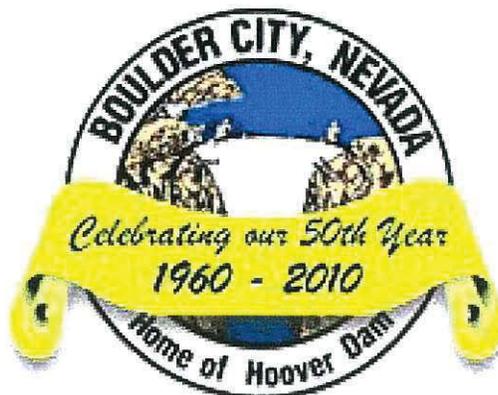


CITY OF BOULDER CITY, NEVADA

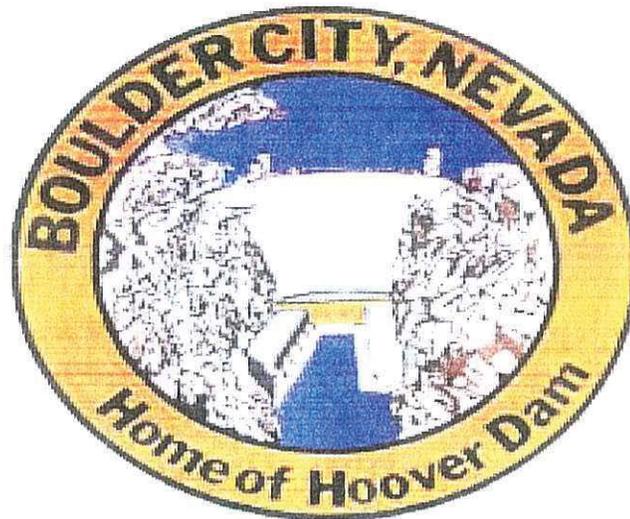
FISCAL YEAR 2010-2011



ANNUAL BUDGET



CITY OF BOULDER CITY
Annual Budget
Fiscal Year 2011



Prepared by:
Finance Department
Timothy T. Inch, Director

Annual Budget And Financial Plan Fiscal Year July 1, 2010 to June 30, 2011

CITY COUNCIL



Roger Tobler, Mayor



Council Members (from left to right):
Travis Chandler, Cam Walker, Duncan McCoy, Linda Strickland

CITY OFFICIALS

Vicki Mayes, City Manager
Timothy T. Inch, Finance Director
David R. Olsen, City Attorney

Boulder City At A Glance

Boulder City, Nevada is a beautiful oasis in the desert with green lawns and clean, tree-shaded streets overlooking Lake Mead and the Lake Mead National Recreation Area. The city is five miles from Lake Mead, eight miles from Hoover Dam and 21 miles south of Las Vegas, the “Entertainment Capital of the World.” The City of Boulder City is known as the city that housed over 4,000 workers during the construction of Hoover Dam, which lasted from 1931 to 1935. The town is still home to many of the original Dam workers, fondly called “31ers” and their families. The city was supervised and regulated by the Bureau of Reclamation and all land in and around the city was owned by the federal government. In 1958, the federal government passed the Boulder City Act and established an independent municipal government, the City of Boulder City. Under the act, the federal government turned over the existing town site, approximately 33 square miles of land, and the utility system to residents. The City Charter, approved by the residents, prohibits gaming which makes Boulder City unique as the only city in Nevada where gaming is illegal. Boulder City’s present population of 16,064 provides a quiet, small-town atmosphere found nowhere else in Southern Nevada. More importantly, it offers a welcome contrast and a dramatic alternative to the often frantic Las Vegas lifestyle.

The community takes great pride in its historic past and abounds with cultural opportunities. It has a state-of-the-art library and a wealth of interesting and unique shops located in its historic downtown district. Boulder City also sponsors numerous special events and festivals. For instance, the annual Art in the Park and Spring Jamboree celebrations are recognized as the foremost art exhibitions in the Las Vegas metropolitan area. Its extensive network of parks provides visitors with recreational opportunities as varied as soccer, baseball, motocross, horseback riding, model airplane flying, car and boat racing, BMX competitions, golf, hiking, off-road biking and fishing. Within Boulder City there are 71 acres of landscaped park and plaza areas, 36 miles of hiking and mountain bike trails and year-round swimming, racquetball, shuffleboard, tennis and basketball courts (indoor and outdoor), picnic tables, lighted grass athletic fields and kiddie parks. There are two municipal golf courses – an 18-hole course and a new 27-hole course. There are art galleries and specialty shops, and quaint sidewalk dining in the booming Historic District. The municipal airport features daily flights to the Grand Canyon and skydiving.

The City also hosts a website that includes City Council agendas and a multitude of public records, many downloadable forms including permits and licenses of all kinds, updates about current construction projects and upcoming special events. Check out the City’s website at: www.bcnv.org. Information about our two golf courses can also be found at: www.bouldercitygolf.com and www.bouldercreekgc.com.

The City Hall is located at 401 California Avenue, Boulder City, Nevada 89005. The main phone number is (702) 293-9202.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Boulder City
Nevada**

For the Fiscal Year Beginning

July 1, 2009

President

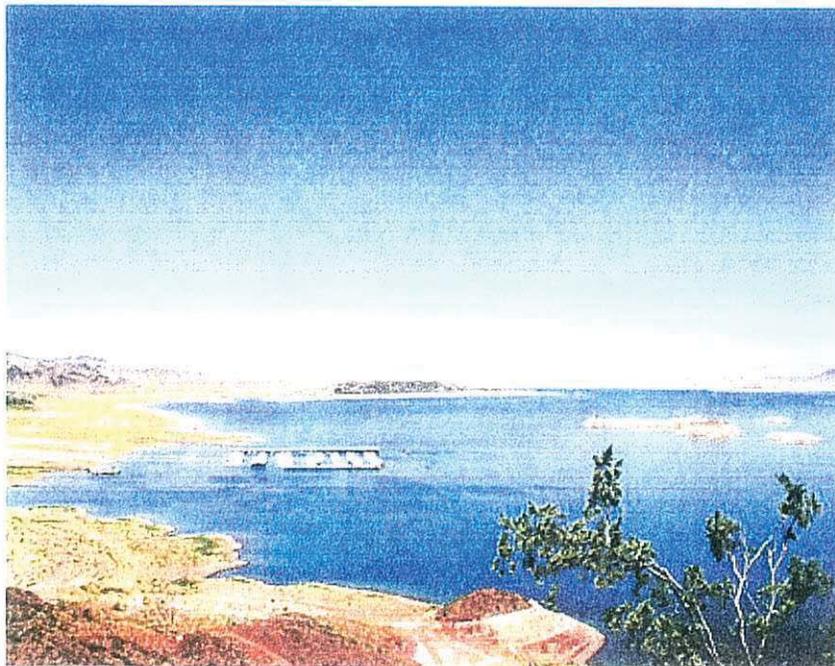
Executive Director

BOULDER CITY AT A GLANCE

The City of Boulder City, Nevada is a beautiful high oasis in the desert (elevation 2500) with green lawns and clean, tree-shaded streets overlooking Lake Mead and the Lake Mead National Recreation Area. The City is five miles from Lake Mead, eight miles from Hoover Dam and 21 miles south of Las Vegas, the “Entertainment Capital of the World.”

The City of Boulder City is known as the city that housed over 4,000 workers during the construction of Hoover Dam, which lasted from 1931 to 1935. The town is still home to many of the original Dam workers, fondly called “31ers” and their families. One thousand five hundred permanent and temporary buildings were built to accommodate the needs of the construction workers, including over a thousand homes, a dozen dormitories, four churches, tourist centers, trade facilities, a grade school, theater, and a recreation hall. Once the Dam was completed, the Federal Government changed the basic function of the City to the headquarters of several government agencies involved in the Dam’s water and power operations. The City was supervised and regulated by the Bureau of Reclamation and all land in and around the City was owned by the Federal Government.

Through the 1940’s, Boulder City’s development centered on government related activities. Additional Federal agencies established operations in the City, including the power operators responsible for the distribution of electricity from the Dam. The City prospered as a regional government center, as well as a pleasant civic-oriented community.



BOULDER CITY AT A GLANCE

In 1958, the Federal Government passed the Boulder City Act and established an independent municipal government, the City of Boulder City. Under the Act, the Federal

Government turned over the existing town site, approximately 33 square miles of land, and the utility system to the residents. This led to the incorporation of the City on January 4, 1960. The City Charter, approved by the residents, prohibits gaming which makes Boulder City unique as the only city in Nevada where gaming is illegal.

In 1979, the citizens of the City approved a referendum and instituted a controlled growth ordinance. This controlled growth ordinance was enacted in response to the rapid growth of the City and to preserve the utility systems. Due to this unique ordinance, the City limits the number of residential and hotel/motel building permits issued each year to control the rate of growth of the community. Since the inception of the controlled growth ordinance, the growth of the community has been approximately 3% per year.

In 1995, the City acquired the Eldorado Transfer Area consisting of approximately 107,000 acres south and west of the original town site in Eldorado Valley. This added over 167 square miles to the City.

The City purchased the land mainly to preserve it and ensure that it was not sold to another entity for development. Several Master Plans had been prepared for this property in the 60's which consisted of developing this area for residential and industrial purposes. Creating a large developed area so near to our city limits was not acceptable to Boulder City residents.

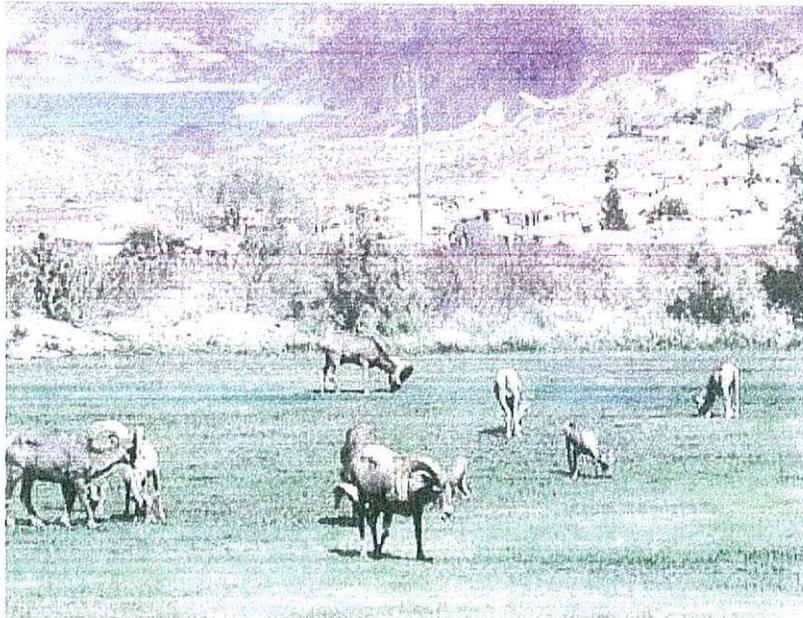
The City worked with the Bureau of Land Management and the Colorado River Commission to purchase this property. Now that the acquisition is complete the City intends to preserve the dry lake bed for recreation purposes and leave the remainder of the land as an endangered species preservation area with the exception of a 3,000 acre parcel that will be used for power generation projects.

In 1997, the citizens approved a ballot question which provided that sales of City owned property in excess of one acre be approved by registered voters in an election and restricted the use of proceeds of land sales to voter approved Capital Improvement projects.

Boulder City's present population of 16,064 offers a quiet, small town atmosphere found nowhere else in Southern Nevada. More importantly, it offers a welcome contrast and a dramatic alternative to the often frantic Las Vegas lifestyle. The community takes great pride in its historic past and abounds with cultural opportunities. It has a state-of-the-art library and a wealth of interesting and unique shops located in its historic downtown district. Boulder City also sponsors numerous special events and festivals. For instance, the annual Art in the Park and Spring Jamboree celebrations are recognized as the foremost art exhibitions in the Las Vegas metropolitan area.

BOULDER CITY AT A GLANCE

Boulder City prides itself on its low crime rate and high quality police and fire protection, quality recreational facilities including a year-round swimming pool and recreation complex which offer the residents a full range of recreational facilities. Its extensive network of parks provides visitors and residents with recreational opportunities as varied as soccer, baseball, motorcross, horseback riding, model airplane flying, car and boat racing, BMX competitions, golf, hiking, off-road biking and fishing. Within Boulder City there are 71 acres of landscaped park and plaza areas, 36 miles of hiking and mountain bike trails.



Tourism plays an important part in Boulder City's economy. Of particular interest to the Boulder City tourist trade is Hoover Dam. Since 1937, over 33 million people have taken the guided tour through the Dam. Lake Mead likewise offers a full range of water related recreational opportunities to Clark County residents and visitors from throughout the world.

The 2010 population estimate for Clark County is 2 million compared to actual state population of less than 2.5 million. The rate of growth in Boulder City is expected to continue at less than 2 percent per year. The revised 2010 population estimate of 16,064 represents less than 1 percent of the County's present population.

In December 2002, Boulder City was honored at the national Congress of Cities for enhancing the quality of life for its citizens. We are one of only eight cities across the nation receiving James C. Howland Awards in a competition sponsored by the National League of Cities. As a gold first-place winner for cities under 50,000 in population, Boulder City was honored for its efforts to preserve and enrich the environmental quality of life, specifically through its Boulder City Renaissance program.

BOULDER CITY AT A GLANCE

The Renaissance program began on March 21, 1997, when over 500 residents showed up at what was billed as a Potluck Supper Community Re-birthday Party. Proposals for plans to revitalize the city were laid out, and at the end of the evening, the city council and Boulder City residents rededicated themselves to a “clean, green Boulder City”. Citizens promised to form a Green Team, to lend support ideas that would return the small town to a state of beauty, and then they began to take action.

In four Community Planting Days and 15 Eagle Scout planting days, over 2,500 volunteers worked to bring green landscapes to the city’s boulevards and public spaces. The spirit of this first meeting has kept growing along with the greenery, and in the years since the Renaissance was first proposed, the town has invested over \$30 million in citizen-driven amenity development. It has renewed its historic Old Town, built a new library with an amphitheater, planted community gardens, welcomed a Veterans’ Home, developed soccer fields and fishing ponds and has completed a 27-hole public golf course.

Boulder City is very proud of its heritage, but is also looking forward to a bright future created by a spirit of cooperation and citizen involvement.



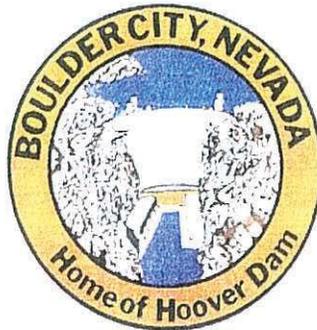
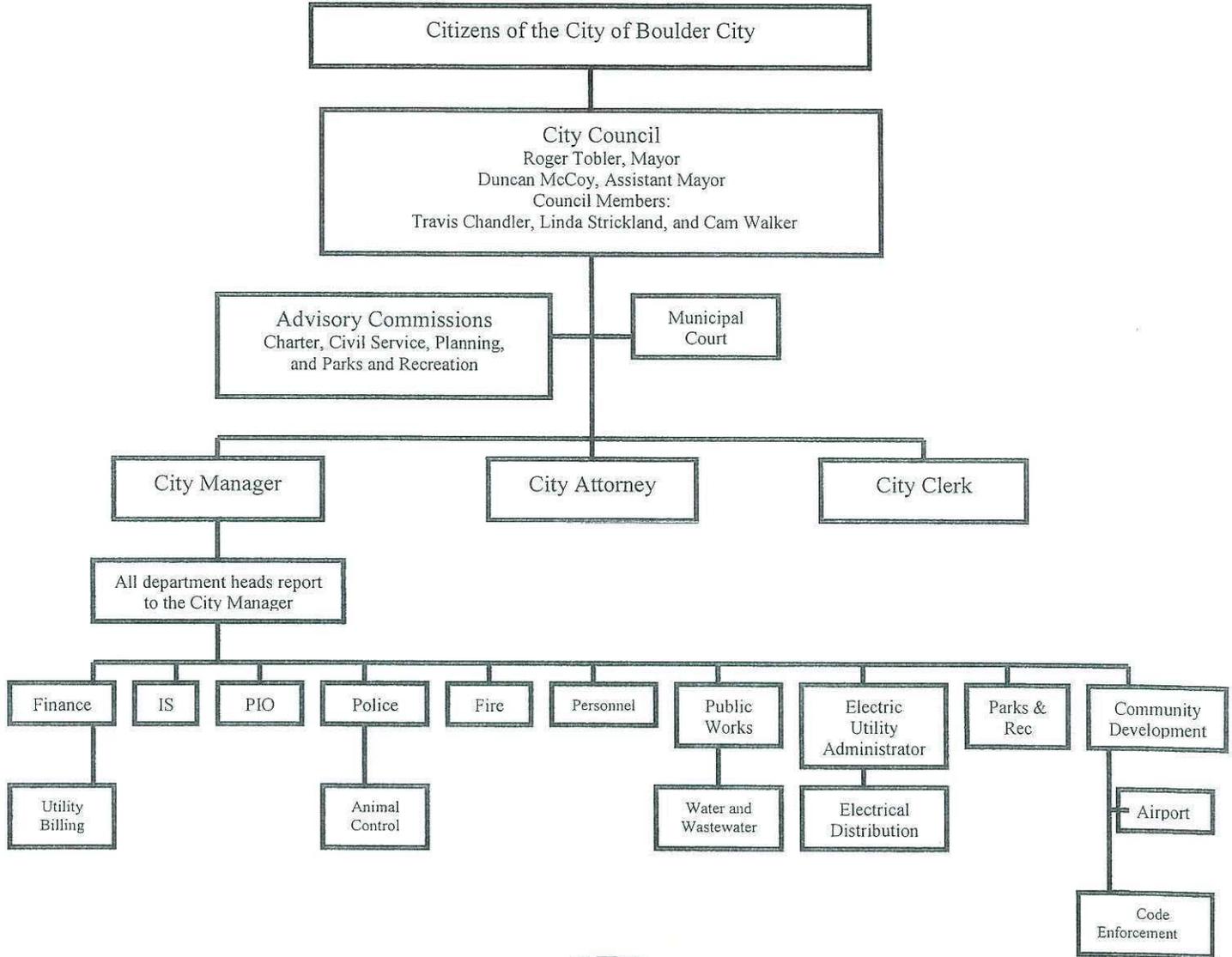
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BOULDER CITY ORGANIZATIONAL CHART



YOUR CITY OFFICIALS & MANAGEMENT STAFF

Mayor and City Council

Roger Tobler	Mayor
Duncan McCoy	Mayor Pro Tem
Cam Walker	Council Member
Travis Chandler	Council Member
Linda Strickland	Council Member

Vicki Mayes, City Manager

Management Team

Lorene Krumm	City Clerk
Brok Armantrout	Community Development Director
Tim Inch	Finance Director
Kevin Nicholson	Fire Chief
Maureen Walsh	Information Technology Manager
Roger Hall	Parks & Recreation Director
Bryce Boldt	Personnel Director
Thomas Finn	Police Chief
Scott Hansen	Public Works Director
Gary Poindexter	Public Works Superintendent

STATISTICAL AND ORGANIZATIONAL INFORMATION

Government

Date Established	August 1930
Date of Incorporation as a City	June 6, 1960
Fiscal Year	July 1 to June 30
Form of Government	Council – Manager
Terms of Office	Four year staggered terms

Demographics & Geography

Population	16,064
Approximate Land Area	202.6 square miles
Approximate Water Area	.04 square miles

Municipal Services & Facilities

Fire Protection 1 station & 26 firefighters

Police Protection 1 station & 42 sworn police officers

Sewer Service
60 miles of sanitary sewers
74 miles of potable water main
10 miles of storm drains
6,800 customers

Number of Street Lights 1,200

Miles of Streets
81 miles of streets
130 miles of sidewalks

Recreational Facilities
10 City Parks
7 City Playgrounds
4 Parks with Baseball/Softball Diamonds
13 Tennis Courts
2 Parks with Soccer Fields
1 Swimming Pool and Racquet Ball Facility
1 Skate Park
1 Recreational Center
2 Golf Courses with 45 holes

EXECUTIVE SUMMARY

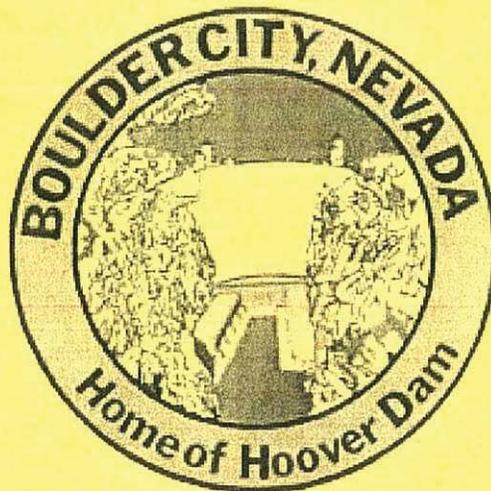
Budget Message
Economic Conditions
Demographics and Cultural Notes
Financial Structure
Budget Calendar
Budget Process and Overview

PROPERTY TAX OVERVIEW
Property Tax Summary

BUDGET OVERVIEW
Summaries of Sources and Uses
Sources and Uses Charts
Changes in Fund Balances and Reserves
Consolidated Financial Overview

PERSONNEL SUMMARIES
Personnel Recap
Salaries and Benefits Summary
Salaries and Benefits Chart

BUDGET MESSAGE



CITY MANAGER'S MESSAGE

May 18, 2010

To the Honorable Mayor, City Council and Citizens of Boulder City:

We are pleased to present this Final Recommended Budget for the Fiscal Year from July 1, 2010 to June 30, 2011 (FY 11) for your review and consideration. This work session will be televised for public viewing by all interested individuals who were unable to attend the meeting.

Budget Development

The development of the Recommended Budget for FY 2011 has been accomplished by soliciting input from a variety of sources: the Citizens' of Boulder City, Mayor, Council members, City Manager, Department Heads and the Change Leadership Team. The Mayor and City Council conducted work sessions during the development of the budget, beginning with the bi-annual budget review on January 26, followed by work sessions on February 24th and March 25th, with the Tentative Budget approval on April 13th. These series of meetings allowed for public input, as well as staff direction for the development of the Final Budget, was considered and approved at a special meeting of the City Council on May 18, 2010.

Early in the budget process, the City Council determined that wage concessions were needed to further reduce expenses and to maintain a minimum \$2,000,000 General Fund ending balance. At the time of Final Budget approval, these concessions were not agreed to by the collective bargaining groups, so seven positions were included in a workforce reduction plan to offset the expense associated with the cost of living and insurance benefit increase.

After the Final Budget approval, the Blue Collar, Clerical, Supervisors, Fire Captains and Firefighter/Paramedics agreed to the requested concessions. The Police Protective Association and Electricians did not agree to the City's request. A budget amendment was prepared to reflect this change and the workforce reduction plan was reduced to two positions in the Police Department. This Final Budget Amendment was considered and approved by the City Council at a regular meeting on June 8, 2010.

The basic budgetary premise for development of the FY 2011 Operating and Capital Budget was to create a plan for the "New Normal". Economic conditions in Boulder City and throughout the nation call for a plan that stabilizes revenues for most categories, but at lower levels than in prior years; accommodates less growth than seen in previous periods in all tax revenue categories; resists increasing costs to taxpayers or the size of government; addresses providing essential services, but downsizes or eliminates activities that were great ideas, but unaffordable under current economic conditions; and recognizes that deferred expenses, especially capital expenses, will need to be addressed in future budget cycles.

Revenue/Expenditure Projections

Boulder City's revenue stream is comprised primarily of taxes, charges for services, leases, fines and fees. Tax revenues, which account for about half of the City's revenues have declined over the last two budget years requiring budgetary adjustments. These declines have been incorporated into even lower revenue estimates included in the FY 2011 budget. All revenue categories in the recommended budget have been adjusted downward to reflect prior year trends. Each revenue category was carefully reviewed and adjusted based upon the analysis and the information that was available. Conservative revenue estimation has always been the City's approach, and the FY 2011 projections are no exception.

Declining and/or stabilized revenues required the City to implement a reduced spending plan, so each and every expenditure was carefully evaluated. Spending categories were reduced where possible and

CITY MANAGER'S MESSAGE

additional funds were allocated when funds were needed to maintain existing levels of service. The total Recommended Budget for the City is \$61,509,022, an increase of \$7,241,964 or 13.3% from the adopted FY 2010 Operating and Capital Budget. The Recommended Budget for all funds and activities of the City is set out below:

<u>Fund Name</u>	<u>Appropriation</u>	<u>% Change from FY 09-10</u>
General	\$ 24,508,151	7.6%
Utility	22,890,576	(6.7)%
Special Projects	8,331,759	187.3%
Airport	1,396,872	(12.0)%
Cemetery	83,822	(4.4)%
Redevelopment	1,760,313	4.6%
Capital Improvement	1,206,881	100.0%
Special Revenue	1,330,648	18.1%
Total	\$61,509,022	13.3 %

Property Taxes

The current combined total tax rate for Boulder City residents continues to be one of the lowest in the State at \$2.536 per \$100 assessed value. This compares with \$3.35 for the City of North Las Vegas, \$3.28 for the City of Las Vegas, and \$2.90 for the City of Henderson. The Recommended Budget contains no change from the previous \$.26 per \$100 valuation. Total property tax valuation in the City of Boulder City is \$564,973,634, a 16% decrease from FY 10. The property tax rate of \$.26 cents per \$100 valuation is expected to provide \$1,210,580 in revenues for FY 2011.

Land Management Plan

The Recommended Budget continues the development of the leasing of commercial property that is producing reliable, long-term, stable revenue sources that will enable the City to provide the high levels of services requested by the citizens. Lease revenues are distributed by formula with 80% going to General Fund operations and 20% set aside for Capital Improvements. Lease payments supporting General Fund operations in the FY 2011 Recommended Budget are \$5,579,870 a 26.3% increase over the prior year and comprise 22.8% of the total revenues of the General Fund. It is the practice of the City to include lease revenues in the budget only after formal lease agreements have been entered into.

Utilities

The Recommended Budget for Electric Operations for FY 2011 is \$14,150,000. This is an 11.7% increase due primarily to a rate increase of 35% per kilowatt hour charges that took effect on January 1, 2010. The Water Operations budget is \$7,650,000, a 3.6% increase over the prior year. The Wastewater Operations budget is \$1,428,000, a 9.8% increase over the prior year. The Landfill budget is \$1,280,100, a decrease of 7.6% from the prior year.

Included in the recommended budget is the establishment of a Rate Stabilization Reserve (\$250,000) to be available to address the impact of future rate increases on our customers, and a Major Capital Improvement Reserve (\$250,000) to provide funding for capital needs. Existing reserves consist of \$750,000 in loan repayments from the Boulder Creek Golf Club loan and \$350,000 reserved from the water and sewer rate increases adopted in the FY 2009 budget. These existing funds have been reserved for repayment of the City's proportional costs of the Southern Nevada Water Authority third intake project at Lake Mead.

CITY MANAGER'S MESSAGE

Utility Fund Transfer

City Charter section 136 provides that, "All net profits derived from municipally owned and operated utilities may be expended at the discretion of the City Council for general municipal purposes". Generally Accepted Accounting Principles (GAAP) allow the allocation of shared costs expensed to the General Fund to other benefited funds and enterprises of the City.

Based on the City Council policy, the recommended budget includes a transfer in the amount of \$2,159,000 for FY 2011. This amount represents a decrease of \$41,000 from the prior year.

Golf Course Operations

The Municipal Golf Course and Boulder Creek Golf Course have been incorporated into the Recreation Department in the General Fund, eliminating the Golf Course Fund that accounted for the Boulder Creek Golf Course operations in prior periods. Revenues for both golf courses have been reduced in the FY 2011 budget, when compared to the prior year. Expenses have also been reduced primarily through reductions in maintenance. Revenue for the Municipal Course has been budgeted at \$1,250,000 in the FY 2011 budget and Boulder Creek revenues are budgeted at \$2,290,000.

Economic conditions have significantly impacted the City's golf course operations over the last two years. Expenditure recommendations contained in the recommended budget have been reduced to reflect this reality. Any further declines in revenues at the golf courses will result in reduced maintenance levels that could affect course conditions.

Personnel Changes

General Fund - Personnel changes in the recommended budget provide for the elimination of 7 vacant full-time positions, 1 part-time position and reduction in workforce of 2 positions. The full-time vacant positions that are eliminated include Deputy Fire Chief, 3 police officers, public works department secretary, dispatcher and the building inspector. The part-time vacant positions that are eliminated include the personnel department secretary, 1 part-time building inspector and 1 part-time code enforcement officer. The reduction in workforce includes 2 police officers. As a result of the changes a part-time development services assistant will become full-time.

Utility Fund – Personnel changes in the recommended budget provide for the elimination of 1 full-time electrical line worker position in the Electrical Division.

Capital Improvements and Equipment

Capital Improvements and equipment have been budgeted at \$11,956,759, for all funds in the recommended budget. Individual capital expenditures are \$670,000 in the General Fund as follows: \$60,000 PBX switch replacement, \$200,000 police vehicle lease purchase payment, \$250,000 fire department replace rescue 124 and refurbish rescue 123, \$100,000 to replace backhoe in public works department, \$20,000 replace plan copier engineering, and \$40,000 equipment replacement at Boulder Creek Golf Course. Special projects funds capital of \$8,331,759 as follows: \$1,834,295 Yucca debris basin, \$1,250,000 Bootleg Canyon detention, \$953,000 flood control master plan, \$80,000 fog seal/micropaving, \$1,037,000 micro-pave program, \$730,000 Bootleg Canyon trailhead, \$41,242 tree replacement, \$338,378 city facilities repair, \$160,000 fuel tank replacement, \$54,754 pool building improvements, \$40,000 irrigation controllers, \$50,000 Veteran's Memorial Park, and \$200,000 swimming pool bubble replacement. Utility Fund capital as follows: \$250,000 rate stabilization reserve, \$250,000 future capital reserve, \$1.1 million for the 3rd intake debt service payments, \$150,000 overhead electric

CITY MANAGER'S MESSAGE

system rebuild, \$100,000 landfill permitting and monitoring, \$200,000 tertiary treatment effluent design, \$400,000 sewer main relocation and relining program, \$125,000 water service line replacement, \$30,000 pressure relief valve maintenance, and \$250,000 water tank maintenance. Airport Fund capital as follows: \$1 million for runway safety improvements.

Debt

The Recommended Budget does not include the issuance of any new debt obligations for the City. The total debt obligation of the City has increased from \$41,738,299 to \$56,395,549 which includes the recent agreement with SNWA for financing of the 3rd intake in the amount of \$14,818,507. Additionally, the inter-fund obligation of the Boulder Creek Golf Course to the Utility Fund has a balance of \$7,298,568.

Future Issues

Boulder City is positioned adjacent to a population center which was the fastest growing metro area in the nation. The Las Vegas valley's demand for government employees and need to attract highly trained professionals resulted in very attractive compensation packages for employees. Boulder City's labor costs increased, not to the extent of adjacent municipalities, but nevertheless increased considerably as it competed with the Las Vegas labor market.

Much of the City's workforce is unionized and any changes to compensation are subject to collective bargaining. These labor contracts have resulted in higher wages and benefit packages for the City's workforce, in general, when compared to other regions. Although most of the collective bargaining contracts will not be open for renegotiation until 2012, the City must identify a classification and compensation system that balances the need to be competitive so the City can recruit and maintain a highly trained workforce against what a small City can afford to pay for that workforce.

The City has been deferring much of its capital expense during the past two budget cycles. This has resulted in a significant amount of deterioration of the City's fleet in that it is not being replaced or taken out of service. The City must commit to allocate funding for fleet replacement on an annual and routine basis. It is recommended that a capital reserve fund for this purpose is be established during the next budget cycle, if possible. Facility maintenance costs have also been deferred and a full assessment of capital needs for facilities is now in process. It is also recommended that the City commit to allocate funding for facility maintenance/repair on an annual and routine basis and establish a capital reserve fund for this purpose during the next budget cycle, if possible.

New lease revenues are a critical component to reducing the City's dependence upon the State's tax-based revenue structure and achieving the goal of long-term financial stability for the Citizens of Boulder City. Stable long-term lease revenues would give the City Council the financial resources to proactively establish a sustainable financial plan for the City's future while providing adequate funding for the essential services to its residents.

The most significant event that will affect the City's essential services delivery system will be the opening of the Hoover Dam bypass bridge in October 2010. This event is expected to bring more than 2,500 tractor trailer rigs and other increased vehicle traffic through the streets of the City. Although some safety improvements have been made to U.S. 93 the increased truck traffic could affect quality of life enjoyed by our Citizens and increase the City's public safety expenses over time.

Continued efforts to lease our land for renewable energy projects will provide the financial resources to remove our dependency on our existing general government services revenue structure. However, those resources will not be fully available until late FY 2012 or FY 2013.

CITY MANAGER'S MESSAGE

As challenging and difficult the preparation of this budget has been, our work is not complete. Structural changes in the organization must continue to be evaluated so the City utilizes its dollars effectively and efficiently. There are still some hard decisions to be made as to what size of workforce the City can maintain and what salary and benefits the City can afford to pay its workforce. Capital reserves must be established in both the Utility Fund and the General Fund so facilities, vehicles, equipment and infrastructure is well maintained and reliable. A financial plan for retiring debt in both the General Fund and Utility Fund should also be considered when revenues are sufficient to address this issue. Fortunately, the City has not been faced with eliminating services; however, prioritizing local government services is an important component of any sustainability plan. This is a discussion that has been avoided, but should occur in the not too distant future so funding is allocated to the areas that are most important to the taxpayers.

Other Considerations

The current economic climate throughout the State of Nevada has required all local governments to be ever more vigilant in identifying legislative actions that negatively impact our budgets as the State struggles to address revenue shortfalls on the backs of local governments. Continued declines in economic activity has required the State to address significant revenue shortfalls during the current fiscal year. The economic outlook for next fiscal year may require even greater adjustments that impact local governments.

This budget addresses current issues, does its best to provide the services the residents of Boulder City have come to expect, and develops future issues of significant impact. This Recommended Budget is submitted for your review.

Respectfully submitted,

Vicki G. Mayes
City Manager

Timothy T. Inch
Finance Director

ECONOMIC CONDITIONS

Boulder City is known as a clean, green oasis in the desert. Located approximately 20 miles from the glitter and excitement of Las Vegas, Nevada and just a few miles from the grandeur of Hoover Dam, Boulder City offers a quiet, relaxed living environment. With a population of slightly more than 16,000 people, Boulder City residents enjoy a quaint, small town atmosphere, historic charm and an excellent quality of life with a low crime rate and high quality police and fire services. Boulder City takes pride in its quality recreational facilities such as Bootleg Canyon, one of the world's Epic Mountain Biking Trails, Boulder City Golf Course, Boulder Creek Golf Club, the year-round swimming pool and racquetball complex, tennis courts and hiking trails that provide residents and visitors a wide range of experiences.

The financial condition and economic vitality of the area is influenced by the health of tourism in Las Vegas. The housing and credit problems and rising unemployment are all factors contributing to lower governmental and tourism revenues. Consolidated sales and use taxes are projected to level off this upcoming year due to the continued weakening economic conditions. The State of Nevada is cutting its budget due to the projected decline in tax revenues for the upcoming fiscal year. Revenues are projected to remain stable in most of the budget categories in addition to the consolidated sales and use taxes.

Boulder City has a large amount of undeveloped land within the City's corporate limits. The financial condition and economic vitality of the area are influenced by the tourism industry in Las Vegas and at Hoover Dam. Tourism has been very strong for many years, but has been impacted during the current economic slow down. Our tourism benefits local businesses, but also adds to more traffic and congestion on the roads.

The financial position of the City has remained sound, with a strong and stable economic base. Property values remain high in the City and the City enjoys a stable population base. The City's future revenue growth will mainly occur through leasing and selling small portions of undeveloped land. The City is faced with the challenge of deciding how to manage this future development and with determining the strategies that are appropriate for the community.

Boulder City maintains a position as one of Nevada's unique places. There has been a grudging acceptance of change over the years. Since 1969, liquor has been legal in town, but opposition to gambling remains and growth ordinances keep Boulder City from duplicating the sprawl of Las Vegas. Long time residents here are protective of the lifestyles that separate their town from all others in Nevada. They remember and respect a time when Boulder City was seen not simply as a gateway, but as a backbone, a vital support for a monumental effort of ambition, industry and hope.

DEMOGRAPHICS AND CULTURAL NOTES

Boulder City is a residential community and a tourist destination. The base population is just over 16,000. It is estimated that the City has between 8 and 10 million visitors per year pass through. Twenty-two percent of the City's total represents the taxable assessed values of the top ten taxpayers.

<u>Taxpayer</u>	<u>Taxable Value</u>	<u>Percent of Total City</u>
Nevada Solar One LLC	\$34,748,285	6.58%
Eldorado Energy LLC	32,531,715	6.16%
Harrah's Entertainment Inc	22,213,782	4.21%
RPS Homes	6,692,697	1.26%
Francis Carrington	3,768,116	0.71%
Gingerwood Mobile Home Park LLC	3,568,720	0.67%
Claremont Heights Development Corp	3,304,266	0.62%
Lido & Laila Paglia	3,005,862	0.56%
Nicholas & S. Barron Living Trust 1994	2,712,549	0.51%
Elois Veltman	2,456,293	0.46%
Total	\$115,002,285	21.74%

There are nine hotels/motels and five financial institutions within the City limits. The City has a full-service library, a hospital and a local post office. There are four public schools (two elementary and a junior and senior high school). The City operates a twenty-seven and an eighteen hole golf course and there are twelve City parks. The City provides a swimming pool complex with racquetball courts. Veterans' Memorial Park is comprised of 25 acres of land and includes 4 lighted multi-use ball fields, two beach volleyball courts, restrooms, a 3 acre fishing pond, model boat pond, soccer fields, skateboard and bike park, splash park, and acres of open green space. Future plans call for the construction of additional parking and a picnic/BBQ area. River Mountain Hiking Trail is a 71-year-old hiking trail originally built by the Civilian Conservation Corps, lies between Red and Black Mountains. The 5 mile trail has been renovated by the City of Boulder City, National Park Service and the UNLV Geology Department.

Bootleg Canyon Mountain Bike Park is an extensive network of World Class Downhill and Cross Country mountain bike trails. The area has been visited by riders from as far away as Japan and Germany and has been written up in magazines around the world. The International Mountain Bike Association has certified one of the XC trails as an Epic Ride, a title given out only 18 times so far.

Events in Boulder City are always "happening." Cultural activities occur all year long including the traditional Annual Easter Egg Hunt, the Boulder City Fine Arts Festival, Spring Jamboree, Best Dam Barbeque, 4th of July Damboree Parade and Celebration, Chautauqua, Wurstfest, Art In The Park, Country Store, Doodlebug Bazaar, Christmas festivities and Santa's Electric Light Parade and a variety of other community events.

Basis for Budgeting

The budget is prepared using the modified accrual method of accounting for all funds. This approach to accounting recognizes revenues when they become measurable and expenditures at the time the liability is incurred. All revenues and expenditures must be included in the annual budget document. Any operational appropriations that are not expended or encumbered shall lapse.

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds and expendable trust funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets.

All enterprise funds are accounted for on a flow-of-economic-resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet. Fund equity (i.e., net total assets) is segregated into contributed capital and retained earnings components. Enterprise fund operating statements present increases (i.e., revenues) and decreases (i.e., expenses) in net total assets. The preparation of the financial statements for the enterprise funds in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, i.e., when they become both measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means the amount of the transaction is collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period. The government considers property taxes as available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred.

Revenues considered susceptible to accrual are property taxes, licenses, interest income and charges for services. Sales taxes collected and held by the State at year-end on behalf of the City also are recognized as revenue. Fines and permits are not susceptible to accrual because generally they are not measurable until received in cash.

BUDGET GUIDE

Comprehending the Annual City Budget requires the reader to understand the differences between two perspectives of the same budget: the functional perspective, by which the City is managed, and the accounting perspective, by which City finances are administered.

When the City Council adopts or amends a budget, it is allocating resources into functional areas. By managing a budget organized around these major functions, the City Council can better direct how City resources are applied.

The City Council manages the budget at the broadest level. Council policy, statutes, and financial standards mandate the City's accounting system parallel the functions, but at a much more detailed level. The accounting structure of the City is organized on the basis of account groupings called funds, each of which is considered a separate accounting entity. Government monies are allocated to and accounted for in individual funds based upon the purposes for which they are earmarked, and the means by which spending activities are managed. The revenues must always equal the proposed expenditures within each fund. This segregation of financial activity ensures that certain funds, which are restricted in purpose, are explicitly spent on the appropriate government function.

A fund is one of two types: an operational fund or a project fund. Council appropriates operational funds on an annual basis and an activity's funding lapses at the close of the year. Project funds continue for the life of each specific capital or grant project with appropriations continuing until the project is finished. The City of Boulder City's Annual Budget contains all operational appropriations and consists of the following funds: the General Fund, Special Revenue Funds, Expendable Trust Funds, and Enterprise Funds. The City appropriates all project budgets as Capital Projects, which are described in the Capital Improvements Plan and Projects section of this document.

An operational fund's revenue sources are a key distinction for two types of operating funds – General Fund and Enterprise Fund. The General Fund contains those departments and divisions which do not produce enough revenue to support their operations. The best examples of operations housed in the General Fund include Police, Fire, Recreation, Planning, and Public Works.

Like most cities, Boulder City has another type of fund called Enterprise Funds, which exist on charges for the services provided in that fund. The Utility Fund, Aviation Fund, Cemetery Fund, and the Golf Course Fund are Enterprise Funds that rely almost solely on user fees generated from the services they provide. Although funding sources can vary, an Enterprise Fund must generate enough revenue to equal projected expenditures.

We have established that budgets, while managed by functions, are also managed as complex accounting groupings called funds, which are either operational or project. Operational funds can be enterprise funds depending on the fund's revenue characteristics. Knowing these key principles is important, but consider this: City employees do not work for funds, they work for departments.

Here is the most important question for budget understanding: How do functions, funds, and departments interrelate? The simple answer is that departments are subsections of both functions and funds. Each department is managed by its functional duties and its financial distinctions. For example, the Police Department is part of the Public Safety function, and is included in the General Fund because it is not a self supporting entity (enterprise fund). Each department belongs to at least one function and one fund. A fund can include any number of departments, including departments of different functions. A function can include departments from many funds. Managing the aggregate of all departments in a fund allows staff to measure the financial health of specific City endeavors, while managing the aggregate of all departments in functions allows the City Council to consolidate the myriad of City services into clearer segments. When the Council appropriates money for the Police Department and the Streets Department, it is addressing needs in two functional areas, Public Safety and Public Works, but it is allocating the resources of one fund, the General Fund.

About the Document Presentation

All combinations of departments and divisions, funds, and functions appear in this budget document. The presentation takes the reader from discussions of the broadest overview in the budget document to discussions of the most specific departmental review. The document places a distinct emphasis on the City's departments and divisions because these pages represent the plans of the employees who are charged with the duty of providing services to citizens. Following the City budget from this basic level up through funds, functions, and consolidated totals can help the reader associate services to the respective budget data.

The departmental presentations are summaries of all expenditures and revenues associated with each department's activities. One of the larger tasks of preparing a budget document is deciding how to present the hundreds of individual budget codes (line-items) in a format that promotes the decision-making process. Every account code is relevant to the process and this document presents budget data in a summary form that shows groups of like data by category (e.g., Personnel, Operations, Capital). Presenting the Boulder City budget in this style facilitates comparisons between groups of data, making the overall trends more discernible to the reader.

PROPERTY TAXES

Operating Ad Valorem Taxes

In Fiscal year 2010, the ad valorem tax rate was .260 which equates to \$2.60 per \$1,000 of taxable property value. The Fiscal year 2011 budget assumes a rate of 2.60 per \$1,000 of taxable property value.

Limits on Increases in Assessed Value

In 2005 the Nevada State Legislature passed a law to provide property tax relief to all citizens. Assembly Bill 489 was signed in law on April 6, 2005 and provides a partial abatement of taxes by applying a 3% cap on the increase in the tax bill for the owner's primary residence (single family house, townhouse, condominium, or manufactured home.) Only one property may be selected in the State of Nevada as a primary residence. Some rental dwellings that meet the low-income rent limits may also qualify for a 3% cap on the tax bill. An 8% cap will also apply to vacant land, commercial buildings, business personal property, aircraft, etc. Property taxes revenue is approximately 3% of the overall revenue budget.

Property Tax Comparison Fiscal year 2010

City of Boulder City	0.2600
City of Mesquite	0.2770
Town of Laughlin	0.3345
City of Henderson	0.2896
City of Las Vegas	0.3276
City of North Las Vegas	0.3356

History of Assessed Values of Taxable Property

Fiscal Year	Assessed Value	Estimated Actual Value
1999-2000	\$376,089,150	\$1,074,540,428
2000-2001	394,612,910	1,127,465,450
2001-2002	408,796,440	1,167,989,829
2002-2003	437,221,119	1,249,203,197
2003-2004	441,117,924	1,260,336,925
2004-2005	472,589,456	1,350,255,589
2005-2006	554,697,980	1,584,851,372
2006-2007	679,606,383	1,941,732,522
2007-2008	752,160,390	2,149,029,685
2008-2009	751,133,100	2,146,094,570
2009-2010	667,318,996	1,906,625,703

PROPERTY TAXES

Property Tax Rates - Direct and Overlapping Governments

Fiscal Year	City of Boulder City	State of Nevada	Clark County School District	Clark County	Special Districts	Total
2000	0.2022	0.1650	1.3034	0.6579	0.0766	2.4051
2001	0.2038	0.1500	1.3034	0.6527	0.2531	2.5630
2002	0.2038	0.1650	1.3034	0.6527	0.2531	2.5780
2003	0.2038	0.1500	1.3034	0.6352	0.1655	2.4579
2004	0.2038	0.1650	1.3034	0.6552	0.1655	2.4929
2005	0.2038	0.1700	1.3034	0.6502	0.1655	2.4929
2006	0.1844	0.1700	1.3034	0.6566	0.1655	2.4799
2007	0.2038	0.1700	1.3034	0.6566	0.1655	2.4993
2008	0.2038	0.1850	1.3034	0.6391	0.1485	2.4798
2009	0.2188	0.1800	1.3034	0.6541	0.0855	2.4418
2010	0.2600	0.1800	1.3034	0.6541	0.0855	2.4830

FINANCIAL STRUCTURE

Fund Accounting and Fund Types

For accounting purposes, a public unit of local government such as the City of Boulder City is not treated as a single entity as is common with private business. The City government is a collection of smaller, separate accounting entities known as "funds." Each fund has its own set of self-balancing accounts in which to record cash and other financial resources as well as related liabilities and fund balances. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. A government can have any number of funds desired, but with Governmental Accounting Standards Board Statement 34, it is best to have as few as possible. The following list describes all of the City's primary funds.

Governmental Funds: The Governmental Funds are used to account for the activities of a government which primarily provide services to citizens, and are financed with taxes and intergovernmental revenues. The City's primary funds in this group include the following:

General Fund- The General Fund is the primary operating fund of the City. All of the City's financial activities are accounted for in the General Fund, except for activities for which a compelling reason exists to establish separate accountability. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, general administration of the City, parks and recreation, community development, public works, municipal court, and any other activity for which a special fund has not been created.

Capital Projects Fund- The Capital Projects Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities. The City maintains this fund to ensure legal compliance and financial management of various restricted revenues.

Special Revenue Funds- These Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The City maintains the following ten Special Revenue Funds: Urban Forestry, Promotion, Residential Construction Tax, Police Forfeiture, Municipal Court Construction Fee, Municipal Court Administrative Assessment, Capital Improvement, Land Improvement, Redevelopment District and Police \$.25 Sales/Use Tax Fund.

- **Urban Forestry Fund** - This fund administers a variety of urban development programs, designs and landscape architecture projects throughout the City.
- **Residential Construction Tax Fund** – This fund is used to account for revenues from residential construction taxes that are specifically restricted to the development of park projects.
- **Police Forfeiture Fund** – This fund was established in accordance with Nevada Revised Statutes NRS 179.1187 wherein forfeited property may be sold and the proceeds used for any lawful purposes by the police department except for ordinary operating expenses.
- **Municipal Court Construction Fee Fund** – This fund was established in accordance with Nevada Revised Statutes NRS 176.0611 authorizing the collection of an administrative assessment in the municipal court for the provision of court facilities.

FINANCIAL STRUCTURE

- **Municipal Court Administrative Assessment Fund** – This fund was established in accordance with NRS 176.059 authorizing the collection of an administrative assessment in the municipal court for training and education of personnel, acquisition of capital goods, management and operational studies and audits.
- **Police \$.25 Sales/Use Tax Fund** – This fund is used to account for financial resources to be used for the employment of additional police officers funded by county sales taxes.

Enterprise Funds- Enterprise Funds are used to account for operations that are financed and operated similarly to private businesses, where the intent is the service is self-sufficient, with all costs supported predominantly by user charges. Enterprise funds belong to the group of funds called “proprietary,” and are maintained using a balance sheet for all long-term debt obligations, assets and liabilities. These funds provide services to the community at large. Each enterprise operation receives revenues from the sale of services or user fees. The City maintains four Enterprise Funds to account for Utilities, Boulder Creek Golf Course, Aviation, and Cemetery activities.

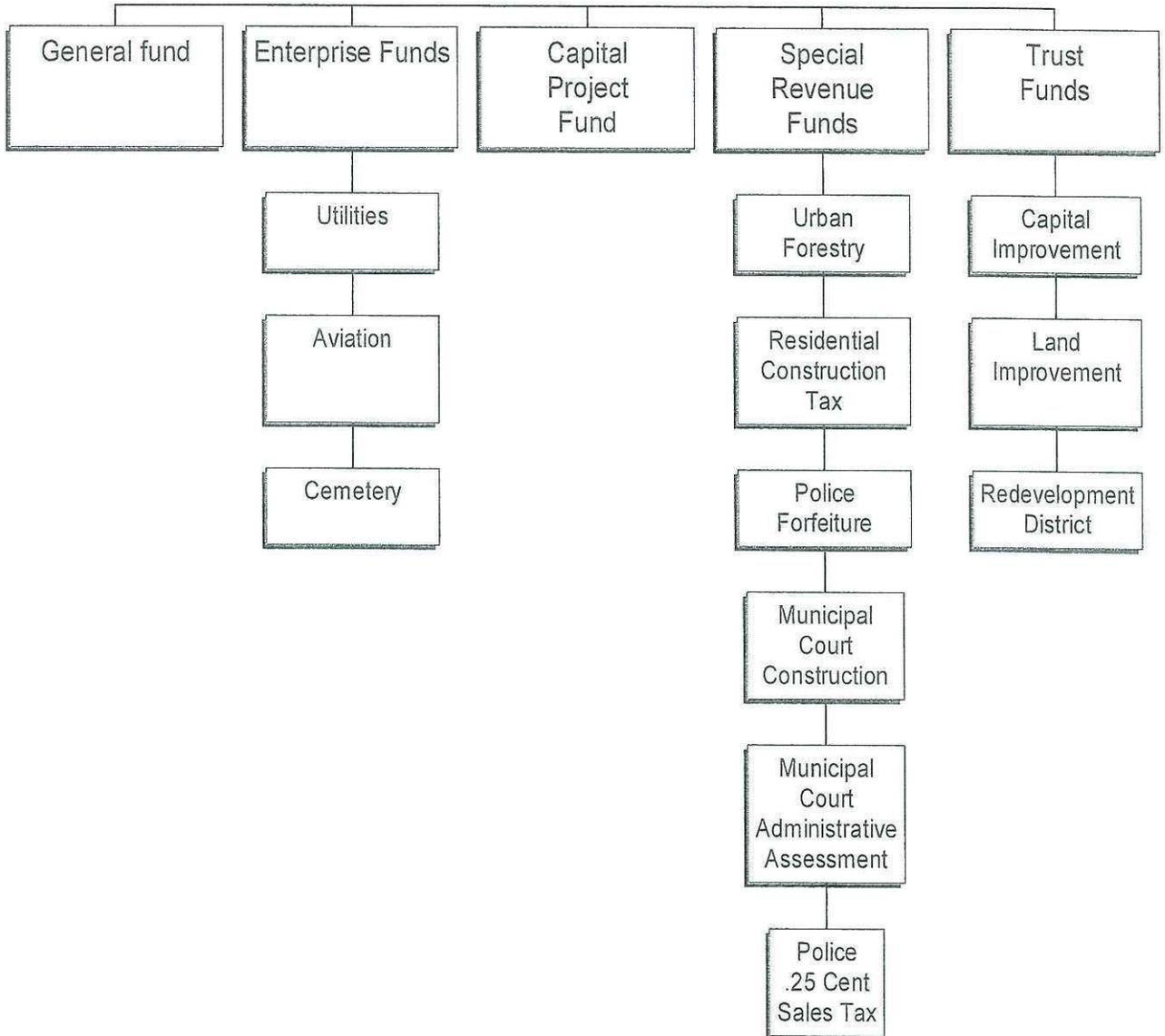
- **Utility Fund-** The Utility Fund operates and maintains the electric, water, sewer, and garbage components of the City utilities. Electricity is generated and purchased for distribution to all customers. Water is treated and distributed in a safe and reliable manner to all customers. The Sewer component operates and maintains wastewater treatment plants. Although the garbage disposal and landfill is subcontracted out, the City still does the billing and collection for a majority of the customers.
- **Aviation Fund-** The Boulder City Airport provides facilities for air transportation services for the public, business and industry.
- **Cemetery Fund-** The Boulder City Cemetery uses interest earnings, charges for services, and the sale of burial sites are available to the public, to maintain the cemetery.

Trust and Agency Funds- Trust and Agency Funds are used to administer resources received and held by the City as the trustee or agent for others. Use of these funds facilitates the discharge of responsibility placed upon the City by virtue of law or other similar authority.

- **Capital Improvement Fund** – This fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities.
- **Land Improvement Fund** – This fund is used to account for financial resources to be used for the acquisition or development of land throughout the City.
- **Redevelopment District Fund** – This fund accounts for costs of providing grants given for the purpose of housing and commercial rehabilitation and the construction of capital improvements, such as streets, lighting, and parking facilities.

FINANCIAL STRUCTURE

City of Boulder City Budget Fund Structure



BUDGET GUIDE

The City of Boulder City is a chartered city operating under the Council-Manager form of government. The City Council is comprised of four Council members, elected at large by citizens, who serve overlapping four-year terms. The Council presiding Mayor, elected at large, serves a four-year term. The Mayor and City Council, which act as the City's legislative and policy-making body, appoint the City Manager. The City Manager is the City's chief administrator responsible for implementing policies and programs adopted by the Mayor and City Council. The City provides the full range of services normally associated with a municipality, including public safety (police and fire), advanced life support services, street and park maintenance, public improvements, recreational activities, electric and water service, wastewater treatment, sanitation, planning and zoning, and general administration.

Budget Process

The preparation of Boulder City's Annual Budget is the culmination of an annual budget process. Since the City's fiscal year begins July 1 and ends the June 30 the following year, the budget process for an upcoming fiscal year commences in the preceding fall. Early in the budget cycle, the Finance Department prepares an analysis of current financial condition and projections for future revenues. Management meets to review the information, update strategic plans and determine preliminary budget policies. Budget preparation manuals are distributed by Finance to departmental budget preparers. It contains instructions for accessing and using the computerized budget system, preparing worksheets and narratives, requesting new personnel, and justifying capital requests.

Throughout the Proposed Budget process, departments submit operating budget and Capital Improvements Program requests to the City Manager for review by the Finance Director. Upholding citywide service level requirements, the City Manager evaluates submitted operating budget and Capital Improvements Program requests, determines resources available through a careful forecasting of revenues, and develops budget priorities for a balanced proposed budget. Prior to April 15, the City Manager submits to the City Council a proposed tentative budget for the fiscal year commencing the following July 1. The tentative budget includes proposed expenditures and the means of financing them. A Council work session invites citizens for public comment on allocating resources for the upcoming fiscal year. Public hearings are conducted to obtain taxpayer comments. On the third Tuesday in May each year, the final budget is legally adopted.

Budget Adjustments

The final budget is fully integrated on July 1 into the City's accounting system. The City Manager is authorized to transfer budgeted amounts between functions within any fund; however, any revisions that alter the total expenditures of any fund must be approved by the City Council. The City maintains budgetary controls. The objectives of these budgetary controls are to ensure compliance with legal provisions embodied in the annual appropriated budget, as augmented, that was approved by the City Council and the State of Nevada's Department of Taxation. Activities of the general fund, special revenue funds, debt service fund, capital projects fund, enterprise funds, and expendable trust funds are included in the annual budget. Accordingly, the legal level of control is at the fund level for all funds except the general fund, which is controlled at the function level. Control is also maintained at the line item level through the use of a purchase order and encumbrance system. An encumbrance is recorded in the accounting system when a purchase order is issued. Budgetary performance is measured by line item budget variance reports issued to operating sections on a monthly basis.

Budget Policies and Goals

The City Council may amend or augment the budget after following public hearing procedures as prescribed by law. The City desires to live within its means by keeping on-going operating costs below on-going operating revenues. However, it is a challenge to provide sufficient funding for proper maintenance and repair, and to provide a competitive employee compensation and benefits package. The City also tries to maintain sufficient cash reserves to be ready for unanticipated events.

BUDGET GUIDE

The largest single source of funding for the General Fund budget is the Consolidated Sales & Use Taxes. This source of revenue has had very strong growth in the past, but now the economy in Nevada is slowing and expected to grow much slower. Different sources of revenue will have to be looked at for meeting additional expenditures.

The next largest revenue source is Charges for Services, with the largest components coming from the municipal golf course and the recreation department. Limited growth in this category is expected. Leased property is the third largest category of revenues for the general fund. Existing and new leases of City land are a steady and reliable source of revenue growth for the City.

For the enterprise funds, the major revenue sources are user fees. These have historically been increased to handle the increased cost of operations, debt service and capital requirements. The City has low utility rates compared to neighboring cities and makes every effort to keep such increases to a minimum.

THE BUDGET CALENDAR

The budget calendar is prepared and distributed to departments in order to ensure timely preparation of the City's budget. The fiscal year begins July 1 and ends June 30 of the following year.

- November 15 Distribution of budget instructions and forms. Operating Budget and Capital Improvement Program spreadsheet files posted for each department.
- January 10 Base Budgets for Revenue/Expense entered by Departments.
- January 11 Operating Budget and Capital Improvement Program spreadsheet files posted to each department's share drive file.
- January 12 Review session with Department Heads.
- January 18-20 Base budget entries reviewed with departments.
- January 24 Finance enters final Base Budget changes to share drive files.
- January 25 Departments complete entry of Operating & Capital Improvement budget requests to share drive files.
- January 27 Budget Discussion draft to City Manager.
- February 1 Administrative review of budget begins.
- February 17 Manager's review completed.

BUDGET GUIDE

- March 1 Revised Discussion Draft to City Manager.
- March 15 Special Council Work session to review Manager's Proposed (Tentative) Budget, Operating & Capital Improvements and Land Management Plan.
- March 17 File Tentative Budget with City Clerk for consideration at April 12, 2005 meeting (materials to Clerk by March 24).
- April 12 Council approval of Tentative Budget (no later than 4/15/04 per NRS 354.596-1)
- April 14 File Tentative Budget with City Clerk, Clark County Clerk and Controller, and Nevada Dept. of Taxation. File notice of time and place budget hearing will be held.
- May 5 Publish notice of Public Hearing on the Budget (7-14 days prior) Obtain Affidavit of Publication.
- May 18 Special Council Meeting (3rd Tuesday in May, NRS 354.596-3b) for:
Adoption of Final Budget (on or before June 1, NRS 354.598-2)
Adoption of Capital Improvement Program (NRS 278.0226)
- May 21 Mail Final Budget and Affidavit of Publication to Nevada Dept. of Taxation.
- June 2 Publish Notice that Summary of Final Budget is available for inspection (within 30 days of adoption). File Final Budget copy with Boulder City Library.

IMPLEMENTING OUR VISION

Vision for Boulder City

The Vision for Boulder City describes our community's values and aspirations and helps create an image of the kind of place its residents would like it to be over the next 20 years. It builds on the City's best characteristics and identifies changes that would improve the City overall. The Vision and corresponding Guiding Principles below are based upon information gathered from a community survey and a series of neighborhood meetings, the Strategic Plan Vision adopted, as well as recent analysis of community issues, conditions, and goals.

Vision Statement: The community of Boulder City is committed to preserving our status as a small town, with small town charm, historic heritage, and unique identity, while proactively addressing our needs and enhancing our quality of life.

Guiding Principles

The Guiding Principles, listed below, are the highest-level statement of land use policy for the Boulder City Planning Area, reflecting the values of the community and its vision for future growth and development. The Principles are intended to describe the community's aspirations and set the direction for the Budget Priorities.

A Sustainable Growth Management Program

Boulder City should strive to maintain its small town atmosphere and a well-defined boundary for development. Development should continue to be regulated under the growth control ordinance, which establishes a maximum growth rate for the long-range future. New growth should only be permitted in areas that are contiguous to existing development, where infrastructure exists or can be efficiently provided. Sprawling "leapfrog development" should be discouraged and expansions of the boundary should occur only in accordance with the Master Plan.

Efficient Use and Expansion of Public Facilities and Services

New growth should be encouraged only in areas where adequate public water, sewers, and roads are currently available or planned. Infrastructure should be viewed as a tool to help manage growth, not as a service that is provided in reaction to growth pressures. Efforts should be made to improve the linkage between infrastructure planning and land use planning, and all new development should be required to be served with public facilities that meet minimum levels of service standards.

A Balanced Multi-Modal Transportation System

Boulder City should strive for a balanced transportation system that provides safe and efficient facilities for pedestrians, bicycles, and automobiles in addition to regional transit connections. Efforts should be made to address current and future mobility needs through appropriate land use decisions. As new development occurs, streets should be designed to accommodate a range of travel modes.

A Coordinated and Efficient Land Use Pattern

The City should strive for a balanced mix of land uses that achieves fiscal health and community livability. The City should contain a compatible mix of housing choices, retail and service uses, and employment centers to serve a range of community needs. Non-residential uses should be designed and located to minimize negative land use impacts on residential areas. Infill development and redevelopment that is compatible with existing urban areas, particularly within the downtown area. The density and intensity of new development should be compatible with existing development.

IMPLEMENTING OUR VISION

A Strong, Diversified Economic Base

The City should encourage the maintenance of existing jobs and the creation of new employment opportunities in the City to strengthen the economic base of the community and to reduce regional commuting patterns of its residents. Efforts should be focused on maintaining the City's existing base of businesses and on attracting new businesses to serve local residents and tourists. Additional efforts should be focused on strengthening the downtown, which is recognized as a unique area of the community whose long-term health and viability are critical to the economic success of the community.

Preserve and Enhance Natural Resources

The air, water, and lands of the community should be managed in a manner that should protect the environment and conserve natural resources. Open space preservation efforts should target environmentally sensitive areas.

Promote a Strong Community Identity

Residents of Boulder City value the distinct character and identity their community provides that sets it apart from other communities in the region, including its historic heritage, extensive park and recreational facilities, and small-town atmosphere. The City should continue to enhance its community image and identity by improving the appearance and design of its streets and other public areas as attractive public places. A high standard of design should be promoted for all new development to enhance the physical appearance of the City and maintain a high quality living and business environment for its residents.

Stable, Cohesive Neighborhoods Offering a Variety of Housing Types

The City should strive to provide a range of housing options available to meet the needs of its citizens. Housing that is affordable to young families should be encouraged, as should housing options for senior citizens. While a range of housing options is encouraged, the City should continue to implement and improve land use regulations that require high quality housing.

Identify and Protect Existing Historic Resources

The City should seek to preserve and enhance historic buildings and resources by updating and enforcing local historical preservation regulations and ordinances. Historic preservation efforts should be encouraged through the use of financial, building, and related incentives for the restoration and rehabilitation of historic structures and facilities.

A System of Connected Parks and Trails

The City should maintain its current level of parks and recreation services while pursuing opportunities to create useable open space and parks to meet community needs. Increased emphasis should be placed on enhancing connections between neighborhoods, parks, and other public gathering places. Local open space and parks planning should be coordinated with regional planning efforts. Particular emphasis should be placed on the maintenance of historic access to adjacent public lands and city linkages to regional trails.

The Annual Fiscal Year 2011 Budget incorporates the vision and priorities expressed by the Mayor, City Council, and the citizens of Boulder City. The Fiscal Year (FY) 2011 budget balances short-term needs and new fiscal constraints. Over the past several years, the City of Boulder City has initiated processes that have it looking to the future and planning for services, programs and facilities to meet the needs of the residents of the community. The most current budget process addressed both revenues and expenditures for its operating programs for an extended five-year period. The capital improvement program established a continuing five-year look at facility and equipment needs.

IMPLEMENTING OUR VISION

Strategic planning is essentially a process which assesses the future to the extent possible and determines what the picture of the community, from many different perspectives, should look like in the future years. The Mayor and City Council have recognized the need for this type of planning effort which will, in turn, provide the roadmap for future budgeting and capital planning efforts. They have recognized the need for a broad range of community input in developing the plan for the future. In short, the City Council has determined that it truly can plan what it is to be five and more years into the future. Such a plan will give guidance not only to the legislative and administrative arms of the city government, but will provide a guideline for residents of the community to act upon in the development of private programs and services.

The following Goals for Boulder City describes our community's values and aspirations and helps create an image of the kind of place its residents would like it to be over the next 20 years. It builds on the City's best characteristics and identifies changes that would improve the City overall. The Goals below are based upon information gathered from a community survey and a series of neighborhood meetings conducted, the Strategic Plan Vision adopted, the Master Plan adopted December 9, 2003 by City Council, as well as recent analysis of community issues, conditions, and goals. The development of the Annual Fiscal Year 2011 Budget took into consideration the following eleven goals:

1. Continue the current level of community safety services while assessing areas of possible improvement and implementing appropriate programs.
2. Develop an array of policies and programs that will foster a balanced economy within the community.
3. Develop policies and programs to increase the volume of outside visitors to the community.
4. Maintain quality municipal services in all functional areas while continually investigating methods of improving those services within the constraints of available resources and technology.
5. As the City grows and experiences stimuli for change, its small town character and historical ties to the construction of Hoover Dam should be maintained.
6. The City's image as a "Clean and Green" community should be continued and enhanced wherever possible.
7. The City should continue its current level of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with the available resources.
8. The City should maintain an interest and role in privately operated enterprises that impact the quality of life in the City of Boulder City.
9. The air, water and lands of the community should be managed in a manner that will protect the environment and conserve natural resources.
10. Maintain the control of our growth.
11. The City of Boulder City should have financial policies in place, which will ensure its ability to maintain current service levels with contingency plans to address possible reductions in current revenues or increased services in the future.

IMPLEMENTING OUR VISION

Budget Priorities

The community of Boulder City is committed to preserving its small town charm, historic heritage, and unique identity while proactively addressing our needs and enhancing our quality of life.

- Our safe community
- A diverse and balanced economy
- Our responsive City government and its services
- Our small town character and history
- A clean and green community
- Recreation and leisure opportunities
- Local education, transportation and medical facilities
- Our natural resources including land and space
- Controlled growth
- Municipal financial stability
- Our non-gaming community

The basic values of the community form the underlying principles for establishing the goals and objectives of the budget priorities. The resulting plan brings the priorities into focus for use in the formation of policies, programs, practices and procedures for everyone in the community to use in everyday activities and planning for the future. The goals and objectives provide a sense of direction and “why” to the future activities of the City. The following budget priorities are arranged in matching order with the value statements of the preceding page and are not to be considered as being in any order of priority. The maintenance of the City as one prohibiting any gaming is a policy requiring no further statement of intent.

COMMUNITY SAFETY:

The significant issues resulting in the priority are as follows:

- Current levels of emergency response are viewed as very good; there is a desire that the current levels continue as the community changes.
- As Clark County grows, there is a possibility of external pressures on public safety services.
- Narcotics enforcement and prevention is impacting every city in the county, including Boulder City; the City needs to ensure that it addresses the various issues properly.
- The youth of the community represent opportunities for ensuring a safe Boulder City into the future through well thought out programs of education.

PRIORITY #1. Continue the current level of community safety services while assessing areas of possible improvement and implementing appropriate programs.

Plans for Current Fiscal Year:

1. Continually evaluate demand for public safety services in relation to existing personnel and technical resources to maintain at least the current level of emergency response.
2. Evaluate methods of enhancing service levels and other traffic related issues.
3. Identify and address external influences on the community that will negatively impact the current level of community safety.
4. Continue programs and policies, with modifications as may be appropriate, that will focus awareness on drug issues that currently exist or threaten the community.
5. Assess and modify programs, as appropriate, to educate and enhance participation of our youth in the values of a safe community.

IMPLEMENTING OUR VISION

BALANCED ECONOMY:

The significant issues resulting in the budget priority are as follows:

- Boulder City is not immune to the changes in business and community roles related to the “new economy”; there is a need to be part of the flow to ensure that the community does not become stagnant.
- Boulder City residents have limited new opportunities for local employment; there is an opportunity to address this need to some extent through current business vacancies and available properties.
- There is a need to ensure that new development makes use of properties in a manner that is environmentally sensitive and responsive to the employment needs of current and future residents to the greatest extent possible.

PRIORITY #2. Develop an array of policies and programs that will foster a balanced economy within the community.

Plans for Current Fiscal Year:

1. Use and expand upon the existing marketing plan developed by Bender and Associates for business development addressing a) existing business parks, b) vacant office and commercial properties, and c) attraction of appropriate enterprises.
2. Maintain the emphasis on the presence of other governmental agencies in the community and develop relationships which will foster expansion of existing or new agencies, thereby enhancing the business climate of the community.
3. Maximize the use of Redevelopment Agency resources for improving properties within the designated project areas in conjunction with other public and privately funded projects and programs.

TOURISM:

The significant issues resulting in the budget priority are as follows:

- A large number of visitors pass through or near Boulder City each year; plans to attract them to use public and private facilities need to be developed.
- The success of many local businesses depends on support from other than City residents.
- The City has many possible features that will be attractive to visitors; others serve as detractors.
- Decisions regarding the highway corridor study can be either an opportunity or a threat depending on how the community prepares itself for the ultimate decisions.

PRIORITY #3. Develop policies and programs to increase the volume of outside visitors to the community.

Plans for Current Fiscal Year:

1. Work with the Tourism Commission to expand a tourism-marketing plan for Boulder City to attract a) people passing through/near the community, and b) visitors from neighboring Clark County communities.
2. Assess a range of opportunities/possibilities to attract non-residents to the community including:
 - Golf activities
 - Conference Center
 - Railroad Museum
3. Assess public and private capabilities for expanding special events and permanent cultural activities and facilities that will attract visitors to the community.
4. Encourage downtown improvements including building upgrades and façade treatments in order to attract visitors.
5. Develop contingency plans to address impacts of highway corridor decisions to maximize visitors to the community.

IMPLEMENTING OUR VISION

COMMUNITY SERVICES AND OBJECTIVES:

The significant issues resulting in the budget priority are as follows:

- Current levels of basic services provided by City employees are viewed as a strength of the community; there is a need to ensure that resources remain available to maintain at least the current service levels.
- The population of the community is growing older and is likely to alter the needs for specific types of services.

PRIORITY #4. Maintain quality municipal services in all functional areas while continually investigating methods of improving those services within the constraints of available resources and technology.

Plans for Current Fiscal Year:

1. Maintain as a minimum the current level of services delivered by the City of Boulder City departments.
2. Consider methods of increasing community/neighborhood involvement in the decision-making of the City government regarding new or existing services and service levels.
3. Revise City Sign Code to meet current needs.

SMALL TOWN CHARACTER AND HISTORY:

The significant issues resulting in the budget priority are as follows:

- Hoover Dam and related historical areas within Boulder City provide a strong base for community character and image.
- The central business district represents a strong tie to the heritage of the community that could deteriorate without attention.
- Lack of attention to new development could result in detracting from the current character of the community, particularly the central business district.
- Without specific attention, the historical and architectural resources in the community could decline.

PRIORITY #5. As the City grows and experiences stimuli for change, its small town character and historical ties to the construction of Hoover Dam should be maintained.

Plans for Current Fiscal Year:

1. Continue the use of the Redevelopment Agency and the Tourism Commission to promote the historic business district through programs to foster appropriate business development through private/public partnerships.
2. Ensure that future development within the City adheres to a design promoting the image of a small town.
3. The community, consisting of both public and private entities, should continue a strong working relationship with Hoover Dam and the Lake Mead National Recreation area and their programs to maintain and strengthen the historical ties between those facilities and the City.
4. Public and private entities within the community should maintain and expand their efforts to protect the historical and architectural resources in the community.

CLEAN AND GREEN COMMUNITY:

The significant issues resulting in the budget priority are as follows:

- The current emphasis has had a positive impact on the image of the City.

IMPLEMENTING OUR VISION

- There are varying standards of property maintenance in the community with some private properties not being maintained in the interest of the larger community.
- Although there is a strong interest in the “greening” of the community, desert landscape is the natural landscape and can provide a balance that is environmentally attractive.
- There are aspects of the “Clean and Green” program, particularly highway corridors, that could benefit from a review for consistency and thoughtful presentation.

PRIORITY #6. The City’s image as a “Clean and Green” community should be continued and enhanced wherever possible.

Plans for Current Fiscal Year:

1. Continue and expand the “Clean and Green” program as much as possible.
2. Develop educational programs using, as appropriate, private and government resources for the implementation of the “Clean and Green” program.
3. Encourage the continuation and expansion of volunteerism for the maintenance and image of a “Clean and Green” community.
4. Develop a plan for appearance standards for developed properties, new and existing, that emphasizes the need for a balance between private and community interests.
5. Investigate the use of a recognition/reward approach for compliance with community standards for appearance of properties.
6. Create demonstration areas using desert landscape.
7. Convey the image of a “Clean and Green” Boulder City, particularly on highway corridors.
8. Continue the contract code enforcement officer program.

RECREATION AND LEISURE:

The significant issues resulting in the budget priority are as follows:

- Recreation programs and leisure opportunities are some of the strongest assets of the community.
- There are City owned lands that present opportunities for expanded recreational uses if sufficient funding can be obtained for development and maintenance of these lands.

PRIORITY #7. The City should continue its current level of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with the available resources.

Plans for Current Fiscal Year:

1. Maintain the existing level of recreational programs for seniors, adults and children.
2. Continue to develop and investigate the placement of the dog park on Yucca Street.
3. A Bootleg Canyon Plan will use and develop the current sand and gravel area for recreational purposes, including a desert garden area.
4. Consider the expansion of bike lanes on city streets.
5. Ensure that future uses of the airport are compatible with the leisure activities of residents and visitors.
6. Expand programs focused on the arts.

INTER-AGENCY/BUSINESS SUPPORT AND COOPERATION:

The significant issues resulting in the budget priority are as follows:

- Although the City does not operate educational, medical, transportation or assisted living programs, it can play a facilitative role in ensuring viability and vitality for those services in the community.

IMPLEMENTING OUR VISION

PRIORITY #8. The City should maintain an interest and role in other government, public and privately operated enterprises that impact the quality of life in the City of Boulder City.

Plans for Current Fiscal Year:

1. Develop plans/policies for maintaining a viable community hospital, including an upgrading of services provided to community residents; recognize the hospital as a community asset.
2. Develop programs to promote community health and wellness.
3. Promote plans and policies that will result in an expansion of services provided by the Community College.
4. Influence plans and policies that will ensure the continuation of a quality K-12 education in the City.
5. Assist the Veterans' Home and other care facilities, and the community hospital in addressing their emergency service needs.
6. Recognize and encourage plans and policies which will address the range of senior living/care needs in the community.
7. Assess the needs for intra and inter-city transportation, particularly for disabled and senior populations.
8. Assess the possibilities for developing express park and ride opportunities to reduce single occupant vehicle impacts on the City.
9. Investigate the conversion of public vehicles to alternative fuels.
10. Establish working relationships with Bureau of Reclamation, National Park Service, and Clark County School District.

ENVIRONMENT AND NATURAL RESOURCES:

The significant issues resulting in the budget priority are as follows:

- As the community and areas surrounding it grow, there will be more negative impacts on the full range of natural resources; the unique character of the city could be impacted by community decisions and external influences.
- We should take steps to protect our water entitlement.
- Opportunities exist for greater conservation for the current water resources used by the City's residents.
- As technology and processes evolve, opportunities for recycling of solid waste are increased.

PRIORITY #9. The air, water and lands of the community should be managed in a manner that will protect the environment and conserve natural resources.

Plans for Current Fiscal Year:

1. Continue to adhere to the Drought Plan approved and currently operating for policies and practices to continually increase water conservation by public and private users.
2. Investigate technologies to expand the transportation of the City's effluent water resources. The City currently sells 60% of this water and could sell 100% if the delivery procedure could handle a larger amount of these water resources.
3. Promote policies and practices for greater recycling of solid waste to prolong landfill capacities and preserve the natural resources.
4. Assess those areas in which the total community can reasonably improve air quality; develop subsequent policies to achieve the improvements.
5. Develop educational programs to enhance awareness of our natural resources.
6. Develop enhanced policies and practices to preserve the open space resource of the community.

GROWTH CONTROL:

The significant issues resulting in the budget priority are as follows:

IMPLEMENTING OUR VISION

- The City's growth control ordinance is working well for the City and should not be changed.
- Current policies and regulations do not restrict the size of new commercial buildings.
- The City does not plan new housing to create a balance in meeting the needs of families and seniors; home ownership is difficult for younger, less established families due to affordability.

PRIORITY #10. Maintain the control of our growth.

Plans for Current Fiscal Year:

1. Develop a plan that limits the size of new commercial facilities.
2. Continue to ensure compatible land uses through the implementation of appropriate zoning and other land use tools approved in Master Plan in 2003.
3. Develop policies and programs which will bring balance to new housing starts in the community including:
 - (a) Researching avenues that will result in providing greater opportunities for young families to purchase affordable homes.
 - (b) Encouraging a range of living accommodations for seniors, particularly those who currently reside in the community.

MUNICIPAL FINANCE:

The significant issues resulting in the budget priority are as follows:

- Current and projected revenues for general operations/programs of the City are sufficient to maintain current service levels for the next three years; projections for years four and five indicate expenditures exceeding revenues.
- The City's biggest General Fund revenue source – Sales Tax – is subject to economic and legislative change (outside of the City's control) which could cause significant General Fund deficits in the future.
- Several revenue sources controlled by the City government could be modified to supplant losses in "formula" based revenues; the most significant source of new revenue is the leasing of City owned lands, the Land Management Plan implemented in 2003 will be adhered to.

PRIORITY #11. The City of Boulder City should have financial policies in place which will ensure its ability to maintain current service levels with contingency plans to address possible reductions in current revenues or increased services in the future.

Plans for Current Fiscal Year:

1. Develop contingencies for increasing general fund revenues.

FINANCIAL POLICIES

CITY OF BOULDER CITY'S COMPREHENSIVE FINANCIAL POLICIES

The following City financial policies establish the structure for Boulder City's overall fiscal planning and management. They set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. Boulder City's financial policies show the credit rating industry and prospective bond buyers the City's fiscal stability by assisting City officials in planning fiscal strategy with a consistent approach. Adherence to financial policies supports sound financial management, which can lead to improvement in City bond ratings and lower cost of capital. The City is in compliance with the comprehensive financial policies within this budget.

Operating Management Policies

1. All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements. In order to guarantee compliance with policy, provisions will be required on all grant program initiatives and incorporated into other service plans, as needed.
2. The budget process is intended to evaluate all competing requests for City resources, within expected fiscal constraints. Requests for new, ongoing programs developed outside the budget process will be discouraged.
3. Budget development will use strategic multi-year fiscal planning, conservative revenue forecasts, and modified zero-base expenditure analysis that requires every program to be justified annually in terms of meeting intended objectives and in terms of value received for dollars allocated. The process will include a diligent review of programs by staff, management, citizens and City Council.
4. A City Council Budget Meeting will solicit citizen input and serve in an advisory capacity in reviewing operating and capital budget recommendations from a departmental, program, and goals perspective.
5. Revenues will not be dedicated for specific purposes, unless required by law or generally accepted accounting practices (GAAP). All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process.
6. Current revenues will fund current expenditures and a diversified and stable revenue system will be developed to protect programs from short-term fluctuations in any single revenue source.
7. Addition of personnel will only be requested to meet program initiatives and policy directives, after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased revenue or enhanced operating efficiencies. To the extent feasible, additional cost reductions will be achieved through attrition.
8. Enterprise (Electric, Water, Sewer, Garbage, Airport, Cemetery) user fees and charges will be examined annually to ensure that they recover all direct and indirect costs of service and be approved by the City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents. Rate adjustments for enterprise operations will be based on five-year financial plans.

FINANCIAL POLICIES

9. All non-enterprise user fees and charges will be examined annually to determine the direct and indirect cost of service recovery rate. The acceptable recovery rate and any associated changes to user fees and charges will be approved by the City Council.
10. Balanced revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, and capital improvements. The forecast will be updated annually, focusing on a five-year outlook.
11. Alternative means of service delivery will be evaluated to ensure that quality services are provided to our citizens at the most competitive and economical cost. A review of service delivery alternatives and the need for various services will be performed on an individual basis.
12. Cash and Investment programs will be maintained in accordance with the City Charter and the adopted investment policy and will ensure that proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.

Capital Management Policies

13. A five-year Capital Improvement Plan will be developed and updated annually, including anticipated funding sources. Capital improvement projects are defined as infrastructure or equipment purchases or construction, which results in a capitalized asset costing more than \$20,000 and having a useful life of two years or more.
14. The capital improvement plan will include, in addition to current operating maintenance expenditures, adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant liability.
15. Proposed capital projects will be reviewed and prioritized and overall consistency with the City's goals and objectives will be determined. Financing sources will then be identified for the highest-ranking projects.
16. Capital improvement lifecycle costs will be coordinated with the development of the Operating Budget. Future operating, maintenance and replacement costs associated with new capital improvements will be forecast, matched to available revenue sources and included in the Operating Budget. Capital project contract awards will include a fiscal impact statement disclosing the expected operating impact of the project and when such cost is expected to occur.

Debt Management Policies

17. The purpose of the Boulder City debt management policy is to manage the issuance of the City's debt obligations and maintain the City's ability to incur debt and other long-term obligations at favorable interest rates for capital improvements, facilities, and equipment that are beneficial to the City and necessary for essential services.

FINANCIAL POLICIES

18. Analysis of the City's debt position is important, in planning for the City's future capital asset needs. The Debt Capacity Analysis is premised on the idea that resources, as well as need, should drive the City's debt issuance program. Proposed long-term financing is linked with the economic, demographic and financial resources expected to be available to pay for that debt. The primary emphasis of the analysis is the impact of the City's projected capital financing requirements on the credit quality of its debt obligations. The City strives to ensure that, as it issues further debt, its credit quality and market access will not be impaired.
19. The City Manager is the Chief Administrative Officer for Boulder City. The Director of Finance is the Chief Financial Officer for the City. The City Manager is ultimately responsible for administration of City financial policies. The City Council is responsible for the approval of any form of City borrowing and the details associated therewith. Unless otherwise designated, the Director of Finance coordinates the administration and issuance of debt.
20. Any outstanding general obligation bonds, any temporary general obligation bonds to be exchanged for such definitive bonds, and any general interim debentures, constitute outstanding indebtedness of the City and exhaust the debt-incurring power of the City. Nevada statutes require that most general obligation bonds mature within 30 years from their respective issuance dates.
21. Bonding should be used to finance or refinance only those capital improvements and long-term assets, or other costs directly associated with financing a project, which have been determined to be beneficial to a significant proportion of the citizens in the City and for which repayment sources have been identified.
22. The term of City debt issues should not extend beyond the useful life of the project or equipment financed. The repayment of principal on tax supported debt should generally not extend beyond 20 years unless there are compelling factors which make it necessary to extend the term beyond this point. Debt issued by the City should be structured to provide for either level principal or level debt service. Deferring the repayment of principal should be avoided except in select instances where it will take a period of time before project revenues are sufficient to pay debt service. Ascending debt service should generally be avoided.
23. A debt service reserve fund is created from the proceeds of a bond issue and/or the excess of applicable revenues to provide a ready reserve to meet current debt service payments should monies not be available from current revenues. Coverage is the ratio of pledged revenues to related debt service for a given year. For each bond issue, the Director of Finance shall determine the appropriate reserve fund and coverage requirements, if any. The reserve for City general obligation bonds should approximate one year of principal and interest or other level as determined adequate by the Director of Finance.
24. There is two ways bonds can be sold: competitive (public) or negotiated sale. Competitive and negotiated sales provide for one or more pricings, depending upon market conditions or other factors. Either method can provide for changing issue size, maturity amounts, term bond features, etc. The timing of competitive and negotiated sales is generally related to the requirements of the Nevada Open Meeting Law.
25. The Director of Finance shall consider refunding outstanding bonds if one or more of the following conditions exist: (1) present value savings are at least 3%, with certain exceptions, of the par amount of the refunding bonds; (2) the bonds to be refunded have restrictive or outdated covenants; or (3) restructuring debt is deemed to be desirable.

FINANCIAL POLICIES

Reserve Policies

26. All fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the City's balanced five-year financial plan.
27. The General Fund and Utilities Fund have adopted a goal of maintaining a 20 percent reserve of annual operating expenditures each year for unforeseen emergencies or catastrophic impacts to the City.
28. Contingency Reserves to be determined annually will be maintained to offset unanticipated revenue shortfalls and/or unexpected expenditure increases. Contingency reserves may also be used for unanticipated and/or inadequately budgeted events threatening the public health or safety. Use of contingency funds should be utilized only after all budget sources have been examined for available funds, and subject to City Council approval.

Financial Reporting Policies

29. The City's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
30. An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the City's published Comprehensive Annual Financial Report (CAFR).
31. The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference.
32. The City's Budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends and resource choices.
33. Financial systems will maintain internal controls to monitor revenues, expenditures, and program performance on an ongoing basis.
34. Each fund in the budget must be in balance; total revenues including other financing sources plus beginning fund balance must equal total expenditures including other financing uses plus proposed ending fund balance.

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2011 BUDGET**

GENERAL FUND	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$2,018,382					\$ 2,018,382
REVENUE						
Ad Valorem Taxes	1,210,580					1,210,580
Room Tax	400,000					400,000
Licenses and Permits	1,790,000					1,790,000
Intergovernmental	7,999,600					7,999,600
Charges for Services	940,500					940,500
Fines and Forfeits	850,000					850,000
Golf Courses	3,540,102					3,540,102
Leased Property	5,514,370					5,514,370
Miscellaneous	65,500					65,500
Transfers In	2,205,000					2,205,000
Total Revenues	24,515,652					24,515,652
Total Sources	26,534,034					26,534,034
EXPENDITURES						
Mayor and City Council		58,738	19,205	34,500	-	112,443
City Clerk		213,623	79,931	66,626	129,305	489,485
City Attorney		194,587	69,403	127,565	-	391,555
City Manager		219,253	75,319	49,900	-	344,472
Personnel		90,168	33,088	64,000	-	187,256
Public Information Officer		71,916	28,768	52,950	-	153,634
Finance		480,290	184,124	61,200	-	725,614
Information Systems		171,418	61,333	405,823	60,000	698,574
Services and Supplies				1,061,088	-	1,061,088
Municipal Court		346,735	126,447	97,230	-	570,412
Police		2,783,316	1,455,273	932,554	200,000	5,371,143
Animal Control		169,697	74,343	51,160	-	295,200
Fire		1,848,115	872,722	347,567	250,000	3,318,404
Streets		518,804	209,207	291,486	-	1,019,497
Engineering		287,298	106,572	68,150	-	462,020
Public Works						
Administration		123,201	40,146	353,650	-	516,997
Landscaping		523,776	222,892	248,918	40,000	1,035,586
Building Maintenance		118,718	53,197	142,660	-	314,575
Golf Course		75,000	8,123	1,038,148	-	1,121,271
Recreation		945,832	265,279	239,265	-	1,450,376
Senior Citizens				195,000	-	195,000
Swimming Pool		280,200	71,284	110,005	-	461,489
Boulder Creek Golf Course		13,513	2,179	1,814,410	85,000	1,915,102
Community Dev. Admin.		157,580	57,524	16,058	-	231,162
Planning and Zoning		92,196	33,554	6,380	-	132,130

Building Inspection		124,817	51,684	30,700	-	207,201
Other Appropriations		-	-	1,681,678		1,681,678
Total Expenditures		9,908,791	4,201,597	9,717,976	635,000	24,463,364
Total Reserves						2,070,670
Total Uses						\$26,534,034

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2011 BUDGET**

UTILITY FUND	Sources	USES BY CATEGORY					TOTAL
		Personnel Services	Operating	Capital Outlay	Debt Service	Other	
Funds Forward	\$ 4,153,597						\$ 4,153,597
REVENUE							
Property Tax	500,000						500,000
Electric Billings	14,150,000						14,150,000
Water Billings	7,500,000						7,500,000
Sewer Billings	1,400,000						1,400,000
Refuse Billings	825,000						825,000
Landfill Receipts	430,000						430,000
Penalties	100,000						100,000
Hook Up Fees	130,000						130,000
Miscellaneous	1,230,000						1,230,000
Total Revenues	26,265,000						26,265,000
Total Sources	30,418,597						30,418,597
EXPENDITURES							
Total Expenditures		3,523,143	15,181,212	1,255,000	2,115,548	2,009,000	24,083,903
Total Reserves							\$ 6,334,694
Total Uses							\$ 30,418,597

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2011 BUDGET**

CEMETERY FUND	Sources	USES BY CATEGORY					TOTAL
		Personnel Services	Operating	Capital Outlay	Debt Service	Other	
Funds Forward	\$ 365,220						\$ 365,220
REVENUE							
Sale of Lots	34,000						34,000
Opening & Closing	25,000						25,000
Other	12,000						12,000
Interest	15,000						15,000
Total Revenues	86,000						86,000
Total Sources	451,220						451,220
EXPENDITURES							
Total Expenditures		-	37,822	-		46,000	83,822
Total Reserves							367,398
Total Uses							\$ 451,220

AVIATION FUND	Sources	USES BY CATEGORY					TOTAL
		Personnel Services	Operating	Capital Outlay	Debt Service	Other	
Funds Forward	\$ 459,358						\$ 459,358
REVENUE							
Rents and Royalties	424,179						424,179
FAA Grant	1,000,000						1,000,000
Total Revenues	1,424,179						1,424,179
Total Sources	1,883,537						1,883,537
EXPENDITURES							
Total Expenditures		216,422	130,450	1,050,000	-	-	1,396,872
Total Reserves							486,665
Total Uses							\$ 1,883,537

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2011 BUDGET**

RESIDENTIAL CONSTRUCTION TAX	Sources	USES BY CATEGORY					TOTAL
		Salaries	Benefits	Operating	Capital Outlay	Other	
Funds Forward	\$160,294						\$160,294
REVENUE							
Residential Construction Tax	15,000						15,000
Transfers In	-						-
Total Revenues	15,000						15,000
Total Sources	175,294						175,294
EXPENDITURES							
Other Appropriations		-	-	-		90,000	90,000
Total Expenditures		-	-	-		90,000	90,000
Total Reserves							85,294
Total Uses							\$175,294

POLICE FORFEITURE FUND	Sources	USES BY CATEGORY					TOTAL
		Salaries	Benefits	Operating	Capital Outlay	Other	
Funds Forward	\$ 3,206						\$ 3,206
REVENUE							
Miscellaneous	-						-
Transfers In	-						-
Total Revenues	-						-
Total Sources	3,206						3,206
EXPENDITURES							
Public Safety Expense		-	-	-		-	-
Total Expenditures		-	-	-		-	-
Total Reserves							3,206
Total Uses							

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2011 BUDGET**

MUNICIPAL COURT CONSTRUCTION	Sources	USES BY CATEGORY					TOTAL
		Salaries	Benefits	Operating	Capital Outlay	Other	
Funds Forward	\$329,318						\$ 329,318
REVENUE							
Fines and Forfeits	55,000						55,000
Transfers In	-						-
Total Revenues	55,000						55,000
Total Sources	384,318						384,318
EXPENDITURES							
Judicial		-	-	-	34,000	325,000	359,000
Total Expenditures		-	-	-	34,000	325,000	359,000
Total Reserves							25,318
Total Uses							\$ 384,318

MUNI. COURT ADMIN. ASSMNT.	Sources	USES BY CATEGORY					TOTAL
		Salaries	Benefits	Operating	Capital Outlay	Other	
Funds Forward	\$333,071						\$333,071
REVENUE							
Fines and Forfeits	60,000						60,000
Transfers In	-						-
Total Revenues	60,000						60,000
Total Sources	393,071						393,071
EXPENDITURES							
Judicial					20,000	97,908	117,908
Operating Transfer Out		-	-	-		-	-
Total Expenditures		-	-	-	20,000	97,908	117,908
Total Reserves							275,163
Total Uses							\$ 393,071

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2011 BUDGET**

POLICE 1/4 CENT SALES TAX	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$335,302					\$ 335,302
REVENUE						
Sales Tax - .25	600,000					600,000
Transfers In	-					-
Total Revenues	600,000					600,000
Total Sources	935,302					935,302
EXPENDITURES						
Public Safety		431,510	247,901	121,283	-	800,694
Total Expenditures		431,510	247,901	121,283	-	800,694
Total Reserves						134,608
Total Uses						\$ 935,302

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2011 BUDGET**

REDEVELOPMENT AUTHORITY	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$ 2,536,845					\$ 2,536,845
REVENUE						
Interest Earnings	15,000					15,000
Property Tax	1,229,000					1,229,000
Total Revenues	1,244,000					1,244,000
Total Sources	3,780,845					3,780,845
EXPENDITURES						
Redevelopment Projects		-	-	-	1,321,313	1,321,313
Operating Expenses		51,921	21,542	305,537	60,000	439,000
Total Expenditures		51,921	21,542	305,537	1,381,313	1,760,313
Total Reserves						2,020,532
Total Uses						\$ 3,780,845

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2011 BUDGET**

SPECIAL PROJECTS FUND	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$ 1,141,283					\$ 1,141,283
REVENUE						
Taxes	189,000					189,000
Federal Grants	28,090					28,090
State Shared Revenues	120,000					120,000
Local Government Grants	6,284,295					6,284,295
Operating Transfers In	1,106,242					1,106,242
Total Revenues	7,727,627					7,727,627
Total Sources	8,868,910					8,868,910
EXPENDITURES						
Recreation		-	-	-	250,000	250,000
Community Development		-	-	-	148,090	148,090
General Government		-	-	-	393,132	393,132
Police and Fire		-	-	-	1,415,000	1,415,000
Public Works		-	-	-	6,125,537	6,125,537
Total Expenditures		-	-	-	8,331,759	8,331,759
Total Reserves						537,151
Total Uses						\$8,868,910

LAND IMPROVEMENT FUND	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$ 7,912					\$ 7,912
REVENUE						
Golf Course Surcharge	-					-
Total Revenues	-					-
Total Sources	7,912					7,912
EXPENDITURES						
Operating Transfers Out		-	-	-	-	-
Total Expenditures		-	-	-	-	-
Total Reserves						7,912
Total Uses						\$ 7,912

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2011 BUDGET**

CAPITAL IMPROVEMENT FUND	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$ 2,068,142					\$ 2,068,142
REVENUE						
Interest Earnings	40,000					40,000
Leases	1,166,881					1,166,881
Land Sales	-					-
Total Revenues	1,206,881					1,206,881
Total Sources	3,275,023					3,275,023
EXPENDITURES						
Operating Transfers Out		-	-	-		-
Total Expenditures		-	-	-		-
Total Reserves						3,275,023
Total Uses						\$ 3,275,023

URBAN FORESTRY FUND	Sources	USES BY CATEGORY				TOTAL
		Salaries	Benefits	Operating	Capital Outlay	
Funds Forward	\$ 41,242					\$ 41,242
REVENUE						
Total Revenues	-					-
Total Sources	41,242					41,242
EXPENDITURES						
Operating Transfers Out		-	-	-	41,242	41,242
Total Expenditures		-	-	-	-	-
Total Reserves						-
Total Uses					41,242	\$ 41,242

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2011 BUDGET**

BOULDER CREEK GOLF FUND	Sources	USES BY CATEGORY				TOTAL	
		Salaries	Benefits	Operating	Capital Outlay		
REVENUE							
Golf Course Receipts	-					-	
Merchandise Sales	-					-	
Pavilion Rent	-					-	
Food and Beverage	-					-	
Transfer General Fund	-					-	
Total Revenues	-					-	
EXPENDITURES							
Expenses		-	-	-		-	
Revenue Bond					-	-	
Utility Fund – Med Term Loan					-	-	
Total Expenditures		-	-	-	-	-	

**SOURCES AND USES BY DEPARTMENT AND CATEGORY
FISCAL YEAR 2011 BUDGET**

TOTAL ALL FUNDS	Sources	USES BY CATEGORY					TOTAL
		Personnel Services	Operating	Capital Outlay	Debt Service	Other	
Funds Forward	\$ 15,160,053						\$15,160,053
REVENUE							
Ad Valorem Taxes	2,439,580						2,439,580
Other Taxes	1,189,000						1,189,000
Licenses and Permits	1,805,000						1,805,000
Intergovernmental	15,931,985						15,931,985
Charges for Services	25,970,679						25,970,679
Golf Courses	3,540,102						3,540,102
Fines and Forfeits	2,165,000						2,165,000
Miscellaneous/Leases	6,846,751						6,846,751
Total Revenues	59,888,097						59,888,097
Total Sources	75,048,150						75,048,150
EXPENDITURES		18,292,514	26,136,078	10,576,962	4,097,226	200,000	59,302,780
Total Expenditures		18,292,514	26,136,078	10,576,962	4,097,226	200,000	59,302,780
Total Reserves							15,745,370
Total Uses							\$75,048,150

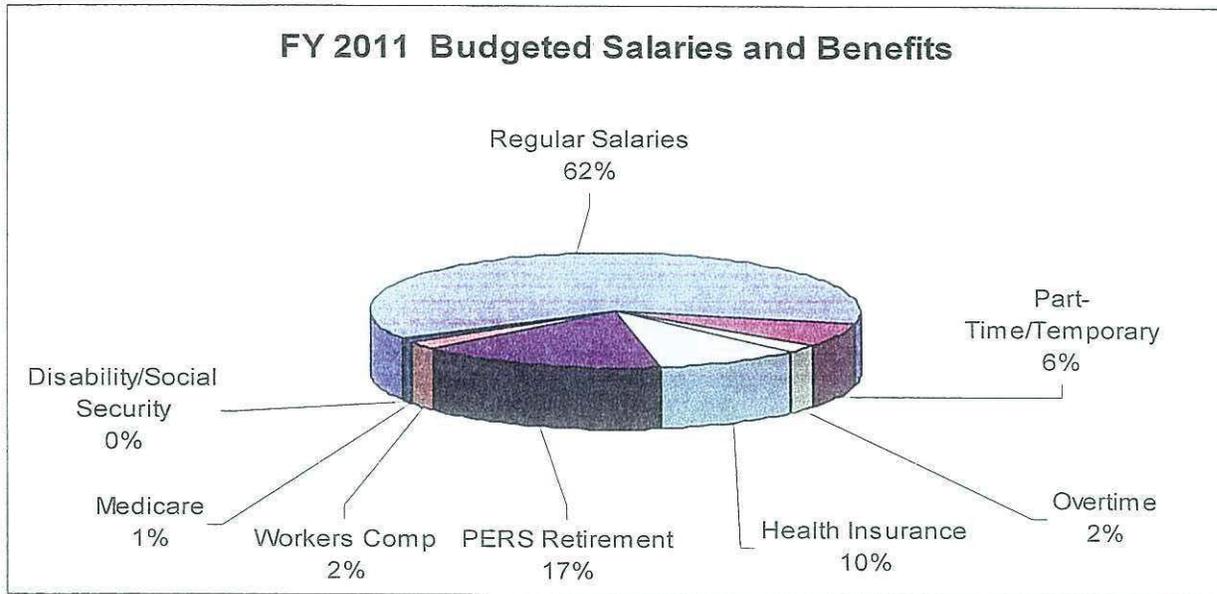
PERSONNEL OVERVIEW

PERSONNEL RECAP

FY 2009 THROUGH FY 2011

<u>Full-Time Positions:</u>	FY 2009	FY 2010	CHANGE	FY 2011
DEPARTMENT				
City Manager	2	2		2
City Clerk	3	3		3
Finance and Information Systems	9	9	-1	8
City Attorney	2	2		2
Personnel	1	1		1
Public Information and BCTV	2	1		1
Municipal Court	6	6	-2	4
Police	44	44		44
Fire	22	22		22
Animal Control	3	3		3
Public Works Administration	2	2		2
Streets	8	8		8
Landscaping	8	8		8
Building Maintenance	2	2		2
Engineering	4	4		4
Recreation and Golf	19	10	-2	8
Community Development Administration	2	2		2
Planning	1	1		1
Building Inspection and Code Enforcement	2	2	-1	1
TOTAL GENERAL FUND	142	132	-6	126
Electric and Utility Administration	17	17		17
Water and Wastewater	9	9		9
Utility Billing and Collection	5	5		5
TOTAL FULL-TIME	173	163	-6	157
 Part-Time/Temporary Positions:				
City Council	5.00	5.00		5.00
City Manager	1.11	0		0
Finance	0	0		0
Municipal Court	2.50	2.50		2.50
Police	4.36	3.16		3.16
Fire	4.43	4.43		4.43
Animal Control	0	0		0
Public Works Administration	0.05	0		0
Recreation and Golf	43.01	30.48		30.48
Redevelopment Specialist	0.80	0.80		0.80
Electric	0.50	0.50		0.50
Utility Billing and Collection	1.50	1.50		1.50
TOTAL ALL OTHER	63.26	48.37		48.37
 TOTAL POSITIONS	 236.26	 211.37		 205.37

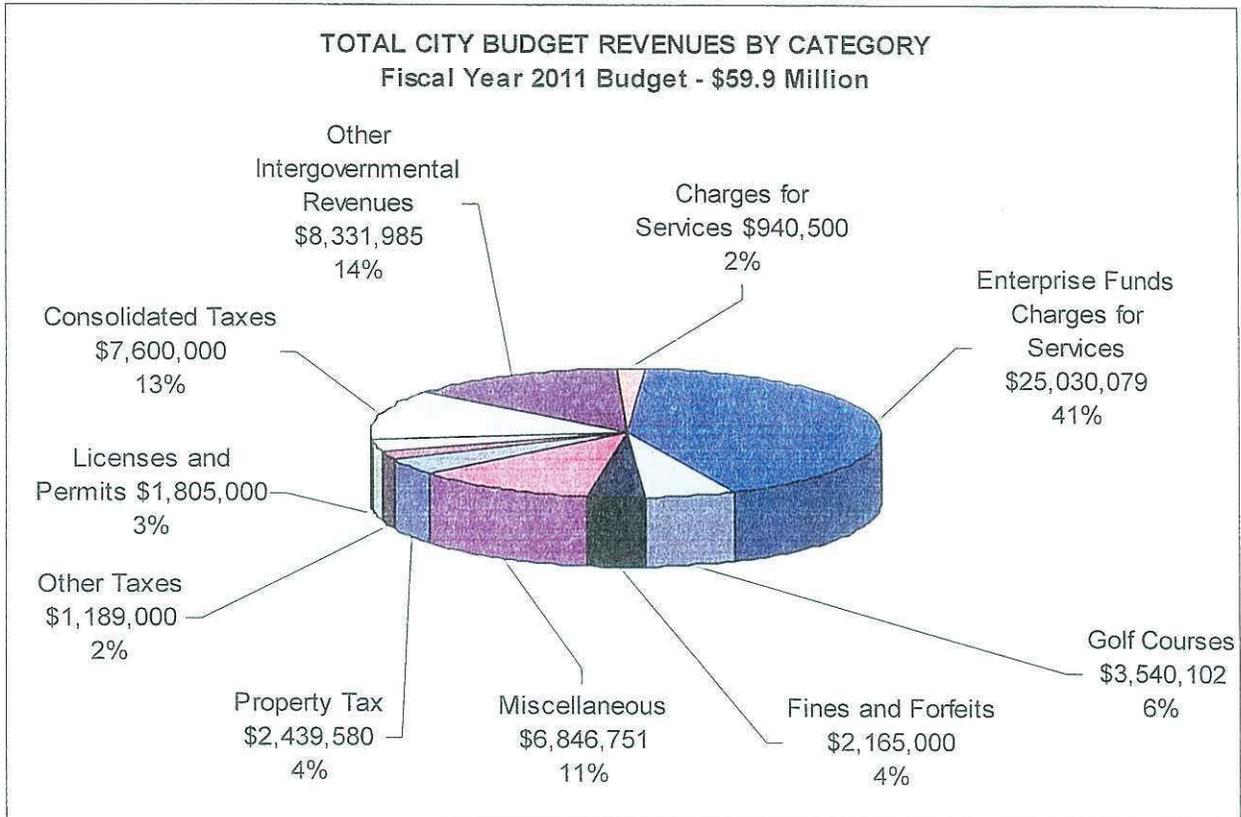
CONSOLIDATED BUDGET SUMMARY



Pay/Benefit Type	General Fund	Police Sales Tax	Utility Fund	Airport Fund	Other Funds	Total Amount
Salaries & Wages						
Regular Salaries	\$ 8,507,337	\$ 431,510	\$2,350,945	\$155,493	\$70,920	\$11,516,205
Part-time/Temporary	1,064,614	-	115,854	-	40,375	1,220,843
Overtime	342,449	-	103,245	-	-	445,694
Sub-Total	9,914,400	431,510	2,570,044	155,493	111,295	13,182,742
Benefits						
Health Insurance	1,316,983	72,666	356,930	22,868	22,615	1,792,062
PERS Retirement	2,371,409	156,479	516,210	33,431	23,929	3,101,458
Workers Comp	330,836	21,402	40,646	2,405	2,126	397,415
Medicare	131,940	6,132	32,477	2,225	1,728	174,502
Disability/Social Security	55,712	-	2,636	-	-	58,348
Sub-Total	4,206,880	256,679	948,899	60,929	50,398	5,523,785
Total	\$14,121,280	\$ 688,189	\$3,518,943	\$216,422	\$ 161,693	\$18,706,527

CONSOLIDATED BUDGET SUMMARY

This revenue graph and table contain all funds, including general, special revenue, capital projects, expendable trust, and enterprise funds.

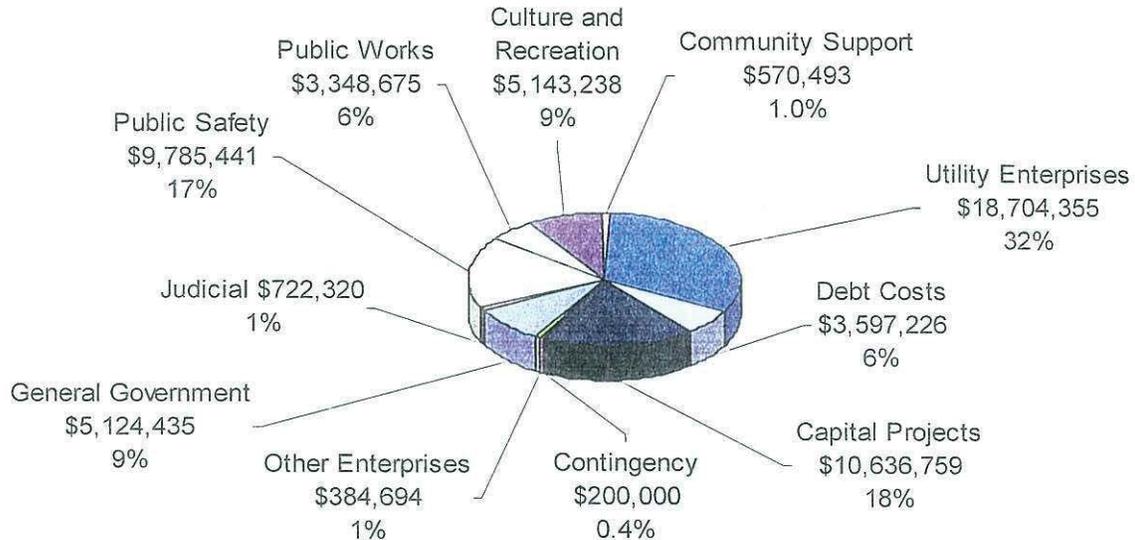


Consolidated Revenues	2008-09	2009-10	2010-11	Percent
	Actual	Budget	Budget	
Property Tax	\$ 2,162,838	\$ 2,422,580	\$ 2,439,580	4.1%
Other Taxes	1,219,429	1,388,938	1,189,000	2.0%
Licenses and Permits	1,373,592	1,625,000	1,805,000	3.0%
Consolidated Taxes	8,048,687	7,600,000	7,600,000	12.7%
Other Intergovernmental Revenues	5,485,754	7,249,422	8,331,985	13.9%
Charges for Services	4,790,486	4,687,500	940,500	1.6%
Golf Courses	0	0	3,540,102	5.9%
Enterprise Funds Charges for Services	19,115,624	23,076,209	25,030,179	41.8%
Fines and Forfeits	1,023,178	955,000	2,165,000	3.6%
Miscellaneous	5,757,756	6,838,381	6,846,751	11.4%
Revenue Total	\$ 48,977,344	\$ 55,843,030	\$ 59,888,097	100.0%

CONSOLIDATED BUDGET SUMMARY

This consolidated expenditure graph and table are broken down by functional area and include expenditures in all funds.

TOTAL CITY BUDGET EXPENDITURES Fiscal Year 2011 Budget - \$58.2 Million

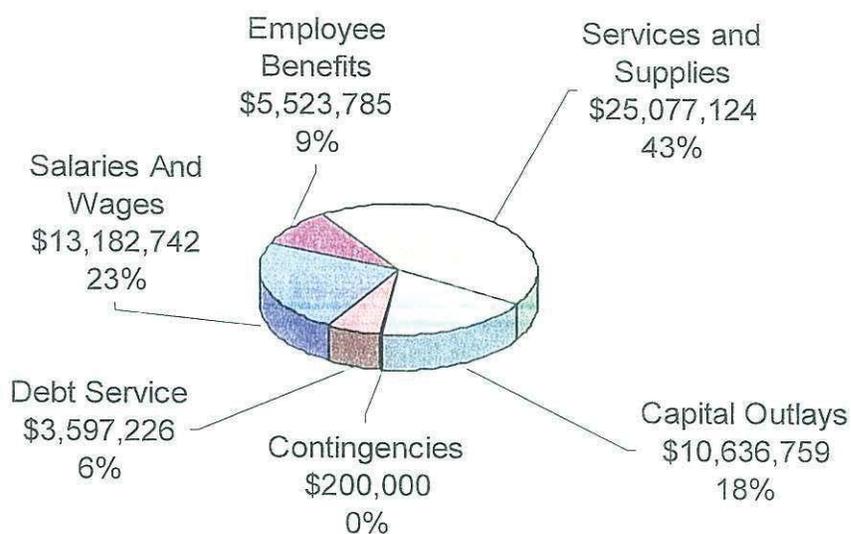


Consolidated Expenditures	2008-09	2009-10	2010-11	Percent
	Actual	Budget	Budget	
General Government	\$ 4,545,834	\$ 4,982,170	\$ 5,124,435	9%
Judicial	472,915	689,964	722,320	1%
Public Safety	9,352,999	9,729,541	9,785,441	17%
Public Works	3,579,580	3,289,978	3,348,675	6%
Culture and Recreation	3,794,683	3,480,564	5,143,238	9%
Community Support	657,582	572,088	570,493	1%
Utility Enterprise	17,297,912	17,621,035	18,704,355	32%
Other Enterprises	3,252,358	2,450,504	384,694	1%
Debt and Interest Costs	1,843,676	3,358,439	3,597,226	6%
Capital Projects	2,999,423	9,276,259	10,636,759	18%
Contingency	107,559	40,000	200,000	0%
Expenditure Total	\$ 47,904,521	\$ 55,490,542	\$ 58,217,636	100.0%

CONSOLIDATED BUDGET SUMMARY

This consolidated expenditure graph and table are broken down by type of expenditure and includes expenditures in all funds.

TOTAL CITY BUDGET EXPENDITURES BY TYPE Fiscal Year 2011 Budget - \$58.2 Million



Consolidated Expenditures	2008-09 Actual	2009-10 Budget	2010-11 Budget	Percent Change
Salaries And Wages	14,247,837	13,925,044	13,182,742	-5.3%
Employee Benefits	5,347,341	5,912,882	5,523,785	-6.6%
Services and Supplies	23,358,685	22,977,918	25,077,124	9.1%
Capital Outlays	2,999,423	5,726,259	10,636,759	-85.8%
Contingencies	107,559	40,000	200,000	400.0%
Debt Service	1,843,676	3,358,439	3,597,226	7.1%
Expenditure Total	47,904,521	51,940,542	58,217,636	12.1%

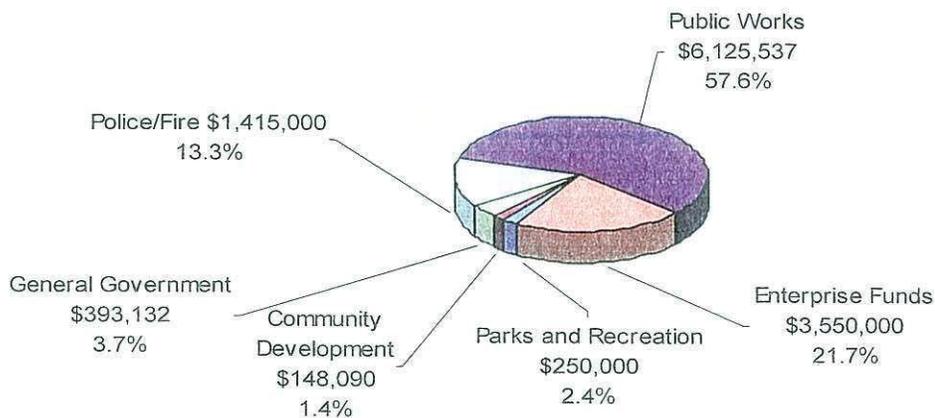
CONSOLIDATED BUDGET SUMMARY

CAPITAL IMPROVEMENTS AND PROJECTS

The Special Projects Fund supports construction projects such as the development of city parks, the construction of a sewer pump plant, swimming pool renovations, landscape and beautification projects, or the building or remodeling of a City facility. These monies are derived from sources such as taxes, intergovernmental grant funds, interest earnings, operating transfers, and/or the issuance of bonds for large projects.

The Annual Fiscal Year 2011 Budget for the Special Projects Fund is \$10.6 million. Additional information regarding the Special Projects Fund is discussed in the City Funds section later in this Budget document. The fiscal year 2011 Special Projects Fund Budget totals \$10.6 million which represents an increase of \$1.3 million or 12% from the fiscal year 2010 Annual Special Projects Fund Budget of \$9.3 million. Increases occurred in Community Development, Police/Fire, and Public Works.

TOTAL CIP BUDGET
Fiscal Year 2011 Budget - \$10.6 Million



Several of the larger projects within the City's Special Projects Fund are phase funded, which is a means whereby large projects may be budgeted, appropriated, and contracted for in an efficient manner that maximizes the City's use of available funds. This has allowed the City to better match revenue flows with actual expenditure plans.

CONSOLIDATED BUDGET SUMMARY

The major Capital Projects components are summarized as follows:

SUMMARY OF THE CAPITAL IMPROVEMENTS PROGRAM (CIP) BY DEPARTMENT				
	Fiscal Year 2010 Annual Budget	Fiscal Year 2011 Annual Budget	Change Between Fiscal Year 2010-2011	Fiscal Year 2011 Percent Of Total
Parks and Recreation	\$427,646	\$250,000	(\$177,646)	2.4%
Community Development	\$58,119	\$148,090	\$89,971	1.4%
General Government	\$402,000	\$393,132	(\$8,868)	3.7%
Police / Fire	\$1,246,855	\$1,415,000	\$168,145	13.3%
Public Works	\$3,591,639	\$6,125,537	\$2,533,898	57.6%
Enterprise Funds	\$3,550,000	\$2,305,000	(\$1,245,000)	21.7%
TOTAL	\$9,276,259	\$10,636,759	\$1,360,500	100.0%

Highlights of the fiscal year 2011 Special Project Fund budget are as follows for each department.

Parks and Recreation

The Fiscal Year 2011 CIP budget for the Parks and Recreation Section is \$250,000. Previous year improvements included the removal of 1.5 acres of grass and the installation of xeriscape or shade trees. The removal of the grass reduced maintenance and water costs. An estimated 3,627,000 gallons of water and \$2,100 per year will be saved based on Southern Nevada Water Authority (SNWA) average water savings for xeriscape.

Community Development

With international recognition as one of only 24 "must do" trails in the nation and 36 miles of interconnecting mountain bike trails, Bootleg Canyon Park was awarded a \$2 million grant five years ago by the Southern Nevada Public Land Management Act. This grant provided funding for the design and construction of a 25 acre desert garden, informal amphitheater, 300 stall parking area, entrance road, and an earthen dam catch basin. This project has been completed.

General Government

Capital Improvements to City Buildings and miscellaneous improvements are estimated at \$338,378 and Pool Building improvements at \$54,754.

Police / Fire

The Fiscal Year 2011 CIP budget for the Police and Fire Departments is \$1,415,000, of which \$1,000,000 has been funded to build a regional training and shooting facility. The vacated Senior Center facility was converted to additional police station facilities previously. Another Project completed in past budgets was a new Animal Control Shelter with an estimated cost of \$1,500,000. Municipal Court Building improvements have been funded at \$325,000.

Public Works

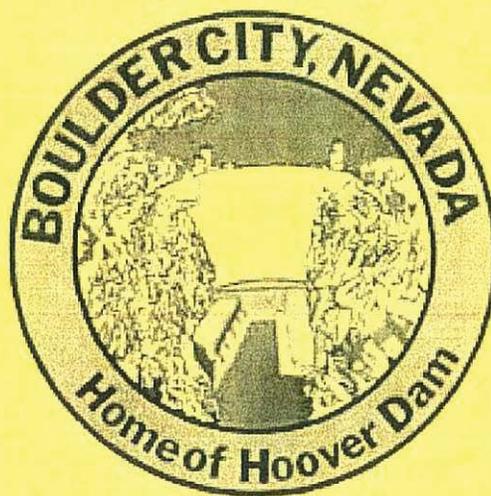
The Fiscal Year 2011 CIP budget for the Public Works Department is \$6,125,537, of which \$1,250,000 is for the Bootleg/Yucca Detention Basin System. The Clark County Regional Flood Control District provides funding for the construction and maintenance of major flood control facilities shown in the City's master plan. The City has design plans for flood control facilities that will be complimented by the

CONSOLIDATED BUDGET SUMMARY

installation of a detention basin, outfall pipe, culverts and drainage channels. An additional \$1,834,295 is provided for the Yucca Debris Detention Basin. Pavement reconstruction and fog seal/micropave programs have been funded for \$1.1 million. Flood Control Master Plan Facilities have been funded for \$953,000 and Bootleg Canyon Park upgrades for \$730,000.

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GENERAL FUND



GENERAL FUND

GENERAL FUND SUMMARY

The general fund is the general operating fund of the City of Boulder City, accounting for most financial resources not specifically accounted for in another fund. General fund expenditures are those which are made in the normal operations of the City.

	ACTUAL FY 08	ACTUAL FY 09	BUDGET FY 10	PROPOSED BUDGET FY 11	% CHANGE
REVENUES:					
Property Taxes	\$1,032,651	1,059,991	1,235,580	1,210,580	-2.1%
Room Taxes	539,412	435,502	475,000	400,000	-18.8%
Licenses & Permits	1,362,972	1,372,592	1,610,000	1,790,000	10.1%
Consolidated Sales/Use	8,498,661	8,048,687	7,600,000	7,600,000	0%
Fuel/Other Taxes	190,458	175,233	441,485	399,600	-10.5%
Boulder City Golf Courses	1,472,374	1,327,124	1,070,000	3,540,102	69.8%
Other Charges for Services	1,144,691	990,709	932,500	940,500	0.9%
Fines & Fees	754,024	911,568	850,000	850,000	0%
Interest on Investments	125,133	53,048	60,000	60,000	0%
Gravel Pit Royalties	677,931	467,305	340,000	340,000	0%
Leases	2,412,979	3,491,311	4,116,000	5,114,370	19.5%
Miscellaneous	215,659	206,831	85,500	65,500	-30.5%
Transfers In	2,496,000	2,496,000	2,246,000	2,205,000	-1.9%
TOTAL	20,922,945	21,035,901	21,062,065	24,515,652	14.1%
EXPENDITURES:					
General Government	3,706,004	3,984,590	3,780,170	4,164,122	11.1%
Judicial	415,922	466,974	547,614	570,412	5.0%
Public Safety	8,917,233	8,556,809	8,945,148	8,984,747	-0.4%
Public Works	3,322,603	3,579,580	3,289,978	3,348,675	3.4%
Culture & Recreation	4,328,996	3,794,683	3,480,564	5,143,238	34.5%
Community Support	809,059	657,582	572,088	570,493	-18.5%
Contingency/Transfers Out	1,246,538	739,660	916,977	1,681,678	41.6%
TOTAL EXPENDITURES:	22,746,355	21,779,878	21,532,539	24,463,364	12.1%
Excess of Revenues over Expenditures	(1,823,410)	(743,977)	(470,474)	52,288	
FUND BALANCE, BEG	5,056,249	3,232,839	2,488,862	2,018,382	
FUND BALANCE, ENDING	3,232,839	2,488,862	2,018,382	2,070,670	

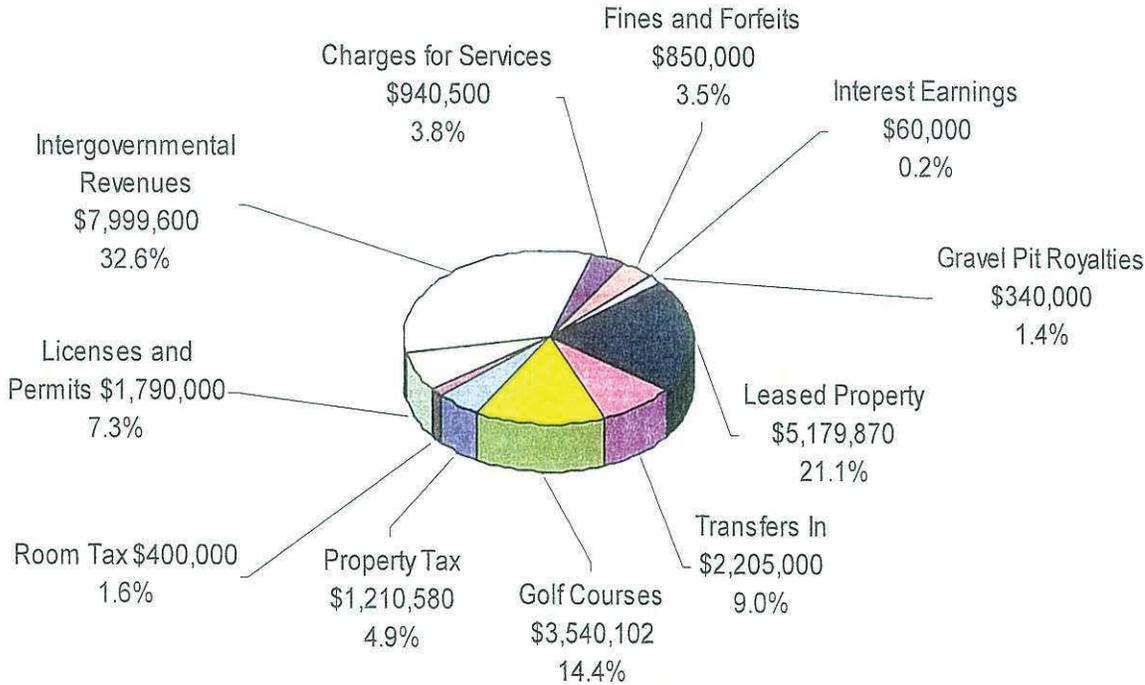
GENERAL FUND

The General Fund is the general operating fund of the City of Boulder City, accounting for most financial resources not specifically accounted for or required in another fund. General Fund expenditures are those which are made in the normal operations of the City. General Fund monies are used for core City services such as public safety, street maintenance, parks and recreation, and municipal court activities. This fund is established at the inception of a government and exists throughout the government's life.

REVENUES

The revenues to pay for these services are comprised of tax dollars, such as Sales Tax and Property Tax, but also include fees from licenses and permits, fines, land lease revenues, and a variety of other sources. The Annual Fiscal Year 2011 Budget for the General Fund is \$24.5 million. The four General Fund major revenue sources, which are Intergovernmental Revenues (including Consolidated Sales/Use Taxes), Charges for Services, Transfers In, and Leased Property, comprise 79 percent of the total General Fund revenue. The following chart reflects the revenues distribution.

GENERAL FUND REVENUES Fiscal Year 2011 Budget - \$24.5 Million



GENERAL FUND

Property Tax

Collections of current and prior year tax levies and interest on delinquent taxes. Boulder City continues to have one of the lowest property tax rates in the state of Nevada. Property tax revenues have and are expected to increase gradually as they have the past ten years. The increases are due to the small growth in the number of new property owners moving into the city. Many of the new homes in the city are valued above the state average due to growth restrictions on new housing permits. New homes are in great demand in the city and should continue to supply the city with additional property tax revenues for many years to come. (4.9%)

Room Tax

Hotel/Motel occupancy tax levied for tourism development. Room tax revenues are derived from guests that stay at hotels and motels within the city. Room tax rates are 7% for facilities with less than 100 rooms and 9% for facilities with over 100 rooms available. A small amount of revenue growth is possible with an increase in tourists into the Clark County area. (1.6%)

Licenses and Permits

Revenues generated for business, liquor and other licenses, building permits, also franchise fees for gas, phone, and cable television companies. Small increases are expected from licenses and permit fees in the future. Franchise fees from various utility companies offering services to Boulder City residents and businesses make up the bulk of the revenues in this category. Franchise fees contracts are negotiated and small increases can be expected. Business and liquor licenses are a steady source of revenue due to renewals. Building and other various permits are also included in the revenue totals. Overall growth in this category is expected to be gradual and stable. (7.3%)

Intergovernmental Revenues (Consolidated Sales / Use Taxes)

Sales taxes are collected throughout the State of Nevada on purchases of goods and products. Rates vary by county, currently Clark County requires a 8.10% sales tax on all purchases other than food sold in the various types of stores. This category also includes motor vehicle fuel taxes and small federal grants. The Consolidated Sales / Use taxes are very reliable and have increased every year for the past ten years. Consolidated Sales and Use Taxes also include cigarette and liquor taxes. Motor vehicle privilege taxes are charged on each vehicle registered in the state of Nevada based upon the value of the vehicle. All of these taxes are estimated to increase gradually each year as the population of Nevada continues to grow rapidly. (32.6%)

Charges for Services

These revenues include the municipal golf course, recreation, swimming pool, ambulance fees, and building and zoning fees. This is the second largest source of income for the City. The golf course remains very popular with local citizens and throughout Clark County due to the reasonable rates in comparison to rates charged throughout the county. Services include swimming pool, special classes, safekey, summer parks, weight room, tiny tots, youth and adult sports, racquetball. The citizens that use these facilities and activities pay a small fee to keep the facilities in good condition. (3.8%)

Fines and Forfeits

Fines are made up court assessments, which serve as punishment for traffic and criminal mischief in Boulder City. (3.5%)

Interest Earnings

Interest earned on the investment of the fund's idle cash balance. (0.2%)

Gravel Pit Royalties

New source of revenues for the general fund. (1.4%)