

**2022 Work Priorities:
Initial Scope of Council's priorities**

January 18, 2022



Council 2022 Workplan Priorities

Category	Identified Priority	Lead Dept.	Other Dept. Support	Size of Effort (high, medium, low)	What other work happening is related to this already?	Soonest Estimated Start	What might have to stop to make this happen?
Attainable, middle income & affordable housing	Middle income housing program similar to affordable housing program but targeting higher income levels. (Folkerts)	HHS P&DS	CAO (high), CMO-Racial equity	High	HHS is currently implementing a middle-income housing strategy adopted in 2016. This includes the purchase of existing ownership homes and re-selling at affordable prices, a manufacturing facility and annexations. A review of IH in 2022 could commence	Middle income strategy is ongoing. Study session proposed in Q3. IH review could commence in Q3 or Q4	P&DS hiring needs to occur before this work could begin or other P&DS initiatives would need to change.
Attainable, middle income & affordable housing	Develop a strategy for attainable housing and middle-income housing; develop strategy to appeal to developers; increase duplexes and triplexes and 2–3-bedroom condos; family-friendly housing with greenspace. (Winer)	P&DS	CAO (high), HHS (high), Comms, Eng, CMO-Racial equity	High	As above, a review of the IH ordinance could address a piece of this item.	Q3 or Q4, could have study session with council in Q3	P&DS hiring needs to occur before this work could begin or other P&DS initiatives would need to change.
Attainable, middle income & affordable housing	Reorient planning incentives away from large, expensive housing and toward compact, attainable, lower carbon forms. (Friend)	P&DS	HHS, CAO (medium to high)	High	Could be explored as a new phase of the Community Benefit project or density could be considered as part of the use table discussion.	Q3 or Q4	P&DS hiring needs to occur before this work could begin or other P&DS initiatives would need to change.

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Attainable, middle income & affordable housing	Ordinance change around duplex/triplexes in RL1 & RL2. (Benjamin)	P&DS	CAO (high)	High	Duplexes and triplexes already allowed in RL2.	Q3 or Q4	P&DS hiring needs to occur before this work could begin or other P&DS initiatives would need to change.
Attainable, middle income & affordable housing	Launch Middle Income down payment assistance program. (Yates)	HHS	CAO (medium)	High	The city recently expanded the current middle income downpayment program offering up to \$100,000 in assistance and expanded eligibility to middle income households.	Dependent on consultant and staff capacity to work with consultant	If the program is expanded based on the direction of the voter approved initiative, additional staffing or a consultant would be needed to structure and design this initiative.
Attainable, middle income & affordable housing	Continuing to increase the number of affordable housing units built every year; decreasing the average size of new market rate units; looking at inclusionary housing fees. (Folkerts)	HHS P&DS	CAO (medium), CMO- Racial equity	P&DS: high	HHS: the city continues to make significant progress in achieving our 15% affordable housing goal through a variety of mechanisms. P&DS: reducing the size of new market rate units would be a significant policy and code undertaking.	Ongoing Propose a study session in Q3	P&DS: may need to hire consultant to continue work; due to long-term compliance requirements to ensure integrity of the permanently affordable inventory, additional compliance staffing is needed.

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Attainable, middle income & affordable housing	Remove barriers for ADUs & co-ops (Brockett)	P&DS	CAO (high), HHS (high)	High	No updates since 2018	2023	Evaluating the 2018 ADU update and proposing changes to regulations for both ADUs and Co-ops will require staff support from P&DS and delay significant project work at HHS (i.e., modular factory, Alpine-Balsam, Ponderosa). It will also reduce service delivery timeframes for rental housing licensing program.
Attainable, middle income & affordable housing	Changing zoning regulations to incentivize smaller, more affordable housing (for ex., limiting by floor area ratios, total % of required open space, or other metrics instead of per-unit requirements. (Brockett)	P&DS	CAO (high)	High	Site Review and community benefit ordinance changes are presently in the pipeline.	2023	P&DS hiring needs to occur before this work could begin or other P&DS initiatives would need to change.

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Homelessness	Various measures to address unsheltered homelessness (small local and regional leadership council; leveraging ARPA and other grant funding; measuring & tracking outcomes). (Speer)	HHS	CAO (low), Municipal Court, BPD, SAMPS	High	City is exploring use of city ARPAQ1 funds, participating in countywide ARPA committees that connect to the State ARPA program. Staff will be bringing to council two programs funded by ARPA that will include a peer navigation program and day programming, including some health components for individuals in a housing queue or for those recently housed. HSBC already tracks and coordinates additional funding opportunities and has successfully brought in significant outside \$ into supporting new and existing programs.		
Homelessness	Implement a homelessness tax like the one in Denver (2.5 cents on every \$10 purchase). (Joseph)	HHS	Finance, CAO (medium) Comms & Engagmt. (high)	High	There are conversations ongoing with Boulder County Commissioners on an affordable housing and mental health tax. A regional approach has been expressed as the most impactful path forward.	Conversations are ongoing	HHS would need to re-prioritize other workplan items, and discuss implications with other entities within the county

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Homelessness	Keeping Housing First as a philosophy but realizing those who don't qualify need more robust support, create City (not county) stakeholder group to identify gaps & solutions. (Friend)	HHS	CAO (medium), Municipal Court, BPD	High	In 2021 HSBC held community conversations to hear input. These were put on hold with increase in COVID. Individuals with lived experience already participate in input to this work. A City of Boulder group of 7 individuals with lived experience was set up to advise the criminal justice work around homelessness. Redevelopment of BTHREE for more robust outreach and housing-focused services in field; data collection through CE and surveys; existing program-based sheltering; countywide coordinated outreach and inreach; municipal court and HOT activities. Diversion services are in place, but more resources could increase the impact of those that are new to our community.	Underway Study session scheduled for Q2	If a new community work group was established beyond those in place, additional staff resources would be required. HHS would need to re-prioritize other workplan items, and discuss implications with other entities within the county
Homelessness	Develop day shelter/navigation services to be running by 2023. (Benjamin)	HHS	CAO (high),	High	RFI submitted for overflow sheltering programs for winter 2021-22 season; increased hotel space; evaluation of nightly bed	TBD	Staff would have to stop work on respite care exploration and meth recovery housing, which is currently now funded.

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Homelessness	Injury prevention: data collection on rates of injury, hospitalization, & death related to exposure; implementing or expanding programs to reduce rates. (Folkerts)	HHS, PD	N/A	N/A	This work currently falls under the county coroner's office.	Unknown	Unknown
Occupancy & Rental Housing	Adopt revised occupancy laws. (Yates, Benjamin)	P&DS	CAO (medium), CMO-Racial equity	High	Information packet with background information sent to council in July 2021.	Q3	P&DS hiring needs to occur before this work could begin beyond peer city research. or other P&DS initiatives would need to change. Depending on the scope, may need to reduce service delivery timeframes for rental housing licensing program. Depending on the scope of the program, P&DS may need to hire additional staff for program implementation.
Occupancy & Rental Housing	Renter protection/ landlord accountability ordinances. (Speer)	P&DS	CAO (medium), CMO-Racial equity.	Unknown - the work needs to be scoped further.	There are existing rental housing licensing programs geared towards habitability and life safety.	2023	P&DS hiring needs to occur before this work could begin beyond peer city research or other P&DS initiatives would need to change. Depending on the scope, may need to reduce service delivery timeframes for rental housing licensing program. Depending on the scope of the program, may need to hire additional staff. Could be informed by nuisance abatement work.

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Nuisance Abatement/Hill revitalization	Pass ordinances and policies to improve quality of life on the Hill. (Wallach)	P&DS, CAO, Police	CMO	High	Continued engagement with the Hill Revitalization Working Group. CAO currently working on initial ordinance changes for later this year.	Ongoing	N/A
Nuisance Abatement/Hill revitalization	Pass stronger nuisance laws and increased proactive patrol vs complaint-based. (Winer)	P&DS, CAO, Police	CV, P&DS	High	Engagement with the Hill Revitalization Working Group. The focus has been on the Hill and related to nuisance abatement and noise. Rent saturation limits and Hill commercial area and walking mall would be outside the scope.	Some work is ongoing. Shifting to patrol-based model would require significant additional resources.	Ongoing work will continue but unknown depending on scope of patrol-based model.
Planning	East Boulder Subcommunity Plan implementation. (Brockett)	P&DS, Transportation & Mobility, Utilities	CAO (med), CMO-Racial equity	High	Completion of the EBSP plan is slated for Q1 of 2022.	Q2	P&DS hiring needs to occur before this work could begin or other P&DS initiatives would need to change.
Planning	Community Benefit revisions/accountability. (Wallach)	P&DS	CAO (med)	High	There are presently code changes in the process to implement ideas around community benefit and revised site review standards and criteria.	2023	P&DS hiring needs to occur before this work could begin or other P&DS initiatives would need to change.

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Planning	Initiate a Management plan for Fort Chambers property that involves meaningful input from tribal nations to identify their desired long-term relationship with this property which may include a permanent role in management and ownership. (Brockett)	OSMP	CAO (med), CMO-Racial equity	High	In progress: OSMP requesting and receiving the names of "official tribal representatives" to this project. Additional work includes: City-Tribal Consultation with more than 13 American Indian nations; amending the MOU the city has with tribal nations; Development of a Land acknowledgement; Indigenous People's Day; developing educational materials at newly named The Peoples' Crossing; regional collaboration with County, Longmont and others on tribal-related issues.	Underway	This project is already set to commence in 2022 and is expected to be completed by the end of 2023. Timeline may get delayed as timing is affected by the capacity and schedules of the tribal representatives.
Planning	Complete and implement Urban Services study for North Boulder Planning Reserve (Joseph, Wallach, Yates)	P&DS	Transp. & Mobility, Utilities, Police, Fire, P&R, OSMP, HHS, CAO (med), CMO-Racial equity	High	None	2023	P&DS hiring needs to occur before this work could begin or other P&DS initiatives would need to change.

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Transit, bikes, VMT	Increase policies that promote cleaner air per TAB recs., incl. reduction to VMT. (Joseph)	Transportation and Mobility	Climate Initiatives, CAO (high), P&DS	High	2024 Transportation Master Plan Update; state DOT and air quality agency rulemaking	Q3 2022	Scale back on low stress bike and walk network implementation, Scale back EcoPass Program
Transit, bikes, VMT	Reduction in a single, targeted VMT measure with funding to support the work (Friend)	Transp. & Mobility	Climate Initiatives, Community Vitality, CAO (low), Finance, HHS, P&DS	High	2024 Transportation Master Plan Update will begin later this year.	Q2/Q3 2022	Scale back on low stress bike and walk network implementation, Scale back EcoPass Program
Transit, bikes, VMT	Creation of a dedicated revenue source to subsidize free city-wide bus service; implement that service; implement other policy changes to support mass transit (e.g., increased housing around density around bus lines). (Folkerts)	Transp. & Mobility	Comms & Engmt., Community Vitality, Finance, HHS, CAO (medium)	High	Subsidies and incentives like EcoPass, NECO Pass, and Employee/Business EcoPass programs; HOP service	Q3 2022	Scale back low stress bike and walk network, scale back Vision Zero implementation, defer Transportation Master Plan Update to 2023/24
Transit, bikes, VMT	Increased protected bike lane work. (Benjamin)	Transp. & Mobility	Utilities, Finance	High	2024 Transportation Master Plan Update includes refinement to the billion \$+ (largely unfunded) Low Stress Bike and Walk network currently in the TMP	Q3/Q4 2022	Scale back low stress bike and walk network, scale back Vision Zero implementation, scale back on-going operations and maintenance of our system

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City staff retention and recruitment	Reduced level of regretted employee turnover and higher staff satisfaction. (Winer)	CMO HR	All depts	High	This work is underway, and some adjustments are expected in the 1st adjustment to the base 2022 budget. HRIS implementation to enable data tracking and analysis, compensation & total rewards analysis underway, to go live in fall 2022.	Current /Q1	N/A
City staff retention and recruitment	Hire enough people in each department to get to pre-pandemic accomplishment levels; increase in job satisfaction and happier workplace. (Winer)	HR CMO	All depts	High	Work is underway in this area. Council approved in the 2022 budget funding to hire a Talent Acquisition Team. Additional classification and compensation system analysis is planned for 2022, HRIS implementation is underway which will help with streamlined job posting & recruitment processes. Merit increases were restored for 2022.	Current/Q1	Prioritization of other responsibilities over recruitment activities
City staff retention and recruitment	Adjust 2022 budget to address retention/recruitment. (Yates)	CMO Finance HR	All depts	Medium	Work is underway in this area and may come to council in future ATBs.	Q1	N/A

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Living Wage	Living Wage for residents. (Joseph – no staff action requested)	HHS	CAO (med) CMO- Racial equity	High	A exploration of a pilot program of guaranteed income is being proposed as a part of the city's ARPA funding.	2022	If the scope was desired beyond the proposal in ARPA other work in HHS would have to stop to prioritize this request.
Living Wage	Ballot measure in 2022 or 2023 to pay Council members and board and commission members. (Speer)	CMO CAO	NA	Medium	The Boards and Commissions subcommittee and Engagement Subcommittee is currently evaluating other board and commission items.	TBD	TBD
Elections	Ballot initiative to move elections to even years. (Speer)	CMO – Clerk CAO	NA	Medium	No direct work on timing change. The Clerk's office is working on other elections changes including planning for the implementation of direct election of the mayor by rank-choice voting in 2023.	Unknown	The team would need to revisit prioritization of other items with council, though some priorities like implementation of the voter-mandated mayoral election changes cannot be stopped.
Elections Elections	Create/Establish an election commission or task force. (Joseph and Benjamin)	CMO – Clerk CAO	NA	High	Implementation of the last elections working group's recommendations is still ongoing. No other work is ongoing.	Unknown	Need to further define what the issue(s) to be addressed are before thorough scoping can be achieved. We anticipate 3 hours of staff work per staff member for each hour of elections commission or task force meeting time. In addition, the team would also likely need to revisit prioritization of other items with council, though some priorities like implementation of the voter-mandated mayoral election changes cannot be stopped.

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Resiliency against disasters	Increasing wildfire resiliency. (Winer)	OSMP P&DS Fire	Transp. & Mobility, Utilities, PD, CAO (med), CMO- Racial equity	High	Management of open spaces for fire prevention: Implementing Forest Ecosystem Management Plan to guide forest health and fire prescription activities on OSMP; Identifying ways to enhance/strengthen cross collaboration between OSMP and Fire; Initiated prescribed grazing along Shanahan Ridge to reduce fine fuels and invasive Tall oatgrass; Seeking grant funding to leverage current fire mitigation work; Participating on efforts to enhance regional collaboration and cooperation among/between area fire response and management agencies; update of the community wildfire protection plan (CWPP) and the structure protection plan; resumption of home safety assessments in the interface	Building code updates every 6 years - this includes a refresh of the wildland urban interface code which has been adopted by the city as of the 2018 IFC. Next update likely with the 2024 edition. Update of the CWPP and the structure protection plan expected to begin in 2022.	Might have to stop other community risk reduction programs and/or reduce wildland deployments nationally to focus on mechanical wildfire mitigation (hard to implement prescribed burns). If adoption of the building code to accommodate wildfire resiliency is expected on a sooner timeline this will impact P&DS and associated staff who prepare the code updates. Other unknown projects would need to be put on hold. Invite others to comment on the impact of a quicker code refresh than 2024.

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Resiliency against disasters	Update ordinances to ensure general built and natural environment resiliency (shoring up early warning systems for fire/floods, for ex.). (Friend)	Utilities (Flood EWS) Fire, Office of Disaster Management	Transp. & Mobility, Utilities, PD, CAO (med), CM O-Racial equity	Medium	Comprehensive Flood and Stormwater Master Plan currently in progress and will cover flood early warning systems. Council review/approval scheduled for 2022, WEA system is scheduled for implementation in 2022. Boulder's Resilience Strategy touches on many of these issues.	Evaluation led by ODM ongoing Study Session to be proposed – date TBD	N/A
Community Resilience	Pass an ordinance that places a per employee fee on publicly traded businesses in Boulder; use funds to support a flexible pool of money to support specific resiliency priorities (e.g., translation services, outreach to underrepresented community, buying land for housing, childcare subsidies, etc.)	CMO Community Vitality CAO	CMO-Racial equity	High	As part of inclusive economic recovery initiatives, staff continues to consider collaborative efforts with HHS partners, economic partners and Workforce Boulder County to address varied needs of people living or employed in Boulder. Last considered by Council in 2016, previous tax-related study included Front Range benchmarking, local economy potential impact studies, and applicability considerations.	Unknown	While no current projects would necessarily stop to complete this work, additional resources will be required, and phasing may be warranted.

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COVID planning	Data informed triggers & eval. of silver linings learned through COVID. (Friend)	CMO Finance (Risk Mgmt)	Transp. & Mobility, Community Vitality, Utilities, CAO (med), CMO-Racial equity, Finance	Medium	COVID Response & Recovery team continues to support work in this area. Analysis of outdoor dining underway.	Ongoing	N/A
Boulder Airport	Preliminary study to give options for how to proceed with decommissioning and associated cost estimates. (Wallach)	Transp. & Mobility	CAO (med)	Medium	2023 request to FAA for planned 2024 Airport Master Plan update	Q2 22	New funds would need to be provided for consultant assistance for legal, process and financial research (~\$75K). Currently, non-capital funds are associated with staffing.
Small business support	Increase small local business support/ease regulatory burdens (Folkerts)	CV/P&DS	CAO (medium), CMO-Racial equity	High, depending on the scope of the effort.	While not targeted, staff performs routine business improvement adjustments as they come up and have capacity, but not a holistic assessment.	2023	P&DS hiring needs to occur before this work could begin or other P&DS initiatives would need to change. CV initial analysis and benchmarking will be part of the Boulder Economic Sustainability Strategy update.

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Public Safety	Assault Weapons: pass ordinances; coordinate with neighboring communities.(Wallach)	CAO	PD	Medium	Bringing Code into compliance with State law currently	Q1	Staff involved in this are also involved in elections advising
Public Safety	New mental health/EMT program for low level emergency calls without Police/Fire (Brockett)	HHS/PD/Fire	CAO (medium)	High	Conversations have begun with Anschutz/CU for a program that would support an EMT and social worker. There would be a research component to this initiative	Q3/4 2022	This initiative is in the scoping stage and possible outside co-funding is being explored
Public Safety	Crime reduction: more lighting in bike underpasses & on streets; more security cameras; mandatory bike registration; work on a plan to reduce/discourage repeat offending. (Winer)	PD/Transportation & Mobility	CAO	Medium	Current T&M practice is to have every underpass in the city lit. We will continue to maintain the lighting underpass system in 2022. Will be coming to Council in Q1 to discuss acquiring remainder of Excel owned streetlights in the city. 2022 grant funds to install 60 additional traffic cameras at intersections across the city. The city's fiber backbone project let by IT will continue and support the traffic camera project. Bikes can be registered for free with the BPD/ most bike shops. Crime prevention strategies ongoing.	Q1 2022	To fund additional lighting in the underpasses, budget resources from other O&M of the system (signs, markings, street maintenance) would need to be reallocated. We also would need another FTE in Signals and Lighting to support staffing additional maintenance of the lighting system.

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Broadband	Investigate providing open access broadband to all homes and businesses. (Yates)	IT	Community Vitality, Transp. & Mobility, Utilities, CMO, P&DS, Climate Initiatives, Fire, Police, Facilities, Parks, OSMP, CAO (high), CMO-Racial equity	Medium	Work is underway to explore use of city owned and leased fiber assets (including the 60+ miles of dark fiber backbone slated for completion in late 2022). The city is partnering with a leading consulting firm to explore options for council to consider related to closing accessibility and affordability gaps of broadband internet and wireless connectivity. This work will also consider city-specific uses of fiber assets to enhance service delivery through 'smart city' applications.	Underway - Started in Q1 2022	N/A

Questions?

