 2008-2013 fund financials reflect several bond issuances, and the associated rate increases, to fund the following capital projects:

Water Utility

- Boulder Reservoir Water Treatment Plant Improvements (\$3.0 million included in the 2009 CIP)
- Northern Colorado Water Conservancy District Conveyance - Carter Lake Pipeline (\$25.0 million included in the 2009 CIP)
- Betasso Water Treatment Plant Improvements (\$5.0 million included in the 2012 CIP)

Wastewater Utility

- Biosolids Digester (\$3.0 million included in 2010 CIP, plus increase in operating budget; total project cost is \$6.0 million with \$3.0 million being cash financed)
- Wastewater Treatment Plant Improvements (\$10.0 million included in the 2010 CIP) This project is for possible additional improvements to the plant, depending upon effective regulatory limits for the 2008 discharge permit.

Stormwater/ Flood Management Utility

- Initial improvements related to South Boulder Creek (\$3.0 million included in 2010 CIP)

Cost estimates for these capital projects will likely be refined as the construction date approaches which could result in changes to projected rate increases.

PLANT INVESTMENT FEES

Utility Plant Investment Fees (PIFs) will increase by an inflationary amount (2.9%) for 2008. This amount is based on the percent change in the construction cost index for the Denver area. PIFs are a one-time fee collected when a property is annexed, developed, or redeveloped and requires access (capacity) into the existing water, wastewater and/or stormwater/ flood management systems. PIFs were recalculated, based on the replacement value of the utility assets, as part of the 2001 Utility Rate and Plant Investment Fee Review conducted by Integrated Utilities Group, Inc. and became effective January 2002. Beginning in 2003, PIFs are increased annually by a small percentage

amount to offset any potential larger increases resulting from the periodic comprehensive rate reviews. The next comprehensive study and analysis of the plant investment fees began in the fall of 2007 and is anticipated to be completed by mid-year 2008.

The 2007 and 2008 PIFs for an average-size, detached, single family residence are shown below.

| | <u>2007 PIF</u> | <u>2008 PIF</u> |
|--------------------------------|-----------------|-----------------|
| Water | \$9,710 | \$9,995 |
| Wastewater | \$1,855 | \$1,910 |
| Stormwater/Flood Management | \$1,820 | \$1,875 |

PIF assessments for other types of customers (i.e. small, large) are also being revised using the base amounts listed above. All adjustments for 2008 are reflected in Section 4-20 Fines and Fees of the Boulder Revised Code (B.R.C).

The Utilities also assess fees for specific utility related services. These are reviewed annually as part of the budget process and any changes are submitted as part of the update to Section 4-20 Fines and Fees of the B.R.C. These fees are designed to fully recover the direct costs of providing services and most indirect overhead costs.

PUBLIC PROCESS

Public process and information disbursement regarding utility rate adjustments include: submittal to and recommendation from the Water Resources Advisory Board, notification on customers utility bill and/or utility bill inserts, inclusion of related materials on the Public Works web page, Planning and Development Services' Schedule of Fees and public hearings during Council consideration of the annual budget.

All approved adjustments to the Utility rates will become effective January 1, 2008.

APPROPRIATION ORDINANCE



**City
of
Boulder**
Office of the City Clerk

CERTIFICATE OF AUTHENTICITY

STATE OF COLORADO)
)
CITY OF BOULDER) SS:
)
COUNTY OF BOULDER)

I, Sandy North, Deputy City Clerk, in and for said City of Boulder, in the County of Boulder, in the State aforesaid, do hereby certify that the attached is a true and correct copy of Ordinance Number **7563**, passed and adopted by the City Council of Boulder on the **13th** day of **November 2007**.

In witness whereof, I have hereunto set my hand and the seal of the City of Boulder, this **15th** day of **November 2007**.

S. L. North
Deputy City Clerk



ORDINANCE NO. 7563

AN ORDINANCE APPROPRIATING MONEY TO DEFRAY EXPENSES AND LIABILITIES OF THE CITY OF BOULDER, COLORADO, FOR THE 2008 FISCAL YEAR OF THE CITY OF BOULDER, COMMENCING ON THE FIRST DAY OF JANUARY 2008, AND ENDING ON THE LAST DAY OF DECEMBER 2008, AND SETTING FORTH DETAILS IN RELATION THERETO.

WHEREAS, the City Council has approved a motion to adopt the budget for 2008; and,

WHEREAS, the City Council has by ordinance made the property tax levy in mills upon each dollar of the total assessed valuation of all taxable property within the City, such levy representing the amount of taxes for City purposes necessary to provide for payment in part during the City's said fiscal year of the properly authorized demands upon the Treasury; and,

WHEREAS, the City Council is now desirous of making appropriations for the ensuing fiscal year as required by Section 95 of the Charter of the City of Boulder;

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

Section 1. The following appropriations are hereby made for the City of Boulder's fiscal year commencing at 12:00 Midnight at the end of December 31, 2007 and ending at 12:00 Midnight at the end of December 31, 2008, for payment of 2008 City operating expenses, capital improvements, and general obligation and interest payments:

| | |
|--------------------------------------|--------------|
| General Operating Fund | \$91,002,767 |
| Capital Development Fund | 112,440 |
| Lottery Fund | 1,000,000 |
| Planning & Development Services Fund | 8,685,098 |

| | |
|--|--------------|
| Affordable Housing Fund | \$3,494,967 |
| Community Housing Assistance Fund | 1,634,406 |
| .15 Cent Sales Tax Fund | 2,670,726 |
| .25 Cent Sales Tax Fund | 6,637,567 |
| Library Fund | 6,716,610 |
| Recreation Activity Fund | 9,916,758 |
| Climate Action Plan Fund | 875,000 |
| Open Space Fund | 25,645,987 |
| Airport Fund | 1,109,652 |
| Transportation Fund | 26,769,762 |
| Transportation Development Fund | 897,687 |
| Community Development Block Grant Fund | 909,313 |
| HOME Fund | 1,300,000 |
| Permanent Parks and Recreation Fund | 1,884,174 |
| General Obligation Debt Service Fund | 25,000 |
| .15 Cent Debt Service Fund | 1,163,570 |
| Water Utility Fund: | |
| Operating Expenses | 15,946,426 |
| Debt Service | 6,295,977 |
| Acquisition of Equipment and Capital | 8,775,000 |
| Total Water Utility Fund | \$31,017,403 |

Wastewater Utility Fund:

| | |
|--------------------------------------|--------------|
| Operating Expenses | \$ 9,795,281 |
| Debt Service | 3,766,584 |
| Acquisition of Equipment and Capital | 2,210,000 |
| Total Wastewater Utility Fund | \$15,771,865 |

Stormwater/Flood Management Utility Fund:

| | |
|--------------------------------------|--------------|
| Operating Expenses | 3,442,312 |
| Debt Service | 806,273 |
| Acquisition of Equipment and Capital | 5,354,000 |
| Total Flood Control Utility Fund | \$ 9,602,585 |

| | |
|--|---------------|
| Telecommunications Fund (Internal Service Fund) | 1,614,113 |
| Property & Casualty Ins. Fund (Internal Service Fund) | 1,597,800 |
| Worker Compensation Ins. Fund (Internal Service Fund) | 1,656,399 |
| Compensated Absences Fund (Internal Service Fund) | 394,289 |
| Fleet Operations Fund (Internal Service Fund) | 3,004,746 |
| Fleet Replacement Fund (Internal Service Fund) | 3,396,793 |
| Computer Replacement Fund (Internal Service Fund) | 1,574,391 |
| Equipment Replacement Fund (Internal Service Fund) | 562,255 |
| Facility Renovation & Replacement Fund (Internal Service Fund) | 1,182,281 |
| Police Pension Fund | 4,687 |
| Fire Pension Fund | 4,736 |
| Less: Interfund Transfers | 21,183,065 |
| Less: Internal Service Fund Charges | 13,762,933 |
| TOTAL (including Debt Service) | \$228,889,829 |

Section 2. The following appropriations are hereby made for the City of Boulder's fiscal year commencing January 1, 2008 and ending December 31, 2008 for estimated carryover expenditures:

| | |
|--|--------------|
| General Fund | \$ 73,482 |
| Capital Development Fund | 1,546,599 |
| Lottery Fund | 590,000 |
| Affordable Housing Fund | 500,000 |
| CHAP Fund | 990,000 |
| .25 Cent Sales Tax Fund | 1,604,756 |
| Open Space Fund | 6,000,000 |
| Airport Fund | 1,397,000 |
| Transportation Fund | 11,900,000 |
| Transportation Development Fund | 5,600,000 |
| Community Development Block Grant Fund | 1,107,000 |
| HOME Fund | 917,000 |
| Permanent Parks and Recreation Fund | 4,551,611 |
| Fire Training Center Construction Fund | 6,707,661 |
| Water Utility Fund | 8,600,000 |
| Wastewater Utility Fund | 3,400,000 |
| Stormwater/Flood Management Utility Fund | 4,700,000 |
| Facility Renovation & Replacement Fund (Internal Service Fund) | 600,000 |
| TOTAL | \$60,785,109 |

Section 3. The following appropriations are hereby made for the City of Boulder's fiscal year commencing January 1, 2008, and ending December 31, 2008, for Fund Balances:

| | |
|---|--------------|
| General Operating Fund | \$11,076,000 |
| Capital Development Fund | 4,187,843 |
| Lottery Fund | 498,602 |
| Planning & Development Services Fund | 3,513,806 |
| Affordable Housing Fund | 28,064 |
| Community Housing Assistance Program Fund | 25,317 |
| .25 Cent Sales Tax Fund | 1,420,300 |
| Library Fund | 230,562 |
| Recreation Activity Fund | 882,253 |
| Open Space Fund | 7,626,437 |
| Airport Fund | 469,351 |
| Transportation Fund | 1,855,730 |
| Transportation Development Fund | 108,687 |
| Permanent Parks and Recreation Fund | 1,589,439 |
| Water Utility Fund | 33,671,931 |
| Wastewater Utility Fund | 9,632,640 |
| Stormwater/Flood Management Utility Fund | 3,431,070 |
| Telecommunications Fund (Internal Service Fund) | 510,154 |
| Property & Casualty Ins. Fund (Internal Service Fund) | 3,828,625 |
| Worker Compensation Ins. Fund (Internal Service Fund) | 3,766,665 |
| Compensated Absences Fund (Internal Service Fund) | 2,692,742 |

| | |
|--|---------------|
| Fleet Operations Fund (Internal Service Fund) | \$ 351,133 |
| Fleet Replacement Fund (Internal Service Fund) | 4,621,335 |
| Computer Replacement Fund (Internal Service Fund) | 3,232,518 |
| Equipment Replacement Fund (Internal Service Fund) | 2,477,758 |
| Facility Renovation & Replacement Fund (Internal Service Fund) | 2,139,653 |
| TOTAL FUND BALANCES | \$103,868,615 |

Section 4. The City Council hereby appropriates as revenues all 2007 year end cash balances not previously reserved for insurance or bond purposes for all purposes not designated as "emergencies", including without limitation subsequent years' expenditures, capital improvements, adverse economic conditions and revenue shortfalls, pursuant to Article X, Section 20 to the Colorado Constitution, approved by the electorate on November 3, 1992; and

Section 5. The sums of money as appropriated for the purposes defined in this ordinance shall not be over expended, and that transfers between the various appropriations defined in this ordinance shall not be made except upon supplemental appropriations by ordinance authorizing such transfer duly adopted by City Council of the City of Boulder, Colorado. It is expressly provided hereby that at any time after the passage of this ordinance and after at least one week's public notice, the Council may transfer unused balances appropriated for one purpose to another purpose, and may appropriate available revenues not included in the annual budget and appropriations ordinance.

Section 6. The City Council is of the opinion that the provisions of the within ordinance are necessary for the protection of the public peace, property, and welfare of the residents of the city, and covers matters of local concern.

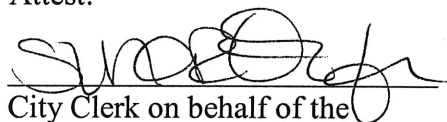
Section 7. Pursuant to Section 95 of the Boulder City Charter, the annual appropriation ordinance must be adopted by December 1 and to Section 18 of the Charter, this ordinance shall take effect immediately upon publication after final passage.

INTRODUCED, READ ON FIRST READING, AND ORDERED PUBLISHED BY TITLE ONLY this 2nd day of October, 2007.



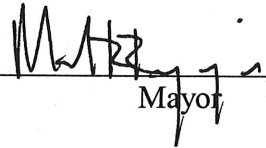
Mayor

Attest:



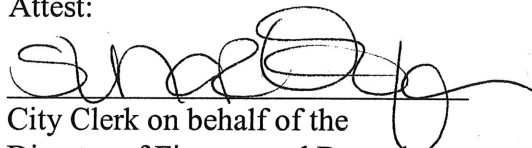
City Clerk on behalf of the
Director of Finance and Record

READ ON SECOND READING, AMENDED, AND ORDERED PUBLISHED BY TITLE ONLY this 16th day of October, 2007.



Mayor

Attest:



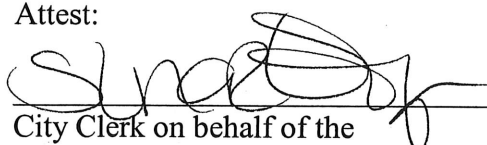
City Clerk on behalf of the
Director of Finance and Record

READ ON THIRD READING, PASSED, ADOPTED, AND ORDERED PUBLISHED BY TITLE ONLY this 13th day of November, 2007.



Mayor

Attest:



City Clerk on behalf of the
Director of Finance and Record

APPENDIX

APPENDIX A

The information included in Appendix A provides the number of standard full time equivalents (or FTEs) by department and program. The FTE numbers include standard Management/Non-Union, Boulder Municipal Employees' Association (BMEA), Fire and Police positions; they also include capital and grant funded positions. They do not, however, include any temporary or standard positions.

**2008-09 APPROVED BUDGET
CITY COUNCIL**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| City Council | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> |
| TOTAL | <u><u>1.00</u></u> | <u><u>1.00</u></u> | <u><u>1.00</u></u> | <u><u>1.00</u></u> |

**2008-09 APPROVED BUDGET
CITY ATTORNEY**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---|------------------------|--------------------------|--------------------------|--------------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| CITY ATTORNEY | | | | |
| City Attorney | 0.00 | 0.00 | 0.00 | 0.00 |
| Prosecution | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> |
| | 0.00 | 0.00 | 0.00 | 0.00 |
| ADMINISTRATION | | | | |
| Administration | <u>1.25</u> | <u>1.25</u> | <u>1.25</u> | <u>1.25</u> |
| | 1.25 | 1.25 | 1.25 | 1.25 |
| CONSULTATION AND ADVISORY | | | | |
| Consultation and Advisory | <u>10.10</u> | <u>10.90</u> | <u>10.75</u> | <u>10.75</u> |
| | 10.10 | 10.90 | 10.75 | 10.75 |
| PROSECUTION, CLAIMS AND LITIGATION | | | | |
| Prosecution, Claims and Litigation | <u>7.40</u> | <u>6.55</u> | <u>5.65</u> | <u>5.65</u> |
| | 7.40 | 6.55 | 5.65 | 5.65 |
| PROPERTY & CASUALTY | | | | |
| Property & Casualty | <u>0.00</u> | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> |
| | 0.00 | 1.00 | 1.00 | 1.00 |
| TOTAL | <u><u>18.75</u></u> | <u><u>19.70</u></u> | <u><u>18.65</u></u> | <u><u>18.65</u></u> |

**2008-09 APPROVED BUDGET
MUNICIPAL COURT**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--------------------------------|-------------------------|--------------------------|--------------------------|--------------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| ADJUDICATION | | | | |
| Adjudication | <u>3.50</u> | <u>3.50</u> | <u>3.50</u> | <u>3.50</u> |
| | 3.50 | 3.50 | 3.50 | 3.50 |
| CASE MANAGEMENT | | | | |
| Case Management | 0.00 | 0.00 | 0.00 | 0.00 |
| Traffic/ General/ Animal | 3.50 | 3.50 | 3.50 | 3.50 |
| Photo Enforcement | 1.50 | 3.00 | 3.00 | 3.00 |
| Parking Support | 2.00 | 2.00 | 2.00 | 2.00 |
| Probation Services | <u>3.00</u> | <u>3.00</u> | <u>3.00</u> | <u>3.00</u> |
| | 10.00 | 11.50 | 11.50 | 11.50 |
| ADMINISTRATION | | | | |
| Administration | <u>3.50</u> | <u>3.50</u> | <u>3.50</u> | <u>3.50</u> |
| | 3.50 | 3.50 | 3.50 | 3.50 |
| TOTAL | <u><u>17.00</u></u> | <u><u>18.50</u></u> | <u><u>18.50</u></u> | <u><u>18.50</u></u> |

**2008-09 APPROVED BUDGET
CITY MANAGER'S OFFICE**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| CITY MANAGER'S OFFICE | | | | |
| City Manager's Office | 5.00 | 4.00 | 6.00 | 6.00 |
| | <u>5.00</u> | <u>4.00</u> | <u>6.00</u> | <u>6.00</u> |
| INTERNAL AUDIT | | | | |
| Internal Audit | 1.50 | 1.50 | 1.50 | 1.50 |
| | <u>1.50</u> | <u>1.50</u> | <u>1.50</u> | <u>1.50</u> |
| ECONOMIC VITALITY | | | | |
| Economic Vitality Program | 1.00 | 1.00 | 1.00 | 1.00 |
| Urban Redevelopment Program | 1.00 | 1.00 | 1.00 | 1.00 |
| | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> |
| CMO SUPPORT | | | | |
| City Clerk Administration | 2.70 | 2.70 | 2.70 | 2.70 |
| Elections | 0.30 | 0.30 | 0.30 | 0.30 |
| Licensing | 1.00 | 1.00 | 1.00 | 1.00 |
| Records Management | 3.00 | 3.00 | 3.00 | 3.00 |
| | <u>7.00</u> | <u>7.00</u> | <u>7.00</u> | <u>7.00</u> |
| MEDIA RELATIONS | | | | |
| Media Relations Administration | 1.50 | 1.75 | 1.75 | 1.75 |
| Intergovernmental | 0.00 | 1.00 | 0.00 | 0.00 |
| Municipal Channel 8 | 3.00 | 3.00 | 3.00 | 3.00 |
| Neighborhood Services | 0.50 | 0.25 | 0.25 | 0.25 |
| University Liaison | 1.00 | 1.00 | 1.00 | 1.00 |
| | <u>6.00</u> | <u>7.00</u> | <u>6.00</u> | <u>6.00</u> |
| TOTAL | <u><u>21.50</u></u> | <u><u>21.50</u></u> | <u><u>22.50</u></u> | <u><u>22.50</u></u> |

**2008-09 APPROVED BUDGET
FINANCE**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| FINANCE ADMINISTRATION | | | | |
| Finance Administration | 1.00 | 2.00 | 2.00 | 2.00 |
| | <u>1.00</u> | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> |
| BUDGET & TREASURY | | | | |
| Budget | 2.00 | 4.00 | 3.00 | 3.00 |
| Treasury | 3.00 | 3.00 | 3.00 | 3.00 |
| Sales Tax | 6.00 | 6.00 | 7.00 | 7.00 |
| | <u>11.00</u> | <u>13.00</u> | <u>13.00</u> | <u>13.00</u> |
| RISK MANAGEMENT | | | | |
| Risk Management | 0.00 | 0.00 | 4.00 | 4.00 |
| | <u>0.00</u> | <u>0.00</u> | <u>4.00</u> | <u>4.00</u> |
| CONTROLLER | | | | |
| Financial Operations | 4.75 | 4.00 | 4.00 | 4.00 |
| Payroll/Mail | 6.50 | 5.87 | 2.37 | 2.37 |
| Financial Reporting | 2.00 | 2.00 | 2.00 | 2.00 |
| | <u>13.25</u> | <u>11.87</u> | <u>8.37</u> | <u>8.37</u> |
| FINANCE SYSTEM ADMINISTRATION | | | | |
| Finance System Administration | 2.00 | 2.00 | 2.00 | 2.00 |
| | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> |
| TOTAL | <u><u>27.25</u></u> | <u><u>28.87</u></u> | <u><u>29.37</u></u> | <u><u>29.37</u></u> |

**2008-09 APPROVED BUDGET
HUMAN RESOURCES**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--|----------------|------------------|------------------|------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| Administration | 6.40 | 3.50 | 3.00 | 3.00 |
| Employee Relations & Org Effectiveness | 0.00 | 0.00 | 0.00 | 0.00 |
| Employment & Diversity | 2.25 | 2.38 | 2.38 | 2.38 |
| Compensation & Benefits | 2.55 | 2.00 | 2.50 | 2.50 |
| Employee & Labor Relations | 0.00 | 3.00 | 3.00 | 3.00 |
| Employee & Organizational Development | 1.05 | 1.75 | 2.00 | 2.00 |
| Payroll | 0.00 | 0.00 | 3.50 | 3.50 |
| Workers Compensation | 2.00 | 2.00 | 0.00 | 0.00 |
| TOTAL | <u>14.25</u> | <u>14.63</u> | <u>16.38</u> | <u>16.38</u> |

**2008-09 APPROVED BUDGET
INFORMATION TECHNOLOGY**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| IT ADMINISTRATION | | | | |
| IT Administration | <u>3.00</u> | <u>3.00</u> | <u>3.00</u> | <u>3.00</u> |
| | 3.00 | 3.00 | 3.00 | 3.00 |
| IT APPLICATIONS | | | | |
| Applications Support | <u>12.75</u> | <u>12.75</u> | <u>12.75</u> | <u>12.75</u> |
| | 12.75 | 12.75 | 12.75 | 12.75 |
| DATABASE/SYSTEM ADMINISTRATION | | | | |
| Telecommunications/Phone Support | 0.00 | 0.00 | 2.50 | 2.50 |
| Operations/System Support | <u>4.00</u> | <u>4.00</u> | <u>4.00</u> | <u>4.00</u> |
| | 4.00 | 4.00 | 6.50 | 6.50 |
| IT MICROCOMPUTER SUPPORT | | | | |
| Microcomputer/LAN Support | <u>13.00</u> | <u>13.00</u> | <u>13.00</u> | <u>13.00</u> |
| | 13.00 | 13.00 | 13.00 | 13.00 |
| TOTAL | <u><u>32.75</u></u> | <u><u>32.75</u></u> | <u><u>35.25</u></u> | <u><u>35.25</u></u> |

2008-09 APPROVED BUDGET
DOWNTOWN UNIVERSITY HILL MANAGEMENT DIVISION/PARKING SERVICES

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--------------------------------|----------------|------------------|------------------|------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| GID Administration | 5.96 | 6.71 | 5.96 | 5.96 |
| Operations & Public Info | 1.00 | 1.00 | 1.00 | 1.00 |
| Public Events | 0.50 | 0.50 | 0.50 | 0.50 |
| Transportation | 1.00 | 1.00 | 1.00 | 1.00 |
| Parking Enforcement | 11.00 | 11.00 | 10.95 | 10.95 |
| Parking Maintenance/Operations | 17.00 | 18.00 | 18.75 | 18.75 |
| Meter Program | 3.00 | 3.00 | 3.00 | 3.00 |
| Neighborhood Permit Parking | 1.04 | 1.04 | 1.09 | 1.09 |
| TOTAL | <u>40.50</u> | <u>42.25</u> | <u>42.25</u> | <u>42.25</u> |

**2008-09 APPROVED BUDGET
HOUSING AND HUMAN SERVICES**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---|----------------|------------------|------------------|------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| COMMUNITY SERVICES | | | | |
| Community Services | | | | |
| General Fund Merit Adjustment | 3.30 | 3.27 | 3.27 | 3.27 |
| Social Planning & Administration | 1.85 | 1.85 | 1.85 | 1.85 |
| Human Services Contract Programs | 1.40 | 1.40 | 1.40 | 1.40 |
| Human Rights & Human Relations | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | 6.55 | 6.52 | 6.52 | 6.52 |
| CHILDREN, YOUTH & FAMILIES (CYF) | | | | |
| CYF Division Administration | | | | |
| CYF Division Administration | 2.76 | 3.54 | 3.54 | 3.54 |
| TOTAL | 2.76 | 3.54 | 3.54 | 3.54 |
| Community Based Services | | | | |
| Community Based Services Admin | 1.88 | 1.88 | 1.88 | 1.88 |
| Child Care Resource & Referral | 1.87 | 1.67 | 2.20 | 2.20 |
| Child Care Assistance Programs | 1.09 | 1.10 | 1.10 | 1.10 |
| Child Care Recruitment & Training | 1.18 | 1.12 | 0.84 | 0.84 |
| Mediation Services | 2.25 | 1.75 | 1.75 | 1.75 |
| Youth Opportunities | 1.82 | 1.82 | 1.82 | 1.82 |
| TOTAL | 10.09 | 9.34 | 9.59 | 9.59 |
| School Based Services | | | | |
| School Based Services Admin | 1.00 | 1.00 | 1.00 | 1.00 |
| Prevention & Intervention Program | 5.30 | 4.89 | 4.89 | 4.89 |
| Family Resource Schools | 5.17 | 4.67 | 4.67 | 4.67 |
| TOTAL | 11.47 | 10.56 | 10.56 | 10.56 |
| Early Care & Education Council Programs | | | | |
| Early Care & Education Council Programs | 1.00 | 3.00 | 2.00 | 2.00 |
| TOTAL | 1.00 | 3.00 | 2.00 | 2.00 |
| TOTAL | 25.32 | 26.44 | 25.69 | 25.69 |
| SENIOR SERVICES | | | | |
| Senior Services | | | | |
| Senior Services Administration | 2.17 | 2.17 | 1.92 | 1.92 |
| Facilities Management | 4.33 | 4.33 | 4.33 | 4.33 |
| Senior Resource & Referral | 2.25 | 2.25 | 2.48 | 2.48 |
| Senior Recreation Programs | 2.33 | 2.33 | 2.33 | 2.33 |
| TOTAL | 11.08 | 11.08 | 11.06 | 11.06 |

**2008-09 APPROVED BUDGET
HOUSING AND HUMAN SERVICES**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---|---------------------|---------------------|---------------------|---------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| HOUSING/COMMUNITY DEVELOPMENT | | | | |
| Housing/Community Development/Administration | | | | |
| Funding & Administration | 4.10 | 4.10 | 4.10 | 4.10 |
| Planning & Development Review | 1.75 | 2.75 | 2.00 | 2.00 |
| Asset Management | 1.10 | 1.10 | 2.00 | 2.00 |
| Home Ownership Programs | 1.20 | 1.20 | 1.35 | 1.35 |
| Tenant Services | 0.12 | 0.12 | 0.12 | 0.12 |
| TOTAL | <u>8.27</u> | <u>9.27</u> | <u>9.57</u> | <u>9.57</u> |
| Housing/Community Development/Direct Services | | | | |
| Asset Management | 0.90 | 1.90 | 0.00 | 0.00 |
| Home Ownership Programs | 1.30 | 1.30 | 3.40 | 3.40 |
| TOTAL | <u>2.20</u> | <u>3.20</u> | <u>3.40</u> | <u>3.40</u> |
| CHAP/HOME/CDBG/AHF PROJECTS | | | | |
| CHAP/HOME/CDBG/AHF PROJECTS | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> |
| TOTAL | <u>10.47</u> | <u>12.47</u> | <u>12.97</u> | <u>12.97</u> |
| TOTAL | <u><u>53.42</u></u> | <u><u>56.51</u></u> | <u><u>56.24</u></u> | <u><u>56.24</u></u> |

**2008-09 APPROVED BUDGET
LIBRARY**

| | | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--------------------------------|-------|----------------|------------------|------------------|------------------|
| <u>FTE's BY PROGRAM</u> | | | | | |
| ADMINISTRATION | | | | | |
| Administration | | 5.00 | 4.75 | 4.50 | 4.50 |
| | TOTAL | <u>5.00</u> | <u>4.75</u> | <u>4.50</u> | <u>4.50</u> |
| MAIN LIBRARY SERVICES | | | | | |
| Adult Services | | | | | |
| Adult | | 17.95 | 17.95 | 18.70 | 18.70 |
| Young Adult | | 0.50 | 0.50 | 0.75 | 0.75 |
| | TOTAL | <u>18.45</u> | <u>18.45</u> | <u>19.45</u> | <u>19.45</u> |
| Childrens Services | | | | | |
| Childrens Services | | 5.25 | 5.75 | 5.50 | 5.50 |
| | TOTAL | <u>5.25</u> | <u>5.75</u> | <u>5.50</u> | <u>5.50</u> |
| Information Services | | | | | |
| Information Services | | 13.25 | 13.50 | 13.50 | 13.50 |
| | TOTAL | <u>13.25</u> | <u>13.50</u> | <u>13.50</u> | <u>13.50</u> |
| | TOTAL | <u>36.95</u> | <u>37.70</u> | <u>38.45</u> | <u>38.45</u> |
| BRANCH LIBRARY SERVICES | | | | | |
| Meadows Branch Library | | | | | |
| Meadows Branch Library | | 5.23 | 4.85 | 4.85 | 4.85 |
| | TOTAL | <u>5.23</u> | <u>4.85</u> | <u>4.85</u> | <u>4.85</u> |
| Reynolds Branch Library | | | | | |
| Reynolds Branch Library | | 4.27 | 4.65 | 4.65 | 4.65 |
| | TOTAL | <u>4.27</u> | <u>4.65</u> | <u>4.65</u> | <u>4.65</u> |
| Carnegie Branch Library | | | | | |
| Carnegie Branch Library | | 2.00 | 2.00 | 2.00 | 2.00 |
| | TOTAL | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> |
| | TOTAL | <u>11.50</u> | <u>11.50</u> | <u>11.50</u> | <u>11.50</u> |
| PROGRAMS AND SERVICES | | | | | |
| Adult Programming | | | | | |
| Film Program | | 0.50 | 0.50 | 0.50 | 0.50 |
| Concert series | | 0.50 | 0.50 | 0.50 | 0.50 |
| Lectures, Exhibits | | 0.25 | 0.25 | 0.25 | 0.25 |
| Public Information | | 1.50 | 1.50 | 1.50 | 1.50 |
| | TOTAL | <u>2.75</u> | <u>2.75</u> | <u>2.75</u> | <u>2.75</u> |
| Childrens Programming | | | | | |
| Childrens Programming | | 0.75 | 0.75 | 0.75 | 0.75 |
| | TOTAL | <u>0.75</u> | <u>0.75</u> | <u>0.75</u> | <u>0.75</u> |
| Volunteer Services | | | | | |
| Volunteer Services | | 0.50 | 0.50 | 0.50 | 0.50 |
| | TOTAL | <u>0.50</u> | <u>0.50</u> | <u>0.50</u> | <u>0.50</u> |
| Literacy Program | | | | | |
| Literacy Program | | 2.00 | 2.00 | 2.00 | 2.00 |
| | TOTAL | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> |

**2008-09 APPROVED BUDGET
LIBRARY**

| | | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---------------------------------|-------|---------------------|---------------------|---------------------|---------------------|
| <u>FTE's BY PROGRAM</u> | | | | | |
| Special Services | | | | | |
| Special Services | | 0.75 | 0.75 | 0.75 | 0.75 |
| Library Outreach | | 1.00 | 1.00 | 1.00 | 1.00 |
| | TOTAL | <u>1.75</u> | <u>1.75</u> | <u>1.75</u> | <u>1.75</u> |
| | TOTAL | 7.75 | 7.75 | 7.75 | 7.75 |
| TECHNICAL SUPPORT | | | | | |
| Technical Support Services | | | | | |
| Acquisitions | | 1.25 | 0.25 | 0.25 | 0.25 |
| Collection Org. and Maintenance | | 6.75 | 7.75 | 7.75 | 7.75 |
| | TOTAL | <u>8.00</u> | <u>8.00</u> | <u>8.00</u> | <u>8.00</u> |
| Computer Services | | | | | |
| Computer Services | | 4.75 | 4.75 | 5.00 | 5.00 |
| | TOTAL | <u>4.75</u> | <u>4.75</u> | <u>5.00</u> | <u>5.00</u> |
| Database Services | | | | | |
| Database Services | | 1.50 | 1.50 | 1.50 | 1.50 |
| | TOTAL | <u>1.50</u> | <u>1.50</u> | <u>1.50</u> | <u>1.50</u> |
| | TOTAL | 14.25 | 14.25 | 14.50 | 14.50 |
| BUILDING MAINTENANCE | | | | | |
| Building Maintenance | | 3.50 | 3.50 | 3.50 | 3.50 |
| | TOTAL | <u>3.50</u> | <u>3.50</u> | <u>3.50</u> | <u>3.50</u> |
| | TOTAL | <u><u>78.95</u></u> | <u><u>79.45</u></u> | <u><u>80.20</u></u> | <u><u>80.20</u></u> |

**2008-09 APPROVED BUDGET
ARTS**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| Arts Administration | 0.50 | 0.50 | 0.50 | 0.50 |
| Arts .15% Allocation | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> |
| TOTAL | <u><u>1.50</u></u> | <u><u>1.50</u></u> | <u><u>1.50</u></u> | <u><u>1.50</u></u> |

**2008-09 APPROVED BUDGET
ENVIRONMENTAL AFFAIRS**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|------------------------------------|----------------|------------------|------------------|------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| Administration | 0.00 | 1.00 | 1.00 | 1.00 |
| PACE | 1.00 | 1.00 | 1.00 | 1.00 |
| Climate Action Plan/Green Building | 1.50 | 0.00 | 4.00 | 4.00 |
| Waste Reduction | 2.50 | 3.00 | 3.00 | 3.00 |
| Integrated Pest Management | 1.00 | 0.50 | 0.50 | 0.50 |
| TOTAL | <u>6.00</u> | <u>5.50</u> | <u>9.50</u> | <u>9.50</u> |

**2008-09 APPROVED BUDGET
OPEN SPACE/MOUNTAIN PARKS**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---|------------------------|--------------------------|--------------------------|--------------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| OFFICE OF THE DIRECTOR | | | | |
| Office of the Director | 2.00 | 2.00 | 2.00 | 2.00 |
| | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> |
| CENTRAL SERVICES DIVISION | | | | |
| CSD-Divisional Services | 1.00 | 1.00 | 1.00 | 1.00 |
| Support Services | 6.45 | 6.95 | 8.45 | 8.45 |
| Financial Mgmt Services | 3.00 | 3.50 | 3.50 | 3.50 |
| Media Services | 1.00 | 1.00 | 1.00 | 1.00 |
| | <u>11.45</u> | <u>12.45</u> | <u>13.95</u> | <u>13.95</u> |
| REAL ESTATE SERVICES DIVISION | | | | |
| Real Estate Services | 6.80 | 6.80 | 6.80 | 6.80 |
| | <u>6.80</u> | <u>6.80</u> | <u>6.80</u> | <u>6.80</u> |
| PLANNING & TECHNICAL SERVICES DIVISION | | | | |
| PTSD-Divisional Services | 1.00 | 1.00 | 1.00 | 1.00 |
| Planning Services | 5.00 | 6.00 | 9.00 | 9.00 |
| Technical Services | 4.00 | 4.00 | 4.00 | 4.00 |
| | <u>10.00</u> | <u>11.00</u> | <u>14.00</u> | <u>14.00</u> |
| ENVIRONMENTAL & VISITOR SVCS DIVISION | | | | |
| EVSD-Divisional Services | 1.00 | 1.00 | 1.00 | 1.00 |
| Resource Conservation & Education Outreach | 10.50 | 13.50 | 15.50 | 15.50 |
| Ranger Naturalist Services | 12.00 | 13.00 | 14.00 | 14.00 |
| | <u>23.50</u> | <u>27.50</u> | <u>30.50</u> | <u>30.50</u> |
| LAND & FACILITIES SERVICES DIVISION | | | | |
| LFSD-Divisional Services | 1.00 | 1.00 | 1.00 | 1.00 |
| Resource Operations Services | 7.33 | 7.50 | 7.75 | 7.75 |
| Maintenance Operations Services | 9.50 | 9.00 | 8.00 | 8.00 |
| Project Management Services | 6.00 | 6.00 | 8.00 | 8.00 |
| | <u>23.83</u> | <u>23.50</u> | <u>24.75</u> | <u>24.75</u> |
| TOTAL | <u><u>77.58</u></u> | <u><u>83.25</u></u> | <u><u>92.00</u></u> | <u><u>92.00</u></u> |

**2008-09 APPROVED BUDGET
PARKS AND RECREATION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--------------------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| ADMINISTRATION | | | | |
| Business and Financial Management | 1.25 | 3.25 | 3.45 | 3.45 |
| Technological Support | 0.00 | 1.00 | 1.00 | 1.00 |
| Support Services | 9.25 | 4.75 | 4.00 | 4.00 |
| Seasonal Hiring Coordination | 0.00 | 0.37 | 0.37 | 0.37 |
| Office of the Director | 3.00 | 2.00 | 2.00 | 2.00 |
| Policy and Information Services | 0.00 | 1.00 | 1.00 | 1.00 |
| Marketing and Volunteer Coordination | 0.00 | 3.50 | 3.50 | 3.50 |
| Registration | 3.00 | 0.00 | 0.00 | 0.00 |
| Community Relations | 3.50 | 0.00 | 0.00 | 0.00 |
| | <u>20.00</u> | <u>15.87</u> | <u>15.32</u> | <u>15.32</u> |
| PLANNING | | | | |
| Administration | 3.10 | 5.50 | 5.50 | 4.50 |
| Projects and Construction | 9.90 | 7.00 | 6.00 | 7.00 |
| | <u>13.00</u> | <u>12.50</u> | <u>11.50</u> | <u>11.50</u> |
| CITY PARKS | | | | |
| Administration | 1.00 | 1.50 | 0.50 | 0.50 |
| City Parks | 32.25 | 31.25 | 33.25 | 33.25 |
| Forestry | 5.00 | 5.00 | 5.00 | 5.00 |
| Environmental Resources | 3.00 | 3.00 | 3.00 | 3.00 |
| Reservoir | 2.12 | 0.00 | 0.00 | 0.00 |
| Golf Course Operations | 3.00 | 0.00 | 0.00 | 0.00 |
| | <u>46.37</u> | <u>40.75</u> | <u>41.75</u> | <u>41.75</u> |
| RECREATION | | | | |
| Administration | 1.00 | 4.00 | 4.00 | 4.00 |
| Access and Inclusion | 0.00 | 5.00 | 5.00 | 5.00 |
| Youth Programs | 5.00 | 3.00 | 3.25 | 3.25 |
| Sports | 0.00 | 4.00 | 4.00 | 4.00 |
| Sports Turf | 7.00 | 7.20 | 7.20 | 7.20 |
| Recreation Centers | 0.00 | 17.25 | 17.25 | 17.25 |
| Recreation Programs | 0.00 | 18.13 | 18.38 | 18.38 |
| Flatirons Golf Course | 0.00 | 7.80 | 7.80 | 7.80 |
| Aquatics and Boulder Reservoir | 0.00 | 6.12 | 6.37 | 6.37 |
| Special Projects and Planning | 0.00 | 3.00 | 4.00 | 4.00 |
| Therapeutics | 6.00 | 0.00 | 0.00 | 0.00 |
| Athletics | 7.00 | 0.00 | 0.00 | 0.00 |
| NBRC and Programs | 17.25 | 0.00 | 0.00 | 0.00 |
| EBRC and Programs | 11.13 | 0.00 | 0.00 | 0.00 |
| SBRC and Programs | 11.50 | 0.00 | 0.00 | 0.00 |
| | <u>65.88</u> | <u>75.50</u> | <u>77.25</u> | <u>77.25</u> |
| TOTAL | <u><u>145.25</u></u> | <u><u>144.62</u></u> | <u><u>145.82</u></u> | <u><u>145.82</u></u> |

**2008-09 APPROVED BUDGET
PLANNING**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| ADMINISTRATIVE SERVICES | 5.80 | 6.98 | 7.27 | 7.27 |
| INFORMATION RESOURCES | 3.53 | 3.53 | 4.25 | 4.25 |
| LONG RANGE PLANNING | 5.50 | 5.50 | 5.50 | 5.50 |
| LAND USE REVIEW | <u>8.75</u> | <u>9.75</u> | <u>11.25</u> | <u>11.25</u> |
| TOTAL | <u><u>23.58</u></u> | <u><u>25.76</u></u> | <u><u>28.27</u></u> | <u><u>28.27</u></u> |

**2008-09 APPROVED BUDGET
DEVELOPMENT & SUPPORT SERVICES DIVISION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--|----------------|------------------|------------------|------------------|
| <u>BUDGET BY PROGRAM</u> | | | | |
| DEVELOPMENT SERVICES | | | | |
| Engineering Review | 12.28 | 12.15 | 12.00 | 12.00 |
| Building Construction & Code Enforcement | 13.00 | 15.00 | 15.00 | 15.00 |
| Administrative Services | 9.88 | 10.45 | 10.91 | 10.91 |
| Information Resources | 6.00 | 6.00 | 6.38 | 6.38 |
| TOTAL | 41.16 | 43.60 | 44.29 | 44.29 |
| SUPPORT SERVICES | | | | |
| Facilities & Asset Management | 13.51 | 13.58 | 14.58 | 14.58 |
| Fleet Services | 16.90 | 16.87 | 16.87 | 16.87 |
| TOTAL | 30.41 | 30.45 | 31.45 | 31.45 |
| TOTAL | 71.57 | 74.05 | 75.74 | 75.74 |

**2008-09 APPROVED BUDGET
TRANSPORTATION DIVISION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| TRANSPORTATION DIVISION | | | | |
| Transportation Planning & Operations | | | | |
| Traffic Engineering | 1.00 | 1.00 | 1.00 | 1.00 |
| Signs/Markings | 6.00 | 6.00 | 6.00 | 6.00 |
| Signal Maintenance & Upgrade | 4.00 | 4.00 | 5.00 | 5.00 |
| Transportation Operations | 5.28 | 5.54 | 5.54 | 5.54 |
| Transportation System Management | 0.20 | 0.20 | 0.20 | 0.20 |
| Transportation Planning | | | | |
| Transit Service Operations | 0.50 | 0.50 | 0.50 | 0.50 |
| Travel Demand Management (TDM) | 1.00 | 1.00 | 2.50 | 2.50 |
| Facilities/Regional Planning | 1.00 | 1.00 | 0.50 | 0.50 |
| Master/Community Planning | 0.50 | 0.50 | 0.50 | 0.50 |
| Bike/Ped Planning | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> |
| TOTAL | <u>20.48</u> | <u>20.74</u> | <u>22.74</u> | <u>22.74</u> |
| Project Management | | | | |
| CIP Administration | <u>5.85</u> | <u>6.65</u> | <u>6.65</u> | <u>6.65</u> |
| TOTAL | <u>5.85</u> | <u>6.65</u> | <u>6.65</u> | <u>6.65</u> |
| Transportation Rehabilitation | | | | |
| Overlay | 0.70 | 0.90 | 0.90 | 0.90 |
| Sidewalk Maintenance | 0.35 | 0.35 | 0.35 | 0.35 |
| Major Street Reconstruction | 0.75 | 0.75 | 0.75 | 0.75 |
| Bikeways Capital Maintenance | <u>0.15</u> | <u>0.15</u> | <u>0.15</u> | <u>0.15</u> |
| TOTAL | <u>1.95</u> | <u>2.15</u> | <u>2.15</u> | <u>2.15</u> |
| Transportation Maintenance | | | | |
| Administration | 4.00 | 4.00 | 4.00 | 4.00 |
| Fleet Liaison | 0.50 | 0.50 | 0.50 | 0.50 |
| Bikeway Maintenance | 2.00 | 3.00 | 3.00 | 3.00 |
| Graffiti Maintenance | 1.00 | 1.00 | 1.00 | 1.00 |
| Median Maintenance | 6.00 | 7.00 | 7.00 | 7.00 |
| Street Sweeping | 3.00 | 3.00 | 3.00 | 3.00 |
| Street Snow & Ice Control | 2.00 | 2.00 | 2.00 | 2.00 |
| Repair & Maintenance | <u>11.00</u> | <u>11.00</u> | <u>11.00</u> | <u>11.00</u> |
| TOTAL | <u>29.50</u> | <u>31.50</u> | <u>31.50</u> | <u>31.50</u> |
| Transportation Administration | | | | |
| Transportation Administration | 0.00 | 0.00 | 0.00 | 0.00 |
| Division administration | 2.80 | 2.80 | 2.80 | 2.80 |
| Support Services | <u>1.39</u> | <u>1.15</u> | <u>1.40</u> | <u>1.40</u> |
| TOTAL | <u>4.19</u> | <u>3.95</u> | <u>4.20</u> | <u>4.20</u> |
| Airport | | | | |
| Administration | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> |
| TOTAL | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> |
| TOTAL | <u><u>62.97</u></u> | <u><u>65.99</u></u> | <u><u>68.24</u></u> | <u><u>68.24</u></u> |

**2008-09 APPROVED BUDGET
UTILITIES DIVISION**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| UTILITIES DIVISION | | | | |
| Administration | | | | |
| Division Administration | 4.25 | 5.00 | 5.00 | 5.00 |
| Billing Services | 4.00 | 5.75 | 5.75 | 5.75 |
| Support Services | 1.77 | 1.52 | 1.77 | 1.77 |
| TOTAL | <u>10.02</u> | <u>12.27</u> | <u>12.52</u> | <u>12.52</u> |
| Planning & Project Management | | | | |
| Planning & Project Management | 11.42 | 11.66 | 11.66 | 11.66 |
| Flood Management | 0.75 | 0.75 | 0.75 | 0.75 |
| TOTAL | <u>12.17</u> | <u>12.41</u> | <u>12.41</u> | <u>12.41</u> |
| Water Resources | | | | |
| Water Resources Management | 2.00 | 2.00 | 2.00 | 2.00 |
| Watershed Operations | 2.00 | 2.00 | 2.00 | 2.00 |
| Hydroelectric Operations | 3.00 | 3.00 | 3.00 | 3.00 |
| TOTAL | <u>7.00</u> | <u>7.00</u> | <u>7.00</u> | <u>7.00</u> |
| Water Treatment | | | | |
| Betasso Treatment Plant | 14.50 | 13.75 | 13.75 | 13.75 |
| Boulder Reservoir Treatment Plant | 8.50 | 9.25 | 9.25 | 9.25 |
| System Controls | 3.00 | 3.00 | 3.00 | 3.00 |
| TOTAL | <u>26.00</u> | <u>26.00</u> | <u>26.00</u> | <u>26.00</u> |
| Water Quality Environment Services | | | | |
| Industrial Pretreatment | 3.70 | 3.70 | 3.66 | 3.66 |
| Water Conservation | 1.70 | 1.70 | 1.66 | 1.66 |
| Drinking Water Quality Services | 6.90 | 6.90 | 6.83 | 6.83 |
| Wastewater Quality Services | 4.05 | 4.05 | 4.12 | 4.12 |
| Stormwater Quality Services | 5.40 | 5.40 | 5.48 | 5.48 |
| TOTAL | <u>21.75</u> | <u>21.75</u> | <u>21.75</u> | <u>21.75</u> |
| System Maintenance | | | | |
| Distribution System Maintenance | 14.95 | 14.95 | 14.95 | 14.95 |
| Collection System Maintenance | 13.95 | 13.95 | 13.95 | 13.95 |
| Storm Sewer Maintenance | 5.55 | 5.55 | 5.55 | 5.55 |
| Flood Channel Maintenance | 2.05 | 2.05 | 2.05 | 2.05 |
| Meter Services | 8.00 | 8.00 | 8.00 | 8.00 |
| TOTAL | <u>44.50</u> | <u>44.50</u> | <u>44.50</u> | <u>44.50</u> |
| Wastewater Treatment | | | | |
| 75th Street Treatment Plant | 23.00 | 25.00 | 25.00 | 25.00 |
| Cogeneration | 1.00 | 1.00 | 1.00 | 1.00 |
| Biosolids Operations | 5.00 | 5.00 | 5.00 | 5.00 |
| TOTAL | <u>29.00</u> | <u>31.00</u> | <u>31.00</u> | <u>31.00</u> |
| TOTAL | <u><u>150.44</u></u> | <u><u>154.93</u></u> | <u><u>155.18</u></u> | <u><u>155.18</u></u> |

**2008-09 APPROVED BUDGET
PLANNING & DEVELOPMENT SERVICES**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| ADMINISTRATIVE SERVICES | | | | |
| General Administration | 10.43 | 12.18 | 10.93 | 10.93 |
| Planning & Dev Svcs Center | 3.00 | 3.00 | 5.00 | 5.00 |
| Budget & Finance | 2.25 | 2.25 | 2.25 | 2.25 |
| | <u>15.68</u> | <u>17.43</u> | <u>18.18</u> | <u>18.18</u> |
| INFORMATION RESOURCES | | | | |
| Information Resources Administration | 1.00 | 1.00 | 1.00 | 1.00 |
| Landlink Administration | 2.00 | 2.00 | 3.00 | 3.00 |
| Records & Research | 1.53 | 1.53 | 1.50 | 1.50 |
| Geographic Information Systems | 5.00 | 5.00 | 5.13 | 5.13 |
| | <u>9.53</u> | <u>9.53</u> | <u>10.63</u> | <u>10.63</u> |
| LONG RANGE PLANNING | | | | |
| Long Range Planning Administration | 4.00 | 4.00 | 4.00 | 4.00 |
| Historic Preservation | 1.50 | 1.50 | 1.50 | 1.50 |
| | <u>5.50</u> | <u>5.50</u> | <u>5.50</u> | <u>5.50</u> |
| LAND USE REVIEW | | | | |
| Land Use Review | 1.00 | 2.00 | 1.00 | 1.00 |
| Planner Review Services | 3.75 | 3.75 | 6.00 | 6.00 |
| Zoning Administration | 4.00 | 4.00 | 4.25 | 4.25 |
| | <u>8.75</u> | <u>9.75</u> | <u>11.25</u> | <u>11.25</u> |
| ENGINEERING REVIEW | | | | |
| Engineering Review | 1.00 | 1.00 | 1.00 | 1.00 |
| Engineer Review Services | 8.28 | 8.15 | 8.00 | 8.00 |
| Right-of-Way Inspection | 3.00 | 3.00 | 3.00 | 3.00 |
| | <u>12.28</u> | <u>12.15</u> | <u>12.00</u> | <u>12.00</u> |
| BUILDING CONSTRUCTION & CODE ENFORCEMENT | | | | |
| Inspection & Enforcement Admin | 1.25 | 1.25 | 1.25 | 1.25 |
| Building & Housing Code | 6.00 | 6.00 | 6.00 | 6.00 |
| Zoning/Environmental Code | 3.00 | 4.00 | 4.00 | 4.00 |
| Building Code Review | 0.75 | 0.75 | 0.75 | 0.75 |
| Building Code Plan Review Services | 2.00 | 3.00 | 3.00 | 3.00 |
| | <u>13.00</u> | <u>15.00</u> | <u>15.00</u> | <u>15.00</u> |
| TOTAL | <u><u>64.74</u></u> | <u><u>69.36</u></u> | <u><u>72.56</u></u> | <u><u>72.56</u></u> |

**2008-09 APPROVED BUDGET
FIRE**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| ADMINISTRATIVE SERVICES | | | | |
| General | 5.00 | 5.00 | 5.00 | 5.00 |
| Communication/Contracted Services | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> |
| | 6.00 | 6.00 | 6.00 | 6.00 |
| EMERGENCY SERVICES | | | | |
| General | 95.00 | 95.00 | 95.00 | 95.00 |
| Wildland Coordination | 3.33 | 3.33 | 3.33 | 3.33 |
| Training | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> | <u>2.00</u> |
| | 100.33 | 100.33 | 100.33 | 100.33 |
| PREVENTION | | | | |
| Prevention | <u>5.00</u> | <u>5.00</u> | <u>5.00</u> | <u>5.00</u> |
| | 5.00 | 5.00 | 5.00 | 5.00 |
| TOTAL | <u><u>111.33</u></u> | <u><u>111.33</u></u> | <u><u>111.33</u></u> | <u><u>111.33</u></u> |

**2008-09 APPROVED BUDGET
POLICE**

| | 2006 ACTUAL | 2007 APPROVED | 2008 APPROVED | 2009 PROPOSED |
|--------------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| <u>FTE's BY PROGRAM</u> | | | | |
| Administration | 5.00 | 5.25 | 6.00 | 6.00 |
| Communications | 29.00 | 29.00 | 33.00 | 33.00 |
| Records & Information Systems | 21.75 | 21.75 | 21.50 | 21.50 |
| Financial & Facility Services | 10.50 | 10.50 | 10.75 | 10.75 |
| Personnel Services | 6.00 | 5.75 | 6.00 | 6.00 |
| Volunteer/Victim Services | 1.50 | 1.50 | 1.50 | 1.50 |
| Detectives | 37.00 | 37.00 | 37.00 | 37.00 |
| Special Services | 6.00 | 1.00 | 1.00 | 1.00 |
| Patrol Watch I | 51.50 | 55.50 | 53.50 | 53.50 |
| Patrol Watch II | 38.00 | 42.00 | 43.00 | 43.00 |
| Patrol Watch III | 38.00 | 31.00 | 31.00 | 31.00 |
| Traffic | 19.00 | 29.00 | 29.00 | 29.00 |
| TOTAL | <u>263.25</u> | <u>269.25</u> | <u>273.25</u> | <u>273.25</u> |