



Fiscal year ended December 31, 2012

Popular Annual Financial Report



Boulder County, Colorado

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Cover – Sunset over Lagerman Reservoir, courtesy of Rob Gonzales

Page 2 – Niwot Train, courtesy of the Town of Niwot



Issued July 26, 2013

Residents of Boulder County,

This Popular Annual Financial Report (PAFR) issued for the fiscal year ended December 31, 2012 was prepared by Boulder County Financial Services, a division of the Boulder County Administrative Services Department. This report is intended to provide readers with an easy to understand summary of the county's financial activities and related information. Information in this report was taken from our Comprehensive Annual Financial Report (CAFR) for the fiscal year ended December 31, 2012.

This report contains an overview of the county's economy and outlook, and an analysis of the county's financial position and key financial information. It also includes a summary of non-financial activities and service-related metrics, including a summary of activities related to the three Commissioners Initiatives of Collaboration, Public Service and Sustainability. We've also included significant demographic data and summaries of monies received and spent by the county.

It is important to note that the financial data in this report is unaudited, includes information exclusively on primary government activities and is presented on a non-GAAP (Generally Accepted Accounting Principles) basis. This means that this report excludes information on discrete component units (Boulder County Public Health and Josephine Commons, LLC) and fiduciary funds, contains condensed financial information, and does not provide all of the necessary financial statements and note disclosures required by GAAP as found in the CAFR. It is also important to note that this document includes information on the Boulder County Housing Authority. While the Authority is legally separate from the county, it meets the criteria to be reported as a blended component unit and is therefore included in the county's business-type activity figures.

All component units of the county issue audited financial reports separate from the county. Reports issued by the county (PAFR & CAFR) as well as reports issued by component units of the county are available online at www.BoulderCounty.org by searching for "financial reports."

We hope you enjoy reading this report and find the information useful and interesting. We invite you to read our audited CAFR online for more detailed information on your county finances. We welcome your questions, comments and suggestions regarding information in this report. You can contact us at (303) 441-3525.

Jana Petersen

Administrative Services Department Director

Bob Lamb, CPA, CPFO

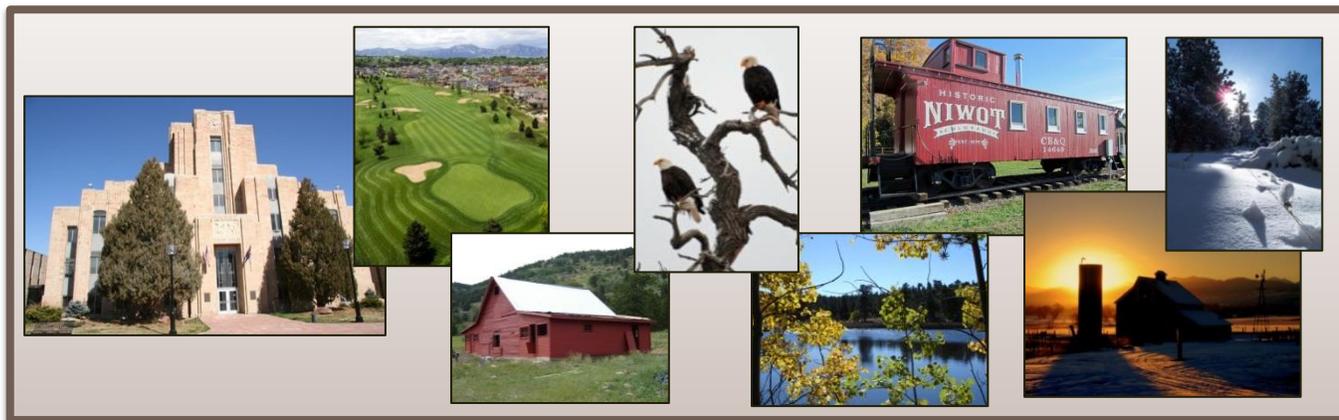
Financial Services Division Manager

County History

Boulder County was one of the original 17 counties formed with the creation of the Territory of Colorado in 1861, later incorporated into the Union as the State of Colorado in 1876. As a mining region, the county experienced significant growth through the late 1800's. The cornerstone of the original courthouse was laid in 1882. After the original courthouse was destroyed by fire in 1932, it was re-built on the same site in 1934 and remains in place today, housing many of the county's departments and offices, including the County Commissioners and the public hearing room.

The county includes 10 incorporated cities and towns including Boulder, Longmont, Lafayette, Louisville, Lyons, Erie, Nederland, Jamestown, Superior, and Ward, as well as many unincorporated communities covering a total area of approximately 740 square miles. The county's estimated population was 299,378 in 2012, according to the U.S. Department of Commerce. Boulder County is currently the 7th most populous county in Colorado.

Boulder County is located at the eastern edge of the Rocky Mountains, northwest of Denver and includes a portion of Rocky Mountain National Park.



Activities & Culture

Boulder County is surrounded by picturesque mountains and landscapes ranging from agricultural plains and grasslands at approximately 5,000 feet, to the continental divide and Longs Peak topping out at over 14,225 feet. Many miles of trails allow the public to enjoy the natural beauty by foot, on a bike, or on a horse. Whether you prefer hiking a trail in the plains, biking up a rocky mountain trail or along scenic bike paths, or spending the day skiing in powder at Eldora Mountain Resort, the Boulder County landscape offers a variety of opportunities to enjoy recreational activities.



Boulder County also boasts an active cultural scene, hosting a wide variety of festivals, concerts and events throughout the year ranging from the renowned International Film Festival in Boulder to Frozen Dead Guy Days in Nederland. Museums, music venues and festivals pair with numerous award winning restaurants and over 25 craft breweries and brewpubs to create a vibrant and active cultural scene, all set against the backdrop of the Flatiron Mountains, a distinctive sandstone rock formation known as a symbol of Boulder.

Many towns and cities within Boulder County have received notable awards in recent years, including:

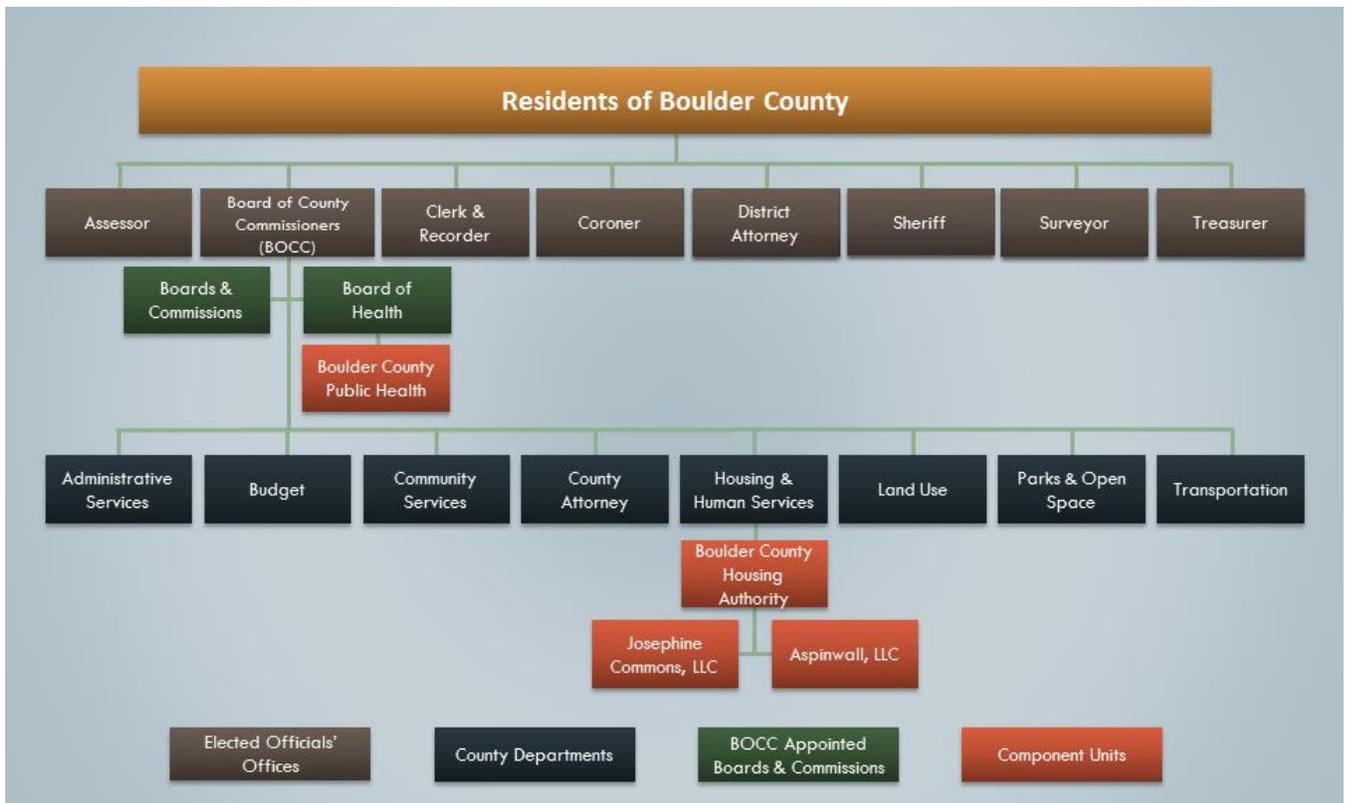
- Boulder – 2012 Skinniest City in America (Gallup)
- Louisville – 2011 Best Place to Live, #1 Rank (Money Magazine)
- Superior – 2011 Best Place to Live, #20 Rank (Money Magazine)
- Boulder – 2012 Top 10 Foodie Cities, #3 Rank (Livability.com)

Our Vision Statement - As trusted stewards of Boulder County's future, we provide the best in public service.

The Board of County Commissioners is composed of three individuals elected to serve four-year terms as leaders of Boulder County government. While each commissioner is elected from a district where they reside, all three commissioners are elected at large and represent the county as a whole.



In November 2012, Boulder County voters elected for the first time in history an all-female Board of County Commissioners. At the time this report was published, the Board of County Commissioners included Elise Jones, Cindy Domenico, and Deb Gardner.

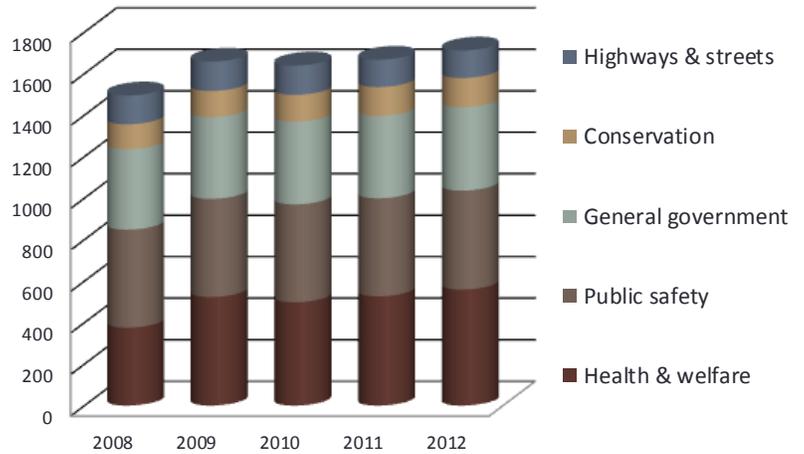


Boulder County strives to build a staff of highly skilled team members committed to making a difference in our community. Employees receive many training and leadership opportunities helping to support our county vision.

At the end of 2012, the county's workforce included just over 1,711 full-time equivalent positions, which is an increase of 2.7% over the prior year. The majority of the increase was in the area of health and welfare as a result of Temporary Safety Net funding. This funding was approved by voters in 2011 and took effect in 2012.

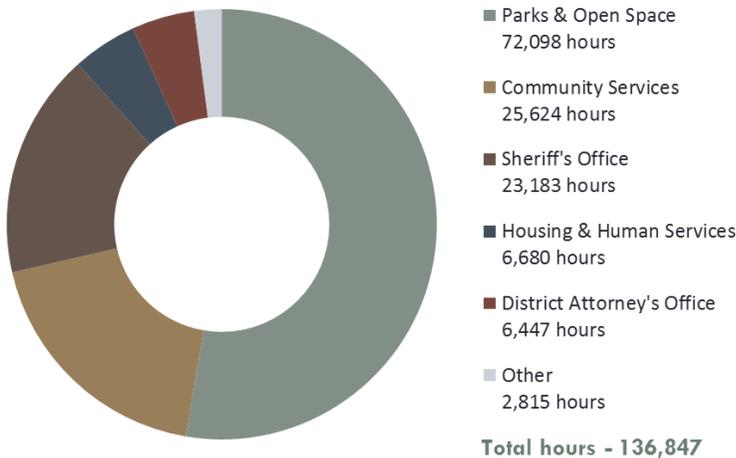
Full-Time Equivalent Employees by Function

Last 5 years



Volunteer Hours Contributed in 2012

By Department



The services provided by the county would not be possible without our valued **volunteers**. The county was fortunate to have 6,486 volunteers contribute 136,847 hours to county programs in 2012, the equivalent of more than 65 full-time employees!

Volunteers contribute to programs across the county doing a variety of jobs including helping in classrooms, building trails, mentoring at-risk teens or low-income families, working with victims of crime, and manning zero-waste centers at events.

Thank you to all who have contributed time and skills to help your community!

For more information on job openings and volunteer opportunities, please visit our website.

www.BoulderCounty.org/jobs

“The work I do here is important to the **COMMUNITY** – I’m making a small difference.”



*“I like working for Boulder County because it is an **innovative & progressive** county that prides itself on sound environmental regulations, open space purchase & maintenance, community health, and social justice.”*



*“I feel fortunate to be part of an organization that **does so much** for so many.”*

“... everyone does their best out of **RESPECT** for themselves, their clients, and their co-workers.”



“Most every day when I finish work, I feel I’ve **accomplished something** towards making lives better.”

What we do (service statistics)

Parks & Open Space

| | 2011 | 2012 |
|---|--------|--------|
| Acreage owned* | 63,696 | 61,728 |
| Acreage protected through easements | 36,134 | 36,717 |
| Miles of trails maintained (various uses) | 114 | 113 |
| People served through programs | 17,272 | 26,241 |

*Acreage decrease is due to more accurate mapping technology utilized in 2012



Community, Housing & Human Services

| | 2011 | 2012 |
|--|---------|---------|
| People served through: | | |
| Community Justice Services | 4,321 | 4,435 |
| Community Action Program | 690 | 130 |
| Head Start preschool (children served) | 194 | 198 |
| Aging services (number of contacts made) | 147,538 | 170,717 |
| Housing programs | 3,817 | 3,976 |
| Human services benefit programs | 68,664 | 71,617 |

Sheriff's Office

| | 2011 | 2012 |
|----------------------------------|-------|-------|
| Traffic related citations | 2,746 | 2,538 |
| Crime reports (non-traffic) | 6,312 | 6,213 |
| Arrests made: | | |
| Adult | 2,242 | 2,214 |
| Juvenile | 229 | 171 |
| Documents served | 3,165 | 2,940 |
| Number of inmates booked in jail | 9,340 | 9,603 |
| Detective cases assigned | 1,265 | 1,106 |



Land Use (Planning/Zoning/Building)

| | 2011 | 2012 |
|---|-------|-------|
| Permits issued | 2,119 | 1,681 |
| Building inspections | 5,690 | 6,777 |
| Zoning/subdivision dockets processed for: | | |
| Non-urban planned unit development | 1 | - |
| Special uses | 8 | 9 |
| Subdivision exemptions | 14 | 14 |
| Oil & gas development | 3 | 1 |
| Site plan application reviews | 171 | 158 |

Transportation

| | 2011 | 2012 |
|--|------|------|
| Miles of county maintained roads | 648 | 648 |
| County maintained bridges over 20 feet in length | 79 | 79 |
| Lane miles of county-owned bike paths | 88 | 90 |

Data gathered from the 2012 & 2011 Boulder County CAFR's as well as from various county departments and offices.

In 2012, the local economy in Boulder County began to recover from the recent national recession. Unemployment rates decreased from 5.8% to 5.5% in the 4th quarter of 2012. Retail sales and associated sales tax revenues began to increase as consumer confidence and spending improved. The county continues to offer a unique and attractive environment for businesses with a highly educated population, a world-class university, and a high concentration of research and technology laboratories in the area.

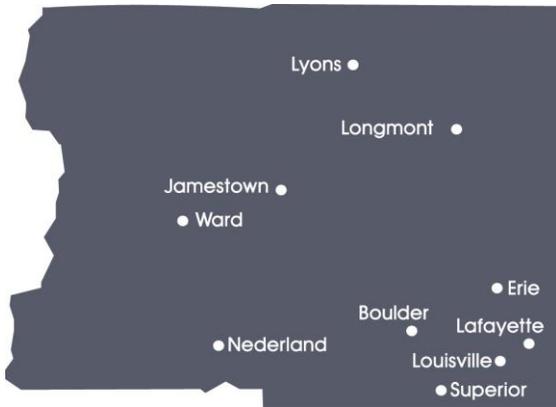
Governmental Profile

| | |
|--------------------------------------|-----------------|
| Operating Budget (2012) | \$321,707,822 |
| Mill levy (2012) | 24.645 mills |
| County sales tax rate (2012) | 0.80% |
| Total assessed property value (2011) | \$5,602,968,410 |

Geographic Profile

| | |
|--------------------------------|---------------|
| Incorporated area | 742 sq. miles |
| Highest elevation (Longs Peak) | 14,256 feet |
| Lowest elevation | 4,986 feet |

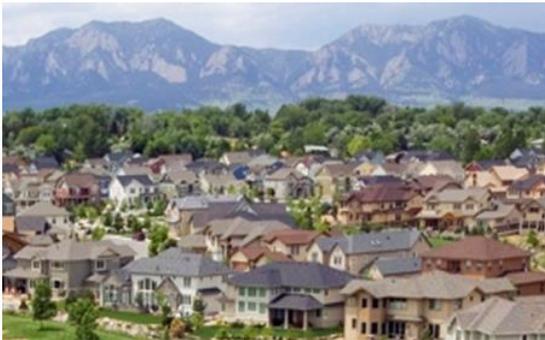
As of 2012 per 2013 Budget Book



Demographic/Economic Profile

| | |
|-------------------------------------|----------|
| Population (2012) | 299,378 |
| Median age (2012) | 36.4 |
| Median household income (2006-2010) | \$64,839 |
| High school graduates (2006-2010) | 93.7% |
| College graduates (2006-2010) | 57.0% |
| Unemployment rate (2012) | 5.5% |
| Poverty rate (2006-2010) | 12.8% |
| Cost of living index (Jan 2011) | 103.1 |

Source: 2012 CAFR Statistical Section; U.S. Census Bureau surveys and statistics



Housing Statistics

| | Owner-occupied | Renter-occupied |
|---------------------------|----------------|-----------------|
| Percent of total housing | 62.3% | 37.7% |
| Average household size | 2.55 | 2.07 |
| Median value/monthly rent | \$352,800 | \$996 |
| Vacancy rate | 1.6% | 2.4% |

As of 2010 per US Census Bureau American Community Survey



Top 5 Private Sector Employers

| Company | Type of Business | # of employees* | % of workforce |
|--------------------|---------------------------------|-----------------|----------------|
| IBM Corporation | Computer systems/services | 2,800 | 1.55% |
| Ball Corporation | Aerospace manufacturing | 2,033 | 1.13% |
| Covidien | Medical equipment manufacturing | 1,870 | 1.04% |
| Wal-Mart Stores | Retail services | 1,400 | 0.78% |
| Seagate Technology | Computer storage devices | 1,101 | 0.61% |

Source: Boulder County 2012 CAFR – Statistical Section

*estimated

CONDENSED STATEMENT OF NET POSITION

(in thousands of dollars... '000s)

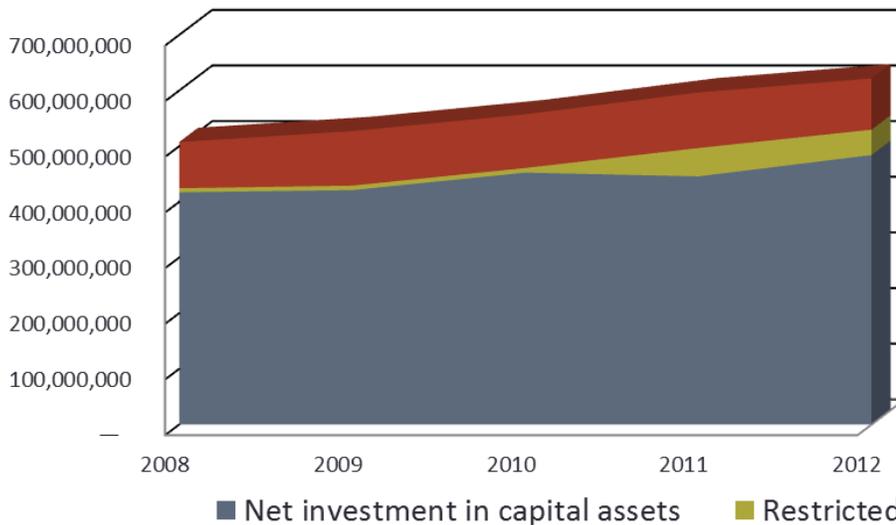
| | 2011 | 2012 |
|----------------------------------|-------------------|-------------------|
| ASSETS | | |
| Current and other assets | \$ 337,805 | \$ 357,185 |
| Capital assets | 721,700 | 736,061 |
| Total assets | 1,059,505 | 1,093,246 |
| LIABILITIES | | |
| Current liabilities | 162,128 | 185,015 |
| Non-current liabilities | 300,598 | 286,255 |
| Total liabilities | 462,726 | 471,270 |
| NET POSITION | | |
| Net investment in capital assets | 445,830 | 484,192 |
| Restricted | 51,007 | 45,597 |
| Unrestricted | 99,942 | 92,187 |
| Net Position | <u>\$ 596,779</u> | <u>\$ 621,976</u> |

The **Statement of Net Position**, similar to a balance sheet, presents the county as a whole and is a useful indicator of the county's financial position.

The largest portion of the county's net position (78%) is the county's net investment in capital assets. This includes land, buildings and improvements, infrastructure, equipment and software, less any related debt used to acquire those assets that is still outstanding. These assets are used to provide services to the public and, consequently, these assets are not available for future spending.

Restricted net position (7%) represents resources that are subject to external restrictions on how they may be used. External restrictions include statutory requirements, contracts, grants, or other legally binding agreements.

Unrestricted net position (15%) represents funds that are available for the County to use to meet day to day operating needs.



Net Position by Component

Last 5 years

The county's net position has grown over the past 5 years with the most significant growth being in the restricted category. These are funds derived from external sources subject to restrictions, such as contracts or statutory regulations.

The **Statement of Activities**, similar to an income statement, shows the county's revenues (income) and expenses in various areas of service. The bottom line is the change in net position, or net income or loss for the year.

Revenues come from a variety of sources including program revenues (fees collected directly from residents that use specific services and funding from federal/state and other grant sources) and general revenues (derived primarily from various taxes, including property, sales and use taxes). Revenues increased over the prior year by \$4.2 million primarily because of increased grant funding.

Expenses include all of the costs the county pays to provide day to day services to residents. Spending is tracked by activities, also referred to as functions, which are the major categories where the county spends money. Spending increased by \$19.3 million over the prior year, primarily in grant-funded programs in the health & welfare and highways & streets functions.

| CONDENSED STATEMENT OF ACTIVITIES | | |
|--|-------------------|-------------------|
| (in thousands of dollars...'000s) | | |
| | 2011 | 2012 |
| REVENUES | | |
| Program revenues | \$ 100,690 | \$ 108,122 |
| General revenues | 181,828 | 178,612 |
| Total revenues | 282,518 | 286,734 |
| EXPENSES | | |
| Governmental activities | 218,886 | 237,976 |
| Business-type activities | 24,450 | 24,653 |
| Total expenses | 243,336 | 262,629 |
| CHANGE IN NET POSITION | 39,182 | 24,105 |
| Net position, beginning of year* | 557,597 | 597,871 |
| Net position, end of year | \$ 596,779 | \$ 621,976 |

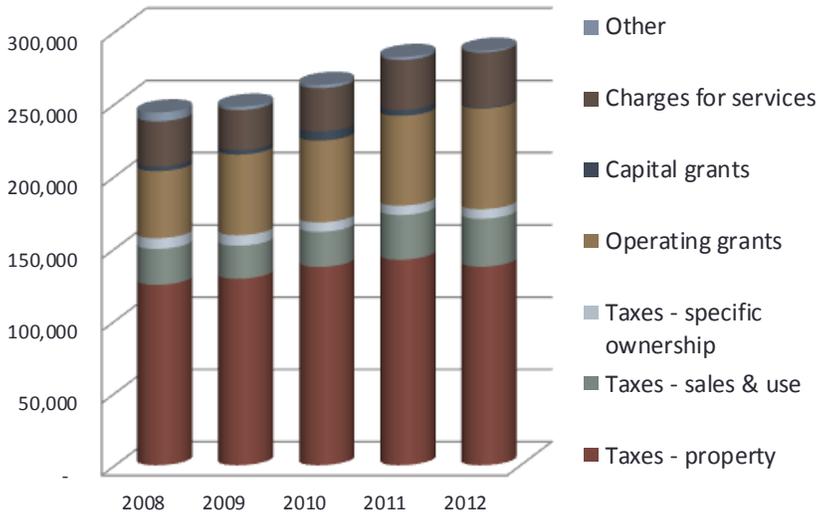
* The beginning of year net position for 2012 includes an adjustment for a merger between the Boulder County Housing Authority and the Louisville Housing Authority, which increased the beginning net position by approximately \$1.1 million.

The revenues and expenses of a government can typically be broken down into several categories. More information and details regarding the various types of revenues and expenses and the changes in each category can be found on pages 10-12.



Revenue by Source

Last 5 years • in thousands



Property taxes are the largest source of revenue for the county and account for 48% of total revenues in 2012. The direct tax rate for the 2011/2012 assessed/collected years was 24.645 mills, which is broken out as follows:

| | |
|----------------------------|---------------|
| General | 19.875 |
| Road & bridge | 0.186 |
| Public welfare | 1.097 |
| Developmental disabilities | 1.000 |
| Health & human services | 0.396 |
| Capital expenditures | 0.894 |
| Temporary safety net | <u>0.900</u> |
| TOTAL | 24.645 |

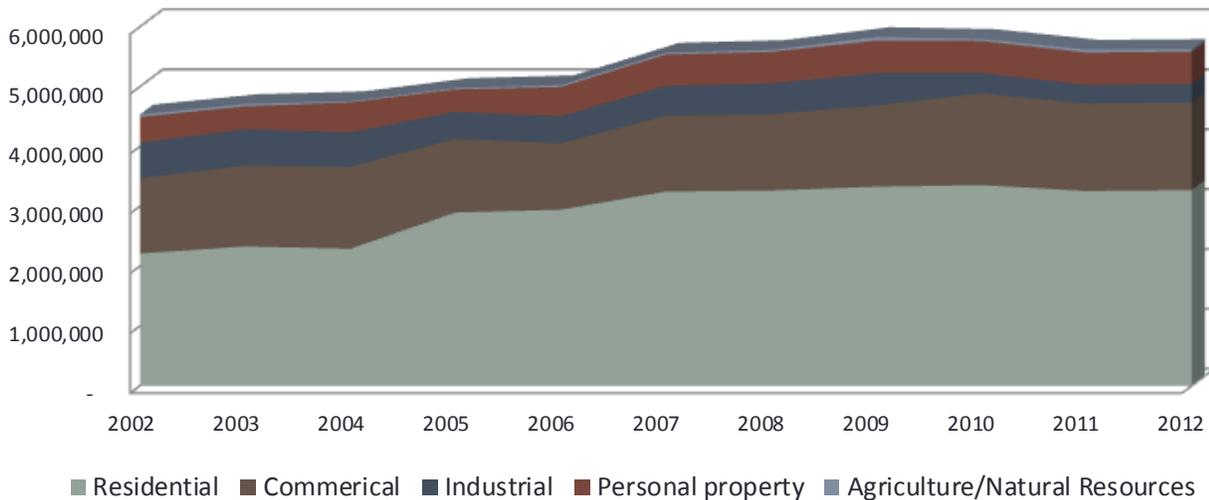
The direct tax rate is calculated per \$1,000 assessed property valuation, meaning that a rate of 24.645 mills results in \$24.645 per \$1,000 of assessed valuation. Property values are assessed every other year by the Boulder County Assessor's Office. Property tax payments are collected by the Treasurer's Office.

Boulder County's total taxable assessed property valuation in 2012 was \$5.6 billion, a slight increase over the prior year. Boulder County collected approximately \$137 million in property taxes in 2012, down \$4.8 million from the prior year.



Total Taxable Assessed Property Values

Last 10 years • in thousands



Sales taxes are another significant source of revenue for the county, making up approximately 10.0% of total county revenues in 2012. The sales tax rate in 2012 was 0.80%, consistent with the prior year.

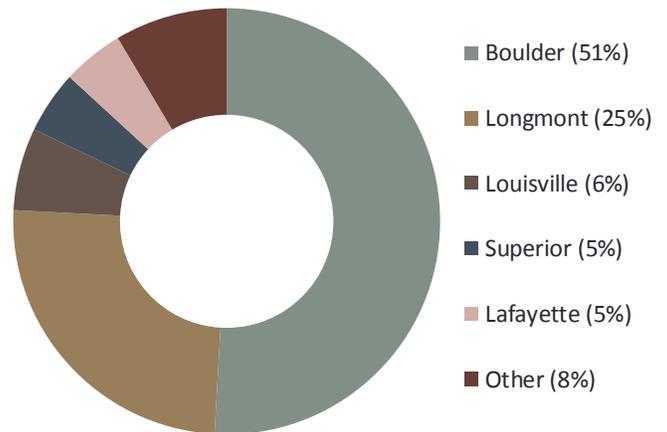
The total county sales tax rate is made up of the following rates (expiration dates are included for those rates that expire):

| | |
|---|--------------|
| Non-profit Human Services (exp. 2018) | 0.05% |
| Jail Improvement & Ops (perpetuity) | 0.05% |
| County Road & Transit (exp. 2024) | 0.10% |
| Open Space (exp. 2019) | 0.25% |
| Open Space (exp. 2029) | 0.10% |
| Open Space (exp. 2024, .05% perpetuity) | 0.10% |
| Open Space (exp. 2030) | <u>0.15%</u> |
| TOTAL | 0.80% |

Boulder County collected approximately \$28.7 million in sales taxes in 2012, up \$1.7 million from the prior year. The increase is an indication that consumer spending is on the rise in the region.



Sales Tax by Municipality in 2012



For more information regarding sales taxes, refer to our website at: <http://www.BoulderCounty.org/doc/adminservices/salesusetax.pdf>



Program revenues, which include operating and capital grants as well as charges for services, made up 38% of the county's revenues and totaled \$108.4 million in 2012, an increase of \$7.4 million over the prior year. This increase was primarily related to operating grants which increased by \$7.9 million, or 12.8%. The additional funding received in 2012 was for the Better Buildings program, also known as EnergySmart. This three-year, \$25 million program funded by the U.S. Department of Energy completed its second year in 2012 when activity ramped up significantly and the program gained traction within the community. More information can be found on page 16.

Governments track **expenses** by the type of activity the money is being used for. These activities are also called functions.

In 2012, the majority of the county's spending was on general government, health and welfare and public safety. Total spending increased by \$19.3 million, nearly 8%, in 2012. The most significant increases were to conservation, highways & streets and health & welfare.

| EXPENSES BY FUNCTION | | |
|-------------------------------------|-------------------|-------------------|
| <small>in thousands ('000s)</small> | | |
| | 2011 | 2012 |
| GOVERNMENTAL ACTIVITIES | | |
| General government | \$ 65,185 | \$ 66,742 |
| Health & welfare | 48,875 | 56,455 |
| Public safety | 41,476 | 40,986 |
| Conservation | 23,946 | 29,871 |
| Highways & streets | 17,986 | 21,490 |
| Economic opportunity | 10,947 | 11,295 |
| Debt service | 10,105 | 10,633 |
| Urban redevelopment | 367 | 504 |
| Governmental activity total | 218,887 | 237,976 |
| BUSINESS-TYPE ACTIVITIES | | |
| Recycling Center | 7,520 | 6,331 |
| Eldorado Springs LID | 199 | 142 |
| Housing Authority | 16,731 | 18,180 |
| Business-type activity total | 24,450 | 24,653 |
| TOTAL EXPENSES | \$ 243,337 | \$ 262,629 |

Conservation spending increased because of increased activity in the Better Buildings grant program (refer to page 16 for more information).

Spending on highways & streets increased with several new projects including improvements to intersections and new programs promoting alternative modes of transportation.

Health & welfare spending increases resulted from new Temporary Safety Net funding approved by voters in 2010.

Boulder County's Functions

General Government – supports all county offices and departments that serve the public. This includes public information, intergovernmental relations, creating and implementing the county's policy, assessing and collecting taxes, and management of the county budget.

Conservation – conserves natural, cultural and agricultural resources and provides public uses that reflect sound resource management and community values.

Public Safety – protects the public and keeps people safe with character, competence, and open communication.

Health & Welfare – works to protect, promote, and enhance the health and well-being of all people and the environment, supports and protects our county's diverse community, and promotes economic independence and self-sufficiency.

Economic Opportunity – provides comprehensive and effective employment, training and supportive services for all job seekers and employers.

Highways & Streets – provides and maintains a reliable network of roadways, bikeways, trails and transit service while ensuring the health, safety and welfare of the public.

Urban Redevelopment/Housing – supports and sustains healthy communities that strengthen individuals and families while promoting human dignity and hope for the future. Also promotes innovative development that effectively balances conservation, development, and sustainability.

The county's **assets** totaled \$1.09 billion at the end of 2012. **Capital assets** make up 68% of county-owned assets and total \$736 million.

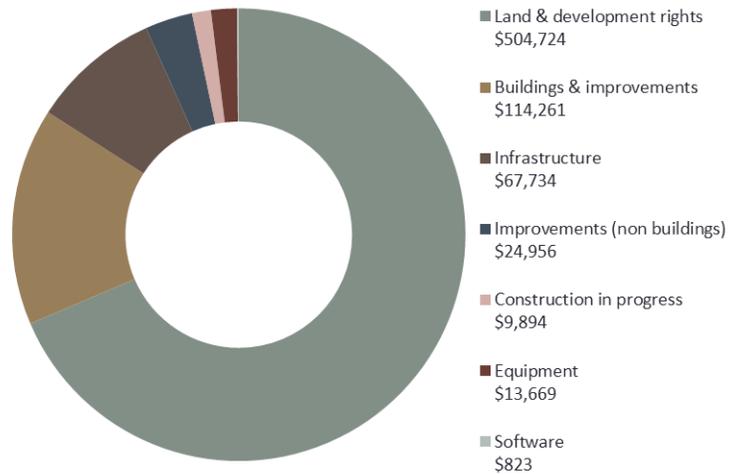
Capital assets are assets owned by the county that are expected to be used for long periods of time such as land, buildings and roads.

The county has a significant investment in land and development rights, primarily open space land and conservation easements purchased with voter-approved tax funding.

Capital assets increased by \$14.4 million from 2011 to 2012 due primarily to purchasing of additional open space land and easements.

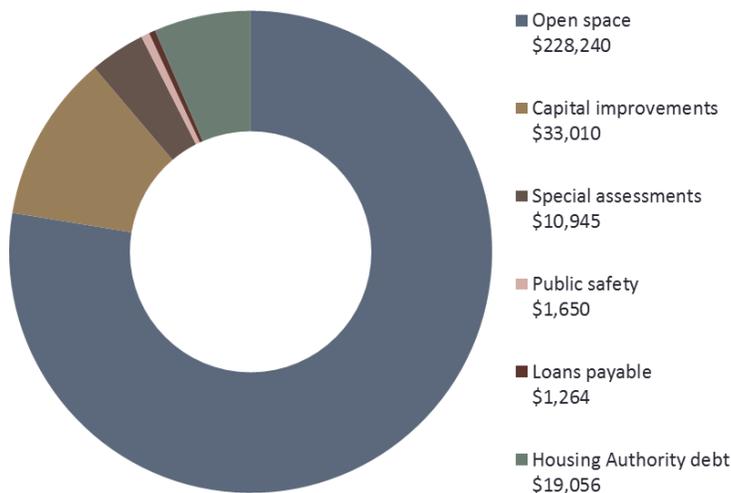
Capital Assets by Category

Depreciated value at year-end • in thousands



Debt Outstanding by Purpose

Principal only at year-end • in thousands



Long-term debt is a common way for governments to raise funding for large, long-term projects. At the end of 2012, Boulder County owed a total of \$286 million in long-term debt to creditors, which makes up 61% of total liabilities at the end of the year. In 2012, the county issued Certificates of Participation totaling \$23.9 million dollars, the proceeds of which are being used to construct facilities in Longmont to adequately meet the needs of county offices in that location and to build a new Coroner's facility in Boulder. The majority of the county's debt outstanding at year end (78%) has been used to conserve land through acquisitions and conservation easements.

St. Vrain Complex Redesign/Rebuild

The county began to design a major addition to the St. Vrain Complex in 2012. The current facility in downtown Longmont provides health and human services functions, motor vehicle registration and other functions of the County Clerk's office as well as other administrative offices. The plan will call for deconstruction of the one-story portion of the campus, replacing it with a three-story, 75,000-square-foot addition. Parking also will be added to the campus to meet client and employee needs. The overall goal for the project is to enhance the integration of human services functions and provide an improved client experience, while meeting the highest possible environmental and energy-efficiency standards.

During construction, the existing three-story building on the campus, including motor vehicle registration, Boulder County Public Health, and Mental Health Partners services, will remain open. Housing and Human Services functions will move to 1921 Corporate Circle in Longmont, beginning in September 2013. The addition at 529 Coffman Street is expected to open in mid-2015 as the first-ever building in Longmont to be certified as Platinum through the nationally recognized LEED program, or Leadership in Energy and Environmental Design.

Coroner's Facility



For many years the Coroner's Office has been located in the back of the Boulder County Justice Center with many activities occurring offsite. In 2013 work began to design and build a new Coroner's facility in Boulder adjacent to the Sheriff's Headquarters. The new 9,000 square foot building will consolidate all Coroner's Office activities and needs into one state-of-the-art facility. Groundbreaking is expected in late 2013 with completion scheduled for 2014.

Mining Museum & Hard Rock Mining Tours

In 2012 the county acquired the Nederland Mining Museum, a unique 1937 stone building located in historic Nederland. In 2013, the museum and other historical hard rock mining sites throughout the county will be improved with better public access, interpretive panels and formal tours led by Parks & Open Space staff. These historic and educational mines play a vital role in the history of Boulder County.

Parks & Open Space Improvements

In partnership with the Town of Lafayette, Boulder County plans to complete the final phase of the Flagg Park Trailhead improvements in 2013, improving parking and amenities which will allow this area to serve as a regional trailhead for this extensive trail system.

Improvements are also planned for Walker Ranch, Betasso Preserve, Pella Crossing, Castle Rock, Rock Creek, and several other trailheads throughout the county.

Additionally, improvements are planned to several education sites, including the Agricultural Heritage Center in Longmont and the Harney-Lastoka Farm in Lafayette (a joint effort with the Cities of Louisville and Lafayette). Design work will begin on the Braly Barn (circa 1903) in unincorporated Boulder County to include a classroom and the ability to host tour groups in the future.



In support of the county's vision, the County Commissioners have adopted three overarching initiatives.



COLLABORATION

To improve the quality of county government by fostering interdisciplinary work, standardizing policies and public data, utilizing best practices in technology, and coordinating project management between departments and offices.

The **Collaboration Initiative** aims to improve collaboration across departments and ensure that internal government operations are smooth and efficient. While much of this work happens behind the scenes, these projects improve the level of service enjoyed by the public. Projects in 2012 included:

Technology Resources Advisory Committee

This internal committee advises the Commissioners on technology strategies. Tasks include policy review and project prioritization. This year, the committee approved a movement of more than \$193,000 from low priority or stagnant projects to more relevant tasks like webpage updates and e-faxing capabilities.

Consortium of Cities

The consortium is a group of elected officials from cities and towns throughout Boulder County that meets regularly to work on countywide policy issues. Including voices from throughout the county promotes interaction and communication among local governments for the benefit of all county residents. Most recently, this group convened the Water Stewardship Task Force regarding regional water management and conservation. The Task Force's final report can be found online at:

<http://www.BoulderCounty.org/doc/bocc/cocwstffinalreportwattachments.pdf>

The **Public Service Initiative** provides employees with best practices in their daily interactions with the public. This initiative focuses on staff training and public outreach.

In order to better serve the public, staff members need to be trained and given opportunities to develop as leaders. Programs like the Institute of Public Service and the Leadership Academy teach participants about the county and what it means to serve the public. Participants also work on developing their own leadership style and applying what they've learned to a variety of topics that can impact the county on many levels, including implementing Lean Government strategy and increasing effectiveness of Boards and Commissions.



PUBLIC SERVICE

To enhance the quality of communication and service delivery between county employees and the public.

In 2012, the county launched a newly redesigned website. The county has also continued its use of social media to keep residents updated on events across the county. Follow us online and stay informed!

Main webpage: www.BoulderCounty.org

Facebook, Twitter, YouTube & Flickr:
www.BoulderCounty.org/news/pages/socialmedia.aspx

SUSTAINABILITY

To implement environmentally sustainable operations and policies in county government and to foster sustainable practices in the wider community.

Boulder County is committed to sustainability and is widely recognized as a leader in sustainable practices among governments. The county's long-term goal is to be a model for the balance of environmental integrity, economic vitality and social equity, including:

- Wise use of natural and economic resources
- Resource efficiency, including energy, fuel and other resources
- Waste reduction, including reuse and recycling practices
- Changes to building and land use practices
- Education and encouragement of the broader community

The county approaches sustainability on many fronts, including waste reduction, energy consumption, transportation, and land use. In 2012, the county published the Sustainability Plan which outlines the county's goals and priorities in this area. Find the full plan online at:

www.BoulderCountySustainability.org



energySMART
Your Efficiency Solutions

EnergySmart is an innovative program aimed at helping homeowners and businesses throughout Boulder County become more efficient and comfortable. This is done through energy assessments by skilled advisors offering energy efficiency upgrade options customized for each participant. Financial incentives that have been available include rebates and low interest loans.

Since the program launched in January 2011, it has made a significant impact on the community, reaching more than 10,700 homes and 2,700 businesses and providing more than \$3 million in rebates for participants completing qualified energy efficiency upgrades to their properties.

EnergySmart is funded by the American Recovery & Reinvestment Act through a grant from the U.S. Department of Energy. This three-year, \$25 million program runs through September 2013 and represents a collaborative effort involving Boulder County and the cities of Boulder and Longmont. The county has committed to funding this project beyond the grant deadline through the end of 2013.

www.EnergySmartYES.com

Local food & agriculture is a key part of Boulder County's sustainability plan. The county is committed to the production of locally grown foods. We promote sustainable, safe and healthy practices, including locally grown organic production.



Boulder County owns approximately 30,000 acres of agricultural land, including more than 1,500 acres of organic farmland.

Transportation practices play an important role in sustainability. The county promotes and invests in programs that support healthy commuting options like biking, walking, carpooling or use of public transit.

In 2012, through partnerships with transit service providers and organizations and grants from the Colorado Department of Transportation, the county:

Public Transit

- Helped more than 5,500 riders get bus passes using various EcoPass subsidies.
- Provided summer shuttle service between Lyons and Boulder free of charge to 2,514 riders.
- Provided free shuttle service at the Hessie Trailhead to 5,040 riders, significantly reducing congestion at this popular trailhead.
- Hosted Multi-modal Week for staff in conjunction with Bike to Work Day with 540 employees offsetting more than 13,600 miles through bicycling, busing and carpooling.

Bicycling

- Funded 2 community B-cycle stations, facilitating more than 2,200 rides by county staff in 2012.
- Published a Boulder County Bike Map that includes various cycling routes and information on safe riding practices. The map can be found in various county offices and online at:

<http://www.bouldercounty.org/roads/transit/pages/default.aspx>

Zero Waste is a resource management strategy aimed at reducing waste at every step in the product lifecycle, from production to disposal.

In 2005, the county adopted a resolution to reach Zero Waste (or darn near) by 2025. Since then, the county has built Zero Waste into its day-to-day activities. Some of the steps we've taken include:

- Employees receive education on Zero Waste practices
- County offices have bins for recycling and composting
- Paper purchased by the county is made of 100% post-consumer recycled content
- All county run meetings and events must be zero waste events, including compostable food service materials
- Vendors and bidders wishing to do business with the county are required to meet certain Zero Waste standards

The Boulder County Recycling Center offers single-stream recycling and processes over 45,000 tons of material a year. The facility also offers guided tours and educational activities and helps local events and festivals achieve Zero Waste.

In 2012, the Recycling Center reached a significant milestone, processing more than half a million tons since the center opened in 2002!

For more information on Zero Waste programs or how and where to recycle materials in Boulder County, visit us online at:

www.BoulderCounty.org/Sustainability

For more information on transportation and commuting programs available, visit the county's mobility webpage at

www.BoulderCounty.org/roads/transit

AWARDS



Each year, the Pinnacle Awards program recognizes projects and programs that exemplify the county's guiding values to provide excellent public service.

The awards are presented in six categories. Congratulations to all of the 2012 award recipients!

Public Service: Projects that demonstrate how the County is providing the best in public service, including long-established efforts that demonstrate continuous high performance.

Winner: Josephine Commons

Josephine Commons is a 153-unit innovative affordable housing development in Lafayette for low-income seniors, families, and individuals. The project was completed in August, and within five days it was fully leased.



Stewardship and Sustainability: Projects that demonstrate significant improvements in efficiency, safety or environmental awareness.

Winner: EnergySmart This grant-funded program began in 2011 with a goal of helping homes and businesses throughout the county assess ways to cost effectively reduce energy consumption. Refer to information regarding Sustainability programs on page 16.

Public Involvement: Projects that provide opportunities for residents to actively participate in government to enrich the services we provide.

Winner: Forest Health Outreach: Focused on Wildfire Mitigation and Wildfire Awareness Month

The goal of this outreach program is to educate landowners and give them the tools necessary to implement effective wildfire mitigation on their land. The program reached well over 575 individuals and the Forest Health Outreach eNewsletter has more than 500 subscribers.



Innovation: New projects that are progressive and visionary, improving our organization in ways that will be models for other government organizations.

Winner: Artist-in-Residence

The Parks and Open Space department restored the DeLonde Barn located on Caribou Ranch Open Space in 2006. The Artist-in-Residence Program reuses the historical structure and provides an opportunity for artists to pursue their work day and night for a week in the inspiring landscape and history of Caribou Ranch.

Collaboration and Teamwork: Projects that use cross-functional work teams to accomplish what we couldn't do alone.

Winner: Hessie Trailhead Parking and Shuttle Program

The shuttle service was able to leverage an existing parking facility, reduce vehicle traffic and speeding through Eldora and for the first time residents who do not own a car were provided access to the Indian Peaks Wilderness.

Commissioners' Choice

Winner: Boulder County Workplace Improvement Team

The Community Justice Services Division implemented an organizational change model to increase staff engagement and support a high quality workplace environment for staff. A 2009 staff survey showed that only 35% felt that their good actions at work were recognized frequently. A recent survey now shows that 85% felt appreciated at work and 88% indicated they recognized the work of others in the division on a regular basis.

AWARDS



Boulder County's in-house Zero Waste Program received the award for **Outstanding Government or Nonprofit Recycling/Diversion Program** from the Colorado Association for Recycling.

The Bureau of Land Management honored Boulder County with an **Excellence through Stewardship Award** in March 2012 for its coordination and implementation of rehabilitation efforts in the Fourmile Canyon Fire burn area.

Boulder County earned nine **Achievement Awards** this year from the National Association of Counties (NACo) for the following programs.

Community/Economic Development – Boulder County Circles Campaign

A local collaboration of government and nonprofit agencies, faith communities and business partners working together to end poverty in Boulder County one family at a time.

Environmental Protection and Energy – Boulder County Cropland Policy

A community involvement project involving thousands of local residents to craft a policy that outlines regulations for the use of agricultural land owned by Boulder County.

Human Services – CARS Process Improvement Initiative

An effort to improve the client experience and employee knowledge base for caseworkers providing client self-sufficiency and community support services.

Emergency Management and Response – Fourmile Canyon Fire Recovery

A multi-department team of employees focused on helping the community rebuild after the Fourmile Canyon Fire, which destroyed more than 160 homes in 2010.

Children and Youth – Head Start Family Garden Project

A program linking Head Start preschool families with specially trained, certified Master Gardeners to teach children and families about gardening at home, providing them with new and healthy eating choices.

Arts and Historic Preservation – Plein Air Art Exhibit

A show of dozens of works of juried art, created outdoors by local resident artists using the beautiful backdrop of Boulder County open space.

Human Services – Healthy Kids Community-Based Program

A program to improve child health by linking all eligible children, families and pregnant women in Boulder County to available benefits and health coverage options, ensuring that every eligible child has insurance coverage and access to health care.

Civic Education and Public Information – Parks and Open Space Social Media Outreach

A strategy to increase community involvement and residents' understanding and appreciation of open space by using Facebook and other social media to foster interactive dialog about programs, activities and properties.

Transportation – Lyons Community Eco Pass Program

A pilot program to provide more than 1,500 transit passes to residents of the Town of Lyons to encourage the use of bus transit as an alternative means of transportation.



ACCOMPLISHMENTS

The **Dry Creek Trail** in Niwot opened in May 2012 for hikers, bikers, and equestrians. The soft-surface 1.7 mile trail runs from the Left Hand Valley Grange Park trailhead to Niwot Road which completes a loop in the Niwot Trails system providing a complete loop through the town.

The **Wilderness Early Learning Center**, an early childhood learning center, opened its doors in August 2012. The center represents a unique model in childhood services that brings together high quality education, medical, social-emotional, language and other community support all in one facility. Wilderness Early Learning Center is a collaborative community project and parallels the principles of the Early Childhood Council of Boulder County's "Early Childhood Framework". The founding partners are the City of Boulder and Boulder County.

The **Lyons to Boulder Shuttle** offered free weekend service between Lyons and Boulder from May 25 until August 31. The shuttle ran back and forth from the Boulder Transit Center to the Lyons Park-n-Ride, stopping along the way in multiple locations. A total of 2,514 riders used the shuttle over the course of the summer.

The **Employee University** began offering employees free college credit and a Boulder County Management Basics certificate upon completion of three classes in Management, Leadership, and Communication.



A **Virtual Hard Rock Mining Tour** created by the Parks and Open Space Department explores the history of county's hard rock mining through historical and present-day photos, videos, oral histories and an interactive educational site that includes mining and milling sites, and the Switzerland Trail Railroad line. Find it on the county's website at:

<http://www.BoulderCounty.org/os/culture/pages/hardrockmining.aspx>



Contact Information

For a complete listing and addresses, visit the Boulder County website at
<http://www.BoulderCounty.org/find/maps/pages/offices.aspx>

| | | | |
|---|-----------------|---------------------------------------|---------------------|
| ADMINISTRATIVE SERVICES | JANA PETERSEN | DISTRICT ATTORNEY'S OFFICE | STAN GARNETT |
| Main office (front desk) | (303) 441-3525 | Main office | (303) 441-3700 |
| · Board of Equalization | | HOUSING & HUMAN SERVICES | FRANK ALEXANDER |
| · Building Services | | Finance & Operations | (303) 441-1090 |
| · Business Operations | | Family & Children's Services | (303) 441-1000 |
| · Financial Services | | Housing Authority | (303) 441-3929 |
| · Human Resources (jobs & volunteering) | | Self Sufficiency, Community | |
| · Information Technology | | Support, and Resident Services | (303) 441-1000 |
| · Printing & Mailing | | LAND USE | DALE CASE |
| · Purchasing (bids & contracts) | | Main office | (303) 441-3930 |
| · Resource Conservation | | Building code questions | (720) 564-2640 |
| · Risk Management | | Building Safety & Inspection Services | (303) 441-3925 |
| ASSESSOR'S OFFICE | JERRY ROBERTS | Planning Division | (720) 564-2627 |
| Main office | (303) 441-3530 | Zoning Division | (720) 564-2639 |
| CLERK & RECORDER'S OFFICE | HILARY HALL | PARKS & OPEN SPACE | RON STEWART |
| Main office | (303) 413-7700 | Main office | (303) 678-6200 |
| Elections | (303) 413-7740 | Park Ranger Dispatch | (303) 441-4444 |
| Motor Vehicles | (303) 413-7710 | Agricultural Resources | (303) 678-6234 |
| Recording | (303) 441-7770 | CSU Extension | (303) 678-6380 |
| CORONER'S OFFICE | EMMA HALL | Real Estate | (303) 678-6263 |
| Main office | (303) 441-3535 | Recreation & Facilities | (303) 678-6189 |
| COUNTY ATTORNEY | BEN PEARLMAN | Resource Management | (303) 678-6206 |
| Main office | | Resource Planning | (303) 678-6270 |
| (including open records requests) | (303) 441-3190 | Youth Corps | (303) 678-6104 |
| COMMISSIONERS' OFFICE | CINDY DOMENICO | PUBLIC HEALTH | JEFF ZAYACH |
| | DEB GARDNER | Main office | (303) 441-1100 |
| | ELISE JONES | Addiction Recovery | (303) 441-1275 |
| COMMISSIONERS' DEPUTY | MICHELLE KREZEK | Disease Control | (303) 413-7500 |
| Constituent Services Liaison | (303) 441-1688 | Community Health | (303) 413-7500 |
| Public Information Officer | (303) 441-1622 | Environmental Health | (303) 441-1564 |
| Policy Analysts | (303) 441-4567 | Family Health | (303) 413-7500 |
| Records of public hearings | (303) 441-4564 | SHERIFF'S OFFICE | JOE PELLE |
| Senior Tax Worker Program | (303) 441-4923 | In case of emergency, call 911 | |
| Sustainability | (303) 441-4565 | Dispatch (non-emergency) | (303) 441-4444 |
| COMMUNITY SERVICES | ROBIN BOHANNAN | Office of Emergency Management | (303) 441-3390 |
| Main office | (303) 441-3560 | Records Requests | (303) 441-4600 |
| Area Agency on Aging | (303) 441-3570 | Jail Administration | (303) 441-4650 |
| Community Action Program | (303) 441-3975 | SURVEYOR'S OFFICE | JASON EMERY |
| Community Justice Services | (303) 441-3690 | Main office | (303) 441-1615 |
| Child Protection Reviews | (303) 441-4964 | TRANSPORTATION | GEORGE GERSTLE |
| Head Start Program | (303) 441-3980 | Engineering & Planning | (303) 441-3900 |
| Healthy Youth Alliance | (303) 441-3839 | Road Maintenance | (303) 441-3962 |
| Veterans Services | (303) 441-3890 | TREASURER'S OFFICE | ROBERT HULLINGHORST |
| Volunteer Initiatives | (303) 441-4889 | Property Tax Payments | (303) 441-3520 |
| Workforce Boulder County | (303) 301-2900 | | |



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