



POPULAR ANNUAL FINANCIAL REPORT

Boulder County, Colorado
Fiscal Year Ending December 31, 2013

Residents of Boulder County,

Issued September 26, 2014

This Popular Annual Financial Report (PAFR) issued for the fiscal year ended December 31, 2013 was prepared by Boulder County Financial Services. 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, 2013.

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 report excludes information on discrete component units 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, a legally separate, blended component unit of the county which is therefore included in the county’s business-type activity figures.

Audited reports issued by the county and its component units are available online at www.BoulderCounty.org.

We hope you enjoy reading this report and find the information useful. We invite you to read our audited CAFR online for more detailed information on your county finances. We welcome your questions, comments 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

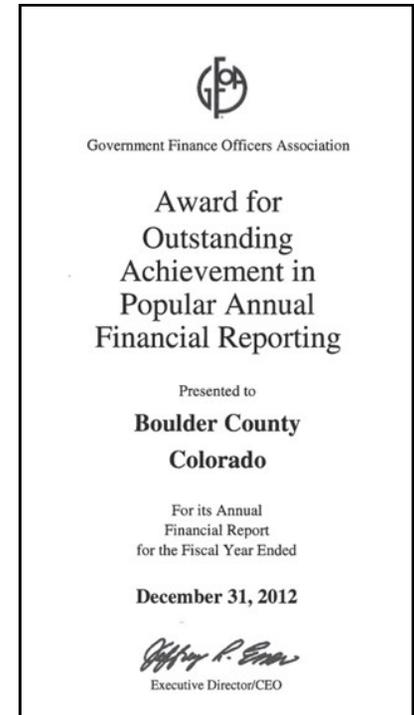
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GFOA Award

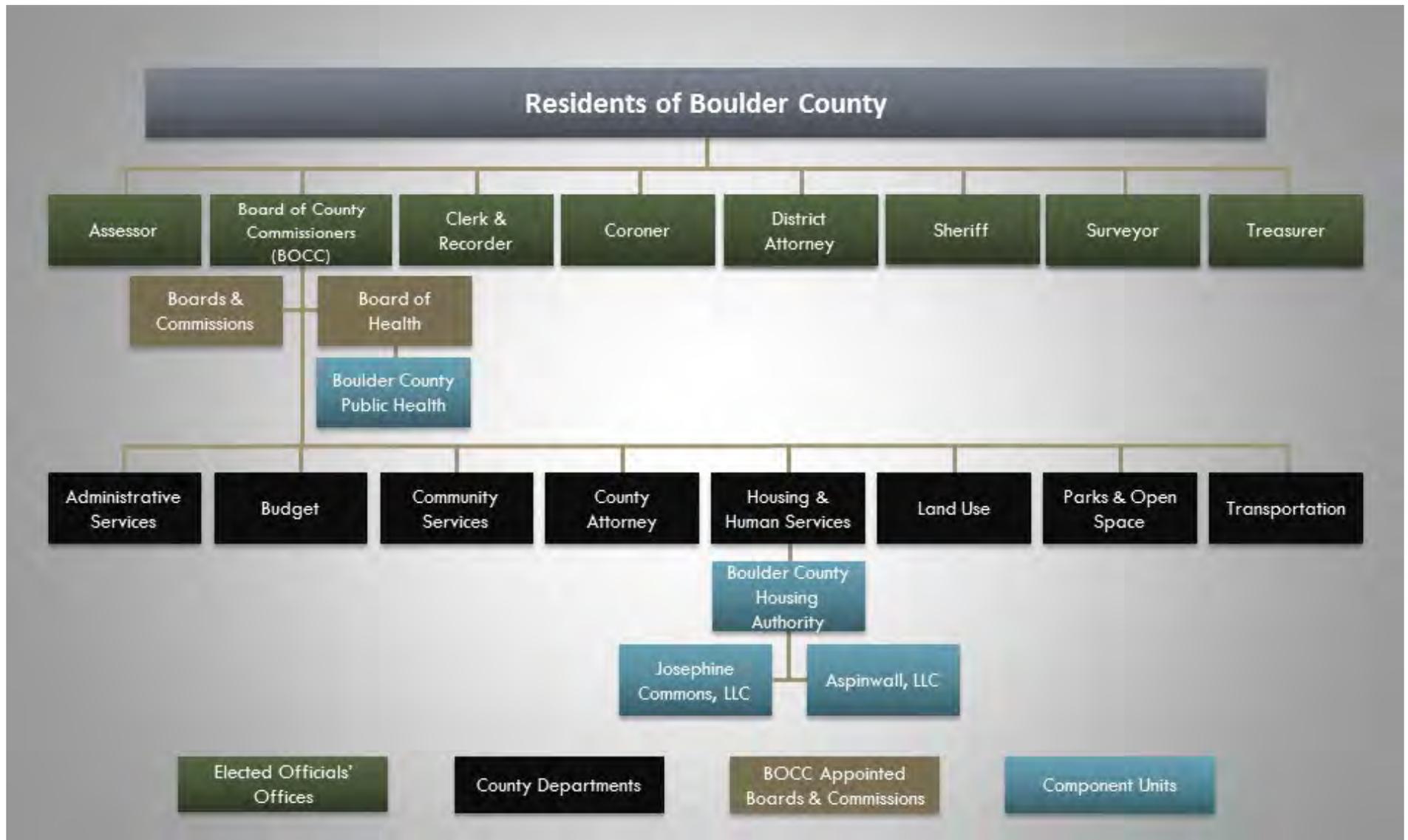
The Government Finance Officers Association of the United States and Canada (GFOA) has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to Boulder County for its Popular Annual Financial Report for the fiscal year ended December 31, 2012. The award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a popular annual financial report, whose contents conform to program standards of creativity, presentation, understandability, and reader appeal.

The Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only. Boulder County believes the current report conforms to the popular annual financial reporting requirements, and it will be submitted to the GFOA for certificate consideration.



Organizational Chart for Boulder County Government



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 1800s. The cornerstone of the original courthouse was laid in 1882. After the original courthouse was destroyed by fire in 1932, it was rebuilt 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 742 square miles. The county's estimated population was 305,388 in 2013, 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.

Geographic Profile

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

Governmental Profile

Operating Budget (2013)	\$319,584,517
Mill levy (2013)	24.645 mills
County sales tax rate (2013)	0.80%
Total assessed property value (2012)	\$5,617,089,739

County Leadership

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 must reside within a specific district, all three commissioners are elected at large and represent the county as a whole.

Board of County Commissioners



Elise Jones
Commissioner
District 1

Cindy Dominico
Chair
District 3

Deb Gardner
Vice Chair
District 2

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 14,256 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. Historic and modern museums, unique music and theater venues and a variety of festivals and farmer's markets pair with numerous award-winning restaurants, craft breweries and distilleries to create a vibrant and active cultural scene, all set against the backdrop of the Flatiron Mountains and Longs Peak.

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

- Boulder - 2013 Best Midsize City for Jobs, #1 (Forbes Magazine)
- Louisville - 2013 Best Places to Live, #1 Rank (Money Magazine)
- Boulder - 2013 Skinniest City in America (Gallup)
- Boulder - 2012 Top 10 Foodie Cities, #3 Rank (Livability.com)
- Superior - 2011 Best Place to Live, #20 Rank (Money Magazine)



Demographic/Economic Profile

Population (2013)	305,388
Median age (2013)	35.9
Median household income (2008-2012)	\$67,403
High school graduates (2008-2012)	94.0%
College graduates (2008-2012)	58.0%
Unemployment rate (2013)	4.4%
Poverty rate (2008-2012)	13.3%
Cost of living index (March 2012)	111.7

Source: 2013 CAFR Statistical Section, U.S. Census Bureau surveys and statistics

Top 5 Private Sector Employers in 2013 (see 2013 CAFR for more information)

Company	Type of Business	# of Employees	% of Workforce
IBM Corp.	Computer systems & services	2,800	1.63%
Ball Corporation	Aerospace manufacturing	2,545	1.48%
Covidien	Medical equipment manufacturing	1,830	1.06%
Wal-Mart Stores, Inc.	Retail Services	1,450	0.84%
Seagate Technology	Computer storage products and services	1,307	0.76%

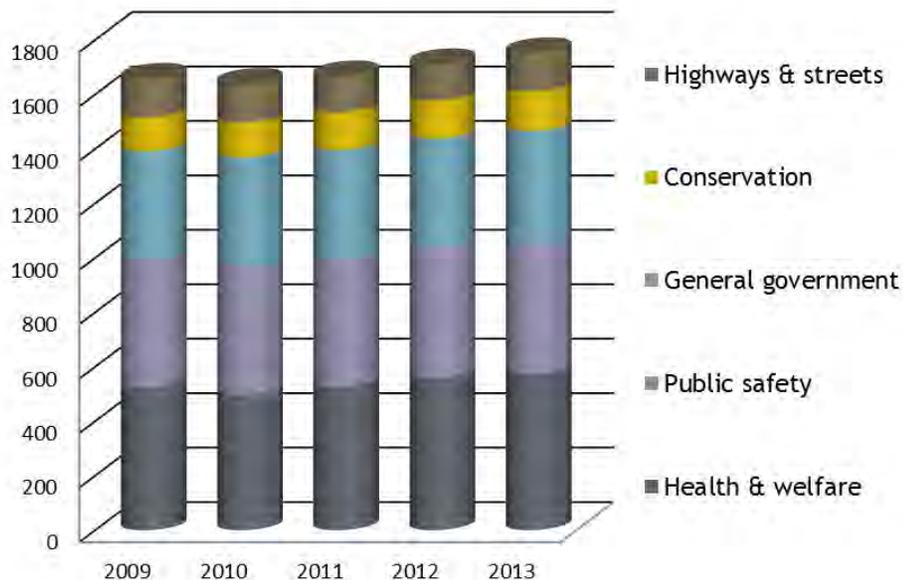


County Staff & Volunteers

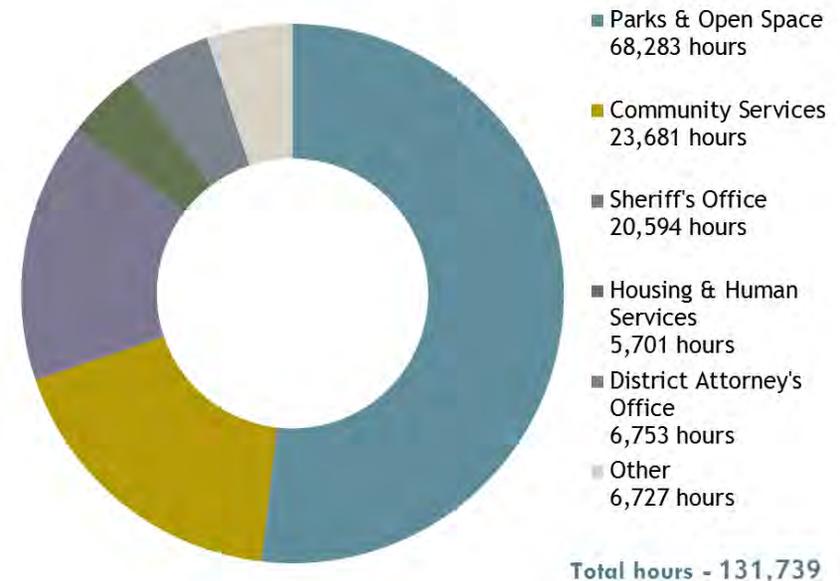
Boulder County strives to build a staff of highly skilled team members committed to making a difference in our community. Employees receive many training and leadership opportunities to continue developing and helping to support our county vision.

At the end of 2013, the county's workforce included just over 1,751 full-time equivalent positions, an increase of 2.4% over the prior year. The majority of the increase was caused by temporary positions created in response to the 2013 Flood. Many of these positions are funded through 2015.

**Full Time Equivalent Employees by Function
Last 5 Years**



**Total Volunteer Hours Contributed in 2013
By Department**



The services provided by the county would not be possible without our valued **volunteers**. The county was fortunate to have 8,560 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 crime victims, 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

SERVICE STATISTICS

Community, Housing & Human Services

People served through:

	2012	2013
Aging Services (number of contacts made)*	170,717	74,765
Community Action Programs	130	100
Community Justice Services	4,435	3,543
Head Start	198	198
Housing programs	3,976	3,779
Human services benefit programs	71,617	74,491

Land Use (Planning/Zoning/Building)

	2012	2013
Permits issued	1,681	2,149
Building inspections	6,777	6,211
Zoning & subdivision dockets processed:		
Special uses	9	9
Subdivision exemptions	14	11
Oil & gas development reviews	1	—
Site plan application reviews	158	132

Parks & Open Space

	2012	2013
Acreage owned	61,728	62,011
Acreage protected through easements	36,717	37,127
Miles of trails maintained (various uses)	113	113
People served through programs	26,241	28,485

Sheriff's Office

	2012	2013
Traffic related citations	2,538	3,430
Crime reports (non-traffic)	6,213	6,400
Arrests made:		
Adult	2,214	2,704
Juvenile	171	133
Documents served	2,940	3,033
Number booked in jail	9,603	8,794
Detective cases assigned	1,106	919

Transportation

	2012	2013
Miles of county maintained road	648	648
County-maintained bridges >20 feet in length	79	79
Lane miles of county-owned bikeways	90	90

Sources

2013 & 2012 Boulder County CAFR's as well as from various county departments and offices.

* Decrease in contacts made in Aging Services is due to changes in the way statistics related to education outreach are reported.



Financial Position

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.

In 2013, changes to accounting regulations added two new components to this statement; deferred outflows and deferred inflows of resources. These items were included with assets or liabilities in previous years.

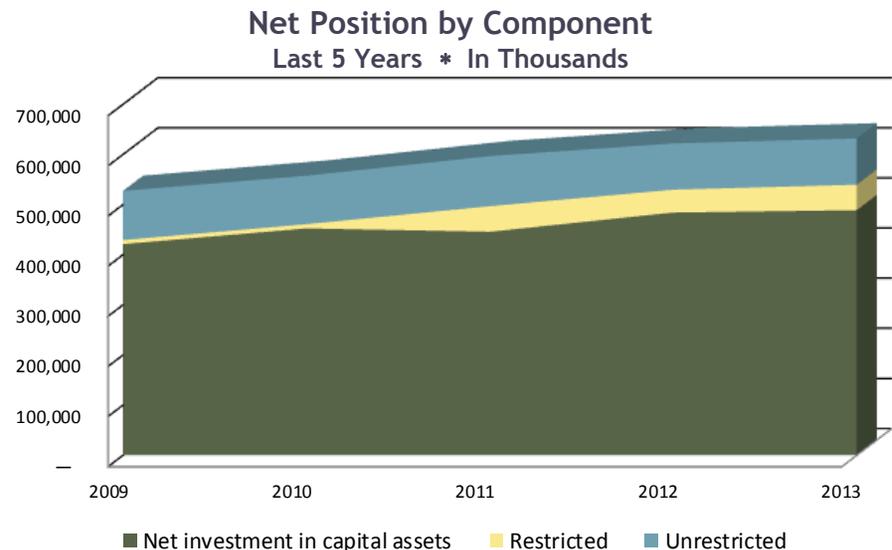
The largest portion of the county's net position (76%) is the county's net investment in capital assets. This includes land, buildings and improvements, infrastructure, equipment and software, less any related debt used to acquire those assets that is still outstanding. These assets are used to provide services to the public and, consequently, these assets are not available for future spending.

CONDENSED STATEMENT OF NET POSITION		
(in thousands of dollars...'000s)		
	2012	2013
ASSETS		
Current and other assets	\$ 357,185	\$ 357,987
Capital assets	736,061	734,063
Total assets	1,093,246	1,092,050
DEFERRED OUTFLOWS OF RESOURCES		
Loss on refundings	-	5,780
Total deferred outflows of resources	-	5,780
LIABILITIES		
Current liabilities	185,015	50,704
Non-current liabilities	286,255	270,273
Total liabilities	471,270	320,977
DEFERRED INFLOWS OF RESOURCES		
Unavailable revenue	-	144,613
Total deferred inflows of resources	-	144,613
NET POSITION		
Net investment in capital assets	484,192	483,028
Restricted	45,597	50,276
Unrestricted	92,187	98,936
Net Position	\$ 621,976	\$ 632,240

Restricted net position (8%) 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 (16%) represents funds that are available for the county to use to meet day to day operating needs.

The county's net position has grown over the past 5 years with the most significant growth being related to capital assets owned by the county.



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 decreased over the prior year by \$7.4 million primarily because of the Better Building grant program, which substantially ended in September 2013, although, many of the services established by the program continue to be available to residents and businesses.

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 \$1.6 million over the prior year, primarily because of flood expenses. We expect this figure to climb significantly in 2014 because of the long term flood recovery under way.

The revenues and expenses of a government are typically broken down into categories. More information regarding the various types of revenues and expenses and the changes in each category can be found on page 9-11.

CONDENSED STATEMENT OF ACTIVITIES		
(in thousands of dollars...'000s)		
	2012	2013
REVENUES		
Program revenues	\$ 108,122	\$ 95,228
General revenues	178,612	184,106
Total revenues	286,734	279,334
EXPENSES		
Governmental activities	237,975	241,262
Business-type activities	24,654	22,979
Total expenses	262,629	264,241
CHANGE IN NET POSITION	24,105	15,093
Net position, beginning of year*	597,871	617,147
Net position, end of year	\$ 621,976	\$ 632,240

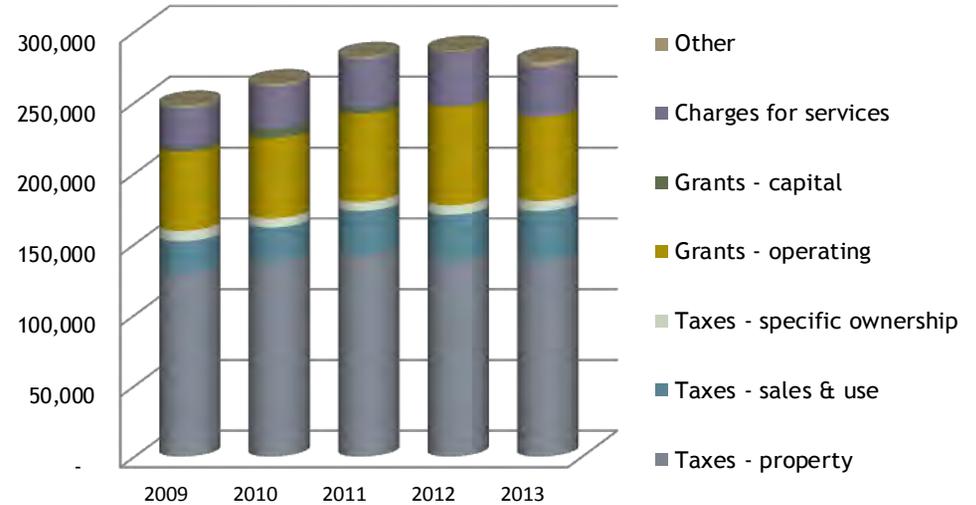
* Net position has been restated due to prior period adjustments. Please refer to the 2013 CAFR for more information.



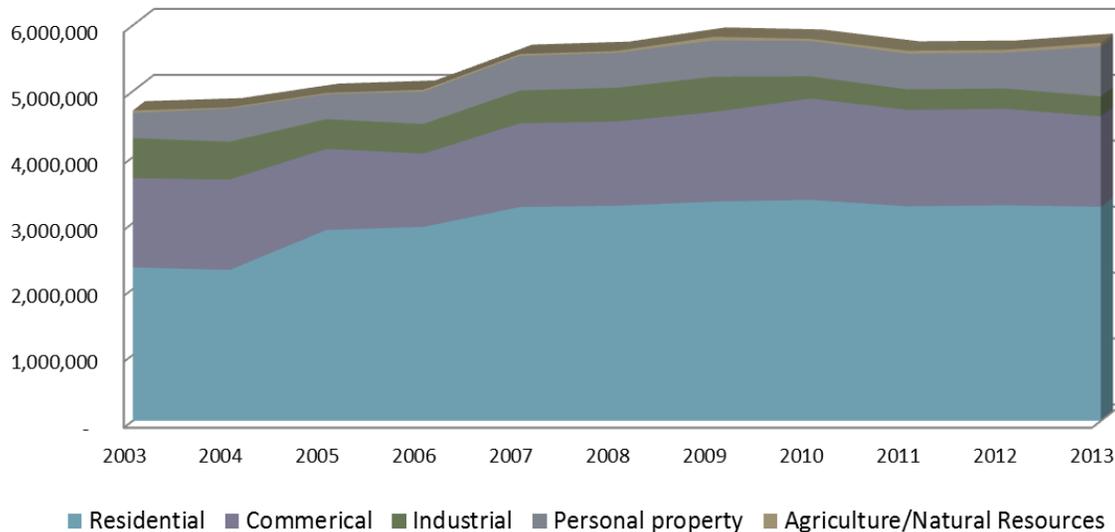
Property taxes are the largest source of revenue for the county and account for \$137.8 million, or 49% of total revenues in 2013. The direct tax rate for the 2012/2013 assessed/collected years was 24.645 mills, which is broken out as follows:

General	19.729
Road & bridge	0.186
Public welfare	1.097
Developmental disabled	1.000
Health & human services	0.693
Capital expenditures	1.040
Temporary safety net	<u>0.900</u>
TOTAL	24.645

Revenue by Source
Last 5 Years * In Thousands



Total Taxable Assessed Property Values
Last 10 Years * In Thousands



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 2013 was \$5.6 billion. Boulder County collected approximately \$138 million in property taxes in 2013, consistent with the prior year.

Sales and use taxes are another significant source of revenue for the county, making up approximately 13% of total county revenues in 2013. The sales tax rate in 2013 was 0.80%, consistent with the previous year.

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

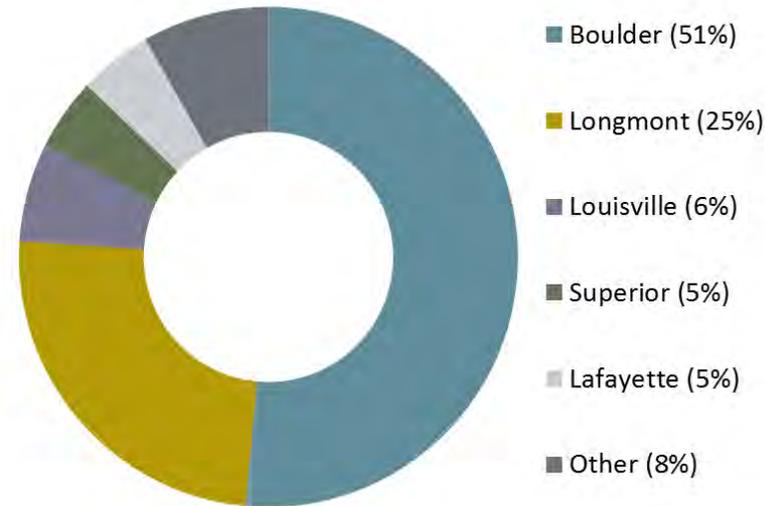
Non-profit Human Services (exp. 2018)	0.05%
Jail Improvement & Ops (perpetuity)	0.05%
County Road & Transit (exp. 2024)	0.10%
Open Space (exp. 2019)	0.25%
Open Space (exp. 2029)	0.10%
Open Space (exp. 2024, .05% perpetuity)	0.10%
Open Space (exp. 2030)	0.15%
TOTAL	0.80%

Boulder County collected approximately \$35.4 million in sales and use taxes in 2013, up \$2.2 million from the prior year. The increase is an indication that consumer spending and development is on the rise in the region.

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 34% of the county's revenues and totaled \$95.2 million in 2013, a decrease of \$13.2 million over the prior year. This decrease was primarily related to operating grants which decreased by \$10.2 million as the Better Buildings program, also known as EnergySmart (a three-year, \$25 million program funded by the U.S. Department of Energy), completed its third and final year in 2013.

Sales Tax by Municipality
As a % of Sales Tax Collected



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

In 2013, the majority of the county's spending was on general government, health and welfare and public safety. Total spending increased by \$1.6 million. The most significant increases were to general government, public safety, and highways & streets.

General government expenses increased by \$3.7 million. The majority of this increase was in the General Fund related to land purchased for future development as well as spending on staff and contractors related to flood recovery efforts.

Public Safety expenses increased by \$4.0 million. This was a result of increased staff time and overtime costs related to emergency response efforts after the flooding event in September 2013. Additionally, new costs were incurred related to the design of a new Coroner's facility and to remodel portions of the existing Justice Center.

Conservation spending decreased by \$9.5 million primarily due to the winding down of the Better Buildings grant program. While federal funding for this program substantially ended in September 2013, the program continues to operate and provide valuable energy efficiency resources to county residents.

Highway and street expenses increased by \$8.3 million which was a direct result of emergency road repairs made in the months following the September 2013 flooding event. See page 14 for more information on the flood.

EXPENSES BY FUNCTION		
in thousands ('000s)		
	2012	2013
GOVERNMENTAL ACTIVITIES		
General government	\$ 66,742	\$ 70,432
Health & welfare	56,455	53,748
Public safety	40,985	44,944
Conservation	29,871	20,353
Highways & streets	21,490	29,762
Economic opportunity	11,296	11,519
Debt service	10,633	10,119
Urban redevelopment	504	384
Governmental activity total	237,976	241,262
BUSINESS-TYPE ACTIVITIES		
Recycling Center	6,331	5,738
Eldorado Springs LID	142	191
Housing Authority	18,180	17,050
Business-type activity total	24,653	22,979
TOTAL EXPENSES	\$ 262,629	\$ 264,241

Boulder County's Functions

General Government - supports all county offices and departments in serving the public. This includes public information, intergovernmental relations, establishing county 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.

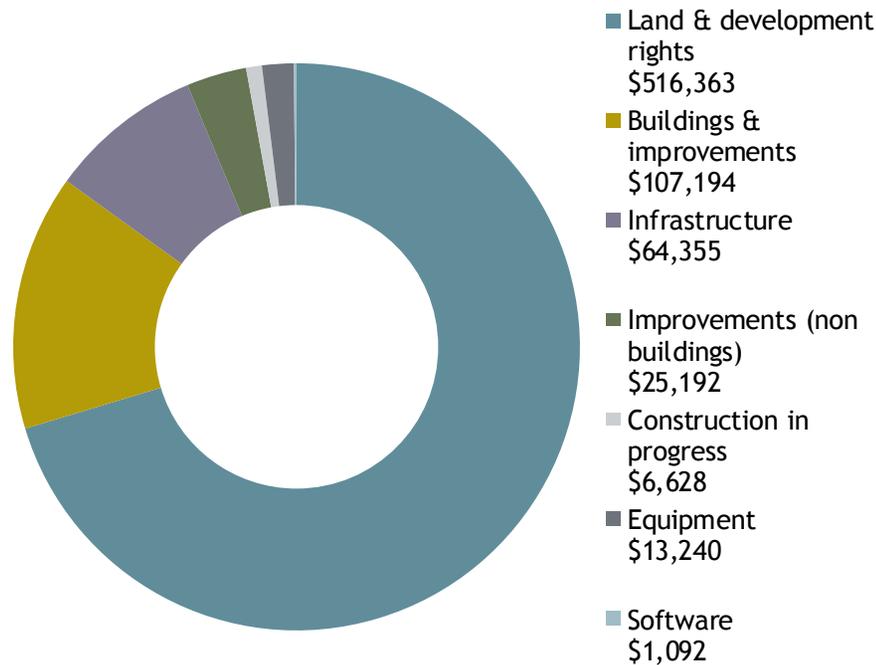
Highways & Streets - provides and maintains a reliable network of roadways, bikeways, trails and transit service while ensuring the health, safety and welfare of the public.

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.

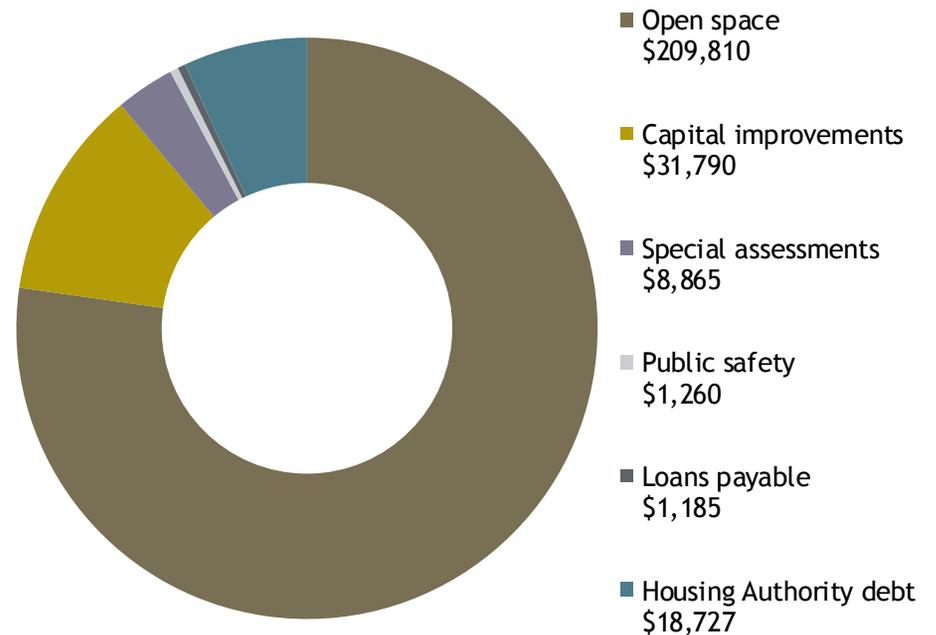
The county's **assets** totaled \$1.09 billion at the end of 2013. **Capital assets** make up 67% of county-owned assets and total \$734 million.

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, which is mostly open space land and conservation easements purchased with voter-approved tax funding. Capital assets increased by \$2 million from 2012 to 2013 mainly because of purchases of additional open space and easements. This increase was offset by assets damaged in the 2013 flood that were either written off or impaired, which means the value was reduced based on the damage sustained.

Capital Assets by Category
Depreciated Value at Year-End * In Thousands



Debt Outstanding by Purpose
Principal Balance at Year-End * In Thousands



Long-term debt is a common way for governments to raise funding for large, long-term capital projects. At the end of 2013, Boulder County owed a total of \$272 million in long-term debt to creditors, which makes up 85% of total liabilities at the end of the year.

In 2012, the county issued Certificates of Participation totaling \$22.4 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 debt outstanding at year end (77%) has been used to protect land through acquisitions and conservation easements.

2013 Flood

In September 2013, Boulder County received over 17 inches of rainfall in 5 days, an amount equivalent to 85% of the annual average in less than a week! The devastation from the resulting flooding was so severe Boulder County was declared a federal disaster area. Trickling high country creeks were transformed into raging waterways washing debris, trees, boulders, bridges and more down stream, disrupting the lives of thousands of residents, and tragically, four county residents lost their lives during the flood.

The response phase, which included rescue efforts and immediate life and safety measures, was successful. However, hundreds of households remain in need of various forms of recovery assistance.

Boulder County has been working hard with local, state, and federal partners to assist flood survivors however possible. The recovery process is expected to take many years to complete, yet progress is made every day.

For information, updates on progress and to access assistance, visit us online at www.BoulderCountyFlood.org

In unincorporated Boulder County alone:

- Seventeen inches of rain fell in 5 days.
- 1,102 people were evacuated by air, making this the second largest airlift rescue since Hurricane Katrina. Nearly half as many pets were also airlifted to safety.
- 219 homes were completely destroyed and another 1,289 homes received significant structural damage.
- Roughly 25 miles of roads were destroyed and another 150 miles of roads were damaged. Twenty six county-maintained bridges were also damaged.
- 164 acres of county open space and 111 miles of public trails were damaged
- About 63 thousand tons of debris were removed from residential neighborhoods and creeks.
- About 2,400 volunteers contributed over 9,500 hours to the county's flood recovery efforts.
- The total projected cost of recovery and repairs is \$217 million.





Debris Collection and Removal

The county has played an active role in helping to remove debris from unincorporated communities within Boulder County. Initially, rolloff dumpsters were provided for residents to dispose of any household debris or other debris that could fit in the dumpster. The county then worked with contractors to pick up roadside debris which consisted of more woody debris and sediments. Finally, a Hazardous Debris Removal program was implemented to reduce the risk of future flooding during spring runoff.

Total Debris Removed: 63,393 Tons

Moving Forward - Recovery & Repairs

Immediately following the disaster

Thirty miles of temporary/winter roads were constructed at a cost of over \$11 million, allowing access to homes and businesses in the county's mountain and canyon communities.

One year later

Of the 30 miles of temporary/winter roads constructed, 10 miles have been or are being resurfaced. Permanent repairs of the 150 miles of road damaged or destroyed will take many years to complete.

Of the 10 county-maintained bridges that were destroyed, 5 have been rebuilt, 1 is under construction, and 4 are in the design phase.

Of the 111 miles of public trails that were damaged, about 75% have been reopened to the public. Pella Crossing and the Anne U. White Trail remain closed. These properties sustained heavy damage and may take years to repair.

The Comprehensive Creek Planning Initiative is underway, working towards long-term, well planned creek recovery in the county's three major watersheds.

Flood recovery is expected to take many years. The county's current expectation is that total recovery costs will be approximately \$217 million.

Category	Total Projected Cost
Buildings & Equipment	\$ 2,556,278
Debris Management	4,889,479
High Hazard Projects	3,951,788
Housing	29,582,457
Other	6,696,745
Parks & Trails	6,420,787
Public Safety	3,918,439
Rebuilding & Permits	754,725
Roads & Bridges	128,179,680
Disaster Assistance Centers	1,073,389
Waterways	29,279,435
Total Projected Cost	\$ 217,303,203

Contact Information

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

ADMINISTRATIVE SERVICES	303-441-3525	LAND USE	303-441-3930
ASSESSOR'S OFFICE	303-441-3530	Building code questions	720-564-2640
BUDGET OFFICE	303-441-4506	Building Safety & Inspection Services	303-441-3925
CLERK & RECORDER'S OFFICE	303-413-7700	Planning Division	720-564-2627
Elections	303-413-7740	Zoning Division	720-564-2639
Motor Vehicles	303-413-7710	PARKS & OPEN SPACE	303-678-6200
Recording	303-441-7770	Park Ranger Dispatch	303-441-4444
CORONER'S OFFICE	303-441-3535	Agricultural Resources	303-678-6234
COUNTY ATTORNEY		CSU Extension	303-678-6380
(including open records requests)	303-441-3190	Real Estate	303-678-6263
COMMISSIONERS' OFFICE	303-441-3500	Recreation & Facilities	303-678-6189
Constituent Services Liaison	303-441-1688	Resource Management	303-678-6206
Public Information Officer	303-441-1622	Resource Planning	303-678-6270
Public Affairs	303-441-4567	Youth Corps	303-678-6104
Records of public hearings	303-441-4564	PUBLIC HEALTH	303-441-1100
Senior Tax Worker Program	303-441-4923	Addiction Recovery	303-441-1275
Sustainability	303-441-4565	Disease Control	303-413-7500
COMMUNITY SERVICES	303-441-3560	Community Health	303-413-7500
Area Agency on Aging	303-441-3570	Environmental Health	303-441-1564
Community Action Program	303-441-3975	Family Health	303-413-7500
Community Justice Services	303-441-3690	SHERIFF'S OFFICE	
Child Protection Reviews	303-441-4964	In case of emergency, call 911	
Head Start Program	303-441-3980	Dispatch (non-emergency)	303-441-4444
Healthy Youth Alliance	303-441-3839	Office of Emergency Management	303-441-3390
Veterans Services	303-441-3890	Records Requests	303-441-4600
Volunteer Initiatives	303-441-4889	Jail Administration	303-441-4650
Workforce	303-301-2900	SURVEYOR'S OFFICE	303-441-1615
DISTRICT ATTORNEY'S OFFICE	303-441-3700	TRANSPORTATION	
HOUSING & HUMAN SERVICES	303-441-1000	Engineering & Planning	303-441-3900
Finance & Operations	303-441-1090	Road Maintenance	303-441-3962
Family & Children's Services	303-441-1000	TREASURER'S OFFICE	
Housing Authority	303-441-3929	Property Tax Payments	303-441-3520
Self Sufficiency, Community Support, and Resident Services	303-441-1000		